

BEM

BANGKOK EXPRESSWAY AND METRO



SUSTAINABILITY REPORT 2025

BEM'S BUSINESS VALUE CHAIN

To become a leading, fully-integrated transportation service provider in Thailand and ASEAN

"Primary Activities"



"Stakeholders"



Employees



Shareholders



Customers



Suppliers /
Contractors



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Mobility for All Sharing the Sustainable Journey





Business Excellence and Ethics

To be a driving force for economic growth for everyone through providing excellent, safe, and reliable transportation services.

- Goals:**
- No personal data breaches
 - No leakage of significant company data



Eco-Friendly Commute

To be a journey that uses resources efficiently, without causing pollution, while also maintaining a sustainable environment for next generations.

- Goals:**
- Net-zero greenhouse gas emissions by 2050



Metropolitan Social Harmony

To be a destination for building relationships among people in the metropolis with care and respect for each other.

- Goals:**
- No fatal accidents in service



ABOUT THIS REPORT



Bangkok Expressway and Metro Public Company Limited (“BEM”) has published the Sustainability Report 2025 to communicate our commitment, strategies, management approaches, and sustainability performance to stakeholders. The Report also discloses operations that support the United Nations Sustainable Development Goals (UN SDGs) and national sustainability goals. It also reflects the Company’s intention to become a sustainability leader in the transportation sector.

BEM has developed this Sustainability Report based on the Global Reporting Initiative (GRI) Standards, which are a set of globally recognized sustainability reporting standards, to ensure stakeholders of the reporting quality and transparency. The information and performance data disclosed herein cover the period from 1 January to 31 December 2025 and incorporates the operations of the Company Group and all subsidiaries where BEM holds shares greater than or equal to 50%. The details of the Sustainability Report 2025 are also accessible via <https://sustainability.bemplc.co.th/?lang=en>

Note: The Company Group’s shareholding structure is available in the Annual Report 2025 (56-1 One Report) or via <https://investor.bemplc.co.th/en/download/one-reports>



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Reporting Scope for Sustainability Indicators Classified by Business

Indicator	Expressway Business			Rail Business		Commercial Development Business ^{2/}
	Si Rat Expressway	Prachin Ratthaya Expressway	Udon Ratthaya Expressway ^{1/}	M.R.T. Chalerm Ratchamongkhon Line Project (MRT Blue Line)	M.R.T. Chalong Ratchadham Line Project (MRT Purple Line)	
Reporting Scope 99%						
Corporate Governance & Economic						
• Information Technology	✓	✓	✓	✓	✓	✓
• Supply Chain	✓	✓	✓	✓	✓	✓
• Customer Relationship Management	✓	✓	✓	✓	✓	✓
Environmental						
• Energy	✓	✓	✓	✓	✓	*
• Water	✓	✓	✓	✓	✓	✓
• Waste	✓	✓	✓	✓	✓	*
• GHG Emissions Scope 1	✓	✓	✓	✓	✓	*
• GHG Emissions Scope 2	✓	✓	✓	✓	✓	*
• GHG Emissions Scope 3	✓	✓	✓	✓	✓	*
Social						
• Human Resource Management	✓	✓	✓	✓	✓	✓
• Occupational Health and Safety	✓	✓	✓	✓	✓	✓

Remarks :

✓ Complete application of policies, operational guidelines and/or collection of operational data

* Partial application of policies, operational guidelines and/or collection of operational data

1/ Northern Bangkok Expressway Company Limited ("NECL"), a subsidiary of BEM. Shareholding of the Company is 99.99%

2/ Appointed Bangkok Metro Networks Company Limited ("BMN"), a subsidiary of BEM, to act on behalf of BEM to manage commercial development relating to the expressway and rail systems. Shareholding of the Company is 99.67%

MESSAGE FROM THE MANAGING DIRECTOR



Dr. Sombat Kitjalaksana
Managing Director

Bangkok Expressway and Metro Public Company Limited



As the Managing Director of Bangkok Expressway and Metro Public Company Limited or BEM, I take pride in witnessing the Company's steady growth under its key mission to be "a leader in providing Thailand's transportation system services," driven by sustainability principles in line with ESG (Environment, Social, Governance). This approach seeks to create a balance between the economic development, the quality of life of people and surrounding communities, and the environment amid the ongoing economic and social transition toward sustainability in Thailand.

The past year was an important period for BEM in laying the foundation for a "new era of urban mobility," particularly the progress in the construction of the MRT Orange Line Project (Bang Khun Non–Min Buri (Suwinthawong) Section), which is a key strategic project that will fully connect travel between the eastern and western parts of Bangkok. Upon completion, the MRT Orange Line Project will be a "major transportation corridor of the metropolis," to reduce travel time, increase economic opportunities, and enhance the quality of life of people in surrounding areas. The project not only increases the city's economic potential but also reflects the Company's mission in developing "green infrastructure" that is environmentally friendly and socially inclusive.

BEM is committed to reducing impacts from its operations through efficient energy use and increasing the share of renewable energy. Solar power systems have been installed at office buildings and depots. The Company has begun using solar energy in metro service operations for the first time in Thailand to reduce reliance on electricity from the main grid and significantly lower greenhouse gas emissions, reflecting the Company's commitment to environmentally responsible operations and supporting the transition toward a sustainable low-carbon society.

In addition, in 2025, BEM joined the declaration of intent under the "Project to Promote the Setting of Greenhouse Gas Emission Targets in the Industrial Sector toward Net Zero using the Science Based Target approach (Phase 2)," organized by the Thailand Greenhouse Gas Management Organization (Public Organization). This demonstrates the Company's commitment to targeted and concrete greenhouse gas emission reduction. The Company aims to continuously reduce greenhouse gas emissions (GHG Emissions) to support Thailand's "Net Zero" target by 2050 and move forward as a truly environmentally friendly "green transport organization."

BEM believes that sustainable growth must go hand in hand with caring for people and society. Under its Corporate Social Responsibility strategy (CSR Strategy), the Company conducts social initiatives across multiple dimensions that promote happiness in three areas: HAPPY JOURNEY, HAPPY LIVING SOCIETY, and HAPPY PLANET. This aligns with the Company's mission to enhance people's quality of life and to improve the quality and efficiency of services to be modern, convenient, rapid, reliable, and punctual. In 2025, the Company and its subsidiaries continued social initiatives, such as BEM Takes Students to Conquer TCAS Project, the BEM NEW HORIZONS, the BEM Happy Journey 2025 "Yao Yang Yiam" Project, and the Metro Mall Go Green Project.

BEM is committed to conducting its business with transparency, accountability, and adherence to good corporate governance at all levels of the organization. The Company manages risks prudently and places importance on business ethics to ensure that all decisions are based on integrity and fairness. As a result, the Company received recognition under the ASEAN Corporate Governance Scorecard 2025 in the Asset Class PLCs category, and the "Best Sustainability Bond – Transport" award at the global The Asset Triple A Awards for Sustainable Finance 2025, organized by The Asset, a leading financial magazine in Asia.

Going forward, BEM will continue to focus on developing the organization for stable growth under the concept of **"Mobility for All: Sharing the Sustainable Journey"** to create a transportation system that is sustainable, connected, and environmentally friendly, while driving the organization to grow alongside Thai society in a stable manner.

I am confident that, with the cooperation of all employees, business partners, shareholders, and surrounding society and communities, BEM will be able to drive Thailand's transportation system toward "a connected, sustainable, and valuable future for all." On behalf of Bangkok Expressway and Metro Public Company Limited, I would like to express my sincere appreciation for the trust and cooperation from all sectors, as well as all valuable suggestions, which the Company will apply to develop and improve in pursuit of service excellence and continued sustainable growth.



VISION

TO BECOME A LEADING, FULLY-INTEGRATED TRANSPORTATION SERVICE
PROVIDER IN THAILAND AND ASEAN



MISSION

The Company is committed to conducting businesses:



Providing services of the expressway and metro systems with safety, convenience, rapidity, reliability, punctuality, and efficiency, in order to improve the quality of people's lives.



Improving the quality and efficiency of the modern and full-service transportation network in order to alleviate traffic problems, preserve the environment, and improve society and the country.



Creating value-added and utmost benefit to shareholders based on fairness to all stakeholders.



Adhering to sustainability principles in business operations by realizing good corporate governance as well as striving for social and environmental responsibility.



GOALS AND BUSINESS STRATEGIES

To achieve the Company's vision and core missions, BEM has defined major goals and strategies as follows:

1

To invest in the transportation system projects, expressway and connecting road projects, metro system projects, and related projects under the government policy for the public-private partnership (PPP) in respect of infrastructure, including related businesses, such as various commercial development, taking into consideration of the projects which are beneficial to society and the country, with reasonable business yields.

2

To strengthen the businesses by generating revenues for continued growth, and managing costs and expenses efficiently, in order to maintain good financial standing.

3

To build relationships with stakeholders through the corporate social responsibility (CSR) process and communicate to gain an acknowledgment from personnel and people outside the organization.

4

To develop personnel ready for the provision of quality services of the expressway and metro systems.

5

To build social recognition of the good corporate image.



BUSINESS OVERVIEW



Bangkok Expressway and Metro Public Company Limited, the leading provider of the expressway and mass rapid transit rail system services, is committed to developing a fully-integrated transportation system to facilitate journeys, alleviate traffic problems in Bangkok and surrounding areas, and upgrade travel to improve the quality of life of people in society. BEM's businesses comprise the provision of expressway and metro services, including commercial development related to the expressway and metro systems. The Company's business overview is as follows :

1. Expressway Business

BEM and Northern Bangkok Expressway Company Limited ("NECL"), a subsidiary of BEM, have obtained concessions from the Expressway Authority of Thailand (EXAT) for the construction and management of three expressways, namely the Si Rat Expressway, the Prachin Rattaya Expressway, and the Udon Rattaya Expressway. The details of each route are as follows:

1.1 The Si Rat Expressway (Second Stage Expressway) is the first large-scale construction project in Thailand on the basis of a public-private partnership with a BTO (Build Transfer Operate) basis. This means that BEM invested in the design, construction, and operation of the Si Rat Expressway while the ownership of permanent structures pertaining to or used on the Si Rat Expressway shall be vested in EXAT. The Company is entitled to receive toll revenues as specified in the Agreement, including the right to conduct commercial development on the expressway structure areas. The Si Rat Expressway consists of three sectors, covering a total distance of 38.5 kilometers as follows :



Sector AB

Sector AB (Urban Sector) (Prachacheun – Phayathai – Bangkhlo – Asoke)

Starting from Ratchadapisek Road heading southward to Phayathai Interchange, then eastward to Rama 9 Road, and from Phayathai Interchange heading southward to Bangkhlo, connecting with the Chalerm Mahanakorn Expressway (First Stage Expressway).



Sector C

Sector C (Suburban Sector) (Prachacheun – Chaeng Wattana)

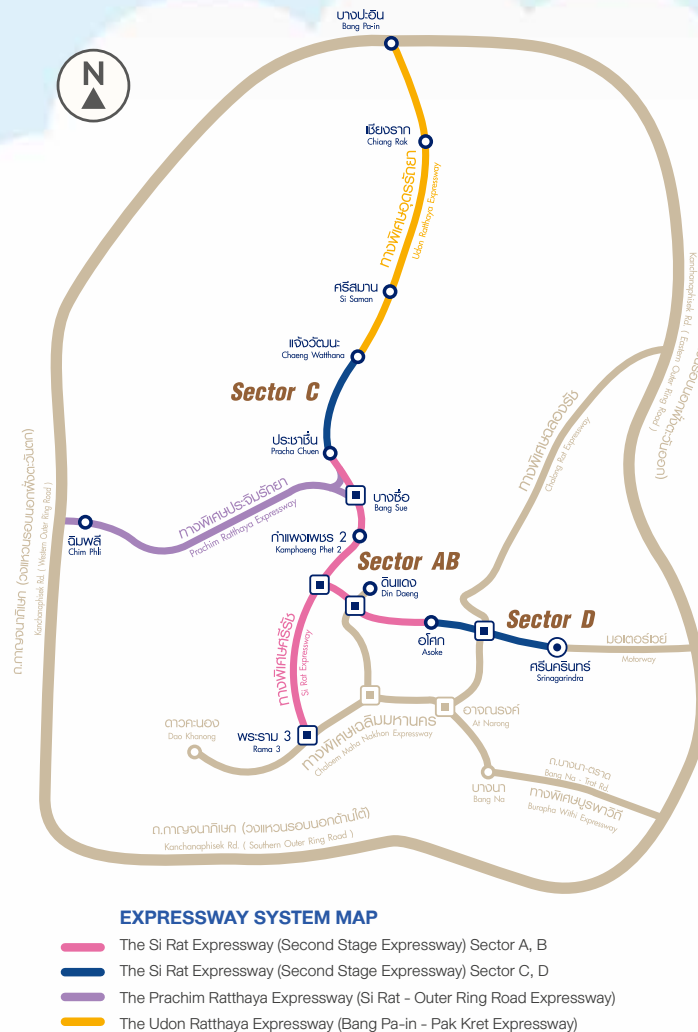
Starting from Ratchadapisek Road heading northward to Chaeng Wattana, connecting with the Udon Rattaya Expressway.



Sector D

Sector D (Suburban Sector) (Rama 9 – Srinakarindra)

Starting from Rama 9 Road heading eastward to Srinakarindra Road, connecting with the Motorway.



1.2 The Prachin Rathaya Expressway (formerly Si Rat - Outer Ring Road Expressway) is under the Concession Agreement for Investment, Design, Construction, Operation, Service and Maintenance of the Si Rat - Outer Ring Road Expressway Project, implemented under a BTO basis. BEM is exclusively entitled to receive toll revenues throughout the concession period. The route starts from Kanchanaphisek Road (Western Outer Ring Road adjacent to Mahasawat Water Treatment Plant) heading eastbound along the right of way of the existing Southern railway, crossing the Chao Phraya River around the Rama VII Bridge, ending the project around Bangsue Grand Station (Chatuchak), connecting with the Si Rat Expressway southward around the Bus Terminal (Mo Chit 2), and running down to at-grade level around Khamphaeng Phet 2 Road, and connecting northward heading to Chaeng Watthana, covering a total distance of 16.7 kilometers.

1.3 The Udon Rathaya Expressway (Bang Pa-in - Pak Kret Expressway) is operated by NECL under the Bang Pa-in - Pak Kret Expressway Agreement on a BTO basis. NECL is entitled to receive toll revenues as specified in the Agreement, including the right to conduct commercial development on the expressway structure areas. The Udon Rathaya Expressway connects with the Si Rat Expressway around Chaeng Watthana Road heading northward to Bang Pa-in around Kanchanaphisek Road (Western Outer Ring Road), covering a total distance of 32 kilometers.

2. Rail Business

BEM has obtained concessions for the operation of three mass rapid transit rail system projects from the Mass Rapid Transit Authority of Thailand (MRTA), namely the M.R.T. Chaloe M Ratchamongkhon Line Project (MRT Blue Line), the M.R.T. Chalong Ratchadham Line Project (MRT Purple Line), and the MRT Orange Line Project. Details are as follows:

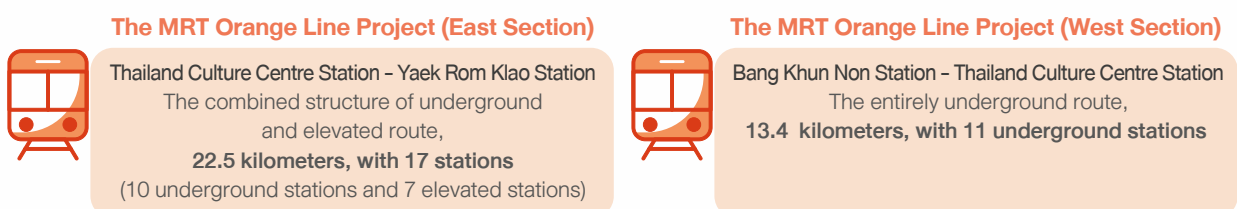
2.1 The M.R.T. Chaloe M Ratchamongkhon Line Project (MRT Blue Line) is a PPP Net Cost Concession, whereby MRTA invests in all civil works and BEM is responsible for supplying, installing M&E equipment, and providing the operation and maintenance services. The Company is entitled to farebox revenues and undertaking commercial activities and development, including advertising, leasing space and telecommunications services in the station and in the rolling stocks. The MRT Blue Line has an interchange connection to the M.R.T. Chalong Ratchadham Line Project (MRT Purple Line) at Tao Poon Station, as well as interchange connecting with the MRT Orange Line Project at Thailand Cultural Centre Station and Bang Khun Non Station. The MRT Blue Line comprises:



2.2 The M.R.T. Chalong Ratchadham Line Project (MRT Purple Line), Bang Yai - Rat Burana, Bang Yai - Bang Sue Section (Khlong Bang Phai Station - Tao Poon Station), Contract No. 4: Concession for supply of M&E systems and O&M services on a PPP Gross Cost basis, whereby MRTA invests in all civil works and BEM invests in the M&E systems and the rolling stocks, as well as provides the operation and maintenance services in accordance with the specified service standards. MRTA is entitled to all farebox revenue and commercial development revenue from the utilization of the civil infrastructure and the railway systems and MRTA shall make a gradual repayment of the M&E equipment to the Company on a monthly basis for a period of 10 years, and shall contact the Company for the O&M services throughout the concession period. The MRT Purple Line is an elevated metro project, covering a total distance of 23 kilometers, with 16 stations, and connected to the M.R.T. Chaloe M Ratchamongkhon Line Project (MRT Blue Line) at Tao Poon Station.

2.3 The MRT Orange Line Project (Bang Khun Non - Min Buri (Suwinthawong) Section) is a PPP Net Cost Concession, whereby MRTA shall be responsible for the cost of civil works for the MRT Orange Line Project (East Section) and BEM shall invest in the civil works of the Orange Line Project (West Section) and the costs of M&E systems, rolling stocks as well as system operation and maintenance management of the entire route (Bang Khun Non - Min Buri (Suwinthawong) Section). The concession period for train operation services is 30 years from the service commencement date of the MRT Orange Line Project (East Section) onwards. The Company signed the PPP agreement (the MRT Orange Line project) on 18 July 2024, with plans to official opening for service of the East Section by 2028 and the entire route by 2030. The Company is entitled to fare revenue and undertaking commercial activities and development.

This Project features a route connecting the eastern and western sides of Bangkok Metropolitan and connecting with the M.R.T. Chaloe M Ratchamongkhon Line (MRT Blue Line) at Thailand Cultural Centre Station and Bang Khun Non Station, covering a total distance of 35.9 kilometers, with 28 stations. The MRT Orange Line Project comprises:



Mass Transit System Map



3. Commercial Development Business

BEM has appointed Bangkok Metro Networks Company Limited (“BMN”), its subsidiary, as the management representative for commercial developments of the expressway projects and M.R.T Chaloem Ratchamongkhon Line (MRT Blue Line commercial area), comprising procurement and/or production of advertising media in various forms, retail area lease and service, event space service, automated machine installation space service, and service and maintenance of telecommunications networks. In additions, BMN procures advertising and rental spaces for interested customers beyond the commercial areas under the Company’s concessions from EXAT and MRTA. The business operations are divided into three main categories:



Procurement and/or
production of
advertising media



Lease of retail
areas

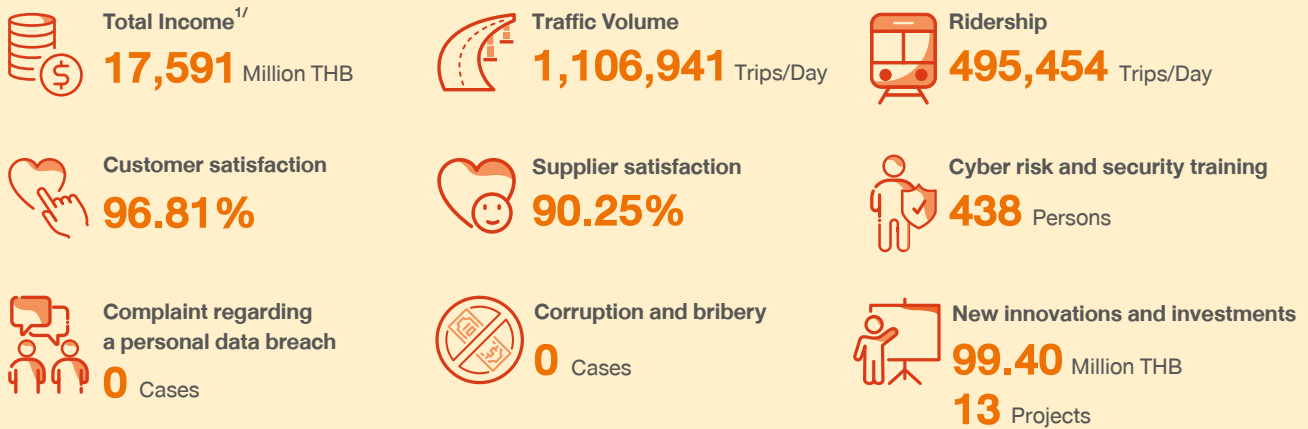


Provision of service
and maintenance of
telecommunications
network

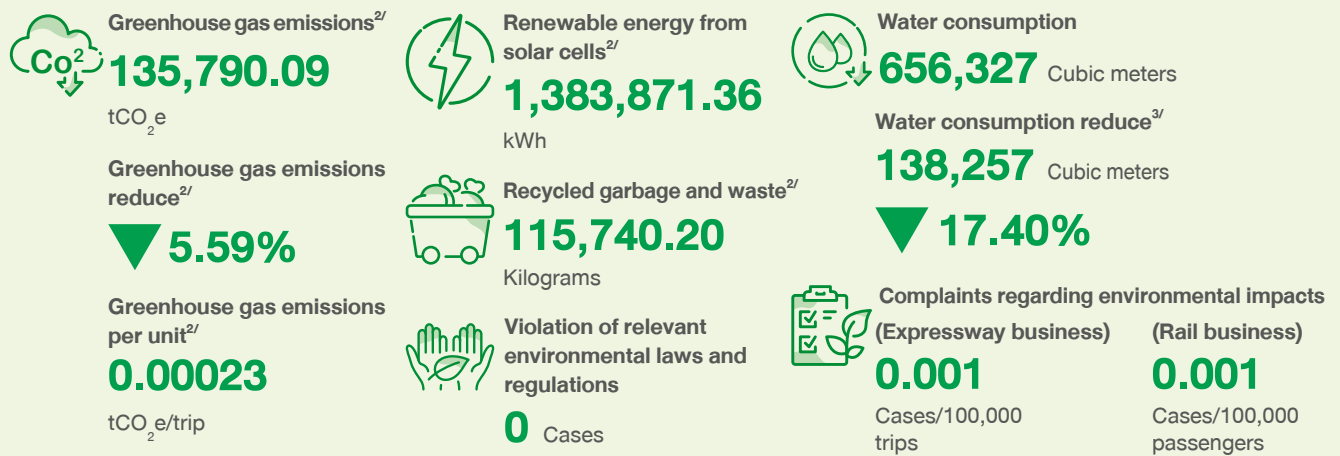
2025 ESG PERFORMANCE HIGHLIGHTS



Governance and Economic Dimension



Environmental Dimension



Social Dimension



Remark : ^{1/} Consolidated financial statements
^{2/} Exclusively for the expressway business and rail business.
^{3/} Comparison with 2024

ESG AWARDS OF PRIDE



SET ESG Rating Assessment 2025

BEM received the SET ESG Ratings assessment for 2025 from the Stock Exchange of Thailand (SET), which evaluates companies on Environmental, Social, and Governance dimensions (ESG). The Company has continuously been included in the sustainable stock list for the ninth consecutive year. In 2025, the final year of the SET ESG Ratings assessment, the Company was rated “AAA” in the Services group, which is the highest level. This assessment result reflects the Company’s operations that place importance on all stakeholder groups, effective environmental management, responsible social operations, and corporate governance under good corporate governance principles. The Company continues to develop and elevate its operational processes in accordance with sustainability practices to support long-term organizational growth and align with international sustainability standards.



ESG100 Company 2025

BEM was ranked by Thaipat Institute as one of the ESG100 for 2025, which represents the universe of securities with outstanding performance in Environmental, Social, and Governance (ESG) in the transportation and logistics sector, assessed from a total of 921 listed companies (excluding those under rehabilitation), as well as real estate investment funds, Real Estate Investment Trusts (REITs), and infrastructure funds. The Company remains committed to conducting business on sustainability principles by balancing the economic, social, and environmental dimensions, while continuously strengthening corporate governance standards, risk management, and social and environmental responsibility.



Corporate Governance Report of Thai Listed Companies 2025

BEM has consistently received the “Excellent CG Scoring” or 5-star level by Thai Institute of Directors Association (IOD) under the Corporate Governance Report (CGR) of the Thai Listed Companies for 2025, in which a total of 844 listed companies participated in the assessment. This recognition underscores the Company’s steadfast commitment to good corporate governance, social responsibility, and environmental stewardship as key drivers of business growth and sustainable development. This achievement also reflects the Company’s dedication to ethical business conduct and its continued focus on delivering fair and sustainable value to all stakeholders.



AGM Checklist 2025

BEM received an “Excellent” rating in the assessment of the quality of the Annual Ordinary General Meeting of Shareholders for 2025 (AGM Checklist 2025), conducted by the Thai Investors Association, for the sixth consecutive year since 2020.



ASEAN Corporate Governance Assessment 2025

BEM received an assessment of good corporate governance for listed companies in the ASEAN region from the ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard) for 2025, under the Award Category: Asset Class PLCs, assessed from 569 listed companies from 6 ASEAN countries. This award is supported by the ASEAN Capital Markets Forum (ACMF) and the Asian Development Bank (ADB), with the objective of recognizing listed companies in ASEAN that conduct business in accordance with good corporate governance principles, with responsibility toward society and the environment for sustainable growth of both the company and its value chain. This recognition reflects the Company's commitment to operating accordance with governance principles, consideration for stakeholders, and building long-term investor confidence, while continuously supporting the enhancement of governance standards in the ASEAN business sector.



Best Sustainability Bond – Transport Award

BEM received the “Best Sustainability Bond - Transport” award at the global level from The Asset Triple A Awards for Sustainable Finance 2025, organized by The Asset, Asia's leading financial magazine. The award was in recognition of the successful issuance of Sustainability Bond No. 1/2024 with a total offering value of 5,000 million THB, which was continuously well-received by investors, with subscriptions exceeding 5.2 times the original target of 3,000 million THB. This reflects confidence in the Company's business potential and strong financial position as a comprehensive public transport service provider committed to driving sustainable development, balancing the economic, social, and environmental dimensions, particularly promoting travel by clean energy to reduce greenhouse gas emissions.



Sustainability Disclosure Award 2025

BEM received the Sustainability Disclosure Award for 2025 from Thaipat Institute, which is presented to member organizations of the Sustainability Disclosure Community (SDC) that systematically, transparently, and beneficially disclose and disseminate sustainability information for various stakeholder groups.

ASEAN Energy Awards 2025

BEM received the 2nd Runner-Up award in the category of ASEAN Energy Efficiency and Conservation Best Practices Awards 2025, under the ASEAN Best Practices Competition for Energy Management in Buildings and Industries, at the ASEAN Energy Awards (AEA) 2025. This regional award is presented to organizations with outstanding achievements in sustainable energy development and conservation, covering three main areas: Renewable Energy (RE), Energy Efficiency and Conservation (EE&C), and Clean Coal Technology (CCT). The award aims to promote and honor organizations with innovative contributions to strengthening regional energy security and supporting the achievement of the goals of the ASEAN Plan of Action for Energy Cooperation (APAEC).





Thailand Energy Awards 2025

BEM received the “Excellence” Award in Energy Conservation (Designated Building category) from the Thailand Energy Awards 2025, organized by the Department of Alternative Energy Development and Efficiency (DEDE). This is a national award presented to organizations with systematic and efficient energy management and conservation practices, capable of demonstrating tangible results in energy consumption reduction and operational efficiency improvement. The award aims to promote and honor organizations with good energy practices and to support sustainable business operations aligned with the direction of National Energy Policy.



IAA Awards for Listed Companies 2025

BEM received two prestigious awards: “Outstanding CEO” and “Outstanding IR” in the transportation industry group at the IAA Awards for Listed Companies 2025, organized by the Investment Analysts Association (IAA). These awards reflect the capabilities and excellence of executives and listed companies that demonstrate outstanding business management based on corporate governance, as well as effective investor relations through transparent communication, fostering investor confidence and long-term relationships.



HR Excellence Awards 2025

BEM received three prestigious awards at the HR Excellence Awards 2025 for the second consecutive year: a Gold level award in Excellence in Workplace Wellbeing, and two Bronze level awards in Excellence in Employee Engagement and Excellence in Employee Advocacy and Brand Ambassadors. These awards reflect the Company’s commitment and capability in systematically managing human resources, placing importance on employees in all dimensions, covering employee health, well-being and safety promotion, continuous learning management and capacity building, as well as implementing strategies to build employee motivation and engagement through various mechanisms and committees, including receiving feedback in both formal and informal formats to genuinely reflect employee needs. This results in employee engagement and pride in the organization, making them good brand ambassadors.

The HR Excellence Awards, organized by Human Resources Online in Singapore, is a regional platform dedicated to honoring organizations with excellence in human resource management, encompassing effective employee care, capacity building, and corporate culture development.



Climate Action Awards 2025

BEM received the “Climate Action Excellence” award in recognition of its outstanding performance and leadership in climate change at the CCI Climate Change Forum 2025, organized by the Climate Change Institute, The Federation of Thai Industries (FTI CCI). This event, held for the first time, aims to promote and recognize organizations that demonstrate greenhouse gas emissions reductions and support industry participation in driving Net Zero goals, while encouraging knowledge exchange on climate change among various sectors. This award reflects the Company’s dedication and commitment to effective climate management in accordance with sustainable development principles.



Certificate of Recognition: Program to Promote Industrial Greenhouse Gas Emission Target Setting towards Net Zero through the Science Based Targets Approach (Phase 2)

BEM received a certificate of recognition as a Net Zero Pilot Organization from the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO), under the “Program to Promote Industrial Greenhouse Gas Emission Target Setting towards Net Zero through the Science Based Targets Approach (Phase 2),” co-organized with Center of Excellence for Eco-Energy (CEEE), Thammasat University. The Company was one of 22 pilot organizations participating in the development of greenhouse gas emission reduction targets and implementation plans in accordance with TGO guidelines to systematically drive towards Net Zero. Furthermore, the Company participated in a panel discussion to share lessons learned and approaches for driving Net Zero initiatives alongside leading organizations, aiming to exchange environmental best practices and enhance greenhouse gas management for tangible results.

Green Office Award 2025

BEM received Green Office Award (Green Office) for the year 2025 at the “Excellent” level (G Gold), granted by the Department of Climate Change and Environment. This recognition reflects the Company’s establishment of the environmental and climate policy as well as its operational guidelines that prioritize environmentally sustainable development. The Company’s policy covers the implementation of the Green Office project to develop environmental management systems, alongside waste and pollution management, reduce greenhouse gas (GHG) emissions, and promote efficient and cost-effective energy and resource utilization. Furthermore, the Company remains firmly committed to expanding the Green Office project across all its offices to establish environmentally friendly operational standards, support Thailand’s transition toward a low-carbon economy and society as well as mitigate long-term climate change impacts.



BEM'S VALUE CHAIN (GRI 2-6)

To become a leading fully-integrated transportation service provider in Thailand and ASEAN, BEM is committed to enhancing the quality, efficiency, and sustainability of Thailand's transportation system while improving the people's quality of life by delivering convenient, safe, stable, and reliable transportation services. This covers the expressway business and rail business in line with the government's public-private partnership (PPP) infrastructure investment policy, as well as commercial development business, which emphasize social and environmental responsibility, aim to create shared value and utmost benefit for all stakeholders based on the principles of good governance while reinforcing engagement with internal and external stakeholders across the value chain. In this regard, the Company has formulated a management plan covering a value chain that encompasses numerous activities, from planning and construction to service delivery. The complexity of BEM's business value chain has played a key role in expanding business opportunities and extending the scope of engagement with external stakeholders.

1. BEM's Business Value Chain

Activities		Stakeholders							
		Employees	Suppliers / Contractors	Customers	Society & Communities	Creditors	Shareholders	Press	Regulatory Authorities & Public Sector
 Primary Activities	Planning and Management	✓	✓	✓					✓
	Design, Construction, and Installation	✓	✓		✓				✓
	Operations	✓	✓	✓					✓
	Marketing and Sales			✓		✓	✓	✓	✓
	Service Delivery	✓	✓	✓	✓				
	After-Sales Services and Support			✓		✓	✓		
 Support Activities	Procurement	✓	✓			✓	✓		✓
	Information Technology Development	✓	✓	✓					✓
	Human Resource Management	✓							
	Organizational Infrastructure	✓				✓	✓		✓

BEM's Business Value Chain

To become a leading, fully-integrated transportation service provider in Thailand and ASEAN



Primary Activities

Planning and Management

Planning and determining strategies to enhance service quality and efficiency for customers with consideration for the provision of adequate resources. The process of planning must take into account all businesses, i.e., expressway, rail, and commercial development, while establishing a risk assessment system and increasing opportunities to expand infrastructure and network connectivity with other public systems to achieve a sustainable business and enhance the Company's long-term profit.

Design, Construction, and Installation

The design, construction, and installation of civil works structures and system equipment for expressway and metro to support service operations constitute one of the Company's key primary activities during the project implementation phase. This activity serves as a critical determinant of service capacity and quality, encompassing reliability and safety, which are subsequently carried forward into the operational phase. The Company places strong emphasis on the selection of materials and technologies that minimize environmental impacts, as well as on mitigating disturbances to surrounding communities during the construction and installation processes.

Operations

Focusing on internal and external operations to promote the provision of transportation services and commercial development business to customers with operational efficiency and stability, and to maintain customer satisfaction and business success. Operations cover the organization's internal management system and the provision of convenient and rapid services to customers. Operations also include efforts to monitor and address customer needs and to ensure efficiency in the transportation system in alignment with established operational plans. Furthermore, operations highlight the importance of enhancing safety performance and environmental responsibility in various related processes, such as regulating and maintaining the Company's operations in compliance with environmental and safety standards set by regulatory authorities and the public sector. This is considered a key factor in building trust in the Company's transportation system and must be rigorously embedded in operational practice.

Marketing and Sales

Focusing on BEM's marketing and services for customers by creating awareness and relationships with customers through public relations media and promotional campaigns highlighting social and environmental values. The Company also implements impactful and constructive projects that meet customer needs. In addition, the Company accentuates the utilization of technology to enhance convenience and efficiency in service provision, such as offering various formats of payment systems, which increases convenience for service users and enhances satisfaction with a transportation system that benefits both communities and society. This is in line with the Company's mission, which aims to continuously improve and respond to the needs of customers, communities, and society.

Moreover, BEM promotes public transportation for people living in neighboring areas and supports ESG initiatives that create shared value within and beyond the organization.



Primary Activities

Service Delivery

Delivering services according to the business plans and goals of the expressway, rail, and commercial development businesses is integral to the Company's service provision and revenue generation.



Expressway Business

BEM focuses on delivering quality and safe expressways in accordance with international standards, maintaining roads and facilities on the expressway, managing traffic, and enhancing payment convenience to improve customer satisfaction and ease of use.



Rail Business

BEM focuses on providing high-quality and safe metro public transportation services that comply with international standards to ensure customer satisfaction and convenience.



Commercial Development Business

BEM focuses on developing and delivering high-quality advertising media to strengthen brand awareness, reach target groups, and expand opportunities to market services and products. The Company also focuses on increasing revenue from space rental to shops or businesses requiring space to serve customers or to produce goods, while taking into account social and community integration. Additionally, the Company supports the provision of a reliable and high-quality telecommunications network.

After-Sales Services and Support

Activities of extreme significance directly affect customer satisfaction and business sustainability. BEM aims to provide problem-solving support to customers and respond to safety-related incidents rapidly and efficiently to build confidence in the Company's services. An effective after-sales service delivery system will enable the Company to serve customers efficiently, meet their needs, and foster long-term satisfaction.

Support Activities

Procurement

BEM focuses on managing, selecting and procuring from suppliers who take ESG factors into consideration to reduce environmental and social impacts and enhance business sustainability. Selecting ESG-oriented suppliers, and eco-friendly materials and equipment helps decrease risks in the Company's business operations. In addition, the Company promotes supplier participation, raises awareness, and encourages supplier capability development to support safety management and general operations related to employees, suppliers/contractors, and service users as part of enhancing supply chain management thereby fostering trust among relevant customers, investors, and relevant stakeholders.

Support Activities

Information Technology Development

BEM is committed to developing information technology systems in order to support efficient business processes and service provision in line with the Company's operations. Information technology allows the Company to promptly and accurately monitor and track service delivery using security system that comply with relevant standards to protect stakeholders' personal and business data in a bid to safeguard customer data and comply with laws pertaining to personal data. Developing information technology with high-security standards and strict data management will reduce risks regarding data instability and legal risks that may affect stakeholder confidence. In addition, employing information technology to improve services and business processes will enhance the Company's efficiency and stability, helping to create customer satisfaction and strengthen the integration between information technology and personal data protection, a fundamental factor in this era where data is vital in business and society.

Human Resource Management

BEM emphasizes employing effective human resource management, providing appropriate training programs, and promoting human resource development planning to ready personnel and empower them to perform core activities and support efficient business operations. Besides implementing human resource management in conjunction with personnel and skill development, the Company also emphasizes supporting and promoting respect for human rights as well as diversity, equity, and inclusion (DEI), which are essential in creating an environment that recognizes and embraces employee diversity. Furthermore, encouraging employee engagement also strengthens cooperation within the organization and supports employees' participation in the continuous development and advancement, of the Company's business.

Organizational Infrastructure

BEM's infrastructure serves as a key mechanism for setting direction, controlling, and supporting the operations of all departments to be efficient, transparent, and aligned with the Company's strategy. Its main components encompass internal management, accounting, finance, and revenue auditing. The Company places importance on systematic operational planning and performance monitoring, efficient budget and cash flow management, and the preparation of financial reports that accurately comply with relevant standards. In addition, the Company operates under good corporate governance principles, strictly adhering to applicable laws, regulations, and requirements, in order to enhance credibility, reduce risk, and support long-term sustainable organizational growth.

2. Stakeholder Analysis in BEM's Value Chain

BEM is committed to sustainable management by prioritizing continuous engagement with stakeholder groups connected to the Company's businesses, including employees who form the foundation of the Company's development; suppliers and contractors who are business partners; customers to whom the Company aims to provide quality service and enhance satisfaction; and society and communities in which the Company operates. Additionally, the Company values other key stakeholders such as creditors, shareholders, press, regulatory authorities and the public sector, who are responsible for overseeing and governing the Company. These efforts are intended to build trust and promote transparency in business operations, ultimately fostering sustainable growth.

BEM recognizes the importance of cooperation and connection between all stakeholder groups, which results from effective management. This will yield sustainable results that benefit all stakeholder groups and foster strong connections. Moreover, the Company welcomes opinions and feedback from stakeholders, including their economic, social, and environmental expectations, to adjust the Company's operational plans in response to each group's expectations and increase opportunities for stakeholders to boost their strength, reduce risks, and build a business ecosystem that creates positive impacts to all stakeholders.

3. Communication with Stakeholders in 2025

Stakeholders	Engagement Channels and Frequency	Issues of Interest/ Expectations	Actions in Response to Stakeholder Issues in 2025
 Employees	- Survey on employee engagement and happiness towards the organization, once per year - Internal communication via online and offline channels, as well as internal activities held continuously throughout the year - Welfare Committee and Executive Meetings quarterly - Addressing employee grievances and opinions throughout the year - Annual Performance Assessment, once a year - Quality Management System Committee Meetings, quarterly - Submission of grievances through supervisors - Orientation for new employees - Enquiry on employee's and supervisors' needs and feedback to design learning courses that is suitable and consistent with operations	- Career advancement opportunities - Fair remuneration and welfare - Acceptance of diversity and inclusion in the workplace - Fair, equal treatment and gender equality - Appropriate competency, knowledge, and ability development - Clear policies and guideline, with communication throughout the organization to ensure consistency in operations - Occupational health, safe, and suitable working environment - Challenging assignment that support employee development - Appropriate employee behavioral expression in line with the corporate culture - Employee engagement and pride in the Company	- Define necessary competencies for employees across all departments - Establish Career Paths for employees with capability development processes to support employee self-development and career growth within the Company toward set targets - Provide mental health benefits, loan and housing benefits - Additional benefits allocated pursuant to the recommendations of the Welfare Committee as follows; - Medical expense discounts for employees and their families at a new partner hospital (total now 3 hospitals) - Fitness center discount at 1 additional facility - First Aid room with medical personnel, medications, and refill points for medication covering all workplaces 24 hours - Provide flu vaccinations for four strains and health screening benefits such as cervical cancer, breast cancer, and prostate cancer screening to promote employees' well-being - Establish a central unit to conduct additional drinking water quality checks beyond the regular maintenance cycle, covering all workplaces annually to ensure confidence in the quality of drinking water for employees

Stakeholders	Engagement Channels and Frequency	Issues of Interest/ Expectations	Actions in Response to Stakeholder Issues in 2025
 Employees (continue)			• Marriage benefits extended to cover LGBTQIA+ employees for equal marriage leave and wedding allowance • Provide financial assistance to employees affected by natural disasters and human-induced disasters, including floods, fires, storms, landslides, earthquakes, and tsunamis • Provide safety uniforms for maintenance group and expressway operations group to enhance workplace safety. • Collect and distribute company-related news (“Clipping-News”) daily to executives and employees, ensuring communication of important information.
 Suppliers / Contractors	• Both online and offline communication, with one-way and two-way channels, when conducting joint activities, as appropriate • Communication of important information via the Company’s website under the menu “About BEM/Sustainable Development/Supply Chain Management” which includes: • Supply Chain Policy and practice. • Supply chain Management Strategies • Supplier management process • Supplier Code of Conduct • Disclosure of Supply Chain Management Targets and Performance Indicators	• Knowledge and understanding of sustainable development • Promotion of quality improvement and trust between organizations • Long-term business relationships and sustainable collaboration • Compliance with contractual terms and fair agreements • Timely payment for goods/ services within agreed terms • Transparent and auditable procurement process • Fair and equal treatment of all suppliers • Safe and healthy working environment • Establishment of a supplier code of conduct for clear practices	• Conduct training sessions to enhance suppliers’ knowledge of sustainable business practices • Communicate Supplier Code of Conduct and notify suppliers to acknowledge and adopt it as a guideline for conducting business with the Company • Ensure that business contracts fairly and equitable for all suppliers • Ensure timely payment for goods/services (within 30–45 days after receiving the invoice or as contractually agreed) • Develop and share educational materials with suppliers to raise awareness and promote ESG-related initiatives

Stakeholders	Engagement Channels and Frequency	Issues of Interest/ Expectations	Actions in Response to Stakeholder Issues in 2025
 Suppliers / Contractors (continue)	• Other related Policies and Practices • Whistleblowing or complaint channels to Chairman of the Audit Committee/ Independent Director/ Company Secretary • A partnership application channel via the Company's website under the menu "B2B with BEM/Procurement" • Supplier safety training for suppliers who are required to perform work within the company premises per annual training program • Annual supplier meeting for sustainability guidance, policy reinforcement, and feedback, once per year • Educational materials for suppliers to promote sustainability awareness, two times per year • Online supplier satisfaction and expectation survey, once per year • Supplier evaluation relating to sustainability (ESG) performance, according to the 2025 annual plan • Notification to suppliers whose performance does not meet the Company's standard and along with recommendations for improvement based on the Company's criteria • Monthly contractor safety committee meetings to exchange information, news, and opinions		• Evaluate the ESG performance of direct business suppliers (Tier 1 Suppliers) through self-assessments • Conduct Sustainability (ESG) risk assessment of Significant Tier-1 Suppliers by BEM employees

Stakeholders	Engagement Channels and Frequency	Issues of Interest/ Expectations	Actions in Response to Stakeholder Issues in 2025
 Customers	• Surveys on satisfaction, needs, and expectations, including suggestions in the provision of services delivery throughout the year • Activities to strengthen relationships with customers throughout the year • Submission of complaints and feedback via various channels throughout the year	• Reliable, punctual, convenient, and accessible services • Appropriate pricing • Sustainable and eco-friendly travel alternatives with quality, safety, and non-discriminatory service • Appropriate personal data protection • Receiving accurate and timely public communications and essential information to support decision-making. • Timely disclosure of accurate and clear information • Products and payment channels that respond to customers' needs • Appropriate and timely problem-solving ability and customer assistance	• Develop projects based on customer expectations to align services with needs and enhance customer experience • Organize customer relationship-building initiatives, e.g., co-branding privilege programs with business partners, concert ticket giveaways, and the "Happy Journey" activities • Communicate travel-impacting information clearly and promptly to enable effective customer planning and decision-making • Collect feedback and complaints through various corporate channels by coordination between complainants and relevant departments to ensure appropriate resolution
 Society & Communities	• Receiving suggestions and complaints through various corporate channels continuously throughout the year • Meetings, discussions, and visits to communities impacted by the Company's operations to continuously strengthen relationships throughout the year • Social and environmental contribution activities along the expressway and metro lines throughout the year • Evaluation of community satisfaction or engagement for each activity	• Reduction of negative environmental impacts and increase in positive contributions to society and communities • Job opportunities for locals • Preparations and establishment of safety and emergency response measures • Participation and support of community activities • Respect for basic community rights • Promotion of good cooperation between communities and the Company	• Implement the strategic plan for social and community engagement (Development Framework for 2025-2028) under the sustainable development framework and organize activities to strengthen relationships with society and communities in accordance with the defined plan • Receive suggestions and complaints via various company channels and take timely corrective action in coordination with relevant departments

Stakeholders	Engagement Channels and Frequency	Issues of Interest/ Expectations	Actions in Response to Stakeholder Issues in 2025
 Creditors (Financial Sponsors, Investors & Analysts)	• Disclose information in accordance with the requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), including quarterly Management Discussion and Analysis (MD&A) reports, and Annual Report (Form 56-1 One Report) • Monthly disclosures provided via the Company's investor relations website • Submission of financial statements and information according to the terms of the credit agreements and the debenture's terms and conditions • Presentations of the Company's performance information through various meetings such as Roadshows, Analyst Meetings, and Company Visits throughout the year	• Strong company performance and future investment plans for sustainable growth • Effective risk management and sound financial liquidity management • Accurate, transparent, and reliable financial reporting and auditing • Compliance with the terms and conditions of loan agreements and debentures	• Prepare MD&A and Annual Report (Form 56-1 One Report) and disclose performance results and related information via SET and the investor relations section of the Company's website, accurately, completely, and timely • Submit financial statements to credit-providing financial institutions, SEC and ThaiBMA and fully comply with the terms and conditions of loan agreements and debentures • Participate in SET Opportunity Day (4 times) and hold Analyst Meetings (4 times) • Engage with investors and analysts through one-on-one meeting, Company visits, SET meetings, and security companies meeting totalling 28 meeting. • Conduct investor relations satisfaction surveys achieving a satisfaction score of 93.02%, exceeding the target of 90%

Stakeholders	Engagement Channels and Frequency	Issues of Interest/ Expectations	Actions in Response to Stakeholder Issues in 2025
 Shareholders	- Annual General Meeting of Shareholders (AGM), once a year, and Extraordinary General Meetings (EGM) when urgent matters arise, providing shareholders with the opportunity to: - Raise questions or express opinions during the meeting, as well as submit questions in advance - Exercise voting rights for the election of directors on an individual basis, including the right to vote for the removal of directors at shareholders' meetings - Exercise their rights fairly and equitably in proposing agenda items for the AGM and nominating candidates for consideration as directors through the channels announced on the Company's website, with a submission period open for 3 months prior to the end of the accounting period - Disclosure of information and communication of the Company's performance through various channels: - Form 56-1 One Report, once per year - Management Discussion and Analysis (MD&A), 4 times per year, through the Stock Exchange of Thailand and the Company's website - Activities and engagement channels for shareholders, such as Company Visits and corporate communication activities, to support continuous communication and engagement throughout the year - Ongoing communication with shareholders through various Company channels, including the website, email, and telephone, throughout the year	- Business operations in compliance with applicable laws and regulations, with transparency, responsibility toward the environment and society, and consideration for the Company's sustainable growth - Fair and equal treatment of investors and shareholders - Disclosing accurate, transparent, complete, timely, and compliant information in accordance with SET regulations, and maintaining regular and continuous communication with shareholders - Expanding sustainable business opportunities, and sourcing capital for new projects, while maintaining financial stability, profitability, and the ability to generate appropriate returns on investment	- Supervise operations to ensure compliance with applicable regulations, laws, official announcements, concession agreements, and other business-related obligations with transparency, fairness, environmental responsibility, and auditability - Organize shareholder meetings in an online format, placing emphasis on responding to shareholders' questions during meetings while enabling shareholders to propose agenda items, nominate candidates for director selection, and submit questions in advance via the Company's website - Present the Company's performance through various activities both domestically and internationally - Prepare regular reports to disclose information and communicate the Company's performance, including the Annual Report (Form 56-1 One Report) and MD&A - Establish a clear dividend payment policy - Set a clear growth strategy framework with a focus on core businesses in which the Company has experience and expertise - Co-invest with the public sector in transport system projects to create the Company's next growth wave, by selecting only projects with appropriate returns consistent with the Company's capabilities - Enhance operational efficiency and reduce costs through the adoption of technology in toll collection and fare collection systems, together with efficient financial cost management

Stakeholders	Engagement Channels and Frequency	Issues of Interest/ Expectations	Actions in Response to Stakeholder Issues in 2025
 Press	- Media coordination throughout the year, and dissemination of information regarding the Company's operations, marketing activities, and corporate social responsibility (CSR) activities through various online and offline media channels, such as websites, social media, newspapers, television, and radio - Preparing and distributing publicity materials, namely: press releases, news photos, scoop news, video clips, and radio spots - Organizing special activities (e.g., press conferences and special interviews) at least once per year to communicate an overview of the Company's performance - Press visits on appropriate occasions (e.g., the organization's anniversary and New Year season, etc.)	- Access to continuous updates and information regarding the Company's operations, including marketing activities undertaken by the Company - Progress updates and developments of key projects currently under implementation - Comments and recommendations in the Company's capacity as a public transport operator - The Company's responsibility toward society, the environment, and operations in accordance with the principles of corporate governance - Accurate, transparent, and timely disclosure of information, including appropriate and timely clarification of causes, impacts, and mitigation approaches in the event of any abnormal incidents	- Regularly prepare and distribute the Company press releases in various formats to share topics of interest and continuously communicate material information to the mass media, such as business updates, operating performance, and social, community, and environmental activities, etc. - Invite the mass media to participate in activities (e.g., press conferences and marketing events) and provide complete and clear information on relevant matters - Promptly issue news releases or information to clarify the situation in the event of abnormal incidents, so that the mass media receive accurate, complete, and timely information
 Regulatory Authorities & Public Sector	- Reporting performance and operations to relevant regulatory authorities and the public sector on a monthly, quarterly, and annual basis - Monthly assessment of satisfaction regarding operational performance - Full compliance with applicable rules and regulations - Ongoing participation in government activities and projects, including continuous collaboration on relevant matters - Case-by-case monthly meetings with government agencies, or upon invitation by government agencies to discuss specific matters	- Compliance with laws and regulations, and reporting of audit and control results as specified in the concession agreements - Implementation of safety and security measures certified under international standards - Efficient management and provision of the country's transport infrastructure services in accordance with international service standards - Cooperation and support for initiatives that benefit the public interest - Conducting the businesses in compliance with applicable rules, laws, and regulations - Sustainable business collaboration that is transparent and auditable - A safe working environment	- Strictly comply with applicable laws, regulations, rules, concession agreement requirements, and other business-related terms and conditions - Attend meetings with the respective government project owners and/or participate in discussions upon written invitation by government agencies on specific matters - Engage in discussions with government agencies and regulatory authorities to receive recommendations and provide constructive opinions - Monitor changes in relevant laws and regulations to ensure compliant and accurate implementation - Disclose information and cooperate with government regulatory agencies accurately, completely, and within the specified timeframe - Participate in inter-organizational relationship strengthening activities, such as: - Sports activities to foster good relationships between the organizations' executives and employees - Tree-planting activities for an environmental awareness campaign jointly with regulatory authorities and the public sector - Supporting activities to promote safety for expressway users and MRT passengers

MATERIALITY ASSESSMENT (GRI 3-3)

Materiality assessment is essential in defining the direction of the organization's development in accordance with corporate objectives and stakeholder expectations. It assures the organization that environmental, social, and economic & governance (ESG) policies and sustainability operations are being driven towards the appropriate direction while also considering human rights issues.

BEM conducted a materiality assessment of topics associated with business operations in line with the Global Reporting Initiative (GRI) 2021 Standards to identify and report key ESG topics. In doing so, the Company took into account the perspective of the Company's internal and external stakeholders. Then, the Company considered which topics were most significant or relevant to the Company's business operations and the stakeholders. Acting in compliance with the GRI Standards, the Company is assured that the materiality assessment and reporting are reliable, transparent, and comparable with other organizations in the same industry. Subsequently, the assessment results were appropriately used to support decision-making on policies and sustainability management guidelines in 2023-2026 as well as to define the contents of each issue in the Sustainability Report in order to disclose BEM's sustainability performance to stakeholders. The Company will review the material sustainability topics every three years.

1. Materiality Assessment Process

Step

1



Considering organization context and relevant stakeholder groups throughout the value chain to define materiality assessment scope

- Consider the nature of activities and the organization context in conducting business as well as relevant stakeholder groups throughout the value chain.
- Study global trends and key sustainability topics that affect business operations in the same industry group to pre-determine material topics.

Step

2



Identifying impacts and forecasting potential future impacts

- Identify impacts by discussing with internal and external stakeholders to jointly consider all impacts on stakeholders.
- When specifying the impacts of material topics, both actual and potential impacts on the environment, society, economy and human rights shall be taken into account. The consideration of these impacts will allow BEM to comprehend the opinions, expectations, and concerns of internal and external stakeholders.

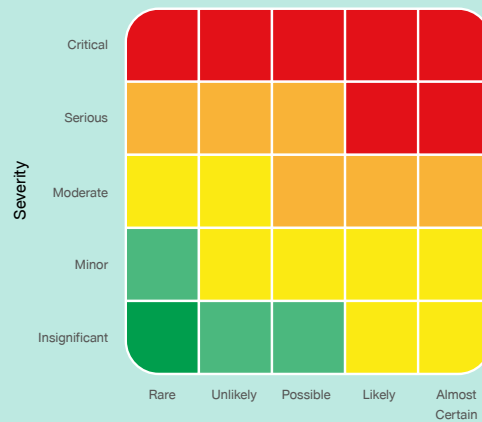
Step 3



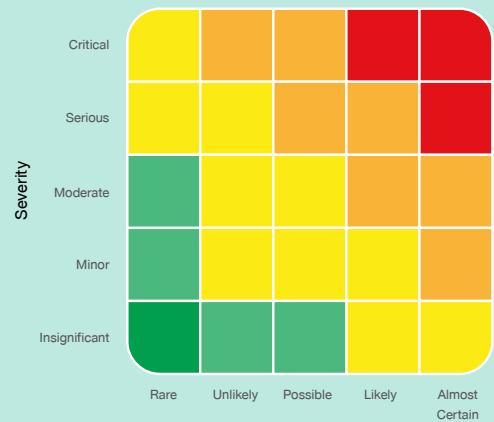
Assessing significant impacts

- Gather opinions from all eight stakeholder groups on topics of importance to the environment, society, and economy, including human rights impacts. Consider the positive and negative impact spectrum in the short and long term, and the irremediable character of the impact, covering all the Company's business activities across the value chain.
- Calculate the level of significance by considering the likelihood and severity, which consists of scale, scope, and irremediable character of the impact.

BEM has adjusted the Company's criteria for considering impact significance by employing a matrix to assess impact severity and tendency. Such matrix has been adapted from the one the Company used to assess enterprise risks. The assessment results are then incorporated into the positive and negative impact matrix.



Likelihood
Negative Impact Matrix



Likelihood
Positive Impact Matrix

Step 4

Prioritizing material topics



After categorizing the impacts and evaluating the significance of each issue, BEM uses the assessment results to prioritize material topics based on the significance of their impacts, which is calculated by weighting both positive and negative assessment results, as well as scores obtained from discussions with external experts, including their opinions and suggestions on topics that are material to the Company's business operations.

Prioritizing material topics enables the Company to align sustainability management guidelines correctly and appropriately. It also helps the Company determine topics that require managing current impacts and/or preventing future negative impacts. Additionally, it may allow the Company to identify topics with positive impacts that lead to future opportunities for both BEM and the Company's stakeholders.

BEM then evaluates and prioritizes the topics based on the Double Materiality framework by comprehensively considering external impacts on society or environment, and internal financial and non-financial impacts on the organization.

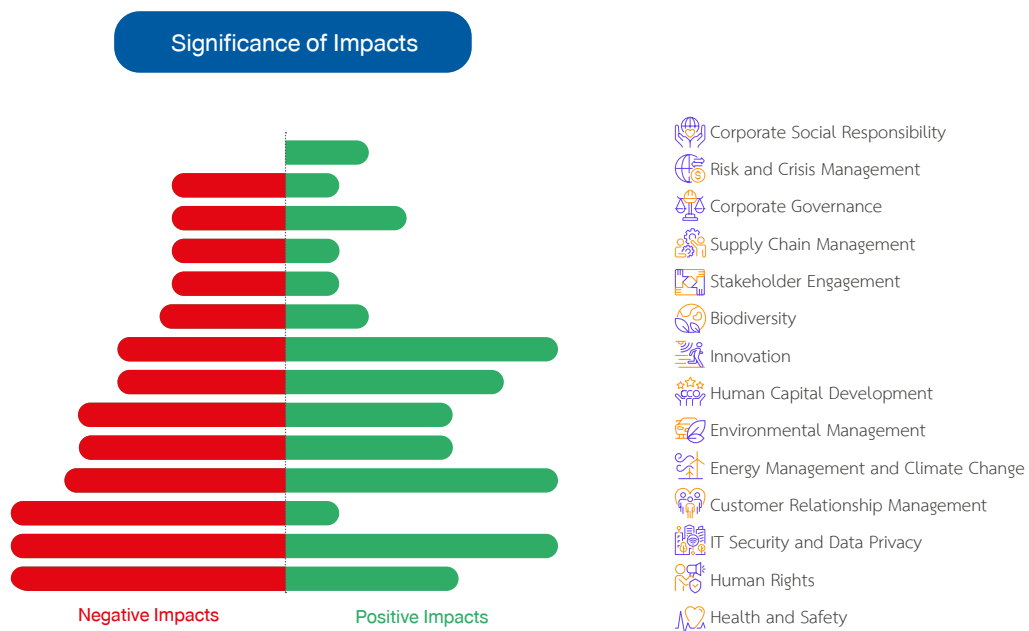
Predetermine Material Sustainability Topics

BEM was able to identify a total of 14 material sustainability topics, covering environmental, social, and governance & economic aspects.



Assess significant impacts

In assessing significant impacts of material topics, BEM assigns different weights to the impact levels. This is because negative impacts are more significant, produce more impacts, and thus need to be corrected before positive impacts.



Assess significant impacts and prioritize material topics

The impact level of each sustainability issue is used to prioritize the material topics. The assessment criteria consist of five levels, namely Very Low, Low, Medium, High, and Very High, which are consistent with the Company's risk assessment criteria.

The impact significance level is calculated by weighting positive and negative assessment results as well as scores obtained from discussions with external experts, including their opinions and suggestions on important material topics related to the Company's business operations.

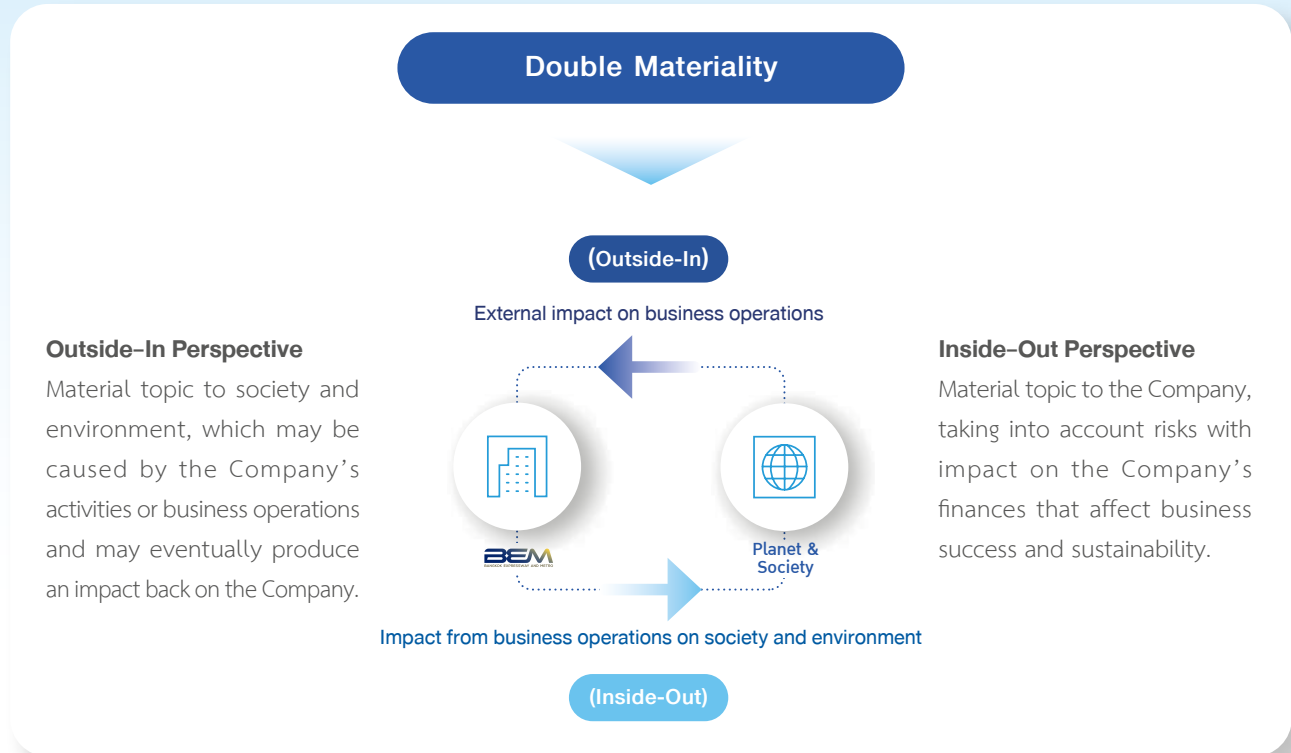
Significance of Impact	Prioritization of Material topics	Definition
Very high	Value Creation	Topics that require urgent management guidelines and close monitoring of performance outcomes.
High		
Medium	Enabler	Material topics that promote business operations, contribute to driving business to meet expectations and create value for stakeholders. These topics require appropriate risk management.
Low	Essential	Basic material topics that must be managed in accordance with rules, regulations, laws, general standards and practices. These are topics that are of interest to stakeholders.
Very Low	Fundamental/Foundation	Basic material topics that must be managed in accordance with rules, regulations, laws, general standards and practices.

Table showing the impact level of each predetermined sustainability topic

Impact Level	Impact Level
Value Creation	- Health and Safety - Energy Management and Climate Change - IT Security and Data Privacy
Enabler	- Human Capital Development - Customer Relationship Management - Environmental Management - Corporate Governance - Innovation
Essential	- Corporate Social Responsibility - Supply Chain Management
Fundamental/ Foundation	- Biodiversity - Stakeholder Engagement - Human Rights - Risk and Crisis Management

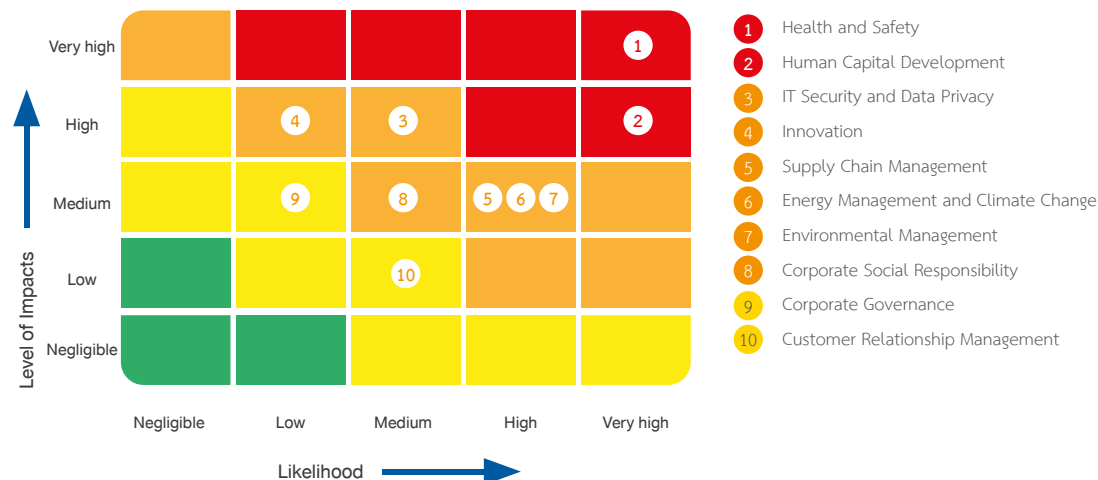
2. Double Materiality Assessment

BEM recognizes the importance of considering material topics in sustainable business operations from a double perspective.

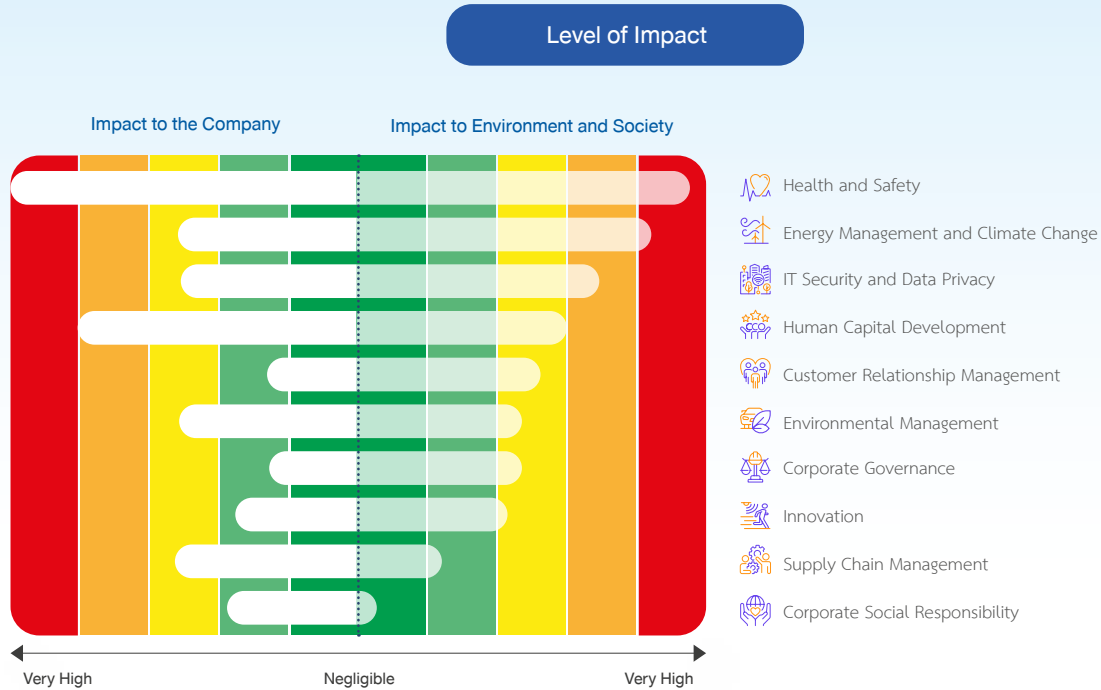


This dual aspect assessment process can help the Company understand and address the materiality of topics associated with the Company's efficient and sustainable business conduct. In practice, the "Double Materiality" approach enables the Company to take responsibility for the Company's stakeholders and the environment as well as drive businesses towards long-term success.

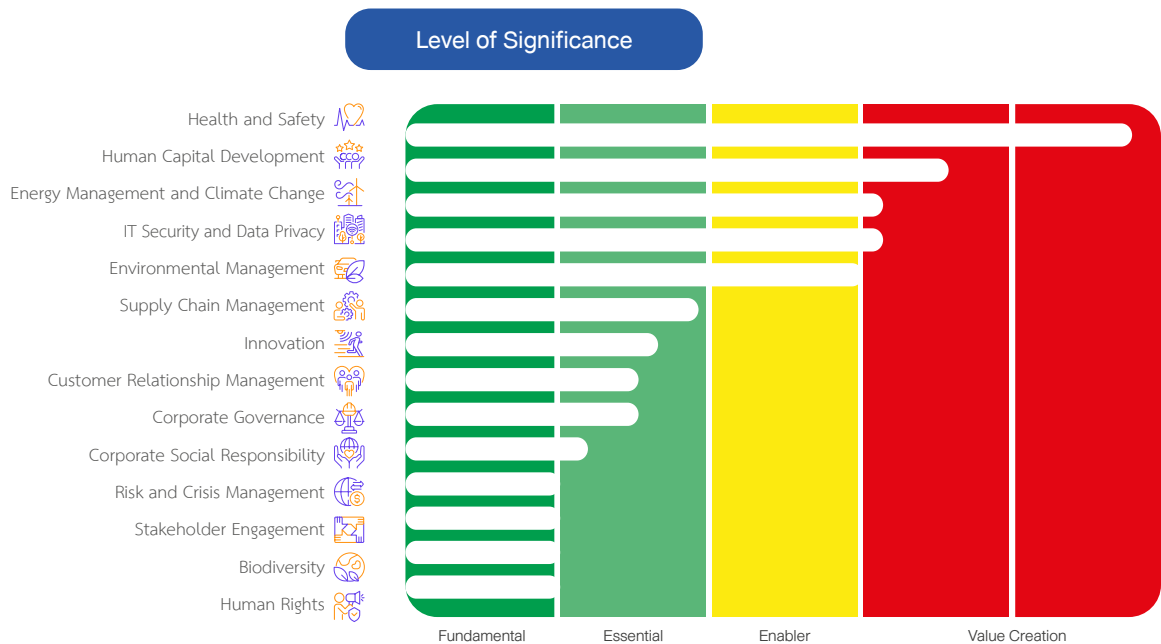
In the "DOUBLE MATERIALITY" assessment, BEM integrated impact analysis and enterprise risk management as a tool for evaluating impact from an inside-out perspective, which comprises five factors, namely Finance, Operation, Strategic, Reputational, and Regulatory. The Company assessed both the severity and likelihood of each material issue. Then, the material topics that were identified as "Essential" through to "Value Creation" were prioritized and placed into the relationship matrix by senior executives.



To consider material topics in business operations from a dual perspective, or “Double Materiality”, BEM made calculations by weighting the environmental and social impact assessment results and the impact on the organization in order to rank the assessment results and obtain the Company’s material topics.



Based on the assessment results, 4 of a total of 14 material topics were identified under the Value Creation category, namely Health and Safety, Human Capital Development, Energy Management and Climate Change, and IT Security and Data Privacy.



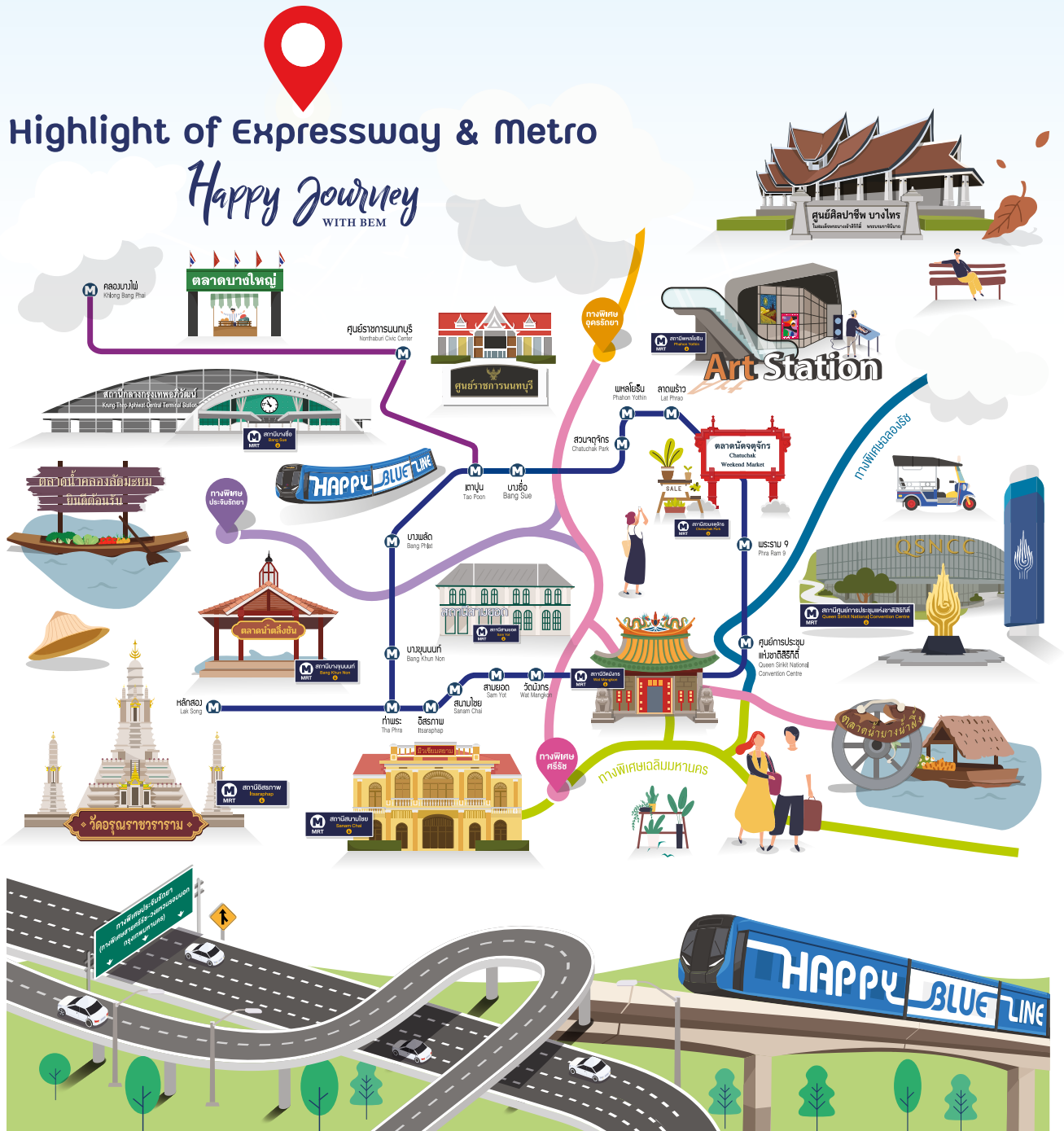
BEM's efforts to drive material sustainability topics have contributed to supporting all three dimensions of the Sustainable Development Goals (SDGs), namely Environmental, Social, and Corporate Governance & Economic. The Company has rendered its support to 13 of the 17 SDGs through 10 material topics and four fundamental topics in the Company's business operations.

Table showing the impact level on each material topic during 2023 – 2026

Impact Level	Material Topic	Sustainable Development Goals : SDGs
Value Creation	Health and Safety	  
	Human Capital Development	   
	Energy Management and Climate Change	 
	IT Security and Data Privacy	 
Enabler	Environmental Management	 
Essential	Corporate Governance	
	Innovation	
	Customer Relationship Management	 
	Corporate Social Responsibility	      
	Supply Chain Management	  
Fundamental/Foundation	Risk and Crisis Management	 
	Biodiversity	
	Stakeholder Engagement	 
	Human Rights	  

3. Materiality Review

BEM places great emphasis on the process of prioritizing sustainability topics that are material to the Company's operations and stakeholders. Accordingly, the Company requires that a materiality assessment be performed every three years and presented to the management for approval of the material topics. This allows the Company to better understand sustainability topics that may occur or change according to the situation or time. Such an effort also enables the Company to establish guidelines for driving material topics that reduce risks and increase opportunities within and beyond the organization.







Business Excellence and Ethics

- CORPORATE GOVERNANCE
- RISK AND CRISIS MANAGEMENT
- IT SECURITY AND DATA PRIVACY
- SUPPLY CHAIN MANAGEMENT
- INNOVATION
- CUSTOMER RELATIONSHIP MANAGEMENT

CORPORATE GOVERNANCE

(GRI 3-3, 205-1, 205-2, 205-3)



BEM is committed to operating business in accordance with the principles of sustainability, good corporate governance, as well as social and environmental responsibility, and strict adherence to code of conduct. The Company regularly reviews its policies to ensure they are appropriate and aligned

with laws and international standards. Furthermore, the Company consistently evaluates and reports its performances according to these policies to create long-term economic value and fairness to all stakeholders across the value chain.



Detailed Information about Corporate Governance

Target and Performance Indicators



BEM has set both short-term and long-term targets, focusing on maintaining a zero-tolerance policy towards corruption and bribery within the Company. Additionally, the Company mandates comprehensive communication and training on corporate governance and code of conduct for directors and employees annually.

In 2025, there were no incidents of corruption or bribery within BEM. Additionally, 100% of directors and employees received communication and training on corporate governance and business ethics, in full compliance with the established targets.

Performance Indicators	2025 Performance	Short-Term Target, by 2025	Long-Term Target, by 2030
 Corruption and Bribery	0 cases	0 cases	0 cases
 Communication and Training on Corporate Governance and Code of Conduct for Directors and Employees	100%	100%	100%

Corporate Governance Policy and Practices

BEM operates in accordance with its good Corporate Governance Policy to ensure an efficient, transparent, and accountable management system. The Company respects the rights and equality of all stakeholders, thereby fostering trust among shareholders, investors, and all relevant parties. This approach promotes sustainable growth for the Company. The Corporate Governance Policy is reviewed on an annual basis.



Detailed Information about Corporate Governance Policy and Anti-Corruption Policy



Detailed Information about the Corporate Governance Manual: Corporate Governance Policy and Anti-Corruption Policy

Composition of the Board of Directors

In 2025, BEM's Board of Directors consisted of 17 directors, comprising 6 non-executive directors, 5 executive directors, and 6 independent directors as defined by the Company's criteria and in accordance with the definition of independence directors under the Notification of the Capital Market Supervisory Board of the Securities and Exchange Commission (SEC).

All members of the Board of Directors are fully qualified in accordance with relevant laws and regulations and do not possess any prohibited characteristics under the law. They bring diverse knowledge, expertise, skills, and experience, along with appropriate gender and age representation, which are essential for steering BEM toward the achievement of its objectives and goals. Furthermore, the Company has stipulated that each director may hold directorships in no more than 5 listed companies to ensure they can fully and effectively dedicate their time to performing their duties. In the past year, the Board of Directors held a total of 6 meetings to oversee the Company's operations in compliance with applicable laws, the Company's objectives, and its Articles of Association, as detailed in the Annual Report 2025 (Form 56-1 One Report).



BEM has established the Corporate Governance, Risk Management, and Sustainability Development Committee to assess the adequacy and suitability of policies at the strategic level. Meanwhile, the management team is responsible for overseeing the overall enterprise risk management process and carrying out day-to-day duties on behalf of the Corporate Governance, Risk Management, and Sustainability Development Committee, including monitoring, evaluating, and preparing reports to the Board of Directors on a quarterly basis.



Detailed Information about the Board of Directors

Composition of the Board of Directors



Executive Directors

5 person



Non-Executive Directors

6 person



Independent Directors

6 person

Subcommittees



Audit Committee

3 person



Nomination and
Remuneration
Committee

4 person



Corporate Governance,
Risk Management
and Sustainable
Development
Committee

4 person



Executive
Committee

5 person

Executive Directors

0 person

Non-Executive
Directors

0 person

Independent
Directors

3 person

1 person

0 person

3 person

2 person

0 person

2 person

5 person

0 person

0 person

Gender



Male **11** person



Female **6** person



BEM requires the election of new Board Directors to replace those who are retired by rotation, following transparent and fair criteria and procedures for the nomination and appointment of directors. The process considers appropriate qualifications in terms of skills, experience, and specialized expertise, in accordance with the Board Skills Matrix, as well as Board Diversity, reflecting sustainability considerations. The Company recognizes the importance of shareholders' rights by ensuring that shareholders have the right to vote to appoint and remove members of the Board of Directors. Details of the nomination procedures are outlined in the Corporate Governance Principles under the section "Regulations of Directors and Executives".

Board of Directors Performance Evaluation

BEM conducts an annual performance evaluation of the Board of Directors using two assessment formats: an overall evaluation of the Board of Directors as a whole and an individual self-evaluation. The Company also monitors and reviews the evaluation results of the Board of Directors and its subcommittees, which are jointly considered by the Board of Directors. Furthermore, the assessment forms for both the Board of Directors and its subcommittees are regularly reviewed to ensure their relevance and effectiveness.



Nomination of the Managing Director and Senior Executives

Managing Director

The nomination of the Managing Director is carried out by the Nomination and Remuneration Committee, which considers candidates with suitable qualifications, including knowledge, competence, and relevant experience that contribute to effective management in achieving the objectives or goals set by the Board of Directors. Candidates must also possess a sound understanding of the Company's business. The Nomination and Remuneration Committee shall propose the selected candidate to the Board of Directors for consideration and appointment.

Senior Executives

For executives at the level of Assistant Managing Director and above, the Managing Director shall propose candidates to the Executive Committee for consideration and appointment.



BEM has established the Succession Plan policy to ensure the availability of qualified individuals with the necessary knowledge and capabilities to manage the Company effectively and in alignment with sustainable development goals.



Detailed Information about the Succession Plan Policy

Remuneration Policy for the Managing Director and Senior Executives

Managing Director

The determination of remuneration for the Managing Director is based on the principles and policies considered by the Nomination and Remuneration Committee. Remuneration covers both short-term and long-term components, comprising fixed remuneration in the form of salary and variable remuneration in the form of bonus, as well as other long-term incentive benefits. The level of remuneration is set appropriately in line with the Managing Director's scope of duties and responsibilities and is linked to the Company's performance across multiple dimensions, including sustainability (ESG). The Nomination and Remuneration Committee is responsible for approving the performance evaluation results of the Managing Director and determining the remuneration for each annual period.

Senior Executives

The determination of remuneration for senior executives (excluding the Managing Director) follows the principles and policies set by the Executive Committee. Remuneration covers both short-term and long-term components, comprising fixed remuneration in the form of salary and variable remuneration in the form of bonus appropriate to each executive's scope of responsibilities, together with other long-term incentive benefits. Remuneration is linked to the Company's performance across multiple dimensions, including sustainability (ESG), and to the executives' performance evaluation under the Performance Management System (PMS), in order to support the Company's long-term objectives. The Executive Committee approves the remuneration for senior executives, while the Managing Director has the discretion to determine any further practical details.

Code of Conduct

BEM operates its business in accordance with the Company's Code of Conduct. The Board of Directors, executives and employees at all levels are required to strictly adhere to and perform their duties in line with the Company's Code of Conduct, Anti-Corruption Policy, and the Corporate Governance Principle. The Company communicates the Company's Code of Conduct through various channels such as website, intranet, email, etc. In addition, regular training is provided to employees at all levels to foster awareness, knowledge, understanding and strong corporate culture.

BEM has also established processes for complaint handling, investigation, and follow-up, along with measures to protect whistleblowers and informants. The Company also monitors compliance with its Code of Conduct and reports the results to the Board of Directors or designated committees. The Company ensures that the identities and information of complainants, informants, and those who cooperate in investigations are kept strictly confidential and are duly protected.



Detailed Information about Code of Conduct

Process for Monitoring and Ensuring Compliance with the Company's Code of Conduct

BEM monitors compliance with the Company's Code of Conduct through an online system (e-Learning) requiring executives and employees to complete knowledge tests and surveys on compliance with the Company's Code of Conduct. This process is divided into two parts. The first part is a test, with a passing criterion of 100% to ensure that executives and employees at all levels have a proper understanding and are able to apply the Code of Conduct in practice. Only those who pass the test are allowed to proceed to the second part, which is a survey with a passing criterion of 100%. Additionally, new employees receive training on the Company's Code of Conduct during orientation to promote a consistent standard across the organization.

In 2025, 100% of executives and employees passed the test criteria, and 3,923 persons^{1/} passed the Company's Code of Conduct survey. In addition, participants in the new employee orientation program, completed the Company's Code of Conduct training.

Note: ^{1/} Data specific to the Expressway Business and Rail Business

Anti-Corruption

BEM has established the Anti-Corruption Policy, which shall be strictly observed by employees at all levels. In addition to establishing measures for monitoring, surveillance, risk assessment, and continuous training through the Company's Code of Conduct, the Company regularly communicates its policies and guidelines to employees through such training programs.

Furthermore, BEM requires its directors and employees to disclose relevant information and to avoid any activities that may give rise to conflicts of interest or may lead to violations of laws and the Company's Anti-Corruption Policy. This is to ensure that the Company's operations are conducted with transparency and are fully auditable.

Grievance Mechanism and Whistleblower Protection

BEM places importance on conducting its business with integrity, transparency, and fairness, under the principles of good corporate governance and respect for human rights. The Company has therefore established accessible and verifiable channels for lodging grievances and whistleblowing, enabling all stakeholder groups such as employees, customers, suppliers or contractors, communities, and the public to conveniently and appropriately report any incidents that may not comply with laws, the Company's Code of Conduct, or the Company's regulations.

In handling grievances, BEM gives priority to the safety of complainants and/or informants, the protection of their identities, confidentiality of information, and the prevention of retaliation or harassment. This is to ensure that complainants or informants can report information with confidence, and that the investigation process is conducted fairly and transparently.

Complaint and Whistleblowing Channels

To ensure that all stakeholders have convenient and comprehensive access to the grievance process, the Company has established various reporting channels as follows:

Sealed letter to the Company:

Bangkok Expressway and Metro Public Company Limited (Branch 1) or "BEM" through the company secretary.



Address : 238/7 Asoke-Din Daeng Road, Bang Kapi Subdistrict, Huai Khwang District, Bangkok 10310

Email : companysecretary@bemplc.co.th

Tel : 0 2641 4611

Website and Digital Channels

Company website:

<https://www.bemplc.co.th>

<https://www.bemplc.co.th/ContactCorp>

<https://www.bemplc.co.th/Contact>

Within Service Areas

Scan QR Code

(Electronic feedback box)



Social media:



@bemofficial



BEM Bangkok Expressway and Metro



BEM Bangkok Expressway and Metro

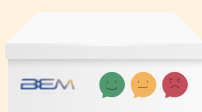


bem_expressway_metro



mrt_bangkok

On-site Complaint Channels



Feedback box
at Toll Buildings



Direct reporting to
employees or operating staff



Direct reporting by
internal personnel

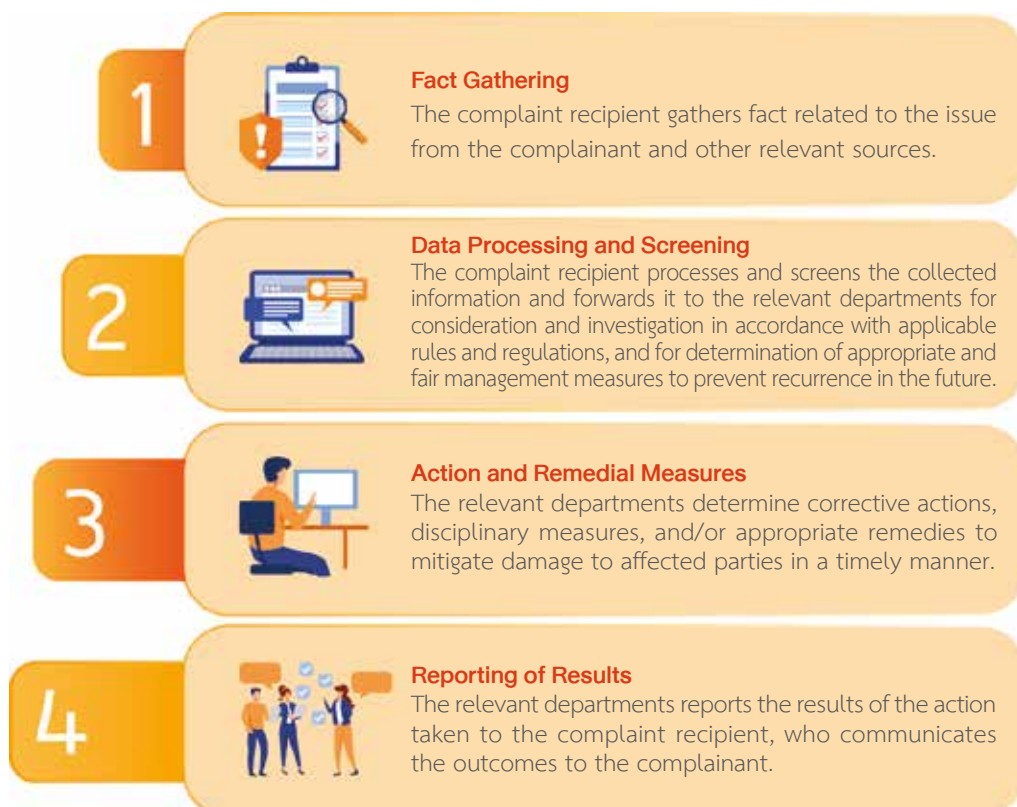
Specific Issues Contact Channels

To ensure that complaint management is handled promptly and effectively, the Company has designated responsible parties according to specific complaint categories as follows:

	Corporate Governance / Code of Conduct	@ crc@bemplc.co.th companysecretary@bemplc.co.th SDD@bemplc.co.th	 0 2641 4611
	Human Rights	@ SDD@bemplc.co.th	 0 2624 5200
	Customer Relations	@ crc@bemplc.co.th	 0 2624 5200
	Community & Social	@ crc@bemplc.co.th	 0 2624 5200
	Environment	@ crc@bemplc.co.th	 0 2624 5200

Complaint Management Process

BEM has established standardized procedures for grievance handling to ensure that all complaints are treated fairly and are verifiable.



Whistleblower Protection Policy

BEM places the highest importance on the safety of complainants and those cooperating in investigations, and has adopted the following protection measures:

- **Right to anonymity**
Complainants or cooperators in investigations may choose not to disclose their identity or personal information if they believe disclosure would lead to insecurity or any harm.
- **Reporting of results where identity is disclosed**
If the complainants or cooperators chooses to disclose their identity, the Company will provide progress updates and clarify facts of the investigation.
- **Strict confidentiality**
The Company strictly keeps confidential the name, address, photographs, or any other information that may identify the complainant or cooperator.
- **Safety and non-retaliation**
Complainant recipients must treat related information confidential and disclose it only as necessary, with due consideration for the safety and potential harm to the complainant, cooperator, the source of information, or any related parties. If there is a likelihood of harm distress, or insecurity, appropriate protection measures should be put in place immediately and strictly.
- **Remediation**
Person effected by the rights violations or by the Company's operations will receive appropriate and fair remedies or relief through a fair and appropriate process.

Participation in the Corporate Governance Assessment conducted for Thai Listed Companies

BEM has obtained continuous Excellent CG Scoring or 5-star rating in the Corporate Governance Assessment of Thai Listed Companies conducted by the Thai Institute of Directors Association (IOD) with support from the Stock Exchange of Thailand (SET) in conducting the Corporate Governance Survey of Thai Listed Companies 2025, which was participated by 844 listed companies. This accomplishment reflects the Company's strong commitment to create business growth in accordance with the principles of corporate governance, transparency, accountability, and sustainable development. The Company also places importance on treating all stakeholders fairly and equitably, while maintaining a balanced consideration of their respective interests.



Support for Various Sectors and Organizations

External Organization	Types of Organization	Contribution (million THB)			
		2022	2023	2024	2025
1. Community of Metros (COMET)	Community of metro service providers (As a member of COMET, BEM attends meetings and exchanges information, opinions, and knowledge on metro services)	1.37	1.37	1.64	1.67
2. International Association of Public Transport (UITP; Union Internationale des Transports Publics)	International public transport association (As a member of UITP, BEM attends meetings and exchanges information, opinions, and knowledge on metro services)	0.66	0.69	0.81	0.85
3. Thailand Carbon Neutral Network (TCNN) ^{1/}	Thailand Carbon Neutral Network (As a member of TCNN, BEM participates in meetings and collaborative knowledge-sharing efforts on climate change and greenhouse gas emissions management)	-	-	-	-
Total		2.03	2.06	2.45	2.52

Note: ^{1/} BEM became a member of TCNN in 2022 without the need for financial contribution, as no membership fee is required.



RISK AND CRISIS MANAGEMENT

(GRI 3-3)



BEM acknowledges the uncertainties that may arise from both internal and external factors, including emerging risks, which could potentially delay or disrupt business operations and impact stakeholders. Effective risk management in accordance with international standards is a crucial process to ensure confidence in investment decisions and foster

collaboration with shareholders, suppliers or contractors, employees, creditors, regulatory authorities and public sector. This approach is implemented alongside good corporate governance, social and environmental responsibility, and consideration of the rights and impacts on all stakeholder groups.



Detailed Information about Risk and Crisis Management

Performance



ESG⁺
RISK

Integrating sustainability risk criteria covering Environmental, Social, and Governance (ESG) dimensions into the continuous organizational risk assessment process.



Risk management training was provided for a total of

114 executives and employees.

Risk and Crisis Management Policy and Practices

Risk and crisis management enables BEM to anticipate potential risks, prepare, and respond appropriately and timely to changes in the business environment. Therefore, the Company has established a Risk Management Policy and an Enterprise Risk Management (ERM) framework according to COSO standards as part of its business planning. All employees at every level are responsible for risk management. Additionally, the Company prepares an annual risk management plan and a risk management manual to ensure that risk management processes are implemented systematically, aligned with business strategies and acceptable risk levels, and are responsive to rapidly changing global trends.



Detailed Information about Risk Management Policy

Risk Management Structure

The risk management structure defines the responsibilities of stakeholders at all levels. The Board of Directors has delegated the Corporate Governance, Risk Management, and Sustainability Committee, which is structurally independent from the Company's business lines, to oversee and approve the Company's risk management policy and framework. The Company has also delegated responsibility to executive management, including the Legal and Compliance Group, Internal Audit Office, and other relevant units, to implement the overall enterprise risk management process, monitor and evaluate risks, and report the results to the Board of Directors and relevant committees.

The highest operational responsibility for enterprise risk management and internal audit lies with the Assistant Managing Director of Legal and Compliance Group and the Director of the Internal Audit Office, respectively. BEM reports enterprise risks to the Corporate Governance, Risk Management, and Sustainability Committee and/or the Board of Directors on a quarterly basis.

In addition, BEM places importance on material sustainability risks and opportunities. Both internal and external factors are considered under current circumstances and future trends, covering environmental, social, governance, and economic aspects, with a particular focus on climate-related environmental issues. In this regard, the Company is preparing to integrate climate-related risks and opportunities into its core enterprise risk management processes. This ensures alignment with IFRS S2 (Climate-related Disclosures) and IFRS S1 (General Requirements for Disclosures of Sustainability-related Financial Information) standards. The Securities and Exchange Commission (SEC) has mandated these disclosures for SET 50 companies as the first pilot group, starting with the 2027 performance results (scheduled for reporting in 2028), with the aim of enhancing sustainability disclosures in accordance with ISSB Standards.



Detailed Information about Risk Management Structure



Detailed Information about Risk Management in the 2025 Annual Report

Enterprise Risk Management Process

To ensure that the Company manages risks effectively at an acceptable level, BEM has established the following enterprise risk management process:



01

Establishing the Context

Identification of the Company's overview, internal and external environment, core processes, and key changes, including future policies and operational plans.



02

Risk Assessment

Comprising Risk Identification and Risk Prioritization, utilizing a risk map that categorizes risks into four levels: Very High, High, Medium, and Low.



03

Risk Treatment

Definition of risk management measures and Key Risk Indicators (KRI) to reduce residual risk to an acceptable level (Risk Appetite).



04

Communication and Consultation

Engagement and consultation among relevant stakeholders on matters related to the business context and associated risks.



05

Monitoring and Reviewing

Monitor the implementation of risk management measures to ensure they remain within acceptable levels, with risk reviews conducted on an annual basis.

Enterprise Risk Management Process Framework



Corporate Enterprise Risks

BEM places importance on climate change, and therefore continuously assesses and manages climate-related risks by integrating them into the Enterprise Risk Management (ERM) system. This encompasses both physical risks and transition risks, for example, flood risks arising from climate variability, as well as risks from the enforcement of climate change-related laws and regulations.

In this regard, BEM has assigned the Assistant Managing Director of Legal and Compliance Group to oversee and further develop the Company's overall risk management processes, including those related to climate change. The Company also requires the participation of all relevant departments in identifying, assessing, formulating mitigation measures, monitoring, and regularly reviewing risks on an annual basis. This approach is intended to support effective planning to prevent, reduce, or mitigate potential impacts in a timely and appropriate manner.



Strategic and Business Risks

- Risks from Business Operations under Concession Agreements with Government Agencies
- Environmental, Social, and Governance (ESG) Risks
 - Biodiversity Risks
 - Human Rights Compliance Risks Across All Stakeholder Groups
 - Risks from Community Conflicts
 - Corruption and Bribery Risks
- Risks from Major Accidents, Public Unrest, or Natural Disasters
- Flood Risks from Climate Change



Operational and Management Risks

- Risks related to Workforce Capacity and Insufficient Service Capacity for Business Expansion and Operations
- Risks from Engagement of Outsource Experts as Main Contractors for Supply and Maintenance of the M&E Equipment
- Risks relating to Structural Stability and Safety
- Risks relating to Information System Security and Cyber Threats
- Risks relating to Occupational Health and Safety
- Risks from Severe Infectious Disease Outbreaks in Metro system
- Technology-related Risks



 Detailed Information about Risks to Business Operations of the Company of the 2025 Annual Report (Form 56-1 One Report)

BEM implements risk management in accordance with the Enterprise Risk Management process. A comprehensive risk assessment for the year 2025 has been conducted, as shown in the table below.

Risk Matrix for the Year 2025

Impact ↑	Very High				Very High
	High	• Non-compliance with laws and/or concession agreements	• Severe infectious disease outbreaks		
	Medium	• Structural failure or deterioration of stations, tunnels, viaducts, toll plaza buildings, control buildings, and piers of rail and expressway, caused by corrosion of steel structures within segments and tendon breakage, resulting in damage or degradation	• Business operations under concession agreements with government agencies. • Major accidents, public unrest, or natural disasters • Information system security • Technology-related risks • Occupational health and safety • Cybersecurity threats • Human rights issues • Flood from climate change		High
	Low	• Community conflicts	• Corruption and bribery • Disruptions in expressway operations (e.g., toll collection system failures) • Biodiversity	• Revenue not in line with projections • Interest rate and foreign exchange rate fluctuations • Engagement of outsource experts as main contractors for supply and maintenance of M&E equipment • Enforcement of laws and regulations related to climate change	Medium
	Very Low		• Returns on investments in affiliated companies not in line with projections		Low
		Very Low	Low	Medium	High Very High
		Likelihood →			

From the overall risk assessment results in 2025, BEM has implemented risk management by establishing risk mitigation measures, Key Risk Indicators (KRI), and acceptable risk levels (Risk Appetite), as exemplified below.

2025 Risk Management

Risk Factors	Impact to Business	Mitigation Measures	Key Risk Indicators (Risk Appetites)
1. Risks relating to Revenues not in line with Projections 	Affect liquidity management and the ability to meet financial obligations to lenders or creditors within the agreed timeframe	- Establish a unit to monitor potential impacts and adjust strategies accordingly - Develop and expand businesses to increase revenue - Strictly manage costs and expenses	Actual revenue compared with projected revenue (deviation must not exceeding 10%)
2. Risks relating to Information System Security 	- Cause delays in service delivery and result in resource wastage during issue resolution - Expose the Company to lawsuits for damages resulting from personal data breaches that cause harm to data owners	- BEM complies with ISO/IEC 27001: 2013 standards. - Develop emergency response plans and conduct staff training	- Number of information system attacks causing service disruptions (0 incidents) - Number of data breaches leading to lawsuits or regulatory actions (0 incidents)
3. Human Rights Compliance Risks Across All Stakeholder Groups 	- Affect the Company's reputation and corporate image - Employee adherence to human rights principles may be non-compliant with laws or adversely affect stakeholders	- Establish operational procedures for human rights due diligence processes - Communicate and raise awareness among all employees and relevant stakeholders to ensure strict compliance	Number of human rights violations (0 incidents)

Emerging Risks

BEM monitors and evaluates potential emerging risks over the next 3-5 years to enhance its resilience to respond to future changes and to develop proactive and effective mitigation measures.

- Cyber Threats
- Flood from Climate Change
- Enforcement of Climate Change-Related Laws

Emerging Risks

Risk Factors	Impact to Business	Mitigation Measures	Key Risk Indicators (Risk Appetite)
1. Cyber Threats  BEM applies digital technologies, including Artificial Intelligence (AI), automation, and Generative AI (GenAI), in its business operations to enhance efficiency and competitiveness. However, such adoption may give rise to risks, including algorithmic bias, inaccuracies, or a lack of transparency in automated decision-making, cybersecurity threats, and unforeseen impacts arising from AI systems. In addition, these technologies may be exploited as tools in cyberattacks, potentially affecting data integrity, business continuity, stakeholder confidence, and the Company's reputation.	- Risks of cyberattacks, data breaches, or the misuse of artificial intelligence technologies, which could impact the confidentiality, integrity, and availability of the Company's critical data and systems. - BEM may be subject to penalties, legal liabilities, or disputes with stakeholders arising from non-compliance with applicable laws, regulations, or requirements, as well as from a lack of appropriate governance over the utilization of technology and artificial intelligence (AI).	- Establish governance frameworks for the utilization of digital and artificial intelligence (AI) technologies in alignment with corporate strategies, relevant laws, and international standards. - Continuously enhance information security and cybersecurity measures across prevention, detection, and threat response, while regularly conducting risk assessments and readiness testing for systems associated with artificial intelligence (AI) and digital technologies. - Enhance knowledge, understanding, and awareness among personnel in the appropriate, safe, and responsible use of technology and artificial intelligence (AI), coupled with ongoing cybersecurity training.	- Number of cyberattacks causing service disruptions (0 incidents) - Number of data breaches resulting in litigation or regulatory interventions (0 incidents)
2. Floods from Climate Change  As the severity of climate change impacts continues to intensify, the likelihood of natural disasters and extreme weather events is increasing. Rising sea levels remain a persistent concern. It is projected that by 2050, certain areas, particularly Bangkok and its metropolitan vicinity, as well as other low-lying regions may experience significant flooding. Such events could disrupt the operations of government agencies and private companies, requiring temporary suspension of services or the implementation of work-from-home measures.	- Maintaining the efficiency, convenience, and safety of expressway and metro services becomes increasingly challenging due to logistical difficulties in the delivery of essential goods/ services, or spare parts for maintenance, as well as temporary workforce shortages caused by employees and contractors travel disruptions to operational sites - Revenue may decline due to reduced expressway user and metro ridership. - Management costs increase in efforts to maintain service efficiency, convenience, and safety under adverse conditions.	- Enhance service delivery processes, systems, and equipment to ensure continued efficiency, convenience, and safety under all conditions - Strengthen the Company's logistics and access systems to improve operational reach in flood-affected areas - Establish alternative approaches for the management of goods and spare parts inventory to support timely maintenance operations - For new BEM projects infrastructure under concession agreements, ensure that the design of structural elements and	Flood Warning Level (Flood Monitoring Level)

Risk Factors	Impact to Business	Mitigation Measures	Key Risk Indicators (Risk Appetite)
	- Service and maintenance costs rise due to higher prices of goods, services, and transportation, as well as the temporary suspension or closure of business partners, requiring the Company to identify alternative suppliers and substitute products. - Operational costs increase due to the need to comply with government requirements, legal requirements, mandates, and the Company-imposed measures for greenhouse gas management and flood mitigation.	protective systems addresses flood risks. This includes designing entrances/exits above historical flood levels and installing flood barriers (e.g., flood boards or stop logs) and flood doors at underground station access points to prevent water intrusion. These protective systems have already been implemented in current projects such as the MRT Blue Line and MRT Purple Line. - Develop efficient and environmentally friendly systems, equipment, and service processes across the value chain in compliance with government regulations and to support organizational efforts in reducing greenhouse gas emissions - Implement organizational greenhouse gas reduction initiatives	
3. Enforcement of Climate Change-Related Laws  BEM is required to fulfil its obligations in accordance with current and future climate-related legislation. These obligations include activities such as measuring, reporting, and verifying data on greenhouse gas (GHG) emissions, sequestration, and absorption, as well as the proper storage and management of such data.	- BEM may incur additional expenses from enhancing or modifying operational processes to ensure compliance with climate change-related laws and regulations. - BEM may face legal penalties or sanctions if it fails to fulfil its obligations under applicable climate change-related legislation.	Closely monitor the enforcement and development of climate change-related laws, both existing and upcoming. Summarize key legal requirements and communicate them directly to the responsible departments to ensure timely and effective compliance.	Number of instances of non-compliance with climate change-related laws (0 incidents)

Crisis Management and Business Continuity

BEM has implemented a Business Continuity Management System (BCMS) to ensure the continuity and efficiency of its operations. The Company has established formal procedures for business continuity processes, including the determination of the Maximum Tolerable Period of Disruption (MTPD) and the Recovery Time Objective (RTO) for resuming full-service operations. To ensure preparedness, the Company conducts drills and simulations in line with its business continuity and emergency response plans. For example, drills are organized

to address emergency scenarios such as disruptions to the automatic fare collection system. The business continuity plan is reviewed and updated annually to ensure that the Company is capable of responding and managing emergencies in a timely and effective manner. Additionally, the Company promotes awareness and understanding of its business continuity practices through various employee engagement activities, such as quizzes and role-playing contests during business continuity drills.

Business Continuity Management Process



Risk and Crisis Management Projects

“Risk Management Culture Promotion” Project

BEM promotes a risk management culture through training programs designed to raise employee awareness of potential risks that may arise during business operations. Risk management is also assigned as a responsibility of employees at all levels, ensuring that is integrated into both business planning and day-to-day operations. In 2025, the Company organized several training courses for executives and employees, with a total of 114 participants. Key training courses are as follows.

Risk Management Training Programs

Training Courses	Objectives	Training Participants	Number of Participants (persons)	Evaluation Results	Post-Training Benefits
Fundamental Risk Management 	To ensure employees understand their roles in the risk assessment process, and familiar with the Company’s risk management process, as well as can conduct preliminary risk assessments	Employees (Supervisors and Operational Staff)	47	Passed 100%	Employees: • Possess knowledge and understanding of the Company’s risk management. • Are able to conduct preliminary assessments of relevant risks. • Are aware of the importance and effectively adhere to risk management measures within the scope of their responsibilities. The Company: Being fully informed of risks and ensuring that these risks are managed in accordance with established risk management measures and oversees their monitoring to maintain them at an acceptable level.
Intermediate Risk Management 	To equip employees with the knowledge and understanding required to assess risks in accordance with the Company’s guidelines, and to enhance the expertise of Hazard controllers in risk assessments	Employees (Manager, Supervisors, and Hazard Controllers)	18	Passed 100%	Employees: Possess the knowledge and understanding required to assess risks in accordance with the Company’s guidelines and contribute to enhancing the knowledge and capabilities of Hazard Controllers in conducting effective risk assessments. The Company: Ensures that risks are comprehensively identified, assessed, and managed across all internal processes, and that they are managed in accordance with the Company’s specified risk management measures and continuously monitored to ensure they remain within acceptable levels, thereby supporting sustainable risk management.
Risk Management for Executives 	To ensure that executive level employees possess a comprehensive understanding of the Company’s safety and environmental risk management processes, enabling them to effectively communicate risk-related management matters with all relevant stakeholders both internal and external, within their areas of responsibility.	Executive level Employees (Managers and Division Managers within the reporting line of the Hazard Controller)	17	Passed 100%	Employees: Possess the knowledge and understanding required to assess risks in accordance with the Company’s guidelines and contribute to enhancing the knowledge and capabilities of Hazard Controllers in conducting effective risk assessments. The Company: Has gained assurance that its risk management processes in safety and environmental areas are comprehensively implemented across all internal operations. Furthermore, the Company ensures that identified risks are managed in accordance with established mitigation measures and are maintained within acceptable risk levels, thereby supporting sustainable risk management practices.

Training Courses	Objectives	Training Participants	Number of Participants (persons)	Evaluation Results	Post-Training Benefits
Organizational Risk Management and Strategic Management for Supervisors 	To provide employees with knowledge and understanding of enterprise risk management and the corporate strategic management	Employees (Section Manager level and above, and Project Engineers)	32	Passed 100%	Employees: - Understand the approaches and methods of enterprise risk management, strategic management, and business continuity management processes. - Are capable of identifying, assessing risks and opportunities, determining appropriate risk management measures, risk indicators, risk acceptance criteria, and acceptable levels of deviation, as well as formulating strategies, action plans, performance indicators, and targets aligned with strategic objectives. - Are able to control and monitor the performance according to the established risk management measures and strategic plans. The Company: Being fully aware of the existing risks, ensuring that they are comprehensively assessed across all dimensions, managed according to specified risk management measures and continuously monitored to maintain risk levels within the Company's acceptable thresholds.

Furthermore, BEM consistently communicates information and disseminates knowledge related to risk management through multiple channels and provides a feedback mechanism to ensure that employees and stakeholders are able to actively participate in the Company's risk management processes.

"Enhancing Communication Processes and Promote Knowledge, Understanding, and Awareness of Enterprise Risk Management and Business Continuity Management" Project

BEM places a strong emphasis on Enterprise Risk Management (ERM) to ensure a consistent and unified approach across the entire organization. To this end, the Company has integrated ERM into the management and operational processes at all levels, including business units, departments, divisions, and sections, to support effective oversight and monitoring. This approach helps ensure that the Company's risks remain within acceptable levels, by operating in accordance with ISO 31000: Risk Management and ISO 22301: Security and Resilience standards. The Company has improved communication processes to ensure that all relevant units have a clear and consistent understanding of the ERM framework. Roles and responsibilities for risk governance have been clearly defined. Risk owners are required to review context, identify, analyze, and assess risks and opportunities, set Key Risk Indicators (KRI), Risk Appetite, Risk Tolerance, and implement clear and comprehensive risk management approaches that address business risks across all dimensions. Additionally, risk status is actively monitored via a KRI Dashboard to alert risk owners when they are changed in risk levels. The Company regularly reports on ERM performance and requires relevant units to review context and risks at least once a year or whenever significant contextual changes occur. This ensures risks are assessed from both internal and external perspectives, including potential impacts and opportunities related to emerging technologies, data integration, business disruption preparedness, and other critical factors. To further reinforce preparedness, the Company also conducts regular business continuity management drills to ensure operational readiness and the ability to maintain uninterrupted business operations during crisis.

IT SECURITY AND DATA PRIVACY

(GRI 3-3, 418-1)



BEM places importance on governing IT security and Data privacy to support its internal operations. The Company has made improvements to ensure that the IT system is secure and consistent with the ISO/IEC 27001 international standard. Additionally, the Company has implemented practices for the protection of stakeholders' personal data in accordance with the Personal Data Protection Act B.E. 2562 (2019).

Furthermore, BEM has plans to expand its services through digital platforms and has invested in enhancing the efficiency of its system infrastructure in order to accommodate the growth of system usage in the future. The Company has also developed a Cyber Attack Response Plan to enhance information technology security and protection on the privacy data of stakeholders against personal data breaches.



Detailed Information about IT Security and Data Privacy

Targets and Performance Indicators



BEM aims to prevent information technology security breaches, ensure no impact on customers, employees or other stakeholders. The Company also sets a target of zero confirmed complaints concerning personal data breaches from customers, external organizations, or government agencies.

In 2025, BEM detected one cyberattack, which was successfully contained without affecting services or compromising personal data. No customers, employees or other stakeholders were impacted, and no confirmed personal data breach complaints were reported by customers, external organizations, or government agencies, aligning with the Company's target.

Performance Indicators		2025 Performance	Short-Term Target, by 2024	Mid-Term Target, by 2030	Long-Term Target, by 2050
Information Technology Security Breach					
	Information Technology Security Breach (cases)	1 ^{1/}	0	0	0
	Affected Customers, Employees, or Stakeholders (persons)	0	0	0	0
Personal Data Breach Complaints					
	Confirmed Customer Personal Data Breach Complaints (cases)	0	0	0	0
	Complaints by External Organizations (cases)	0	0	0	0
	Complaints by Government Agencies (cases)	0	0	0	0

Note: ^{1/} One cyberattack was detected in 2025, but the Company contained it successfully, preventing any impact on services or personal data breaches.

Information Security Policy and Practices

BEM has announced an Information Security Policy and developed an Information Technology Security Manual as a guideline for employees, system administrators, and external parties working with the Company. The Company conducts audits and reviews of the policy at least once a year.



Detailed Information about Information Security Policy

BEM has appointed an Information Security Management Committee to oversee and manage information technology security. The committee is chaired by the Assistant Managing Director of the Information and Technology Group, who acts as the management representative for information security. The committee conducts regular reviews and reports key information security issues to the Corporate Governance, Risk Management and Sustainable Development Committee on an annual basis. This ensures that the Company's information security measures remain up to date and aligned with international standards.



Detailed Information about Information Security Management Committee Structure

Personal Data Protection Policy and Practices

BEM has established a Personal Data Protection Committee, overseen by the Deputy Managing Director of Administration, who serves as Chairman of the Personal Data Protection Committee, and Data Protection Officer (DPO) to oversee the development, review, and continuous implementation of personal data protection policies and practices.

To comply with the Personal Data Protection Act B.E. 2562 (2019), BEM has developed the Personal Data Protection Policy and Practices and communicated them to all employees for acknowledgement and strict adherence. The policy and practices are also shared with external stakeholders via the Privacy Data Center on the Company's website. In addition to legal penalties, employees who violate the policy and practices may face disciplinary action, including verbal or written warning, dismissal, and termination without severance pay as stipulated by law.



Detailed Information about Information Personal Data Protection Policy



Detailed Information about Information Privacy Center

Role of IT Security and Personal Data Protection in the ESG framework

Environmental Dimension

Reducing resource and energy consumption

BEM promotes infrastructure optimization by migrating from on-premise servers to cloud computing. This transition eliminates hardware redundancy, lowers electronic waste (e-waste), and reduces cooling system energy consumption, thereby maximizing resource efficiently.

Supporting digital and remote work

BEM promotes a digital workplace by developing cloud-based systems that support remote access to data and applications. This enables employees to work flexibly without location constraints while maintaining international information security standards, ultimately reducing the need for travel and lowering greenhouse gas emissions.

Minimizing hardware redundancy

BEM focuses on reducing hardware redundancy by migrating databases and computing systems from on-premise servers to centralized cloud management system. This maximizes the efficiency of computing and storage resources, minimizes maintenance burdens, and achieves long-term cost savings.

Social Dimension

Protecting employee and customer personal data

BEM promotes the development and application of advanced endpoint cybersecurity technologies, on Endpoint Detection and Response (EDR), to monitor, detect, and respond to cyber threats that may affect critical systems and data in a timely manner.

Enhancing confidence in system utilization

BEM promotes the foundation of robust access management systems together with the adoption of advanced technologies to create a safe digital space and foster a culture of responsible and secure technology utilization.

Promoting equitable system access

BEM promotes the development of user-friendly and inclusive access systems, ensuring that all user groups, including vulnerable groups or those with varying levels of digital literacy, can access the systems conveniently and securely. This initiative bridges the digital divide within the Company and ensures that data access is appropriately aligned with each user's role and responsibilities.

Governance Dimension

Enhancing transparency and accountability

BEM promotes transparency and accountability in accordance with digital governance principles by implementing Role-Based Access Control (RBAC) and the principle of Least Privilege. This framework allows the Company to clearly identify users and precisely define access boundaries for employee and customer personal data. When integrated with the EDR system, it ensures highly detailed and accurate tracking of system activities (Audit Logs), enabling immediate retrospective reviews in the event of anomalies. Consequently, this enhances the credibility of the Company's decision-making and operational processes, ensuring alignment with international governance standards.

Mitigating cyber risks

BEM focuses on risk mitigation to reduce the likelihood and impact of cyberattacks, data breaches, and system disruptions that could affect business operations.

Supporting compliance with international standards and applicable laws

BEM promotes operations that comply with relevant laws and standards, such as the Personal Data Protection Act (PDPA) and ISO/IEC 27001, thereby reducing legal risks and potential fines, strengthening corporate credibility, and enhancing data governance in alignment with international best practices.

The management of information security and personal data is therefore an integral part of supporting the organization's environmental, social, and governance criteria, alongside continuously enhancing operational efficiency and accountability.

IT Security and Data Privacy Operations

In 2025, BEM continuously operated to enhance its information technology security, for example by applying advanced endpoint cybersecurity technology, specifically Endpoint Detection and Response (EDR) and enforcing control measures related to device systems, and network connectivity to manage cyber threat risks, build operational confidence in the digital era, and support business continuity.

Monitoring, Tracking, and Auditing via EDR

BEM emphasizes the continuous enhancement of its information technology system security by implementing advanced endpoint cybersecurity technology, specifically Endpoint Detection and Response (EDR). In addition, data is integrated from multiple sources, including endpoints, networks, servers, and cloud platforms, enabling comprehensive monitoring, anomaly behavior analysis, detection, as well as rapid and precise response to cyber threats. This directly enhances data security while minimizing the risks of data breaches or external attacks.

Access Control Measures for Data and Systems

- **Physical Security & Privacy Control**

BEM strictly implements access control measures for information equipment storage areas and data centers to prevent unauthorized access. Access to operational areas is managed through a standardized authentication system across the organization. Protecting the technological infrastructure secures personal data stored in both document and electronic formats, which enhances system confidence for employees and stakeholders.

- **Systemic Security & Data Privacy**

BEM applies Role-Based Access Control (RBAC) together with the Least Privilege principle to ensure that access to personal data of employees and customers is limited strictly to a need-to-know basis. This minimizes the risk of data breaches and reinforces confidence in the Company's digital governance.

Network Infrastructure Management

BEM enhances its network infrastructure management to ensure robust security by designing a network segmentation architecture, together with access measures based on the principle of Least Privilege and Role-Based Access Control (RBAC), to restrict the scope of access to employees' and customers' personal data only to the necessary work units. Proper user grouping and access control ensure that internal data management is orderly, auditable, and compliant with security standards.

Information Security Analysis, Assessment, and Testing

BEM regularly places importance on information security analysis, assessment, and testing, covering both Vulnerability Assessments and Penetration Testing for critical systems. This proactive analysis approach helps ensure that the Company's security systems remain consistently effective.

In addition, BEM conducts Phishing Drill exercises by simulating internal email deception scenarios to enhance cybersecurity awareness and assess employees' readiness to respond to phishing emails. The results of these drills are continuously utilized to improve measures, reduce risks, and enhance capabilities in handling deceptive emails.

>>> Cybersecurity Incident Response Drills

BEM has established an Information Technology Security Incident Response Procedure to define the steps and sequence of actions when cyber threats occur. In this regard, the Company conducts various forms of Cybersecurity Incident Response on Critical Information Infrastructure (CII) Systems to enhance organizational readiness to effectively handle future cyber threat incidents.

Standard Certification

In 2025, BEM continued to enhance its information technology security and data privacy. The Company achieved ISO/IEC 27001:2022 certification for various systems within its expressway business and rail business. These certified systems

include data center systems, server systems, network systems, toll collection systems, intelligent traffic control systems, and back-office IT infrastructure. In total, the certified systems account for 40% of all Company systems.



Information Technology Security and Data Privacy Projects

BEM places importance on raising awareness of information technology security and data privacy. This is achieved through human resource development, internal awareness communications, and monitoring technology trends and emerging threats through participation in industry forums and exhibition booths for knowledge-sharing.

Furthermore, BEM emphasizes enabling employees to understand relevant policies, manuals, and practices, as well as to stay informed of emerging threats through various training programs. In addition, the Company communicates and publicizes issues related to information technology security and personal data protection to all employees across the organization through various channels, such as the intranet, announcements, posters, and emails.

The Development of Information Technology Security Management System Training Project

BEM has organized training programs on “Information Security Awareness” and “Basic IT and Cybersecurity Usage” to ensure that employees and executives gain knowledge and understanding of the Information Security Management System (ISMS) development process in accordance with ISO/IEC 27001 standard. These training programs aim to support the application of information security practices in daily operations and enhance risk management related to information technology systems.



In 2025, BEM successfully conducted the trainings programs for a total of 438 employees and executives, all of whom passed the post-training evaluation criteria. Notably, 240 new employees received dedicated training on information technology security and personal data protection, representing 100% of all new employees. This initiative reinforces the Company’s commitment to building comprehensive cybersecurity awareness across the organization.

Example of Information Technology Security Management System Training Courses in 2025

Training Courses	Training Participants	Number of Participants (persons)	Evaluation Results	Post-Training Benefits
Cybersecurity Awareness 	New Employees	240	Passed 100%	Employees: - Enhance knowledge and awareness of potential cyber threats both at work and in daily life. - Improve accuracy in work processes and adherence to established standards. - Enhance understanding and compliance with the Company’s Information Security Policy. The Company: - Employees act as the “First Line of Defence,” enabling rapid detection and reporting of security incidents. - Reduce the risk of cyberattacks and prevention of sensitive data breaches - Build and promote a culture of information security within the organization.

Training Courses	Training Participants	Number of Participants (persons)	Evaluation Results	Post-Training Benefits
Cybersecurity Awareness for Executives 	Top Management (Executives)	41	Passed 100%	Executives: - Understand risks and potential threat patterns within the organizational context. - Be capable of formulating policies, strategies, and budgets in line with emerging threat trends. - Act as a leader fostering and driving a corporate culture that prioritizes information security. The Company: - Establish a clear cybersecurity vision and comprehensive prevention planning to mitigate data breaches and cyberattacks. - Demonstrate a strong commitment to safeguarding and protecting significant data. - Support cyber risk management in alignment with emerging technologies and the evolving business environment.
Information Security, Cybersecurity and Privacy Protection ISO/IEC 27001:2022 	Employees (Supervisors, Specialists, Engineers, Technicians, Officers)	27	Passed 100%	Employees: : - Enhance knowledge and understanding of the ISO/IEC 27001 standard. - Strengthen information security management and governance capabilities. - Be capable of applying knowledge to provide appropriate guidance and best practices to team members and various departments within the organization. The Company: - Upgrade organizational information security standards. - Enhance stakeholder confidence and strengthen the Company's reputation for trustworthiness. - Foster a corporate culture that emphasizes information security.
Training in IT system usage and basic cybersecurity for new employees 	New Employees	130	Passed 100%	Employees: : - Possess fundamental knowledge of IT system usage and cybersecurity. - Develop cybersecurity awareness. - Be capable of properly operating the Company's IT systems. The Company: - Enhance organizational cybersecurity standards. - Reduce risks stemming from operational user errors and enhance employees' capabilities in utilizing information systems.

PDPA Knowledge Sharing Project

BEM has implemented the PDPA Knowledge Sharing Project by organizing training sessions to enhance employees' knowledge and understanding of personal data protection laws. These sessions equip employees with the knowledge to ensure compliance with legal requirements in their work and prevent personal data breaches that could result in complaints against the Company.

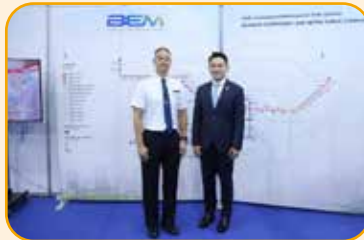


In 2025, BEM conducted training sessions with a total of 3,946 participants, comprising 50 executives and 3,896 employees. Details are as follows:

Examples of Personal Data Protection Training Courses

Training Courses	Training Participants	Number of Participants (persons)	Evaluation Results	Post-Training Benefits
PDPA 	New Employees	240	Passed 100%	Employees: • Possess knowledge and understanding of the Personal Data Protection Act (PDPA) and be able to apply it appropriately in their work. • Enhance awareness of security and personal data protection. Executives: • Possess a deeper knowledge and understanding of PDPA, including related roles and responsibilities. • Be capable of conveying guidelines and supervising related departments to ensure compliance with the law. The Company: • Be capable of operating in full compliance with legal requirements and mitigating non-compliance risks regarding personal data regulations. • Reduce potential risks and corporate impacts arising from non-compliant operations Customers: Receive protected of their personal data in accordance with legal requirements
	Employees (Supervisors, Specialists, Engineers, Technicians, Officers) (E-learning)	3,656	Passed 100%	
	Top Management (Executives) (E-learning)	50	Passed 100%	

Participation in Asia Pacific Rail 2025



BEM participated as an exhibitor at the Asia Pacific Rail 2025. On this occasion, the Deputy Managing Director of Administration delivered a keynote presentation titled “Progress to Strengthen Cyber Resilience.” The presentation highlighted the increasing cyber regulatory pressures across the region, while showcasing the Company’s advancements in cybersecurity operations. It also addressed upcoming challenges, including Artificial Intelligence (AI) application, legacy systems integration with modern technologies, user culture adaptation, and regulatory pressure response. This reflects the Company’s commitment to enhancing security, building trust, and driving the sustainable development of rail systems.



SUPPLY CHAIN MANAGEMENT

(GRI 3-3, 308-1, 308-2, 414-1, 414-2)



BEM is committed to developing a supply chain and procurement process that addresses sustainability risk issues, such as environmental impacts, occupational health and safety, human rights breaches, business ethics breaches, anti-corruption, and bribery. The Company has established a policy and strategies for supply chain management, and implemented the Supplier Code of Conduct as a standard framework for all suppliers, as well as continuously enhanced procurement and supply chain management processes

to align with sustainable development principles. Emphasis is placed on environmentally friendly procurement to meet stakeholders' expectations. The Company actively communicates with suppliers to drive continuous improvement towards sustainability. Relevant key issues are reviewed and reported to the Corporate Governance, Risk Management and Sustainable Development Committee and/or the Board of Directors at least once a year.



Detailed Information about Supply Chain Management

Targets and Performance Indicators



BEM has set a target for all new suppliers to undergo screening based on sustainability criteria, which covers environmental aspect, social, human rights and labor aspect, and business ethics aspect. The Company has also established short-term and mid-term targets to achieve a supplier satisfaction level of no less than 85%, as well as a long-term target of no less than 90%. Additionally, the Company has specified payment terms for suppliers at 30–45 days upon receipt of invoices.

In 2025, BEM successfully achieved all its specified targets. All new suppliers successfully passed the sustainability screening criteria at 100%. The supplier satisfaction level reached 90.25%, and the average payment period to suppliers was 30 days upon receipt of invoices.

Performance Indicators	2025 Performance	Short-Term Target, by 2025	Mid-Term Target, by 2030	Long-Term Target, by 2050
 New suppliers acknowledge and comply with the Supplier Code of Conduct	100%	100%	100%	100%
 New suppliers passed sustainability screening criteria	100%	100%	100%	100%
 Significant Tier-1 Suppliers underwent a sustainability risk assessment through self-assessment	100%	100%	100%	100%
 Significant Tier-1 Suppliers underwent an on-site sustainability risk assessment by BEM personnel	100%	100%	100%	100%
 Tier-1 Suppliers underwent a sustainability risk assessment through self-assessment	83.55%	80%	100%	100%
 Supplier satisfaction	90.25%	≥85%	≥85%	≥90%
 Supplier payment period (Days)	30	30-45	30-45	30-45

Supply Chain Management Policy and Practices

BEM has established the supply chain management policy, operational procedures, and Supplier Code of Conduct, covering environmental aspect, social, human rights and labor aspect, and business ethics aspect.

These policy and practices serve as a framework for conducting business with the Company and encourage suppliers to operate ethically and responsibly toward society. They also provide guidelines for employees, suppliers, and contractors, aligning with the Company's commitment to corporate governance, social and environmental responsibilities, sustainability, thereby enhancing sustainability throughout the supply chain.



Detailed Information about Supply Chain Management Policy



Detailed Information about Supplier Code of Conduct

Supplier Management Process

Supplier Screening and Registration

- Register as a supplier via the online system
- Acknowledge the Company's key information and policies:
 - BEM's Code of Conduct
 - Supplier Code of Conduct
 - Anti-Corruption Policy
 - Human Rights Policy
 - Terms and Conditions for Data Disclosure Consent with BEM
- Complete self-assessment and pass sustainability criteria
- Submit required registration documents
- Timeframe: Throughout the year



Identification

- Assess the significance of suppliers to the Company, based on supplier spend in conjunction with other factors such as business expertise, strategic relationships, and geographical risks
- Timeframe: Review every 3 years or as appropriate



Supplier Assessment

- Assess supplier performance, covering sustainability aspects via two methods, namely:
 - Desktop Assessment: This includes self-assessments, risk assessments by the Company's employees, supplier pre-qualification screenings (prior to bidding), and performance evaluations (post-delivery of goods/services)
 - On-Site Assessment: This involves evaluations through site visits at the suppliers' facilities by the Company's personnel; e.g., when assessment results indicate high-risk suppliers, or on-site visits to suppliers providing maintenance services and at supplier service centers
- Timeframe: Throughout the year



Supplier Development

- Organize supplier seminars to emphasize the Supplier Code of Conduct, demonstrate BEM's commitment, and invite suppliers to operate business with ESG responsibility in alignment with sustainable development guidelines
- Create public relations materials to educate suppliers about ESG twice a year
- Encourage suppliers to join the Thai Private Sector Collective Action against Corruption (CAC)
- Provide occupational safety training for suppliers
- Implement safety projects or activities in collaboration with suppliers



Supplier Screening and Registration

BEM's supplier management process begins with a sustainability risk assessment at the screening and registration stage. Suppliers are required to register via the online system and acknowledge the Company's key information and policies, including BEM's Code of Conduct, Supplier Code of Conduct, Anti-Corruption Policy, Human Rights Policy, and the Terms and Conditions for Data Disclosure Consent with the Company. Suppliers must also complete a self-assessment questionnaire covering operational performance, sustainability risks, and business capabilities such as operations, products and services, pricing, and delivery etc., as well as submit all required supplier registration supporting documents to the Company.

Sustainability Risk Assessment through Self-Assessment

BEM requires new suppliers to complete a self-assessment questionnaire to evaluate their products and services, as well as their sustainability performance across three aspects, as follows:



BEM requires that new suppliers achieve a minimum total score of 65% from the self-assessment in order to be registered in the Company's Approved Vendor List (AVL). In 2025, the Company had 112 new suppliers who passed the sustainability screening criteria.

Documentary Assessment

BEM verifies the credibility of suppliers and ensures that management practices take into account occupational health, safety, and environmental impacts, as well as the quality of products and services, prior to supplier registration approval. This evaluation is based on the verification of relevant information and documents including the Commercial Registration Certificate, Value Added Tax Registration Certificate (P.P. 20), and various standard certifications such as ISO 9001, ISO 14001, ISO 17001, ISO 45001, and ISO 50001, among others. The Company conducts document verification for all procurement transactions across all suppliers, categorized by the specific type of procurement scope executed.



Detailed Information about Supplier Registration

Supplier Identification

BEM classifies suppliers according to their level of significance to the business and their geographical risks. Suppliers are categorized into three types, namely Significant Tier-1 Suppliers, Non-Significant Tier-1 Suppliers, and Significant Non-Tier-1 Suppliers.

The most critical type of suppliers is identified as Significant Tier-1 Suppliers, the identification is considered based on various criteria, including high procurement value with the Company, technical expertise, involvement in critical business processes, strategic partnerships, and geographical risks.

The criteria for supplier identification are as follows:

- **Significant Tier-1 Suppliers**

Suppliers that directly conduct business with the Company and meet at least two out of the six following criteria:

1. High procurement value (≥50 million THB per year)
2. Expertise in the type of work, specific equipment, or technology that affects the Company's core operations
3. Cooperation in the procurement of equipment and the development of core operational systems used in business operations.
4. Nature of services requiring regular workforce presence in the Company's main service areas such as stations, toll buildings, etc.
5. Strategic partnership with the capability to provide prompt assistance to the Company in urgent or emergency situations
6. Located in areas with geographical risks or war conditions

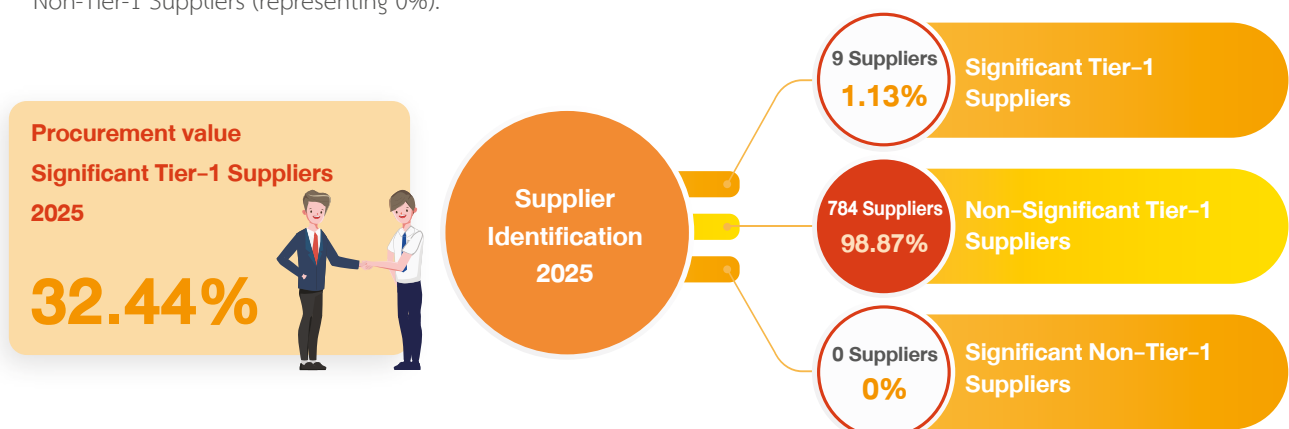
- **Non-Significant Tier-1 Suppliers**

Suppliers that directly conduct business with the Company but are not classified as significant suppliers under the Company's supplier segmentation criteria

- **Significant Non-Tier-1 Suppliers**

Suppliers that do not directly transact with the Company but are key suppliers to Significant Tier-1 Suppliers, acting as manufacturers or installers with specialized expertise and/or proprietary technology that may impact the Company's operations and maintenance

BEM reviews its supplier classification criteria every 3 years. However, in the event of impactful issues, an early review may be considered as appropriate to ensure alignment with the changing business environment. In 2025, the Company maintained the existing criteria; consequently, 9 suppliers were classified as Significant Tier-1 Suppliers (representing 1.13%), 784 suppliers as Non-Significant Tier-1 Suppliers (representing 98.87%), and 0 suppliers as Significant Non-Tier-1 Suppliers (representing 0%).



Supplier Assessment

BEM regularly conducts assessments for suppliers to ensure their operations comply with the Supply Chain Management Policy and Supplier Code of Conduct. The supplier assessment guidelines are as follows:

• Self-Assessment

BEM requires existing suppliers to conduct a sustainability risk self-assessment to evaluate their products and services, as well as their performance across all three sustainability dimensions, including environmental aspect, social, human rights and labor aspect, and business ethics aspect; aligning with the process for new suppliers. Based on the aforementioned ESG assessment criteria, existing registered suppliers must achieve a minimum sustainability score of 65% to maintain their status on the Company's Approved Vendor List (AVL). This ensures that the supplier's operations comply with the principles defined in the Supplier Code of Conduct. In cases where a supplier does not meet the criteria, the Company will work collaboratively with the supplier to determine corrective action plans and monitor progress against the specified timelines.

In 2025, BEM distributed sustainability self-assessment questionnaires to existing suppliers. This included 655 out of 784 Non-Significant Tier-1 Suppliers (representing 83.55%) and all 9 Significant Tier-1 Suppliers (representing 100%), all of whom successfully passed the sustainability screening criteria.

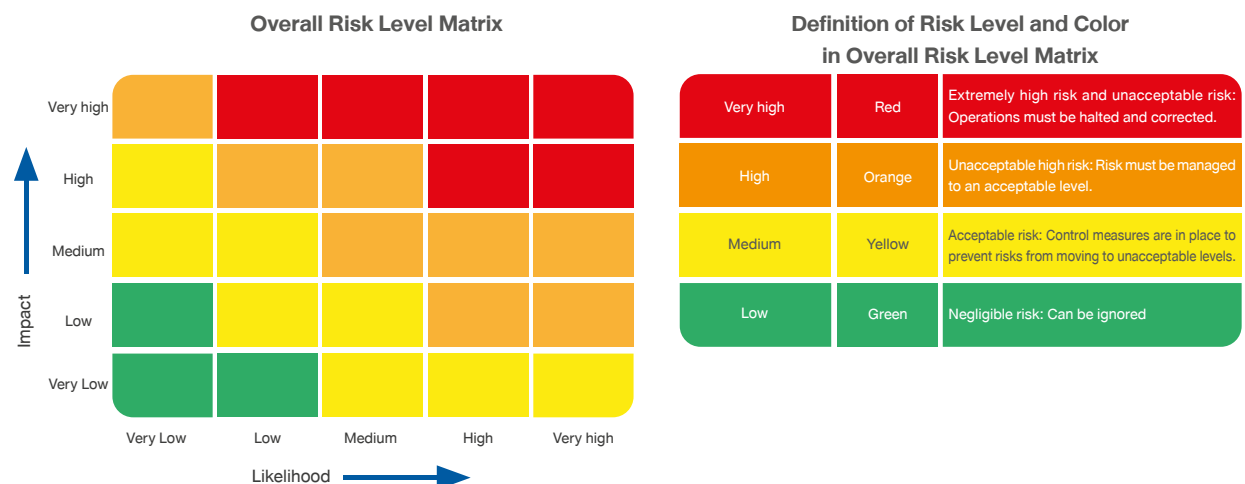
• On-Site Assessment

BEM conducts on-site visits to suppliers' premises by the Company's personnel to ensure proper operations of its suppliers. If a Significant Tier-1 Supplier is found to have a high sustainability risk assessment score, the Company will conduct an on-site assessment of the supplier's processes and evaluate compliance with relevant requirements to identify any operational risks. This may involve requesting supporting documents for review and providing recommendations to mitigate identified risks, if any. The supplier must achieve a minimum assessment score of 70% to meet the required standard.

In 2025, based on the sustainability risk assessments conducted by the Company's personnel for all 9 Significant Tier-1 Suppliers, none were identified as high risk; therefore, no on-site assessments were conducted.

• Significant Tier-1 Supplier Risk Assessment

BEM has a risk assessment process for Significant Tier-1 Suppliers that may have an impact on the Company's business operations. The risk assessment criteria consider the likelihood of risk occurrence and the severity of its impact on various sustainability issues, covering governance & economic, social, and environmental dimensions. These include business ethics, anti-corruption, labor and human rights, occupational health and safety, environmental management, and community and social responsibilities, according to supplier type. Risk levels are classified into four categories (Very High, High, Medium, Low).



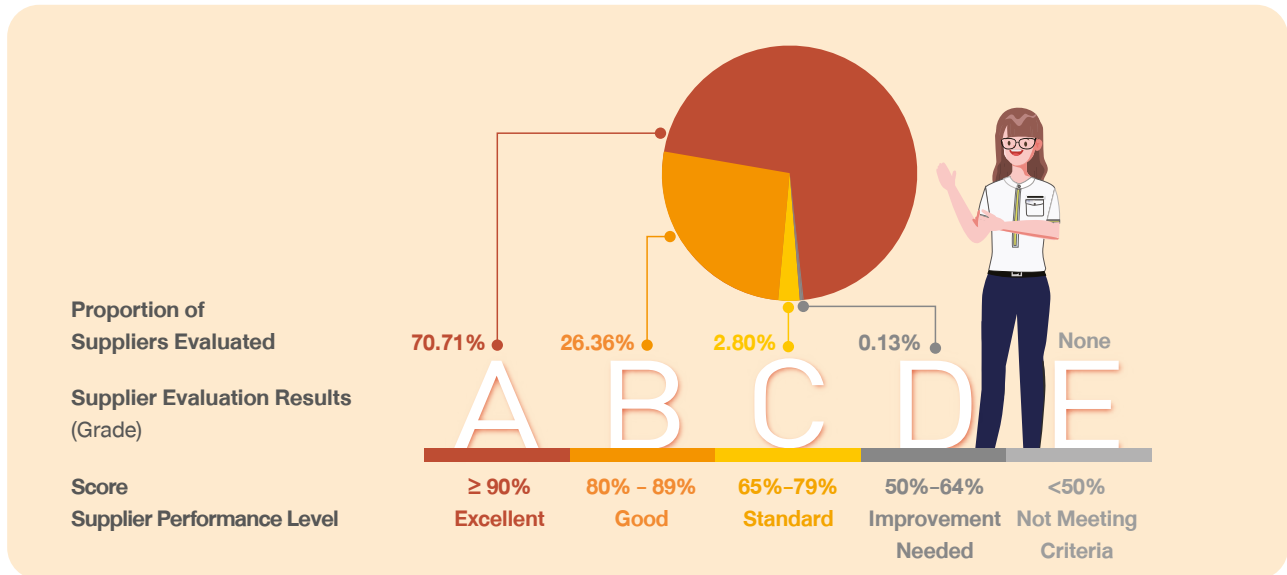
If a supplier is assessed to have a high level of risk, BEM will collaborate with the supplier to develop appropriate corrective action plans and risk mitigation measures. The Company will also conduct continuous follow-up assessments to ensure that such risks are eliminated or reduced to an acceptable level without any disruption to the supplier's delivery of products or services.



• Supplier Evaluation

BEM conducts supplier evaluations to reflect supplier performance efficiency, product and service quality, and delivery punctuality. Sustainability aspects are also integrated into the supplier scoring system. These cover topics such as the treatment of contractor employees, compliance with environmental agreements and/or the Company's regulations, responsiveness to the Company's needs, and the resolution of issues and complaints after delivery of goods and services.

For contracted jobs or services requiring on-site work within the Company's premises, performance is evaluated across different operational phases: pre-work preparation, during operations, and post-work evaluation. These evaluations are conducted jointly by the requesting department and the procurement department. Accordingly, the Company defines supplier performance levels based on the following criteria:



For suppliers that receive operational complaints or evaluation results below the 50% threshold, BEM will conduct a thorough fact-finding investigation and then discuss with the supplier to develop a Corrective Action Plan with a clear execution timeframe, established mutually by the Company and the supplier.

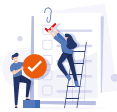
BEM has established a phased escalation process based on the severity of the issues identified. These measures range from requesting cooperation, holding joint meetings with the supervising department, requiring the supplier to implement a corrective action plan, issuing formal service improvement notices, suspending work assignments, and ultimately removing the supplier from the Approved Vendor List (AVL) if the complaints or deficiencies cannot be resolved within the specified timeframe.

The 2025 supplier evaluation results showed that no suppliers received an average score below the passing threshold (below 50%). However, one supplier received an average score below the standard benchmark. In response, BEM enforced the designated phased measures, requiring the supplier to implement a corrective action plan followed by periodic monitoring. If the evaluation result continues to fall below the standard benchmark, the Company will consider suspending work assignments and initiating contract termination procedures accordingly.

Supplier Development

BEM continuously drives supplier capacity building through various training programs. This includes educating contractors who work within the rail system to ensure compliance with relevant rules and regulations, thereby guaranteeing workplace safety. Furthermore, the Company hosts meetings and workshops to enhance knowledge and understanding of corporate policies, particularly the Company’s anti-corruption policy and the sustainable development principle, thereby strengthening supplier capabilities.

Additionally, BEM provides ongoing ESG-related communication materials to educate suppliers and implements initiatives such as the Contractor Scorecard to promote engagement, raise awareness, and incentivize supplier development. These efforts contribute to the safety of employees, contractors, and customers, while strengthening sustainability across the Company’s entire supply chain.



Supply Chain Management Projects

“Supplier Training and Relationship Building” Project

“Supplier Training” Project

BEM organizes training programs for suppliers operating within its area to ensure compliance with relevant rules and regulations, safety standards, and emergency preparedness protocols. These training programs emphasize equipment readiness inspections and adherence to safety criteria to mitigate operational risks that may lead to accidents and losses. In addition, the Company enhances the capabilities of suppliers’ supervisory personnel by providing them with technical knowledge and effective training techniques, enabling them to transfer knowledge effectively to their teams. Continuous refresher training is also conducted to ensure up-to-date knowledge and sustain safety awareness.

BEM requires all suppliers or contractors who are engaged in operations, providing services, or conducting maintenance within designated areas to complete 100% participation and achieve a minimum passing score of 70% in key courses.

2025
the Company organized
a total of **25** training courses

87 suppliers
participated in training courses

Total training participant
1,451 persons



Supplier Training Courses

Number of Participants

• APOSTLE	73 persons
• Person In Charge (PIC)	217 persons
• General Safety	268 persons
• Others: Rules and Contractor’s Operations	893 persons
Total	1,451 persons



“Supplier Seminar” Project

In 2025, BEM hosted its annual supplier seminar to reinforce the Supplier Code of Conduct and reflect the Company’s commitment to responsible business practices. Suppliers were invited to engage in business with good governance alongside social and environmental responsibility, in line with sustainable development principles. A total of 32 suppliers, comprising Significant Tier-1 Suppliers and Non-Significant Tier-1 Suppliers, sent 60 representatives to participate in the seminar. Following the event, suppliers completed a satisfaction survey, resulting in an average satisfaction score of 94.40%.

In addition, BEM presented pesticide-free vegetables grown within the Company using planting materials from the “Keyhole Garden” project to all participating suppliers, reflecting the Company’s commitment to environmentally friendly business practices and efficient resource utilization.



Interviewee :

Ms. Natthaporn Sirichan
Guard Force (Thailand) Co., Ltd.,
BEM supplier for over 10 years

Interview Summary :

Experience at the Seminar : “I am very pleased and honored to be a part of this seminar. This is my second time attending a seminar with BEM, and I’m always impressed by how well the event is run and the lovely souvenirs (from the Keyhole Garden projects). I’m still taking care of the tree I got last year at home, and I love the pesticide-free vegetables from this year too.”

Key Takeaways : “As a long-time business partner of BEM, Guard Force has observed that BEM consistently places great importance on various policies, including ESG as it relates to business operations, and has always shown strong dedication to both its rail and expressway businesses.

Message to BEM : “BEM’s business approach will be presented to Guard Force’s management so that the two companies can continue to grow and operate sustainably together in the future.”



Interviewee :

Mr. Phaibun and Ms. Phimsiri Boriboot
Nakhonphan Trading (2002) Co., Ltd.,
BEM supplier for over 10 years

Interview Summary :

Experience at the Seminar : “Participating in this seminar was a valuable opportunity to hear about BEM’s procurement approaches and procedures, understand working methods and joint improvement approaches for better collaboration with BEM, and learn about BEM’s various operational directions including the development of procurement processes in 2026. This is a commendable initiative. ESG policy is something every organization should start implementing. Nakhonphan has already installed solar panels that have reduced up to 70% of our total electricity consumption.”

Key Takeaways : “Beyond the pesticide-free vegetables received as a souvenir, gaining understanding of ESG policy as BEM’s core policy was meaningful. Noted that BEM emphasizes “G” (Governance), which reflects transparency consistent with Nakhonphan’s own approach. In every bid submission, Nakhonphan consistently emphasizes: “The company has no policy of offering compensations for procurement activities,” which is a core company policy.”

Message to BEM : “Due to the limited time of this seminar, many suppliers might not have fully understood BEM’s policies. For future seminars, it is recommended that additional time be allocated to provide more detailed explanations, so that suppliers can gain a comprehensive understanding of BEM’s policies and related information.”

“ESG Educational Media for Suppliers” Project

BEM developed promotional materials to encourage all suppliers to adopt sustainable business practices and enhance their learning through ESG E-learning courses provided by the Stock Exchange of Thailand (SET). These initiatives support suppliers’ understanding of sustainable business development. Throughout the year, the Company communicates key promotional materials to suppliers, covering the following topics:



- Collaborating with BEM to reduce waste through the 8R principles
- Policy “BEM No Gift Policy 2026” to promote a transparent corporate culture and foster sincere collaboration with suppliers
- BEM encourages suppliers to procure and provide products and services that are certified with environmental labels

“Contractor Safety Awards 2025” Project

BEM has implemented the Contractor Safety Awards program to promote and enhance operational safety standards among contractors. This project focuses on fostering continuous contractor engagement in safety improvement including proposing hazard mitigation solutions, identifying potential risks, and reducing incident statistics, to collaboratively build a strong and sustainable safety culture between the Company and its contractors. Evaluation criteria are drawn from participation in activities, safety role modeling, and various safety initiatives, such as the Contractor Scorecard project, submission of safety suggestions, safety commendations received, and participation in safety quiz activities. In 2025, the project received strong cooperation from contractors, with 16 contractor companies participating in the initiative.

“Contractor Scorecard to Enhance Supplier Capacity” Project

BEM has implemented the Contractor Scorecard Program to promote and enhance the operational performance of contractors working within the rail business areas, with a focus on improving safety management and fostering active contractor engagement. The program provides opportunities for contractors’ safety officers to present their safety activities and communication approaches to other contractors. This initiative encourages the exchange of knowledge, experience, and best practices in safety, leading to an overall improvement of safety performance efficiency.

The activities presented under this program must cover three key performance indicators, as follows:

- **Compliance:** Adherence to requirements, regulations, and assigned responsibilities as specified in operational procedures and work instructions
- **Standards:** Compliance with occupational health and safety laws and regulations
- **Behavior & Culture:** Organizational safety behaviors and culture in alignment with established guidelines and practices

“Safety Culture Survey” Project

BEM has implemented the Safety Culture Survey program to promote a safety culture in operations, focusing on assessing contractors’ awareness, attitudes, and work behaviors. The survey results are used to continuously improve and develop the effectiveness of organizational safety management, so that safety measures are aligned with actual operational contexts and support the long-term safety culture enhancement.

“Internal Personnel Development” Project

“Procurement Upskilling E-Learning” Project

BEM has implemented the Procurement Upskilling E-Learning Program to enhance personnel capabilities, fostering knowledge, understanding, and sustainability awareness in supply chain management. The Company consistently communicates its sustainability policies, regulations, and operational guidelines to procurement officers.

Additionally, BEM has encouraged Procurement Department personnel to participate in sustainability training organized by the Stock Exchange of Thailand (SET). This initiative aims to strengthen their knowledge and understanding of sustainable supply chain management, enabling them to apply the relevant principles and practices to their operations more effectively. All procurement department personnel have completed this training since 2024.

In 2025, a total of 5 newly hired procurement officers completed the prescribed training courses, with all of them passing every course as follows.



Training Course	Participants (persons)
• Course P01: Preliminary to Corporate Sustainability	5 persons
• Course ESG 101: Sustainability Fundamentals	5 persons
• Course Sustainable Supply Chain Management	5 persons

“Green Procurement” Project

BEM is committed to environmental responsibility and has established an Environmental Policy, Sustainability Development Policy, and Green Procurement Policy as a framework for responsible procurement, with the intent that management, employees, and all stakeholders involved in the procurement process implement them seriously and consistently.

BEM continuously promotes education and awareness among employees to support engagement in procuring environmentally friendly products and services throughout the procurement process.



In 2025, BEM developed a communication channel for green procurement. This allows users to search for environmentally certified products and services, such as the Green Label, Green Basket, and Energy Label No. 5 products, concretely supporting the selection of goods and services that tangibly reduce environmental impacts.

Additionally, BEM has actively participated in environmental conservation by sourcing materials that help protect the environment. This includes choosing FSC (Forest Stewardship Council) certified tissue paper, which is made from recycled fibers and produced through environmentally sustainable processes.

This initiative also supports the operations of suppliers who share the same commitment to environmental conservation. As a result of these efforts, the Company was awarded the Sustainable Forest Contributors Award by Kimberly-Clark Thailand Ltd., presented through its product distributors, as recognition of its commitment to sustainability, for the second consecutive year. This award serves as a testament to the Company’s steadfast commitment to operating in accordance with sustainable development principles.





INNOVATION

(GRI 3-3)



BEM is committed to continuously developing and promoting innovation within the organization to keep pace with emerging challenges. By applying technology and innovation, the Company aims to enhance operational efficiency and elevate the quality of service, which is the core of business operations. At the same time, the Company also focuses on developing employees' capabilities through essential skills

and new knowledge, which are key drivers of the Company's long-term competitiveness. These efforts also contribute to delivering excellent service to customers, creating value and profitability as expected by stakeholders, and minimizing environmental and community impacts, fostering sustainable growth for all.



Detailed Information about Innovation

Targets and Performance Indicators



BEM has established targets and key performance indicators (KPIs) for innovation development to support the improvement of operational processes and service delivery. In 2025, key initiatives included the Building Automation Monitoring System (BAMS) Development Project for toll plaza buildings, covering a total of 18 buildings, and the EMV Customer Claim Management System Project. The latter incorporates Artificial Intelligence (AI) technology to automatically classify and categorize complaint data, with a target complaint resolution rate of more than 80%.

The 2025 performance results showed that the BAMS Development Project successfully developed and installed the system across all 18 toll plaza buildings, achieving 100% of the defined target. Meanwhile, the EMV Customer Claim Management System Project was in the study and testing phase. Out of 9,882 test complaints processed, the system successfully resolved 9,697 cases, representing a resolution rate of 98.13%, in line with the established target.

The development of these systems is part of the Company's transition toward digital processes, reducing reliance on paper-based procedures and certain on-site operations, these initiatives optimize resource utilization such as reducing travel for operational purposes, thereby enhancing operational efficiency and quality.

Key Performance Indicators		2025 Performance	Target 2025	Target 2026
	Building Automation Monitoring System (BAMS) Development Project (Cumulative number of toll plaza buildings installed with BAMS)	18 buildings	18 buildings	46 buildings
	EMV Customer Claim Management System Project (Complaint resolution rate during the testing phase)	98.13%	>80%	—

Innovation Policy and Practices

BEM has established the Innovation policy to promote innovation in business operations grounded in a strong commitment to social and environmental responsibility. The policy encourages process improvements and innovations that add value to business operations, ensuring adaptability to current and future changes. The Company

also fosters employee awareness on the importance of process improvement and strengthens corporate culture by creating an environment that encourages employee participation in creative expression and knowledge exchange related to process improvement.



Detailed Information about the Innovation Policy

Innovation Development Process

BEM's innovation development is carried out through the following process:

1. Select Problems and Issues for Improvement

Survey problems encountered within the Company or identify issues planned for development, and prioritize these issues based on criteria; such as expenses, project duration, and the diversity of relevant internal departments in order to focus on creating innovation for the most critical topics.



2. Survey the Current Conditions

Analyse data related to the problems to study their causes and impacts.



3. Define Goals and Action Plans

Consider goals and action plans within an appropriate timeframe and scope of innovation development.



4. Analyse Improvement Options

Various methods are available for the development of innovations. Therefore, the Company selects the most appropriate approach for the problem's condition based on criteria, such as project duration, value for investment, and possibility of resolving the issue.



5. Target Achievement Criteria

Define success criteria and indicators. Implement and test innovations in actual work processes.



6. Develop, Inspect, and Summarize Results in the Initial Stage

Begin innovation development and implement it in actual work. Inspect and monitor performance in the initial stage to identify limitations and obstacles.



7. Develop, Inspect, and Summarize Results

Continue developing innovations to refine and resolve limitations, aiming to achieve a complete and highly efficient outcome.

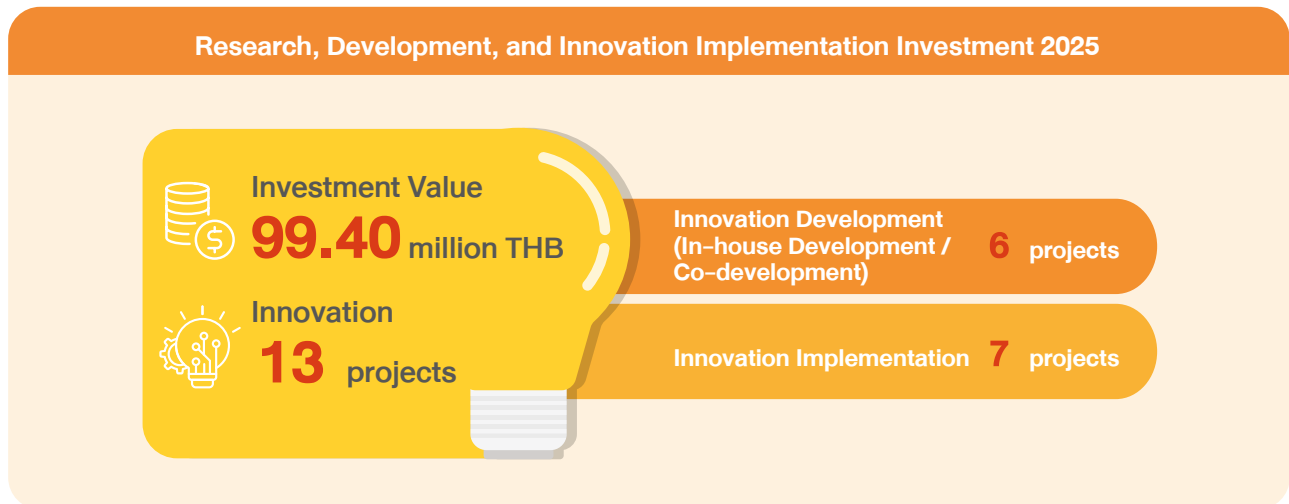


8. Determine Control Methods and Monitor Results

Expand the application of the developed innovation to broader real-world use and monitor outcomes in the long term.



In 2025, BEM invested in research, development, and implementation of innovations across thirteen projects with a total investment value exceeding 99.40 million THB, as detailed below:



➤➤➤ Innovation Development by BEM (In-house Development / Co-development)

BEM has implemented 6 key innovation development projects, representing a total investment value exceeding 3.68 million THB. These include the Building Automation Monitoring System (BAMS) Development Project, the EMV Customer Claim Management System Project, the deployment of advanced cybersecurity Endpoint Detection and Response (EDR) technology, the development of a remote-control system for toll collection operations, and the development of a cash-based toll collection system software. These systems have undergone development, operational testing, and partial implementation. The Company plans to continuously refine and develop these initiatives to enhance the efficiency of operational processes and service delivery.

➤➤➤ Innovation Implementation

BEM has implemented 7 innovation Implementation projects, with a total investment value exceeding 95.72 million THB. Key examples include the implementation of an Enterprise Resource Planning (ERP) system, the deployment of an Advanced Traffic Management System (ATMS), and the installation of an Intelligent Video Analytics (IVA) system.

Consequently, BEM found that the development and Implementation of these innovations have contributed to cost savings in both capital and operational expenses, while enhancing the efficiency and effectiveness of operational processes and service delivery. These initiatives also strengthen the Company's competitive advantage and effectively respond to the needs and expectations of stakeholders.



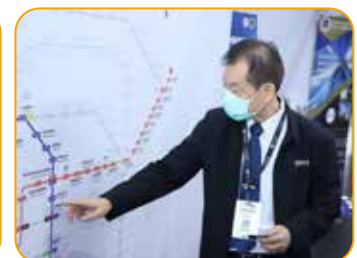
Detailed Information about the Innovation Project is available on Annual Report 2025 (56-1 One Report)

Examples of New Innovation Development Implemented to Improve Work and Service Processes

Project / Innovation	Objectives	Business Benefits	Social & Environmental Benefits
Building Automation Monitoring System (BAMS) Development Project 	- To monitor and verify the status of electrical equipment within toll plaza buildings and control centers via a web application - To support electrical system maintenance management - To advance digital processes and workflows	- Eliminates system development costs through in-house employee development (0 THB investment) - Reduces equipment procurement and maintenance costs by approximately 1 million THB per project (covering 46 toll plaza buildings) - Reduces manual on-site operational steps - Accelerates the tracking and analysis of system malfunctions and failures - Supports preventive maintenance planning	- Reduces fuel consumption from work-related travel - Lowers electricity consumption in maintenance processes - Enhances operational efficiency - Supports optimal resource utilization
EMV Customer Claim Management System Project 	- To develop and implement Artificial Intelligence (AI) technology for automated complaint classification - To support the reduction of manual processing steps - To advance digital data processing	- Eliminates system development costs through in-house employee development (0 THB investment) - Reduces time and cost of data processing - Enhances the accuracy and consistency of data classification and decision-making workflows - Alleviates staff workload, enabling personnel to greater focus on analytical or strategic tasks - Supports data utilization to analyze and continuously enhance service quality	- Ensures rapid and fair complaint resolution, resulting in highly responsive and efficient service for customers - Reduces paper resource consumption - Eliminates redundant operational steps - Advances digital processes and workflows

Communication and Dissemination of Innovation

In addition to developing internal innovations, BEM promotes innovation knowledge sharing with all sectors through various activities such as setting up exhibition booths to share and exchange knowledge with organizations in the rail transit industry; organizing educational activities for the transport and rail industry; organizing educational activities and site visits to drive the practical application of technology and innovation in enhancing operational and service efficiency, rail operations control, and maintenance; as well as information exchange between internal and external organizations.



In 2025, BEM participated as an exhibitor, and the Deputy Managing Director of Administration delivered a keynote presentation titled “Progress to Strengthen Cyber Resilience” at Asia Pacific Rail 2025. This initiative aimed to showcase achievements and exchange knowledge on innovation and technology with international experts and operators, reflecting the Company’s active engagement on Asia’s rail transit stage. Additionally, the Company welcomed a total of 97 delegations comprising 6,122 visitors from both domestic and international organizations. Key delegations included Management team from the Council of Engineers (COE); the UITP Asia-Pacific Urban Rail Platform (UITP APURP); S.R.T. Electrified Train Co., Ltd.; Faculty members and students from the Wharton School of the University of Pennsylvania, USA; the Shanghai Municipal Transportation Commission (SMTC), People’s Republic of China; Trainees of the Explosive Ordnance Disposal (EOD) Course, 22nd Class, Ordnance Division, Logistics Bureau, Royal Thai Police; Executives and trainees from the Institute of Research and Development for Public Enterprises (IRDP); and Youth and staff members participating in the “Sanjaithai Sujaitai” (Bonding Thai Hearts to Southern Hearts) Project, 45th Class, Department of Provincial Administration.



Innovation Projects

Building Automation Monitoring System (BAMS) Development Project



BEM is implementing the Building Automation Monitoring System (BAMS) development project to elevate the maintenance management of electrical systems across its control centers and toll plaza buildings. Operated through a centralized control center, this system enables systematic and efficient command, monitoring, and status tracking of various equipment. The project spans a 2-year timeline from 2025–2026. For 2025, the target was to complete the BAMS development and install the system across a total of 18 toll plaza buildings, 9 buildings each on the Prachin Ratthaya Expressway and the Udon Ratthaya Expressway. For 2026, the target is to install BAMS at 28 toll plaza buildings on the Si Rat Expressway, bringing the cumulative total to 46 toll plaza buildings. The successful completion of the project will streamline on-site inspection workflows, accelerate troubleshooting response times, and optimizes human resource utilization. Upon full implementation across all 46 toll plaza buildings, the project is expected to reduce equipment procurement and maintenance costs by approximately 1 million THB.

In 2025, BEM completed the BAMS development and met its target by installing the system across 18 toll plaza buildings. This initial phase successfully reduced equipment procurement costs by approximately 0.39 million THB. The system provides a centralized view of the electrical system’s overall operations and collects operational data to support data-driven analysis, preventive maintenance planning, and predictive maintenance planning, as well as reducing corporate resource consumption such as vehicle fuel from work-related travel and electricity consumption during maintenance processes. The Company plans to complete installation across all 46 designated toll plaza buildings by 2026.

EMV Customer Claim Management System Project



BEM implemented the EMV Customer Claim Management System Project, which integrates Artificial Intelligence (AI) technology to automatically classify and categorize complaint or dispute data. This initiative supports digital transformation (Digital Process) and streamlines workflows. Under the 2025 roadmap, the Company planned to study, develop, and test the system, with a target complaint closure rate of over 80% during the testing phase. If the target was met, the Company would deploy the system in 2026 and continuously develop the system’s learning capabilities to apply AI technology to other future projects.

In 2025, BEM studied, developed, and tested the system as planned. During the testing phase, the EMV Customer Claim Management System was evaluated against a test dataset of 9,882 complaint cases. The system successfully resolved 9,697 complaints, achieving a 98.13% resolution rate and meeting the defined target. The Company therefore officially launched the system into live operation in early 2026. The system enhances data processing efficiency, structured data management and systematic complaint tracking. Furthermore, the system reduces paper resource consumption, and supports fast and fair complaint management, resulting in more efficient response to customers.

CUSTOMER RELATIONSHIP MANAGEMENT

(GRI 3-3, 2-29)



BEM has designated customer relationship management as one of its key operational strategies to strengthen relationships and enhance customer satisfaction. The Company conducts annual surveys on customer satisfaction and engagement, and regularly incorporates customer feedback, concerns, and expectations to improve its transportation

infrastructure and services. The goal is to deliver high-quality services that are safe, convenient, rapid, reliable, punctual, efficient, and accessible for all customer groups. These efforts enhance business competitiveness and drive the Company toward becoming a leading fully-integrated transportation service provider in Thailand and ASEAN.



Detailed Information about Customer Relationship Management

Targets and Performance Indicators



BEM has established targets and performance indicators for customer relationship management to serve as a framework for continuous monitoring, evaluation, and improvement. This framework covers two key areas: customer relationships and service quality.



Customer Relationships

BEM has set a customer satisfaction target of no less than 98%. The Company has also established customer complaint targets as follows: customer complaints from expressway business must not exceed 0.15 cases per 100,000 trips, and customer complaints from rail business must not exceed 0.15 cases per 100,000 passengers.

In 2025, BEM conducted a customer satisfaction survey among 3,479 respondents. The survey showed a high satisfaction level of 96.81%, slightly below the specified target. Meanwhile, the complaint rates were 0.01 cases per 100,000 trips for the expressway business and 0.03 cases per 100,000 passengers for the rail business, both meeting the set targets.

2025

Overall Customer Satisfaction

3,479 respondents

Customer Satisfaction Results

96.81% (Very Satisfied)

Customer Complaints

Expressway Business

0.01 cases/100,000 trips

Rail Business

0.03 cases/100,000 passengers

Performance Indicators	2025 Performance	Short-Term Target, by 2025	Medium-term Target, by 2030	Long-Term Target, by 2050
Customer Satisfaction				
 Overall Customer Satisfaction	96.81 %	≥98%	≥98%	≥98%
 Customer Satisfaction Expressway Business	95.86%	≥95%	≥98%	≥98%
 Customer Satisfaction Rail Business	99.91 %	≥98%	≥98%	≥98%
 Customer Satisfaction Commercial Development Business	85.71%	≥85%	—	—
Customer Engagement				
 Customer Engagement Rail Business	83.96%	≥80%	≥80%	≥80%
Customer Complaints				
 Customer Complaints Expressway Business (cases/100,000 trips)	0.01	≤0.15	≤0.15	≤0.15
 Customer Complaints Rail Business (cases/100,000 passengers)	0.03	≤0.15	≤0.15	≤0.15
Service Quality				

For the expressway business, BEM has set an Easy Pass Availability target of no less than 99.90%, alongside a target for Rescue Incident Response within 12 Minutes to be achieved in at least 96% of all operations. For the rail business, the targets for the MRT Blue Line are as follows: Train Service Availability (TSA) and Train Service Punctuality (TSP) at no less than 99.20%, and Train Availability (TA) at no less than 99.70%. For the MRT Purple Line, the targets are Train Service Availability (TSA) and Train Service Punctuality (TSP) at no less than 99.25%, and Train Availability (TA) at no less than 99.75%.

In 2025, BEM's overall performance met the established targets. For the expressway business, the Easy Pass Availability reached 99.94%, and Rescue Incident Response within 12 Minutes was at 99.63%.

For the rail business, the Train Service Availability (TSA) of both the MRT Blue Line and the MRT Purple Line reached 100%. Meanwhile, Train Service Punctuality (TSP) was recorded at 99.43% for the MRT Blue Line, and 99.84% for the MRT Purple Line. The Train Availability (TA) for the Purple Line was 99.92%, while the Train Availability (TA) for the Blue Line was 99.54%, which was slightly below the target. Nevertheless, this performance did not fall below the key performance indicators stipulated under the concession agreements, and the Company has already implemented corrective measures.

2025

Expressway Business

Easy Pass Availability **99.94%**

Rescue Incident Response within 12 Minutes
99.63%

Rail Business

Train Availability of the MRT Blue Line
and MRT Purple Line
100%

Performance Indicators

Expressway Business



Easy Pass Availability

Performance 2025 **99.94%**

Short-Term Target, by 2025 **≥99.90%**

Medium-Term Target, by 2030 **≥99.90%**



Rescue Incident Response
within 12 Minutes

Performance 2025 **99.63%**

Short-Term Target, by 2025 **≥96.00%**

Medium-Term Target, by 2030 **≥96.00%**

Rail Business



MRT Blue Line:
Train Service Availability (TSA)

Performance 2025 **100%**

Short-Term Target, by 2025 **≥99.20%**

Medium-Term Target, by 2030 **≥99.25%**



MRT Purple Line:
Train Service Availability (TSA)

Performance 2025 **100%**

Short-Term Target, by 2025 **≥99.25%**

Medium-Term Target, by 2030 **≥99.25%**



MRT Blue Line:
Train Service Punctuality (TSP)

Performance 2025 **99.43%**

Short-Term Target, by 2025 **≥99.20%**

Medium-Term Target, by 2030 **≥99.25%**



MRT Purple Line:
Train Service Punctuality (TSP)

Performance 2025 **99.84%**

Short-Term Target, by 2025 **≥99.25%**

Medium-Term Target, by 2030 **≥99.25%**



MRT Blue Line:
Train Availability (TA)

Performance 2025 **99.54%**

Short-Term Target, by 2025 **≥99.70%**

Medium-Term Target, by 2030 **≥99.70%**



MRT Purple Line:
Train Availability (TA)

Performance 2025 **99.92%**

Short-Term Target, by 2025 **≥99.75%**

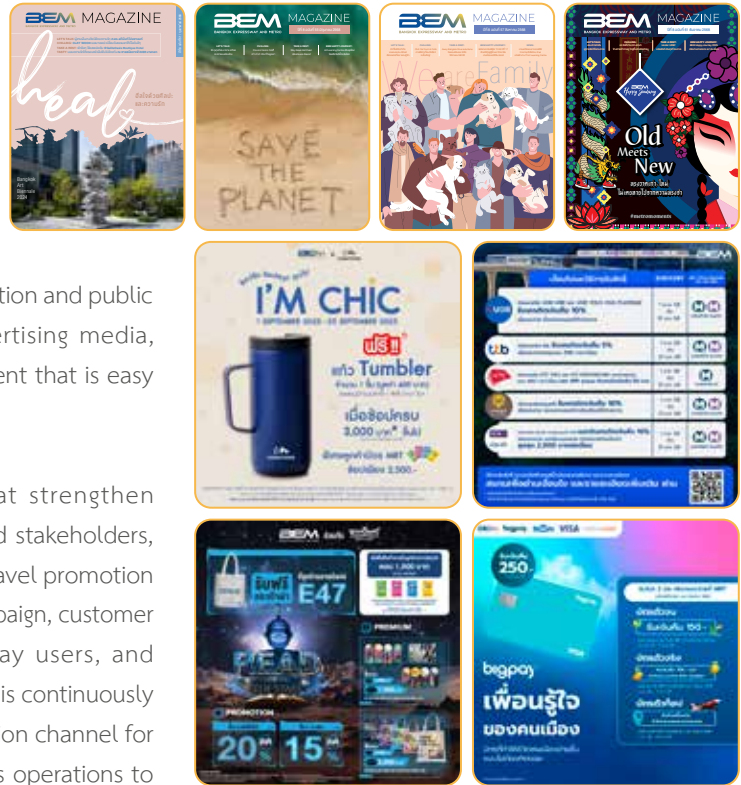
Medium-Term Target, by 2030 **≥99.75%**

Customer Relationship Management Process

BEM continuously manages customer relationships in alignment with its corporate strategy and social responsibility, with the aim of building long-term credibility and trust in the Company's brand.

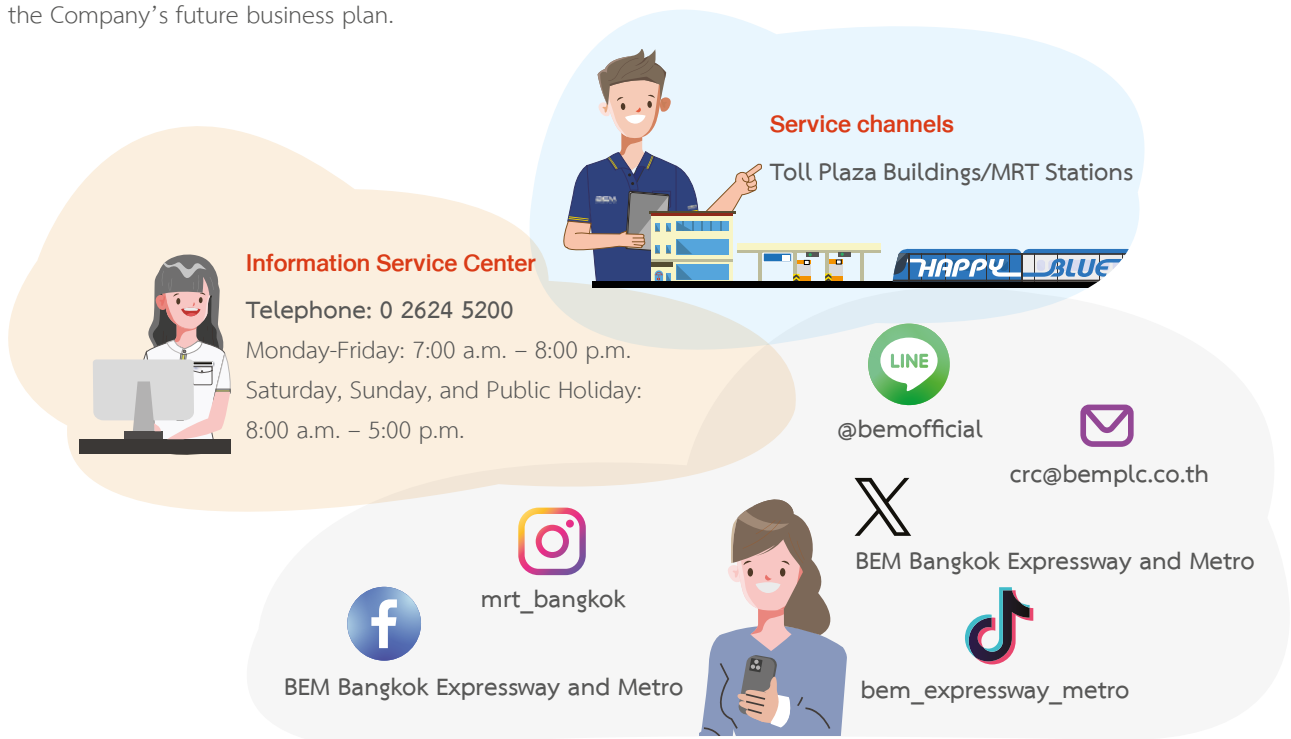
This is achieved through comprehensive communication and public relations efforts, including press relations, advertising media, and special events, with a focus on delivering content that is easy to understand and approachable.

BEM has consistently supported activities that strengthen relationships with customers, business partners, and stakeholders, while creating value for society. Examples include travel promotion activities such as the "Happy Journey with BEM" campaign, customer benefit programs for passengers and expressway users, and the publication of the monthly BEM Magazine, which is continuously produced and distributed to serve as a communication channel for publicizing activities, privileges, and overall business operations to customers and stakeholders.



Feedback Channels

BEM provides various channels for communication and feedback to continuously improve services. The feedback received is forwarded to relevant departments for appropriate corrective actions, service quality assessment, and integration into the Company's future business plan.



Customer Satisfaction

BEM conducts annual customer satisfaction surveys through a quantitative research process. Data is collected from expressway users and rail passengers via interviews or questionnaires conducted on weekdays (Monday to Friday) and weekends (Saturday, Sunday, and public holidays). The survey results are continuously utilized to analyze and enhance service quality across all business units.

Expressway Business

In 2025, BEM conducted a satisfaction survey of expressway users (Prachin Ratthaya Expressway) through questionnaires with a sample group of 1,479 respondents. The survey considered the following factors:

1. Service provided by toll collectors
2. Service provided by staff at toll buildings
3. Physical condition of the expressway (toll plazas and toll buildings)

The 2025 survey results indicated that expressway users rated overall service satisfaction as very satisfactory at 95.86%, comprising satisfaction with the service provided by toll collectors at 96.50%, and with the service provided by staff at toll buildings at 96.88%, as well as with the physical condition of expressways at 94.82%. In this regard, there were no issues requiring urgent resolution. However, for operational improvement in 2025, one area identified was the implementation of promotions or toll discounts for expressway users. In response, the Company has taken action by introducing toll discount programs for expressway users.



Rail Business

In 2025, BEM conducted a satisfaction and engagement survey among passengers of the MRT Blue Line and MRT Purple Line using questionnaires based on the concept of European Standard: EN 13816 and the principle of the Service Quality Loop. Key issues considered in the survey included convenience, rapidity, reliability and punctuality, safety, access to information, and staff.

The 2025 survey results indicated that passenger satisfaction for the MRT Blue Line and MRT Purple Line was at 99.92% and 99.90%, respectively. Meanwhile, passenger engagement for the MRT Blue Line and MRT Purple Line reached 88.21% and 79.74%, respectively. Notably, no issues required urgent corrective action. Nevertheless, BEM has incorporated suggestions from the 2025 survey, regarding the sufficiency of ticket vending machines (TVMs), into its operational improvements. The Company has enhanced payment channels by upgrading ticket vending machines (TVMs) to support QR Code (PromptPay) payments, enabling faster transactions and reducing waiting times for ticket issuance.

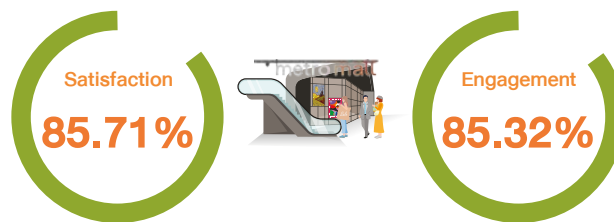
2025 Customer Satisfaction and Engagement (Rail Business)



Commercial Development Business

In 2025, BEM conducted an online satisfaction and engagement survey among advertising and commercial space tenants, using a sample size of 88 respondents. The survey results revealed that customer satisfaction and engagement were 85.71% and 85.32%, respectively.

2025 Customer Satisfaction and Engagement (Commercial Development Business)



Customer Feedback and Complaint Management

Under its customer relationship management process, BEM prioritizes listening to customer feedback and complaints to continuously improve service quality. Accordingly, the Company has compiled and analyzed customer complaint data from each business unit as follows:

Number of Customer Complaints 2025



BEM received customer complaints across its respective business units in 2025, categorized as follows:

Expressway Business: A total of 46 cases, comprising Safety (16 cases or 35%), Staff (6 cases or 13%), Equipment (10 cases or 22%), Environment (9 cases or 20%), Surrounding Communities (3 cases or 6%), and Others (2 cases or 4%).

Rail Business: A total of 497 cases, comprising Staff (295 cases or 59%), Equipment (98 cases or 20%), and Operations and Management Methods (104 cases or 21%).

Commercial Development Business: A total of 18 cases, comprising Safety (1 case or 6%), Equipment (2 cases or 11%), Staff (2 cases or 11%), and Others (13 cases or 72%).

BEM reviewed and handled all received complaints as appropriate, and resolved 100% of complaints received. Examples include feedback from expressway users regarding traffic lane arrangements at Si Saman Toll Plaza, which indicated insufficient Easy Pass lanes on both inbound and outbound sides. Users suggested adding more Easy Pass lanes to accommodate the growing volume of automated system users and improve traffic flow. In response, the Company has continuously planned and implemented additional Easy Pass lanes to enhance convenience and upgrade service quality for expressway users. Additionally, regarding a complaint concerning incorrect fare calculation where station staff provided inaccurate fare information, the supervisor issued a formal warning to the employee to maintain strict focus while working in the ticket office, emphasizing the necessity of strictly adhering to correct token issuance procedure. The Company has already communicated and clarified these corrective actions to the complainant.

Service Quality Policy and Practices

BEM has established a Quality Policy and stakeholder engagement practices specifically for the customer group, providing a framework for employees to deliver services, and build effective and sustainable customer relationships.



Detailed Information about Quality Policy

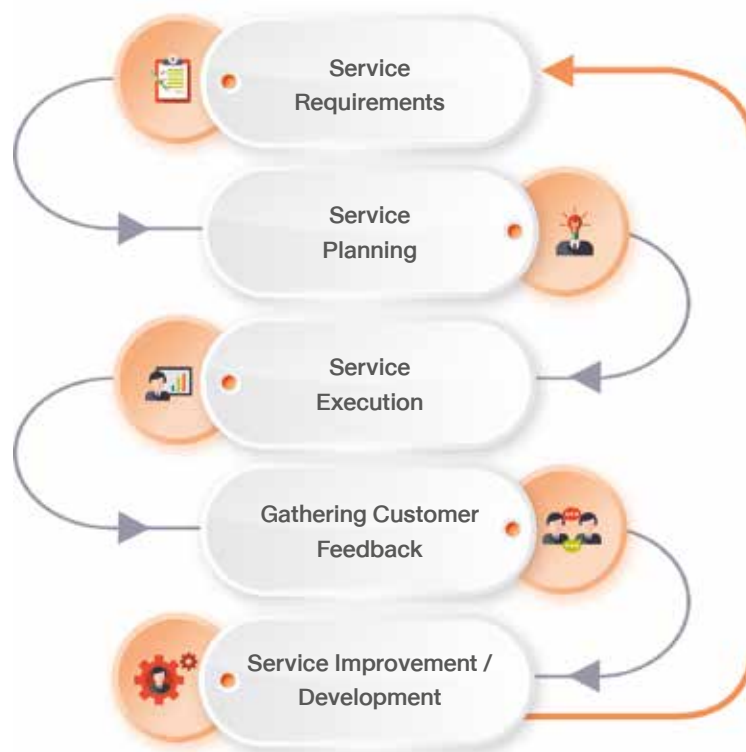
Service Quality Management

BEM's core mission is to provide mass transit services, recognizing the importance of service quality in meeting customer needs and expectations. The goal is to ensure safe, convenient, rapid, reliable and punctual, ultimately enhancing the quality of life for the public. The Company is committed to maintaining service quality in accordance with international standards and continuously improving its services. To demonstrate this commitment, the Company has established policies focused on the continuous improvement of operational processes and service quality. These policies cover service quality development for customers, operational efficiency, and the goal of becoming one of the world's leading mass transit service providers. The Company is certified under ISO 9001, ISO 45001, ISO 14001, and ISO 27001 standards and has appointed a Quality Management System Committee responsible for approving the Company's quality policy and quality management framework. The management team, including the safety and quality group and other related work units, is responsible for implementing quality management processes, monitoring performance, and evaluating results.



Detailed Information about Service Quality and Standards

Quality Management Process



Quality Management

BEM's quality management is divided into two processes: core processes and supporting processes.

• Core Processes

1. **Establishment of Service Requirements:** Requirements are established by considering the Company's context, as well as relevant internal and external factors that affect its ability to achieve its mission, objectives, and strategies, while simultaneously responding to the needs and expectations of stakeholders.
2. **Service Planning:** Planning is driven by the identification of risks and opportunities to ensure that the quality management system can achieve its intended outcomes, generate positive results, prevent or reduce undesired effects, and enable continuous quality improvement. This includes defining quality objectives and planning for changes whenever modifications occur.
3. **Service Execution:** Operations are executed in strict compliance with established requirements and operational plans, backed by control systems and performance monitoring to guarantee adherence to the planned objectives.
4. **Gathering Customer Feedback:** The Company provides open opportunities and dedicated channels for expressway users, passengers, and commercial customers to submit suggestions and areas for improvement. This feedback is utilized to optimize processes and drive greater operational efficiency.
5. **Service Improvement / Development:** Opportunities for service improvement are identified through monitoring, measurement, internal audits, and management reviews. The Company implements necessary actions to ensure compliance with customer requirements and enhance customer satisfaction.

• Supporting Processes

1. **Resources:** The Company determines and provides the necessary resources for establishment, implementation, maintenance, and continual improvement of its quality management system. This process considers the capabilities and constraints of existing internal resources as well as the necessity of utilizing external service providers.
2. **Personnel:** The Company ensures sufficient personnel to maintain the efficiency and effectiveness of the quality management system by establishing systematic recruitment, training, development, evaluation, and promotion processes.
3. **Infrastructure:** The Company provides and maintains the essential infrastructure, such as engineering and maintenance systems, alongside information technology systems, required to execute operational processes and fulfill service requirements.
4. **Work Environment:** The Company establishes and maintains the environment necessary for executing its processes to successfully achieve its mission, objectives, and service requirements. Furthermore, the Company ensures that the workplace remains safe, appropriate, and fully compliant with applicable laws and regulatory requirements.
5. **Monitoring and Measurement:** The Company implements monitoring and measurement procedures in accordance with established standards to ensure that all results are reliable, accurate, and appropriate.
6. **Organizational Knowledge:** The Company provides continuous training and educational programs to enhance personnel understanding and drive operational effectiveness.
7. **Competence:** The Company establishes processes to develop, evaluate, and improve personnel competence. The Company assesses both short-term and long-term knowledge and capability requirements to identify training needs that align with the Company's vision, mission, strategies, policies, and objectives.
8. **Awareness:** The Company promotes and communicates operational quality awareness, ensuring that personnel understand how their activities impact the overall effectiveness of the quality management system.
9. **Communication:** The Company establishes, implements, and maintains robust communication processes related to the quality management system.

Customer Relationship Management Projects

“Passenger Congestion Management” Project

BEM manages passenger density within stations by increasing train frequency during peak hours and during events held along the MRT routes. Additionally, the Company deploys extra staff to assist and facilitate passenger flow inside the stations, particularly during periods of exceptionally high passenger volume, to ensure safety and prevent overcrowding on the platform levels. Furthermore, the Company issues MRT Paper Tickets to reduce waiting times at the ticket offices and support platform congestion management. The operational guidelines are as follows:



Pre-issued Tokens and Post-paid Tickets

These ticketing measures are deployed to reduce congestion and overcrowding in front of the ticket offices at stations experiencing exceptionally high passenger volumes.



Group Entry

Implementing Group Entry during periods of overcrowding that may exceed the capacity of station areas to help manage passenger access to the transit system.



Concourse Level Facilitation

Stationing staff at Ticket Vending Machines (TVMs) on the concourse level to assist passengers, provide information, and perform basic troubleshooting to ensure smooth system utilization.



Platform Level Facilitation

Managing passenger queuing on the platform levels to maintain safety protocols and organize passenger boarding.

Electronic Payment via Credit or Debit Cards Project

BEM has developed the EMV Contactless payment system for expressway users and passengers to provide convenience and offer alternative payment methods that reduce cash utilization and physical contact. This initiative aligns with changing customer behaviors and supports a faster service experience. In 2025, transactions through this system exceeded 42 million, accounting for 26% of total payments. The Company expects the usage share to increase to 40% within 2026.



“Customer Benefits and Promotions” Project



BEM continuously implements customer benefit programs to enhance customer satisfaction, strengthen relationships, retain existing customers, and expand its customer base. In 2025, the Company set a target to implement more than 20 projects in collaboration with business partners and successfully delivered a total of 30 projects, exceeding the target. Examples include tap-to-pay cash-back promotions, movie ticket discounts, and privileges along the transit routes. The Company monitors and reports performance on a monthly basis, utilizing the data to refine activities in alignment with customer needs and to continuously enhance service delivery.

“BEM Happy Moments for Special Customers” Project

In collaboration with business partners, BEM delivers happiness to customers via its Facebook (BEM Bangkok Expressway and Metro) through interactive contests giving customers the chance to win special privileges throughout the year. These rewards include concert tickets and passes to the spectacular “KHAN KLUAY LIVE EXPERIENCE” show, aiming to enhance the service experience and strengthen customer relationships.

In 2025, BEM held 7 activities with 1,459 participants, yielding 117 lucky winners who received special privileges. The overall satisfaction rating for these activities reached a “very satisfied” level of 97.35%.







Eco-Friendly Commute

- ENERGY MANAGEMENT AND CLIMATE CHANGE
- ENVIRONMENTAL MANAGEMENT
- BIODIVERSITY

ENERGY MANAGEMENT AND CLIMATE CHANGE

(GRI 3-3, 302-1, 302-2, 302-3, 302-4, 302-5, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7)



BEM operates its business in the provision of expressway and mass rapid transit rail system services that primarily utilize electrical energy. Recognizing the high importance of energy management, the Company has set a target to achieve net zero greenhouse gas (GHG) emissions by 2050 (B.E. 2593). This target aligns with the national GHG emissions reduction roadmap to mitigate the impacts of climate change. To achieve the target, the Company implements action plans with resource management guidelines, such as energy usage, pollution control, and efficient waste management. The Company also promotes climate change awareness

among employees while integrating modern technology into energy management to drive sustainability across all components of the value chain, leading to effective and aligned greenhouse gas emission reductions. To support these efforts, the Company has established an Energy Management Committee, which is responsible for planning and managing energy reduction within the organization to support cost-reduction efforts and minimization of environmental impacts, including GHG emissions reduction in line with the corporate policies and targets.



Detailed Information about energy management and climate change

Targets and Performance Indicators



BEM is committed to aligning with the Paris Agreement and the 26th session of the Conference of the Parties (COP26) to the United Nations Framework Convention on Climate Change (UNFCCC), which aims to limit an increase in the global temperature to 1.5°C. This includes actions to reduce GHG emissions, with the target of achieving net zero GHG emissions by 2050.

BEM has established a GHG emissions reduction target-setting process in accordance with the Science Based Targets initiative (SBTi). This process began by calculating the Company's current GHG emissions, using 2023 as the base year, which recorded a total GHG emissions volume of 143,834 tCO₂e. In 2023, working with relevant internal departments, the Company developed a strategic plan to set GHG reduction targets by adopting an operational control approach, covering all three scopes of GHG emissions, while collecting relevant primary data to assess and calculate its corporate GHG emissions.

The Company has established a short-term target for 2025 to reduce GHG emissions by 8% from the base year, which equates to a reduction of 11,506.72 tCO₂e. Its medium-term target for 2030 aims for a 28% reduction (a 4% annual decrease). Additionally, the Company has set a long-term target to achieve Net Zero GHG emissions by 2050, aligning with Thailand's GHG emissions targets. For 2025, the Company has also set an energy consumption reduction target of 8% from the base year (a 4% annual decrease), which is aligned with its GHG reduction goals.

In 2025, BEM completed the verification of its GHG emissions, covering all three scopes. The organizational boundary established for calculating and reporting these emissions accounts for 99% of total operations, excluding the office areas of the Company's subsidiaries. This verification was conducted by an external auditor, TUV NORD (Thailand) Company Limited (TUV NORD). The Company also registered its corporate GHG emissions certification with the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). Notably, the Company does not engage in activities or operations of assets held within a Real Estate Investment Trust (REIT) portfolio.

Overall, BEM achieved a 5.59% reduction in GHG emissions, which fell short of the set target. However, Scope 1 GHG emissions were successfully reduced by 64.00%, meeting the target due to the company's initiatives to cut fuel consumption by gradually replacing internal combustion engine vehicles to electric vehicles. Meanwhile, Scope 2 GHG emissions decreased by 1.11% and Scope 3 GHG emissions dropped by 5.80%. Although these volumes represent a decline from the previous year, they fell short of the established targets because the operational plans to install solar power generation systems remain underway and have not yet been completed, consequently of non-renewable energy consumption in 2025 decreased by 0.90%, which also did not meet the designated target.



Greenhouse Gas (GHG) Emissions

**Long-term Target,
by 2050**

**"Net Zero GHG
emissions"**

Total GHG Emissions (tCO₂e)

	2023		143,834
GHG Emissions	2024		141,552.14
	2025		135,790.09



GHG Emissions (tCO₂e)



2023 2024 2025

Direct GHG Emissions (Scope 1)



2023 2024 2025

Indirect GHG Emissions (Scope 2)



2023 2024 2025

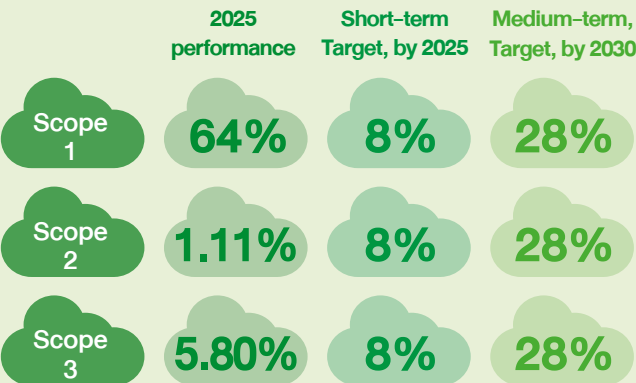
Other Indirect GHG Emissions (Scope 3)

Performance Indicators
GHG Emissions Reduction



Remark: Targets relative to the base year (2023)

Performance Indicators
GHG Emissions Reduction



Energy Consumption

Performance Indicators
Energy Consumption Reduction



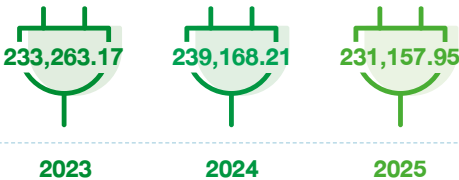
Performance Indicators
Non-Renewable Energy
Consumption Reduction



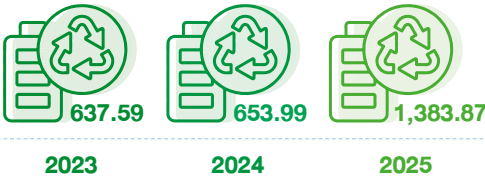
Total Energy Consumption
(MWh)

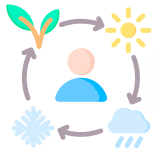


Total Non-Renewable Energy Consumption
(MWh)



Total Renewable Energy Consumption
(MWh)





Climate Change Management

Environmental and Climate Policy

BEM operates in accordance with its environmental and climate policy that emphasizes social and environmental responsibility alongside the continuous development of its environmental and climate change management systems. These systems align with international principles and standards such as ISO 50001, which is the international standard for energy management. This framework serves as a vital mechanism for enhancing resource efficiency, minimizing environmental impacts, and supporting sustainable operations, while encompassing activities related to the Company's stakeholders.



Detailed Information about environmental and climate policy

Furthermore, BEM has appointed the Corporate Governance, Risk Management and Sustainable Development Committee. This committee is responsible for defining policies, directions, and work plans, as well as overseeing and reviewing the Company's sustainability performance. The committee also reviews strategies to ensure alignment with the various corporate policies, such as the Environmental and Climate Policy, Energy Saving Policy, Corporate Social Responsibility and Sustainable Development Policy. Management is assigned to implement these policies and report performance results to the Corporate Governance, Risk Management and Sustainable Development Committee on a quarterly basis.



Detailed Information about corporate governance, risk management and sustainable development committee

Climate Change Practices

BEM is committed to actively managing and reducing its GHG emissions. The Company has established short-term, medium-term, and long-term GHG reduction targets to achieve its Net Zero goal by 2050 in alignment with the Science Based Targets initiative (SBTi) guidelines, while implementing various projects to achieve these targets.

Climate Change Risk Management

Recognizing the critical importance of climate change, BEM assesses and manages climate-related risks by integrating them into the enterprise risk management (ERM) framework. This covers both physical risks and transition risks, such as Flood Risks from Climate Change and Risks from the Enforcement of Climate Change-Related Laws. Furthermore, the Company has assigned the Assistant Managing Director of Legal and Compliance Group to execute and develop the Company's overall risk management process, including climate-related risk management. In addition, the Company requires all relevant departments to participate in identifying, assessing, mitigating, monitoring and reviewing risks on an annual basis. This ensures effective response planning to reduce or mitigate potential impacts appropriately and in a timely manner.



Detailed Information about energy management and climate change

Company's Greenhouse Gas Emissions

In 2025, BEM's total GHG emissions amounted to 135,790.09 tCO₂e, representing a decrease of 8,043.91 tCO₂e, or 5.59% compared with the 2023 base year. This total comprises direct GHG emissions (Scope 1) of 2,901.15 tCO₂e (a decrease of 5,157.85 tCO₂e from the base year), indirect GHG emissions (Scope 2) of 105,182.66 tCO₂e (a decrease of 1,181.34 tCO₂e from the base year), and other indirect GHG emissions (Scope 3) of 27,706.28 tCO₂e (a decrease of 1,704.72 tCO₂e from the base year).

Furthermore, BEM's GHG emissions intensity for its expressway and rail businesses was 0.00023 tCO₂e per trip, marking a decrease from 0.00026 tCO₂e per trip in the 2023 base year.



Participation in Climate Change Networks



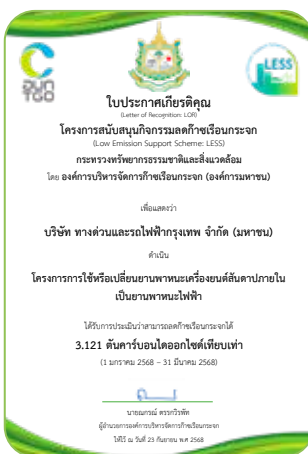
BEM recognizes the importance of and actively evaluates its participation in climate change networks and initiatives. This involves ensuring that the objectives, operational frameworks, and climate change policies or stances of such networks or associations align with the Company's own policies and practices. Currently, the Company is a member of the Thailand Carbon Neutral Network (TCNN), which operates under the supervision of the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). The objective of this network is to foster collaboration among the government, private sector, and relevant parties to drive GHG emissions reductions and support the transition toward achieving Net Zero emissions.

In 2025, under the TCNN cooperative framework, BEM participated in activities and initiatives aligned with the network's guidelines to enhance its corporate GHG management capabilities. This included joining the "Industrial Greenhouse Gas Target Setting Promotion Project toward Net Zero Pathways Using Science Based Targets (Phase 2)" organized by TGO in collaboration with the Center of Excellence for Eco-Energy (CEE), Faculty of Engineering, Thammasat University, to serve as a framework for developing science-based GHG reduction targets (Science Based Targets initiative: SBTi). Consequently, the Company received a Certificate of Recognition as a Net Zero Pilot Organization from TGO, which the Company being one of the 22 participating organizations in the project.

"BEM received a Certificate of Recognition as a Net Zero Pilot Organization from TGO"



"BEM joined the declaration of commitment to the "Industrial Greenhouse Gas Target Setting Promotion Project toward Net Zero Pathways Using the Science Based Targets (Phase 2)"



In addition, BEM participated in the Low Emission Support Scheme (LESS), a mechanism supported by TGO to promote and certify GHG reduction activities. The Company received a Letter of Recognition (LOR) certifying its energy conservation initiatives, categorized by project and certification scope. These included a project replacing internal combustion engine vehicles with electric vehicles and an LED lighting replacement project at stations and depots, achieving a reduction in GHG emissions

of 1,171,528 tCO₂e. Furthermore, a separate project focusing on replacing internal combustion engine vehicles with electric vehicles achieved an additional reduction in GHG emissions of 3,121 tCO₂e. These results reflect the practical implementation of TCNN framework at the organizational level.



Energy Management

Energy Saving Policy

BEM operates in accordance with its Energy Saving Policy, maintaining a steadfast commitment to ongoing responsibility for energy conservation. To optimize energy efficiency and ensure operational alignment, the Company has developed a comprehensive energy management system that fosters continuous and sustainable energy conservation.



Detailed Information about energy saving policy

Energy Management Practices

BEM prioritizes systematic energy management to enhance energy efficiency, reduce environmental impacts, and support sustainable business operations, covering the following operations:

Electricity Management

BEM recognizes the importance of managing electrical energy, which serves as a primary resource for its business operations. The Company is committed to reducing the consumption of electricity generated from fossil fuels by enhancing the efficiency of its operational processes, systems, and equipment. This involves adopting energy-efficient equipment for use throughout various organizational facilities, including service areas, operational zones, and office buildings, focusing on electrical, lighting, air conditioning, and ventilation systems. This is done alongside promoting energy conservation awareness and behavior changes among employees to concretely support energy conservation.

Fuel and Oil Management

BEM focuses on upgrading and replacing machinery and equipment, alongside enhancing operational processes, to effectively reduce fuel and oil consumption while upholding the highest standards of service quality and safety.

Renewable and Clean Energy Management

BEM promotes the use of renewable and clean energy by continuously increasing its utilization proportion by installing solar power systems to replace fossil-fuel based electricity, as well as transitioning to electric vehicles instead of internal combustion engine vehicles, in order to reduce GHG emissions from corporate operations.

Energy Management

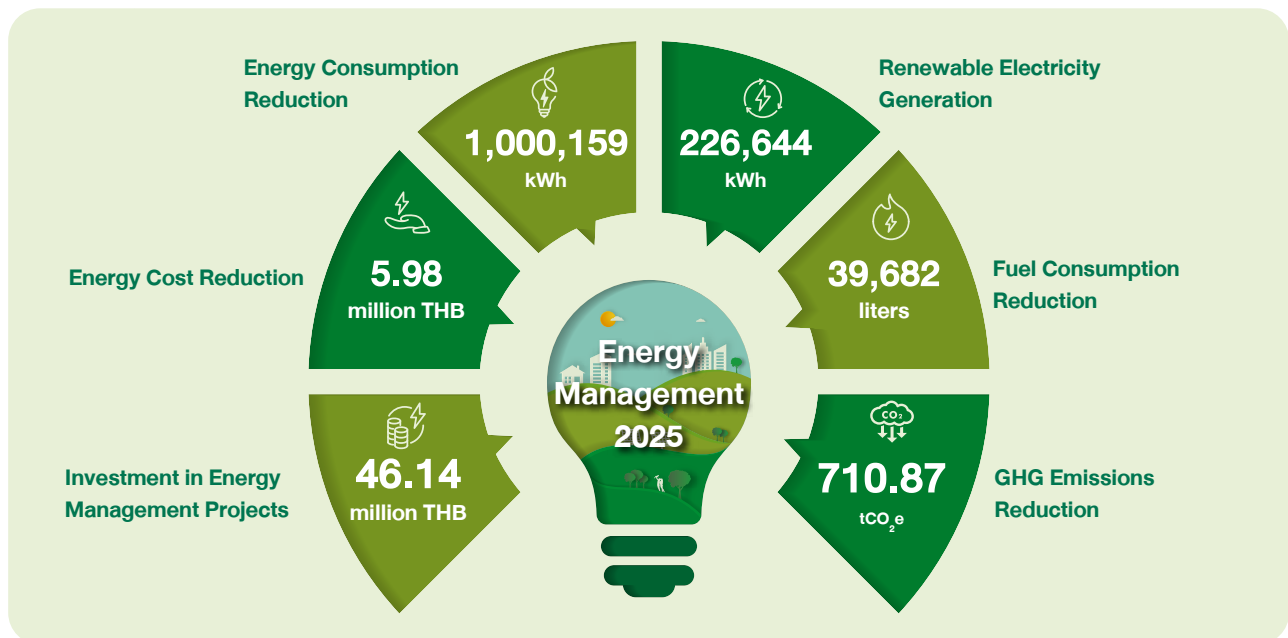
BEM's energy consumption primarily consists of electricity and fuel, with electricity being the main source. Therefore, the Company prioritizes reducing electricity usage by continuously integrating modern and suitable technologies to support business operations. The Company also improves its systems to enhance energy efficiency for equipment on expressways, rail systems, office buildings, and other operational areas, through initiatives such as switching to LED lighting and installing solar power systems.



For fuel use in other business operations, BEM has implemented a fuel reduction plan that prioritizes daily vehicle inspections, selecting appropriate vehicle sizes for specific tasks, and modifying employee driving behaviors, such as limiting driving speed to no more than 80 kilometers per hour and implementing efficient travel planning.

Additionally, BEM is gradually replacing its operational fleet, including both pool vehicles and executive vehicles, transitioning from internal combustion engines to electric vehicles. This integration of environmentally friendly technology aims to reduce fuel consumption, minimize air pollution from fossil fuel combustion, enhance energy efficiency, and lower energy costs.

BEM also promotes energy conservation among employees at all levels and relevant stakeholders by raising awareness of its importance. The Company continuously communicates best practices and guidelines for energy conservation, encourages participation, tracks results, and prepares energy consumption reports to serve as data for planning, developing, and improving future energy management measures effectively.



In 2025, BEM's total energy consumption was 232,541.82 MWh, comprising 231,157.95 MWh from non-renewable sources, which included 224,634.52 MWh of electricity and 6,523.43 MWh of fuel, and 1,383.87 MWh of renewable energy. Total energy consumption decreased by 1,368.18 MWh compared with the 2023 base year, driven by energy management initiatives and system efficiency improvements. Consequently, energy intensity for rail services was 0.13 kWh per passenger-kilometer, achieving a reduction from both the base year and the previous year.

Additionally, BEM implemented 10 energy management projects to support limiting global temperature rise to 1.5°C, according to the Paris Agreement, with a total investment and expenditure of approximately 46.14 million THB. The Company reduced energy costs by 5.98 million THB, reduced energy consumption by 1,000,159 kWh, generated an additional 226,644 kWh of renewable energy, and reduced fuel consumption by 39,682 liters, resulting in a GHG emissions reduction of 710.87 tCO₂e.



Pollution Management

Pollution Management Practices

Recognizing the importance of preventing and reducing environmental impacts from its operational processes, BEM has established pollution management practices to control and minimize pollution emissions arising from its business activities, covering the following key issues:

Air Quality Management

BEM manages air quality impacts from its operations by designing and upgrading system infrastructures and installing appropriate equipment and advanced pollution-control technologies. These measures mitigate environmental effects on surrounding communities and society along the routes. Concurrently, regular air quality monitoring is conducted within operational areas to ensure strict compliance with relevant standards and requirements.

Noise Pollution Management

BEM prioritizes the management of operational noise, by optimizing structural designs, enhancing system infrastructures, and installing equipment to control noise levels at the source and mitigate sound propagation. Additionally, the Company continuously measures noise levels along transit routes and surrounding areas to minimize impacts on neighboring communities and society.

Pollution Management

BEM prioritizes pollution management in accordance with ISO 14001 standards and Environmental Impact Assessment (EIA) reports, complying with the Environmental Impact Mitigation Measures and Monitoring Programs (EMP). These actions are guided by the Company's Environmental and Climate Policy framework, as well as relevant legal and regulatory requirements, to prevent any adverse impacts on the environment and surrounding communities. Furthermore, the Company has established short-term (annual), medium-term (by 2030) and long-term (by 2050) targets for pollution control and reduction. Pollution from operations is systematically controlled through comprehensive impact assessments, the implementation of preventive and mitigation measures, and regular maintenance and inspection schedules for related machinery and equipment. Continuous monitoring, performance tracking, and the selection of high-efficiency equipment and technologies are also utilized to safeguard the environment and nearby communities, supporting the development of low-emission, environmentally friendly public transport networks.

Additionally, BEM manages and controls pollution along its mass transit rail routes to ensure full alignment with applicable laws and regulations, specifically targeting particulate matter (dust) and noise levels. Although some measurement results may be affected by pollution caused by external factors, the Company remains committed to ongoing pollution control and environmental improvement. In 2025, the Company successfully controlled pollution levels, maintaining them within established targets and regulatory standards.

Pollution Emissions Control

Performance Indicators	2025 Performance	Short-Term Target, by 2025	Medium-term Target, by 2030	Long-term Target, by 2050
Nitrogen Oxides (NO _x) (ppm)	0.015	≤0.17	≤0.17	≤0.17
Particulate Matter (PM-10) (mg/m ³)	0.021	≤0.12	≤0.12	≤0.12
Total Suspended Particulates (TSP) (mg/m ³)	0.040	≤0.33	≤0.33	≤0.33
Carbon Monoxide (CO) (ppm)	0.7	≤9	≤9	≤9

Energy and Climate Change Management Projects

BEM implemented various initiatives and projects, including both ongoing programs carried over from the previous years and newly launched projects, to tangibly support the Company's GHG emission reduction targets. The projects implemented in 2025 are as follows:

Direct Greenhouse Gas Emissions (Scope 1) Reduction Projects

The Project to reduce Fuel Consumption by Transitioning from Internal Combustion Engine Vehicles to Electric Vehicles



Driven by an upward trend in fuel consumption within the Company's corporate fleet, BEM planned to gradually phase out 24 internal combustion engine vehicles and replace them with electric vehicles by 2030 to mitigate greenhouse gas emissions. Upon full implementation of this 24-vehicle electrification initiative, it is projected to reduce fossil fuel consumption by 50,646 liters per year, reduce annual energy costs by approximately 1.58 million THB, and avoid 140 tCO₂e in GHG emissions annually.

2025 Performance Outcomes: BEM transitioned an additional six vehicles to electric power, bringing the cumulative total to fifteen vehicles, which fully aligns with the established target. This initiative successfully reduced fuel consumption by 8,876 liters, generated energy cost savings of approximately 266,280 THB, and mitigated GHG emissions by 19.86 tCO₂e. This reduction represents 14.19% of the project's total targeted GHG mitigation volume.

Additionally, regarding the 2024 initiative to replace executive internal combustion engine vehicles with electric vehicles, a cumulative total of 12 vehicles remained active. In 2025, this specific fleet achieved a fuel reduction of 13,281 liters, generated energy cost savings of approximately 398,430 THB and avoided 29.71 tCO₂e of GHG emissions. This represents a 43.06% reduction in GHG emissions compared with the previous year's emissions.

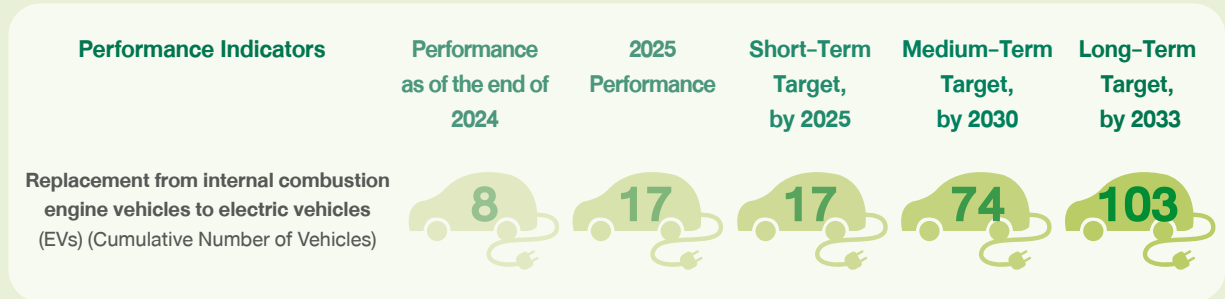
Performance Indicators	Performance as of the end of 2024	2025 Performance	Short-Term Target, by 2025	Medium-Term Target, by 2030
Replacement from internal combustion engine vehicles to electric vehicles (EVs) (Cumulative Number of Vehicles)	9	15	13	24

The Project to replace Expressway Operational Vehicles with Electric Vehicles (EVs)



For expressway operations, BEM manages a target fleet of 257 operational vehicles identified under its carbon dioxide emissions control program. This fleet comprises 138 light-duty vehicles (4-wheelers), 72 heavy-duty vehicles (6-wheeler or more), and 47 motorcycles. To mitigate GHG emissions, the Company has established a plan to gradually replace 103 internal combustion engine operational vehicles with electric vehicles by 2033. Upon full implementation of this 103-vehicle transition, the initiative is projected to reduce fossil fuel consumption by 246,652 liters per year, reduce annual energy costs by approximately 7.40 million THB, and avoid 675.90 tCO₂e in GHG emissions annually.

2025 Performance Outcomes: Building upon the 2024 initiative, BEM transitioned an additional nine operational vehicles to electric power, bringing the cumulative total to seventeen vehicles, which fully aligns with the established target. This initiative successfully reduced fuel consumption by 17,525 liters, generated energy cost savings of approximately 525,750 THB and mitigated 48.02 tCO₂e of GHG emissions.



Indirect Greenhouse Gas Emissions (Scope 2) Reduction Projects

BEM prioritizes the reduction of indirect GHG emissions from purchased electricity by focusing on improving energy efficiency, upgrading systems and equipment to high-efficiency, and adopting renewable energy. To systematically support organizational GHG mitigation, the Company has implemented the following initiatives and activities:

“Electricity Consumption Reduction” Projects

The Project to replace Lighting with LED Luminaires on the Si Rat Expressway (SES)

In 2025, BEM planned to replace 1,518 High-Pressure Sodium (HPS) lamps with Light-Emitting Diode (LED) luminaires on the Si Rat Expressway (SES). This initiative was projected to save approximately 3.72 million THB in energy costs per year, reduce energy consumption by 953,352 kWh per year, and mitigate GHG emissions by 476.58 tCO₂e per year. The equipment installation covering Sector B, C, and D of the Si Rat Expressway reached 100% completion in November 2025. Following completion, the project successfully reduced expenses by approximately 1,796,227 THB, lowered energy consumption by 460,571 kWh, and avoided GHG emissions by 230.24 tCO₂e, achieving 48.31% of the project’s total targeted GHG mitigation volume. Looking ahead, further rollouts are slated for Sector A of the Si Rat Expressway in 2026.



The Project to replace Metal Halide Lamps with LED Luminaires at the Kallapaphruek Depot, MRT Blue Line Project



In 2025, BEM planned to replace 175 metal halide lamps with Light Emitting Diode (LED) luminaires at the Kallapaphruek Depot. This initiative was projected to save approximately 436,316 THB in energy costs per year, reduce energy consumption by 111,876 kWh per year, and mitigate GHG emissions by 55.93 tCO₂e per year. The equipment replacement and installation reached 100% completion in September 2025. Following completion, the project successfully reduced expenses by approximately 125,496 THB, lowered energy consumption by 32,178.33 kWh, and avoided GHG emissions by 16.09 tCO₂e, achieving 28.77% of the project’s total targeted GHG mitigation volume.

The Project to replace Metal Halide Lamps with LED Luminaires at the Khlong Bang Phai Depot, MRT Purple Line Project



In 2025, BEM planned to replace 270 metal halide lamps with Light-Emitting Diode (LED) luminaires at the Khlong Bang Phai Depot. This initiative was projected to save approximately 2.45 million THB in energy costs per year, reduce energy consumption by 624,000 kWh per year, and mitigate GHG emissions by 374 tCO₂e per year. The equipment replacement and installation were 100% completed in September 2025. Following completion, the project successfully reduced expenses by approximately 858,351 THB, lowered energy consumption by 218,410 kWh, and avoided GHG emissions by 109.18 tCO₂e, achieving 29.19% of the project's total targeted GHG mitigation volume.

The Project for Automatically Controlling Ventilation and Air Conditioning Systems in the Ticket Vending Machines Rooms, MRT Blue Line Project

BEM planned to install ventilation fans within the Ticket Vending Machine rooms at 15 elevated stations on the MRT Blue Line Project. This initiative aimed to optimize the ventilation system's operating patterns according to service hours and enhance energy efficiency by alternating between air conditioning and ventilation fan systems instead of running the air conditioning continuously for 24 hours. The project was expected to save approximately 588,136 THB in energy costs per year, reduce energy consumption by 150,804 kWh per year, and mitigate GHG emissions by 75.39 tCO₂e per year. The equipment replacement and installation were 100% completed in August 2025. Following completion, the project successfully reduced expenses by approximately 182,089 THB, lowered energy consumption by 46,689.58 kWh, and avoided GHG emissions by 23.34 tCO₂e, achieving 30.96% of the project's total targeted GHG mitigation volume.

The Project to install Air Curtains at Entrances and Exits (Phase 2), MRT Blue Line Project

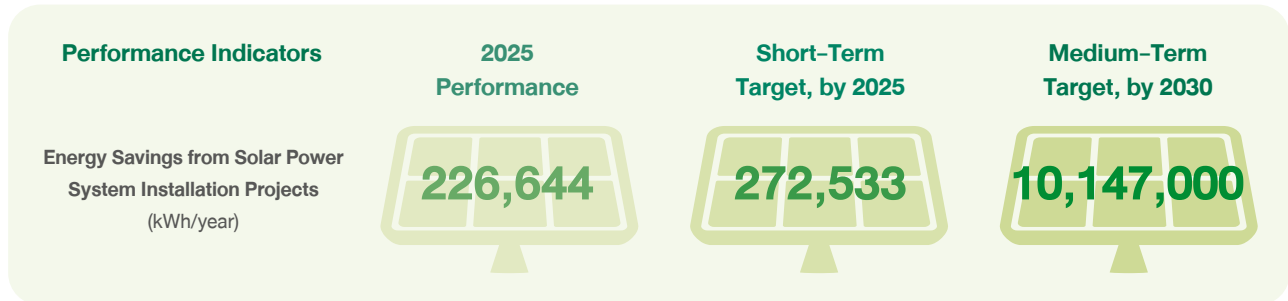
BEM planned to install air curtains at entrances and exits across 21 points within seven MRT Blue Line stations, phase 2, serving as a continuous initiative from the previous year. This project was expected to save approximately 4.21 million THB in energy costs per year, reduce energy consumption by 1,022,365 kWh per year, and mitigate GHG emissions by 511 tCO₂e per year. The equipment replacement and installation were 100% completed in September 2025. Following completion, the project successfully reduced expenses by approximately 945,008 THB, lowered energy consumption by 242,310 kWh, and avoided GHG emissions by 121.13 tCO₂e, achieving 23.70% of the project's total targeted GHG mitigation volume.



Additionally, BEM plans to implement further internal energy-saving projects in 2026, as detailed below:

- The Project to replace Lighting with LED Luminaires on the Udon Ratthaya Expressway (C+)
- The Project to replace Compact Fluorescent Lamps with LED Lamps at the Rama 9 Administration Building
- The Project to install Air Curtains at Entrances and Exits (Phase 3), MRT Blue Line Project

“Solar Power System Installation” Projects



BEM is committed to reducing GHG emissions from electricity consumption while increasing the proportion of renewable energy utilization by installing solar power generation systems (solar cells) across the Company’s various buildings. Furthermore, the Company has partnered with CK Power Public Company Limited to pioneer the first-time use of solar energy to power mass transit rail systems in Thailand. A target has been established to generate and utilize an average of at least 834,000 kWh of renewable energy per month, or 10,147,000 kWh per year, through the following projects:

The Project to install a Ground-Mounted Solar Power System at the Rama 9 Depot



BEM arranged for the installation of a ground-mounted solar power system as “Solar Farm” over an area of 43,000 m² (approximately 27 rai) at the Rama 9 Depot. This initiative stands as the largest solar power generation project in Bangkok, featuring an installed maximum capacity of 4,658 kWp. The project is expected

to save approximately 1.81 million THB in energy costs per year and generate 5.52 GWh of renewable electricity per year, mitigating GHG emissions by 3,304 tCO₂e per year. The equipment installation was 100% completed in June 2025, and official power injection into the system is expected to commence within 2026.

The Project to install a Rooftop Solar Power System at the Main Workshop Building

BEM arranged for the installation of a rooftop solar power system as “Solar Rooftop” over an area of 32,000 m² (approximately 20 rai) at the Rama 9 Depot, featuring an installed maximum capacity of 3,213 kWp. This initiative is projected to save approximately 1.26 million THB in energy costs per year and generate 3.84 GWh of renewable electricity per year, mitigating GHG emissions by 2,299 tCO₂e per year. The equipment installation was 100% completed in June 2025, and official power injection into the system is expected to commence within 2026.



The Project to install Rooftop Solar Power System at the Si Rat Expressway Toll Buildings, Udon Ratthaya Expressway Toll Buildings, and Prachin Ratthaya Expressway Control Center

In 2025, BEM planned to install solar power systems on rooftops across a total of 14 buildings. This included an additional five Si Rat Expressway Toll Buildings (Sector A, C and D) as a continuation from the 2024 operations, featuring an installed maximum capacity of 100 kWp; eight Udon Ratthaya Expressway Toll Buildings, featuring an installed maximum capacity of 170 kWp, and one building at the Prachin Ratthaya Expressway Control Centre, featuring an installed maximum capacity of 50 kWp. This collective initiative was projected to save approximately 1,868,800 THB in energy costs per year and generate 467,200 kWh of renewable electricity per year, mitigating GHG emissions by 233.55 tCO₂e per year.



The equipment installation across 13 buildings at the Si Rat Expressway and Udon Ratthaya Expressway Toll Buildings Rooftops were 100% completed in June 2025. Following completion, this portion successfully reduced expenses by approximately 784,996 THB, generated 201,281 kWh of renewable energy, and avoided GHG emissions by 100.62 tCO₂e. Additionally, the equipment installation at the one Prachin Ratthaya Expressway Control Centre building was 100% completed in August 2025, successfully reducing expenses by approximately 98,916 THB, generating 25,363 kWh of renewable energy, and avoiding GHG emissions by 12.68 tCO₂e.

Additionally, BEM plans to expand the installation of solar power systems across various areas and projects in 2026, including:

- Solar Power System Installation at the Tha Phra Station Building Rooftop
- Solar Power System Installation on the Stabling Yard Rooftop, Rama 9 Depot
- Solar Power System Installation at the P-way Building, Rama 9 Depot
- Solar Power System Installation at the Store Room, Rama 9 Depot

Other Projects

In addition to implementing various projects, BEM also encourages employees to participate in reducing energy consumption and GHG emissions from their daily activities. This is achieved through internal environmental campaigns and awareness-building programs, such as:

- Promoting to use stairs instead of elevators for travel between adjacent floors (1–2 floors) to reduce electricity consumption
- Campaigning for employees to turn off lights, computers, monitors, and electrical equipment at their workstations whenever not in use
- Promoting the use of the Company's shuttle services according to designated schedules to reduce personal vehicle usages and fossil fuel consumption
- Conducting an annual survey on energy conservation knowledge and awareness to assess employees' knowledge, understanding, and attitudes, with the results used to improve internal communication strategies
- Communicating office building energy consumption information to both internal and external stakeholders to promote energy efficiency and environmental conservation

These initiatives help reduce energy and fuel consumption from internal activities, while cultivating a long-term corporate culture of resource efficiency and environmental responsibility.



ENVIRONMENTAL MANAGEMENT

(GRI 3-3, 303-3, 303-4, 303-5, 305-1, 305-2, 305-3, 305-4, 305-5, 306-3, 306-4, 306-5)



BEM operates its business with a commitment to environmental responsibility while also taking resource utilization and environmental impacts into account. This approach is consistent with the Company's vision, mission, and sustainability principles. To achieve this, the Company has established its Environmental and Climate policy and implemented practices to ensure effective and efficient environmental performance. The Company has also integrated international principles, standards, and relevant environmental regulations and laws into its operations. The Company has implemented an Environmental Management System (EMS) in accordance with ISO 14001 standard to support resource conservation and environmental protection within the organization. The EMS, certified by TUV NORD (Thailand) Co., Ltd., currently covers 57.74% of the Company's operations, including the expressway business (Sector D) and the rail business. Furthermore, the Company is currently evaluating the expansion of this ISO 14001 certification scope to encompass

all business units and operational processes, thereby elevating the Company's environmental standards across the entire organization.

In this regard, environmental management is a shared responsibility among all employees, as well as suppliers, contractors, partners and collaborators, who are expected to adhere to the policy and practices consistently and rigorously. The Company maintains a transparent environmental management framework by regularly reviewing policies, reporting performance outcomes and addressing environmental issues. These matters are presented to the Quality Management System Committee four times a year and to the Safety Committee six times a year to facilitate continuous monitoring, evaluation, review, improvement and the formulation of preventive and corrective actions for ongoing environmental issues.



[Detailed Information about Environmental Management](#)



[Detailed Information about Environmental Management Structure](#)

Targets and Performance Indicators



BEM set a target to reduce waste generation by 8% from the 2023 base year. However, following an increase in waste receptacles at disposal points across the MRT stations to enhance customer convenience, waste generated from customers increased by 39.79%. Consequently, the Company was unable to achieve its established resource and waste reduction targets.

Furthermore, BEM set a target to reduce water consumption by 8% from the 2023 base year. However, according to the 2025 performance outcomes, an increase in customer volume led to a 0.48% increase in water consumption. Consequently, the Company was unable to achieve its established target.

BEM strictly adheres to environmental standards and prioritizes environmentally friendly operations. In line with its established targets, there were no incidents of non-compliance with relevant environmental laws or regulations. Additionally, the Company set environmental grievance targets regarding impacts on surrounding communities and external agencies. For the expressway business, the target was set at ≤ 0.10 cases per 100,000 trips, while the rail business target was ≤ 0.10 cases per 100,000 passengers. Performance outcomes indicate that the Company received complaints at 0.001 cases per 100,000 trips and 0.001 cases per 100,000 passengers for the expressway business and the rail business, respectively, successfully achieving all established targets.

Performance Indicators	2025 Performance	Short-Term Target, by 2025	Medium-Term Target, by 2030	Long-Term Target, by 2050
 Reduction in Water Consumption ^{1/}	▲ 0.48%	8%	28%	100%
 Waste Reduction ^{1/}	▲ 39.79%	8%	28%	100%
 Non-compliance with Environmental Laws and Regulations (cases)	0	0	0	0
 Environmental Complaints from Surrounding Communities and External Agencies (Expressway Business) (cases/100,000 trips)	0.001	≤ 0.10	≤ 0.10	≤ 0.10
 Environmental Complaints from Surrounding Communities and External Agencies (Rail Business) (cases/100,000 passengers)	0.001	≤ 0.10	≤ 0.10	≤ 0.10

Note: ^{1/}Compared with the 2023 base year

Water Consumption

Unit: Million cubic meters

Performance Indicators	2025 Performance	Short-Term Target, by 2025
 Total Water Consumption	0.656	≤ 0.653
 Expressway Business	0.056	≤ 0.052
 Rail Business	0.539	≤ 0.556
 Commercial Development Business	0.061	≤ 0.045

Unit: Million cubic meters

Performance Indicators	2025 Performance	Short-Term Target, by 2025
 Total Water Recycled and Reused	0.0057	≥0.0056
 Total Water Discharge to External Destinations	0.656	≤0.653

Non-Hazardous Waste and Hazardous Waste^{1/}

Unit: Tons

Performance Indicators	2025 Performance	Short-Term Target, by 2025
 Total Non-Hazardous Waste Generated	1,165.28	≤758
 Expressway Business	102.63	≤55
 Rail Business	964.17	≤683
 Commercial Development Business	ND	ND
 Total Non-Hazardous Waste Recycled/ Reused	47.18	≥32
 Expressway Business	6.47	ND
 Rail Business	40.70	ND
 Commercial Development Business	ND	ND
 Total Non-Hazardous Waste Disposed	1,012.24	≤726
 Total Hazardous Waste Generated	98.48	≤75
 Total Hazardous Waste Directed to Disposal	29.92	≤22

Notes: ND means No Data

^{1/}Compared with the 2023 base year

Environmental and Climate Policy

BEM operates its business in accordance with the Environmental and Climate Policy, emphasizing social and environmental responsibility. The Company is committed to the continuous development and improvement of environmental management system and climate change response mechanisms to align with international principles and standards, fostering business sustainability. This commitment extends to activities involving all stakeholder groups.



Detailed Information about the Environmental and Climate Policy

Environmental Practices

BEM continuously focuses on environmental management in accordance with international standards. The Company has established comprehensive and topic-specific practices that cover stakeholders throughout the entire value chain. These include the climate change management practices, energy management practices, and pollution management practices, which were disclosed in the previous chapter. Other relevant environmental management practices are detailed as follows:

Water Resources and Water Quality Management



BEM is committed to managing water resources with maximum efficiency. The Company leverages technology in system design and equipment upgrades to reduce water consumption. The Company also implements water recycling systems to minimize the withdrawal of freshwater from natural sources. Wastewater generated from the Company's operations are treated, monitored, and controlled to ensure compliance with legally mandated quality standards before being discharged into the environment.

Waste Management



BEM applies the 3Rs principle to systematically manage waste, which comprises:

Reduce : Minimizing waste at the source by limiting consumption to essentials and avoiding unnecessary resource use.

Reuse : Promoting the reuse of materials to extend their lifespans and lower overall waste volume.

Recycle : Managing waste segregation efficiently to ensure different waste streams enter reprocessing channels for resource recovery. This also includes the proper handling, treatment, and compliant disposal of organic and hazardous waste in accordance with relevant legal regulations.

Environmental Management Operations

BEM prioritizes environmental communication and awareness raising, covering key aspects such as water stewardship, waste management, and the handling of general waste and hazardous waste. The Company's primary focuses on consistently mitigating operational environmental impacts across all relevant stakeholders, including employees, contractors, and suppliers. This is achieved through various channels, such as communications via the Contractor Safety Subcommittee, alongside collaboration with contractors on environmental management. Key joint initiatives include waste management, waste segregation advocacy, efficient water management, as well as the implementation of 5S and Big Cleaning Day activities with contractors operating within the Company's premises. Additionally, the Company organizes environmental training and capability development programs to enhance understanding and promote sustainable practices.



In the previous year, BEM conducted a training program titled “Daily Management” to enhance employees’ knowledge regarding quality and environmental management, related quality and environmental regulations and risks, as well as to foster awareness and ensure strict compliance with established operating procedures and risk mitigation measures. A total of 214 employees participated in the training, which included a post-test to assess their understanding. The results showed that 100% of participants passed the specified criteria.

Water Stewardship

Although water consumption has shown an upward trend over the preceding three years due to an increasing number of customers, BEM remains strongly committed to comprehensive water stewardship. This commitment spans from the upstream sourcing of clean, safe, and sufficient water supply for business operations, to water conservation practices, and the promotion of internal water recycling to enhance efficiency. Furthermore, wastewater management is executed through treatment processes prior to final discharge into the public drainage systems to ensure zero environmental impact. Effluent quality is consistently controlled and monitored in compliance with specified standards^{1/} and legal regulations, aligning continuously with the established targets.

BEM utilizes water from public water supply authorities, namely the Metropolitan Waterworks Authority (MWA) and the

Provincial Waterworks Authority (PWA), as well as groundwater in certain areas. Based on current information, the Company does not withdraw water from water-stressed areas. In addition, the Company recirculates water for various activities, such as utilizing treated wastewater for landscape irrigation around office buildings. In 2025, total water consumption stood at 656,327 m³, with recycled and reused water volumes reaching 5,739 m³. However, water consumption in 2025 was 3,165 m³ higher than the 2023 baseline year, representing a 0.48% increase. Consequently, the Company did not meet its established target for this period.

Note:

^{1/} The standard for tap water specifies that the TDS value must be less than or equal to 1,000 mg per liter.



Detailed Information about Water Stewardship

Waste Management

BEM is firmly committed to waste management based on the 3Rs principle: comprising Reduce, Reuse and Recycle. The Company actively promotes environmental awareness and employee engagement to enhance knowledge in waste management, waste reduction, and resource optimization. Additionally, the Company focuses on reusing waste materials to minimize disposal expenditures. The Company has set a short-term target for 2025 and a medium-term target for 2030 to reduce the volume of waste generated by 8% and 28%, respectively, against the 2023 baseline (when total waste generated amounted to 833 tons).

In 2025, BEM executed waste management initiatives through comprehensive environmental projects that optimize disposal processes to reduce waste generation at the source and maximize the utility of waste derived from production both production processes and corporate activities. As a result, 115,740 kilograms of waste, accounting for 9.93% of the total waste generated, was diverted for beneficial reuse. This reflects progress in line with the established waste reduction targets. Additionally, these efforts yielded 23,250 THB in disposal cost savings for general waste and generated a cumulative GHG emissions reduction of 80.83 tCO₂e.

Environmental Management Projects

Water Management Project within the Company

“Water Recycling System for Train Washing Plants” Project



BEM has made efforts to minimize the use of water resources and the release of wastewater from the system into the environment by recycling wastewater from the train washing process for reuse within the system. Since more than 5,000 m³ of water is required for the train washing process each year, measures have been implemented to reuse wastewater from the Train Washing Plants in train washing activities. These automatic Train Washing Plants are located at the three Depots of the MRT Purple Line and MRT Blue Line: Khlong Bang Phai Depot, Rama 9 Depot, and Kallapaphruek Depot. As a result, water consumption decreased by 4,368 m³ per year, accounting for 75% of the total water consumed in train washing, which reflects the effectiveness of the Company’s water conservation measures and the mitigation of operational environmental impacts.



Water Consumption
(m³/year)

5,809



Total Recycled Reused Water Consumption (m³/year)

2023

5,610

2024

6,698

2025

5,739

“Rainwater Harvesting for Reuse” Project



BEM is committed to efficient water resource management, reducing water consumption and minimizing wastewater discharge into the environment. Therefore, the Company has installed storage tanks to harvest rainwater and cooling water discharged from the air conditioning system around the Administration and Canteen buildings at the Kallaphruek Depot (MRT Blue Line) to replace the use of tap water consumption for lawns and plant irrigation.

Currently, the Company has installed four 1,000-liter water storage tanks at the Kallaphruek Depot parking building, reducing water consumption by 4,000 liters per year.

In addition, in 2026, BEM plans to install additional water storage tanks to cover all remaining building areas. This expansion aims to enhance water recycling efficiency and further demonstrates the Company’s steadfast commitment to sustainable and efficient water resource management.



Waste Management Project within the Company

“Recycle & Upcycling” Project



BEM carries out waste management activities across the Company’s various facilities through the “Recycle & Upcycling” project, spanning both offices and operating areas at the Rama 9 Administration Building and Si Rat Expressway Control Centre Building (CCB2). This initiative focuses on reducing waste at the source through proper waste segregation and recycling. These efforts are supported by the active cooperation of employees, building occupants, and partners across various activities and formats.

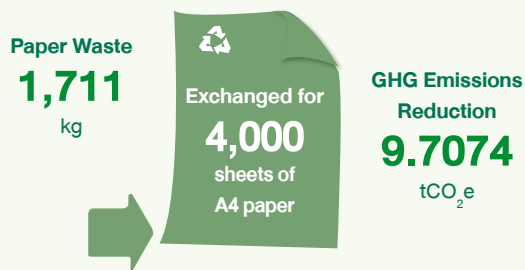
The Company has collaborated with strategic partners to collect recyclable waste, through the “Wake Up Waste” and “SCGP Recycle” projects. These initiatives collect and circulate recyclable materials from the Rama 9 Administration Building and Si Rat Expressway Control Centre Building (CCB2), for proper waste management, using environmentally friendly electric vehicles for transportation. Furthermore, the Company can exchange the collected recyclable materials for environmentally friendly products to be used within the organization, such as recycled A4 paper, reusable fabric bags and plant pots.

In 2025, BEM collected a total of 6,911 kilograms of recyclable waste through the “Recycle & Upcycling” project. Under the “Wake Up Waste” project, the collected plastic bottles and aluminum cans were exchanged for 200 fabric bags and 16 plant pots. Additionally, through the “SCGP Recycle” project, paper and cardboard waste were exchanged for 4,000 sheets of A4 paper for internal use. This initiative successfully reduced GHG emissions by 15.0686 tCO₂e.

“Wake Up Waste” Project



“SCGP Recycle” Project



“Recycle & Upcycling” Project



BEM, in collaboration with SCG Packaging Public Company Limited (SCGP) under the “SCGP Recycle” Project, segregated and delivered a total of 1,711 kilograms of used paper for recycling from January to December 2025.

“Orphan Waste” Project



BEM has carried out waste management activities through the “Orphan Waste” project. This initiative is a collaborative effort with the Thailand Science Park (TSP), the National Science and Technology Development Agency (NSTDA) and a private waste disposal contractor, Better World Green Public Company Limited (BWG). The project focuses on diverting non-recyclable waste, including waste collected from sweeping and cleaning operations on expressways into a disposal process utilizing Refuse-Derived Fuel (RDF) technology. This waste is converted into alternative energy for power plants or cement kilns, effectively reducing the volume of waste sent to landfill.

In 2025, a total of 16,320 kilograms of waste was diverted to the project, which successfully generated 9,792 kilowatt-hours (kWh) of energy from refuse-derived fuel (RDF).

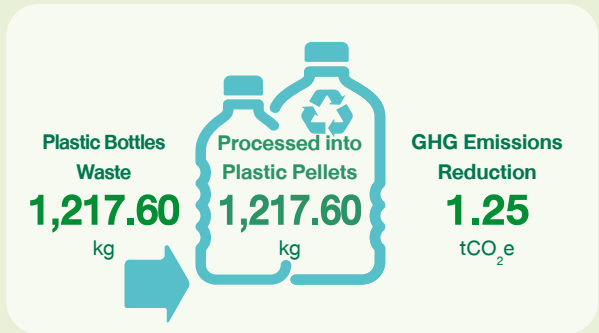
“Environmental Promotion” Project



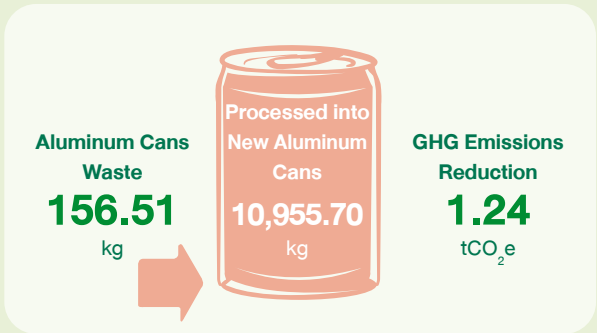
BEM has implemented an environmental promotion and awareness project to educate and encourage employees, contractors, and customers on proper waste segregation. This initiative aims to raise awareness and promote active participation in sorting and delivering recyclable materials, such as plastic bottles, aluminum cans, beverage cartons, paper, and glass bottles to various organizations for recycling or further beneficial utilization.

In 2025, BEM collected a total of 4,287.02 kilograms of recyclable waste through the Environmental Promotion Project, successfully reducing GHG emissions by a total of 14.01 tCO₂e.

Plastic Bottles Waste



Aluminum Cans Waste



Beverage Cartons Waste



Paper Waste



Glass Bottles Waste



Recyclable Waste



“Precious Waste” Project



BEM has collected used plastic straws, plastic bags and stretchable plastic film (soft plastics), specifically segregating only clean and dry materials to donate to the “Won” Project of TPBI Public Company Limited. This initiative collects plastic bags and stretchable plastic films to re-enter them into the recycling and upcycling processes to manufacture new products. This effort effectively reduces the volume of waste destined for final disposal and supports circular economy principles.

In addition, BEM has collaborated with the Bangkok Metropolitan Administration (BMA) and related agencies to set up additional donation drop-off points within various communities, such as the Bang Phai community, providing greater convenience for the public to donate these types of plastics. In 2025, the Company successfully collected 133 kilograms of stretchable plastic waste, reducing GHG emissions by a total of 199.50 tCO₂e.

Stretchable Plastic Waste

133
kg



GHG Emissions Reduction

199.50
tCO₂e

“Recycled Plastic Bottle Cap Upcycling: Plant Pot” Project

BEM has collected used plastic bottle caps from its facilities to be segregated and utilized as raw materials for producing plant pots from recycled plastic bottles caps. Throughout the project’s duration, the Company successfully collected no fewer than 2,700 bottle caps, which were transformed into 27 plant pots. This initiative aims to expand green spaces within the office, mitigate plastic waste and cultivate environmental awareness among employees.



Plastic Bottle
Cap Waste
2,760
bottle caps



GHG Emissions
Reduction
≈0.00642
tCO₂e

“Shred2share” Project

Paper Waste
13,316
kg



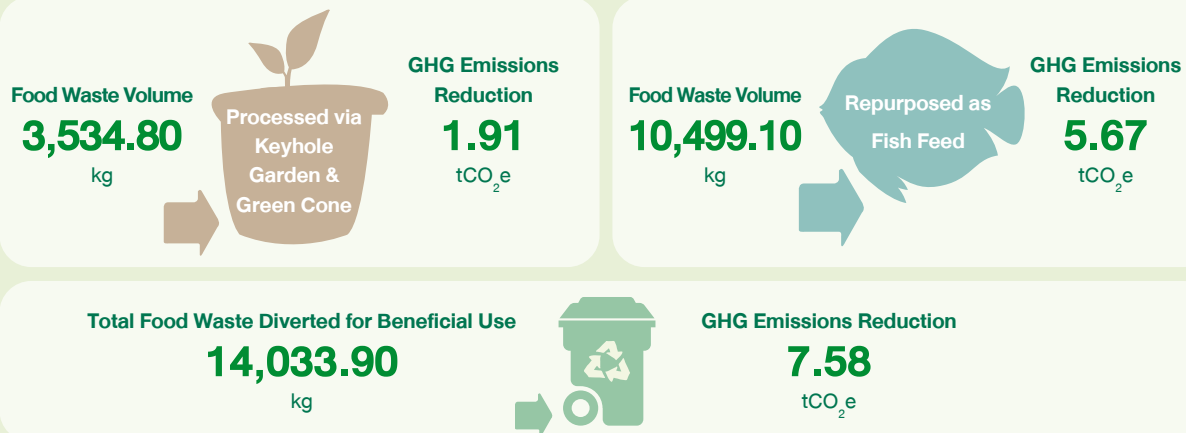
GHG Emissions Reduction
47.27
tCO₂e

BEM has collected discarded confidential documents and used paper to undergo a recycling process for recycling into new paper.

“Keyhole Garden” Project

BEM has segregated reusable food waste suitable for beneficial use from the canteen and utilized organic food scraps in the Keyhole Garden system to facilitate decomposition and enrich soil quality within the office compound. Additionally, suitable food scraps were repurposed as fish feed under strict cleanliness and safety protocols. These initiatives successfully reduce the volume of food waste requiring final disposal, foster environmental participation among employees, support circular economy through the Keyhole Garden system, and promote resource circularity aligned with Circular Economy principles. In 2025, the Company successfully collected 14,033.90 kilograms of food waste, reducing GHG emissions by a total of 7.58 tCO₂e.





In addition, BEM has established vegetable plots using soil and bio-fertilizers derived from the decomposition of food scraps and dry leaves for cultivation. Recycled water from the wastewater treatment system was also utilized for irrigation. The vegetables, cultivated through this project, include Green Oak, Red Oak, Cos, Frillice Iceberg, Curly Kale, Dinosaur Kale, Japanese cucumbers, water spinach, and baby bok choy.

In 2025, the project fully achieved 100% of its targets, with 650 employees participating in the activities. The project successfully harvested approximately 2,000 heads of vegetables (or equivalent to a weight of approximately 160 kilograms), which were distributed to employees and stakeholders during various corporate activities.



"Waste for Seedlings" Project

BEM has implemented the "Waste for Seedlings" project to add value and create benefits from food scraps, coffee grounds, fruit peels, and eggshells collected from the canteen, catering events, and office kitchens. These waste materials undergo a decomposition process to produce soil and bio-fertilizers specifically for cultivating seedlings. This project aims to cultivate tree seedling and propagate trees to be distributed to various stakeholder groups.

The soil and bio-fertilizers generated from the project were successfully utilized to cultivate 700 perennial tree seedlings. These seedlings were designated for firebreak reforestation activity at Wat Pa Phu Long in Chaiyaphum Province, Thailand, organized in collaboration with CH. Karnchang Public Company Limited (CK), as well as for various corporate environmental activities. This initiative successfully achieved 100% of its performance targets.



“Office Paper Reduction” Project

BEM has continuously implemented paper reduction measures across both its expressway and rail businesses to promote maximum resource efficiency. This is achieved through the transition to electronic document systems in place of physical paper, the implementation of a Paperless Meeting System, the optimization of document workflows, and an active corporate campaign encouraging employees to reduce unnecessary paper consumption while promoting the reuse of paper.

In 2025, BEM set a target to reduce paper consumption by **1%** compared to the previous year. The project successfully exceeded the target, reducing paper use by **253,502** sheets, representing a **5.29%** decrease from the prior year, and resulting in cost savings of **99,300.40** THB.



“Green Office” Project



BEM operates its business with a steadfast commitment to social and environmental responsibility, while continuously striving to develop and enhance its environmental and climate change management system in accordance with international principles and standards to achieve sustainability. These efforts comprehensively encompass the active engagement and participation of all the Company’s stakeholder groups.

Reflecting its tangible environmental commitments and performance, BEM was honored with the National Green Office Award at the “Excellence” level (Gold G-Rating) for the year 2023, presented by the Department of Climate Change and Environment (DCCE). Additionally, the Company prioritizes fostering knowledge and raising awareness among employees regarding environmental impact mitigation, resource efficiency, and sustainable waste management. The Company is dedicated to the continuous development of its “Green Office” project, with strategic operational plans to expand this framework to cover all the Company’s facilities, thereby establishing a systematic and efficient standard for business sustainability.

In 2025, BEM successfully scaled its Green Office operations to include the Si Rat Expressway Control Center Building (CCB2). As a result, the Company secured an additional National Green Office Award at the “Excellence Level” (Gold G-Rating) for another facility in 2025. Looking ahead, the Company has established an operational roadmap to further elevate and expand its Green Office certifications in 2026.

Environmental Grievance and Complaint Management

BEM provides a multi-channel environmental grievance mechanism for stakeholders to submit feedback. These channels include telephone, the corporate website, email, staff, electronic comment boxes via QR codes within MRT stations, physical comment boxes at toll buildings, social media, and other platforms. The Information Service Center serves as the central hub to consolidate and forward all received feedback to the relevant departments for root cause analysis and corrective actions.

Once corrective actions have been implemented, the Information Service Center communicates the outcomes to the complainants, ensuring transparency and keeping them informed of the Company's progress. At the same time, the Safety and Quality Department compiles formal reports on feedback, analysis results, and corrective actions, which are presented to the Quality Management Committee and the Safety Committee for further evaluation and oversight.

In the past, BEM has received complaints regarding impacts on the local environment and the quality of life in surrounding communities. These issues primarily involve overgrowing trees and grass obstructing traffic, loose gravel on road surfaces, and operational noise pollution. The Company has thoroughly investigated the facts on-site where the complaint was received in detail. In addressing a specific grievance concerning vehicle traffic on the expressway, the Company has assigned the relevant departments to conduct precise noise level measurements in those areas and evaluate appropriate mitigation measures such as installation of noise barriers. In this regard, the Company has successfully resolved and mitigated the relevant issues, and follow-up on-site inspections confirmed that the noise levels are fully in line with standard limits.



**“No”
environmental fines or penalties
were incurred over the past four years.**

BIODIVERSITY

(GRI 3-3, 304-1, 304-2)



BEM as a concessionaire of transportation infrastructure systems, including expressways and rail systems, operates in urban and vicinity areas. The Company receives service areas from concession granters or government agencies. As a result, the Company's operations do not significantly impact forested areas, protected areas, regions with critical biodiversity, or areas near the aforementioned. During construction or after the opening of expressways and rail systems, the Company implements the Environmental Impact Mitigation Measures and Monitoring Program (EMP), approved by the Office of Natural Resources and Environmental Policy and Planning (ONEP) and the National Environment Board.

However, BEM recognizes the importance of biodiversity, ecosystems, and other environmental impacts that are essential for life and natural resource sustainability. The Company is committed to conducting business with environmental responsibility, maintaining the goal of No Net Loss in biodiversity value and ecosystem balance while promoting a Net Positive Impact in business operations. This commitment includes adhering to No Net Deforestation principles, according to the Company's Biodiversity and Preventing Deforestation Policy.

 Detailed Information about biodiversity

Targets and Performance Indicators



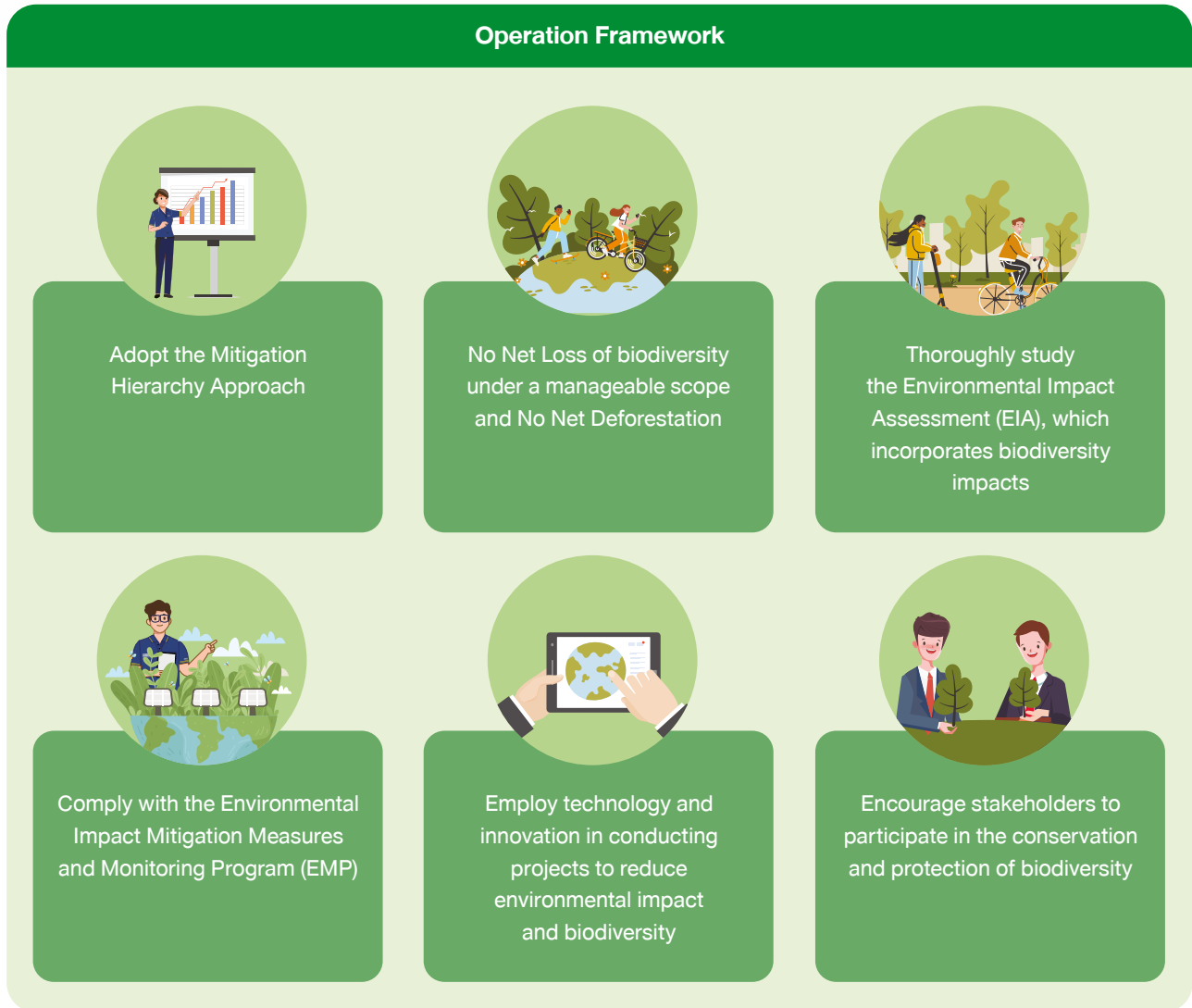
BEM aims to implement environmental impact prevention and mitigation measures, including monitoring and inspecting environmental quality across all areas, to uphold environmental standards and operate responsibly and efficiently. In 2025, the Company successfully achieved 100% of its targets.

Performance Indicators		Performance	
 All BEM's operating areas have implemented the Environmental Impact Mitigation Measures and Monitoring Program (EMP)	2025		100%
	Short-Term Target by 2025		100%
	Long-Term Target (Implement continually every year)		100%

Biodiversity and Preventing Deforestation Policy

BEM has announced a Biodiversity and Preventing Deforestation Policy to guide employees and encourage participation and collaboration with suppliers, contractors, partners, and other stakeholders throughout the business value chain.

 Detailed Information about Biodiversity and Preventing Deforestation Policy



Biodiversity Management Practices

BEM has established biodiversity management practices with a systematic management process, ranging from the identification, assessment, and determination of impact management measures, as well as planning and implementing measures to conserve, maintain, and restore biodiversity in ecosystems related to its business operations.

Biodiversity Operations

BEM emphasizes project design and construction at every stage, operating with awareness of potential negative impacts on communities and the environment. The Company strictly adheres to regulations, laws, and preventive, corrective, and restorative measures as outlined in Environmental Impact Assessment (EIA) reports. Technology and innovation are integrated into operations, with regular monitoring measures to mitigate environmental impacts and prevent significant biodiversity disturbances.

BEM does not encroach on forest reserves, natural world heritage sites, or protected areas classified under International Union for Conservation of Nature (IUCN) categories I-IV.

Environmental Impact Assessment Studies, Risk Assessment, and Preventive and Management Measures

BEM has studied the Environmental Impact Assessment (EIA) Report, received from concession grantors, which covers biodiversity aspects in both terrestrial and aquatic ecosystems at all stages of project operations, including new projects and project expansions. The assessment has been conducted in strict compliance with relevant laws, such as the Wildlife Conservation and Protection Act, B.E. 2535 (1992), the Royal Decree on Restricted Timber Species, B.E. 2530 (1987), and the guidelines of the International Union for Conservation of Nature (IUCN), etc. Although BEM operates mostly in urbanized areas with Land biomes: Intensive land-use systems (T7) - Urban and industrial ecosystems^{1/}, the Company has implemented Environmental Impact Mitigation Measures and Monitoring Program (EMP), which has been approved by the Office of Natural Resources and Environmental Policy and Planning (ONEP) and the National Environment Board. This comprehensive program helps mitigate the environmental impacts of the Company's activities, reducing business risks associated with natural impacts such as soil erosion, erosion and sedimentation prevention, drainage management, and flood prevention, etc. The EIA was conducted across an area of approximately 154,500,000 square meters along the Company's service routes, with operational areas spanning 5,119,200 square meters. Based on current projects' performances, the Company has developed action plans and monitoring plans to mitigate environmental impacts for all projects in full compliance with Environmental Impact Mitigation Measures and Monitoring Program (EMP). The Company has no projects located in conservation areas or natural world heritage sites, and no Company's operations have been found to impact biodiversity within the business operation areas.

In 2025, BEM conducted a review of environmental and biodiversity information from Environmental Impact Assessment (EIA)^{2/} reports both in construction phase and operation phase for MRT Orange Line project. The biodiversity risk review and assessment results indicated a low risk level and no significant impact on terrestrial and aquatic ecosystems. In addition, the Company conducted studies and developed biodiversity management practices aligned with international standards, including biodiversity disclosure emphasizing systematic reporting along with preparing a Biodiversity Action Plan (BAP) covering the Company's operational areas in both expressway business and rail business to establish management frameworks, assess risks, and monitor ecosystem impacts continuously.

Note: ^{1/}TNFD, Version 1.0 (September 2023), Guidance on biomes : Guidance_on_biomes_v1.pdf (tnfd.global)

^{2/}Environmental Impact Assessment: EIA

Guidelines for Natural Resources Conservation

According to the Biodiversity and Preventing Deforestation Policy, BEM has guidelines for conserving natural resources, which uses a Mitigation Hierarchy approach comprising Avoid, Reduce, Regenerate, and Restore in implementing the Environmental Impact Mitigation Measures and Monitoring Program (EMP).

Avoid

Control the design process to minimize disturbances to tree and animal resources along the routes as well as aquatic ecology

Avoid cutting down perennial trees by transplanting them in other areas (No Net Deforestation)



Reduce

Ensure contractors proceed with careful consideration for potential impacts on ecosystems, ensure that the Company's activities carried out near water sources do not impact on water quality, and prevent shallowing or blocking of water sources, which are the habitat of aquatic animals



Regenerate

Improve operational areas to align with the surrounding environment



Restore

Replant trees along the Company's operating routes



Biodiversity Projects

Green Areas

BEM maintains a balance of green spaces by planting diverse plant species around office buildings, attracting various life forms such as birds, butterflies, insects, squirrels, and other small creatures that inhabit and utilize these areas as habitats and food sources. The biodiversity in these green spaces contributes to ecological balance, reducing environmental impacts while enhancing the surrounding environment. These areas play a crucial role in absorbing carbon dioxide, increasing oxygen levels, and lowering temperatures around the offices. Beyond the environmental benefits, these green spaces provide psychological and health advantages for employees by reducing stress, promoting relaxation, and fostering a work environment that enhances productivity and efficiency. Maintaining biodiversity through the creation of green spaces around the offices aligns with the Company's environmental sustainability goals. This initiative also helps establish a small yet impactful ecosystem that effectively supports urban biodiversity conservation sustainably. Currently, these green space account for approximately 80% of the green area surrounding the Rama IX Administration Building.



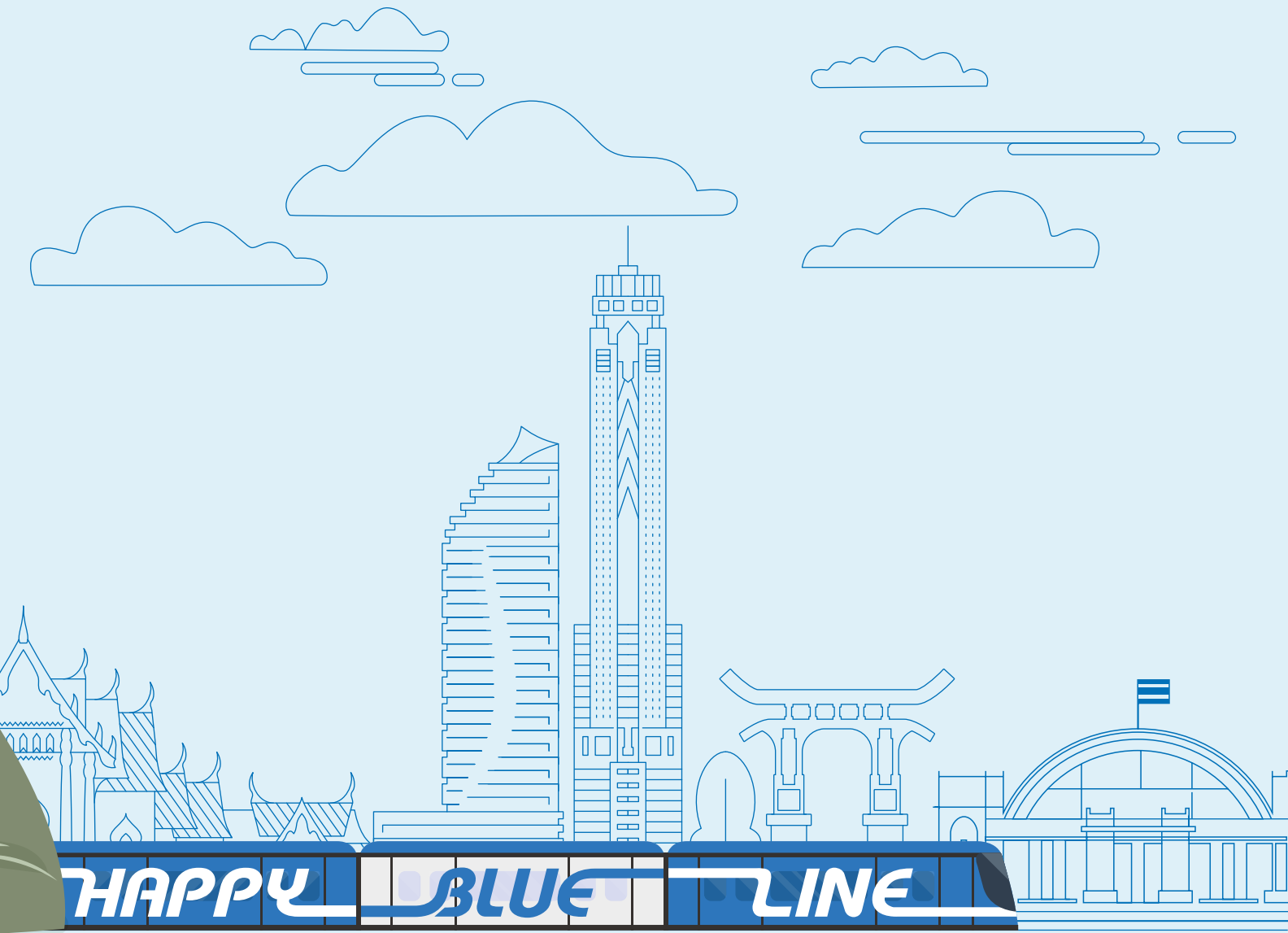
The Traditional Chak Phra Ceremony at Wat Nang Chi Royal Monastery, with the community

BEM, in collaboration with the Mass Rapid Transit Authority of Thailand (MRTA) and the local community, is committed to preserving the cultural heritage of the “Procession and Celebration of the Relics of the Buddha”, also known as the “Chak Phra Ceremony”, at Wat Nang Chi, a royal monastery. This ancient waterborne procession, practiced for over 100 years, is held annually and remains a unique tradition in Bangkok, maintaining the original customs of the local community. The procession involves transporting the revered Buddha relics from Wat Nang Chi by boat, reflecting the deep-rooted Buddhist faith and cultural continuity of the region. However, urban expansion and changes in transportation infrastructure have placed the MRT Blue Line route along the traditional procession path, in the areas around MRT Bang Phai and Bang Khun Non stations.

To preserve this sacred tradition and prevent the relics from passing beneath obstacles, which is prohibited according to the customs and practices passed down through generations as well as to minimize alterations to the waterborne procession route, both stations have been designed with an overhead steel bridge above the railway tracks. Additionally, a “Buddha Relic Lift Basket” and its pulley system have been installed to elevate the Buddha relics over the railway tracks and platforms, allowing them to seamlessly rejoin the boat procession on the other side. This initiative plays a crucial role in safeguarding and sustaining this invaluable cultural heritage, ensuring its continuity among the Buddhist community of Thonburi for generations to come.







Metropolitan Social Harmony

- HEALTH AND SAFETY (OCCUPATIONAL HEALTH AND SAFETY FOR EMPLOYEES AND CONTRACTORS, AND CUSTOMER SAFETY)
- HUMAN CAPITAL DEVELOPMENT
- CORPORATE SOCIAL RESPONSIBILITY
- STAKEHOLDER ENGAGEMENT
- HUMAN RIGHTS

HEALTH AND SAFETY

(OCCUPATIONAL HEALTH AND SAFETY FOR EMPLOYEES AND CONTRACTORS, AND CUSTOMER SAFETY)

(GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, 416-1, 416-2)



BEM is committed to conducting its business with a strong emphasis on occupational health and safety, ensuring the well-being of all stakeholders. This commitment includes building customer trust and satisfaction through effective safety measures, alongside consistent inspections and maintenance of infrastructure, and adherence to a certified occupational health and safety management system in compliance with ISO 45001 standards. Additionally,

the Company actively promotes employee training and engagement in health and safety initiatives, encouraging participation and feedback to foster a culture of safety awareness. This proactive approach plays a crucial role in preventing and reducing injury and fatality rates, while also minimizing property damage and environmental impact in the event of accidents.



Detailed Information about Health and Safety

Targets and Performance Indicators



BEM has set a target of zero fatalities for customers, employees, and contractors, along with a Lost-Time Injury Frequency Rate (LTIFR) target of zero cases per 1 million hours worked for both employees and contractors.

In 2025, BEM recorded no fatalities among customers, employees, and contractors, in line with set targets. However, the LTIFR for employees and contractors stood at 0.50 and 0.42 cases per 1 million hours worked, respectively, which exceeded the target. In response, the Company conducted root-cause analyses and established measures to prevent recurrence. In addition, the Company improve work processes and the workplace environments to further enhance its occupational health and safety performance.

To ensure strong health and safety performance, BEM has implemented a development plan to continuously cultivate a Positive Safety Culture by strengthening safety awareness and safe behaviors, while fostering a caring mindset and active involvement among employees at all levels.

Performance Indicators		2025 Performance	Short-Term Target, by 2025	Medium-Term Target, by 2028	Long-Term Target, by 2031
	Lost-Time Injury Frequency Rate (LTIFR) ^{1/} of Employees (cases per 1 million hours worked)	0.50	0	0	0
	Lost-Time Injury Frequency Rate (LTIFR) ^{1/} of Contractors (cases per 1 million hours worked)	0.42	0	0	0
	High-Consequence Injury Rate ^{2/} of Expressway Users (cases per 1 million expressway users)	0.005	<0.01	<0.01	<0.01
	High-Consequence Injury Rate ^{2/} of Passengers (cases per 1 million passengers)	0	<0.01	<0.01	<0.01
	High-Consequence Work-Related Injury Rate ^{3/} of Employees (cases per 1 million hours worked)	0	0	0	0
	High-Consequence Work-Related Injury Rate ^{3/} of Contractors (cases per 1 million hours worked)	0	0	0	0
	Fatalities of Customers (cases per year)	0	0	0	0
	Work-Related Fatalities of Employees (cases per year)	0	0	0	0
	Work-Related Fatalities of Contractors (cases per year)	0	0	0	0

Notes: ^{1/}Lost-Time Injury Frequency Rate (LTIFR) means work-related injuries that result in employees and/or contractors being unable to perform their regular duties for at least one full day or one entire shift.

^{2/}High-Consequence Injury means an injury with serious impact, from which full recovery is not possible within 6 months.

^{3/}High-Consequence Work-Related Injury means a work injury with serious impact, which is not recoverable to full health within 6 months.

Furthermore, BEM continuously monitors its safety performance, including injury rate statistics and occupational health and safety (OHS) risk assessment results. Joint site visits are regularly conducted by management, employees, and contractors to listen to operational issues and determine appropriate corrective actions. These visits also serve to identify hazards and assess risks within the workplace. Concurrently, the Company encourages employees to perform pre-task risk assessments prior to commencing work and empowers them to exercise “Stop Work Authority” if an operational risk is detected, ensuring that everyone can work safely and with confidence.

Health and Safety Policy and Practices

BEM has established its health and safety policy and practices, along with an occupational health and safety management system that applies to all employees, contractors, and suppliers operating within the Company’s premises. The policy and management system have been developed in alignment with the Occupational Safety, Health, and

BEM utilizes the findings and the operational performance data as vital inputs for reviewing and improving safety measures, which include increasing the frequency of workplace environmental inspections, monitoring near-miss incidents, and updating training programs to align with the specific risk profiles of each department. These efforts ensure that the Company’s safety management achieves continuous improvement and remains compliant with ISO 45001 standards.

Environment Act B.E. 2554 (A.D. 2011). Additionally, the rail business's occupational health and safety management system has been certified to ISO 45001 standards. The Company also plans to extend ISO 45001 certification to cover its expressway business by 2027.



Detailed Information about Health and Safety Policy

BEM has established a Safety Committee, which is responsible for implementing, directing, coordinating, monitoring, and reviewing safety and environmental risk management to ensure full alignment with corporate policies, laws, and standards, while achieving both efficiency and effectiveness as prescribed. The committee also oversees the performance of various subcommittees under the safety governance structure, such as the Occupational Safety, Health, and Environment Committee. This framework aligns with ministerial regulations prescribing standards for the administration and management of occupational safety, health, and the environment, which mandate employee representation on the committee to promote engagement and gather feedback from employees. Crucially, these employee representatives serve as the primary channel to effectively communicate occupational health and safety processes to the broader workforce within the organization. The Safety Committee

meets every two months to report on its performance, while the Contractor Safety Subcommittee and the Occupational Safety, Health, and Environment Committee hold monthly meetings. Furthermore, supervisors and managers are required to undergo training to qualify as safety officers at the supervisory or managerial level, as stipulated by ministerial regulations.

In addition, BEM reports its health and safety performance, including occupational health and safety of employees and contractors, as well as customer safety, to the Corporate Governance, Risk Management, and Sustainable Development Committee on a quarterly basis. This committee plays a vital role in overseeing, monitoring, promoting, and developing health and safety management processes for service users, employees, and stakeholders across the Company’s business value chain.



Detailed Information about Health and Safety



Detailed Information the roles and responsibilities of the Committees in the 2025 Annual Report (Form 56-1 One Report)



Standard Certification

BEM has obtained ISO 45001 certification for the rail business's occupational health and safety management system during 2024–2025, representing 72% of its operations. Moving forward, the Company plans to extend this certification to encompass its expressway business by 2027.



[Detailed Information about Standard Certification](#)

Occupational Health and Safety Management System



	Policy and System Formulation	BEM has established a policy and a management system for occupational health and safety (OHS), covering all employees and personnel operating within the Company's premises, such as contractors, suppliers, and visitors.
	Legal and Standard Compliance	BEM has obtained ISO 45001 certification for its rail business's occupational health and safety management system, whereas the Company is currently expanding its management scope to the expressway business, with completion expected by 2027, ensuring full compliance with the Occupational Safety, Health, and Environment Act B.E. 2554 (A.D. 2011) and all relevant legislation.
	Procurement Contract Requirements	Occupational health and safety criteria and requirements are integrated into the selection and evaluation procedures for suppliers, contractors, and subcontractors.
	Annual Target Setting	BEM establishes annual goals for reducing accidents and injuries, using Safety Performance Indicators, with a definitive target of zero high-consequence work-related injuries.
	Risk Management	BEM applies the As Low As Reasonably Practicable (ALARP) principle to control risks to the lowest feasible level. The Company also regularly reviews and updates the hazard log.
	Recording and Evaluation	BEM records its operational data against key success indicators and analyzes the performance outcomes to enhance occupational health and safety, while communicating these insights to raise awareness and reinforce occupational health and safety awareness and behaviors.
	Improvement	BEM conducts Root Cause Analysis (RCA) to identify and address the underlying causes of occupational health and safety incidents. The internal and external context of occupational health and safety is reviewed regularly to reassess risks and update management measures, ensuring they remain effective and relevant to changing conditions.

Additionally, occupational health and safety criteria and requirements are incorporated into the contracts with contractors, suppliers, and on-site personnel to ensure that third parties working within the workplace under the Company's premises comply with the Company's health and safety policy and management system, as well as actively participate in risk reduction and impact mitigation efforts. These measures protect themselves, the Company's employees, and all related parties.



Under the occupational health and safety management system, BEM establishes annual targets that are aligned with the identified hazards and risks. These targets are based on its safety performance indicators, including the number of fatalities or high-consequence injuries, the number of incidents categorized by severity, and the number of minor injuries. The Company's ultimate goal is to achieve zero high-consequence accidents.

BEM develops its annual action plans in alignment with these targets, taking into consideration the need for additional safety training, emerging or newly identified risks, internal safety inspections and external audits, stakeholder expectations and engagement, and compliance with standard requirements and applicable laws. Following the implementation of these action plans, the Company records data against key performance indicators in order to evaluate performance against key annual goals. If performance does not meet the targets, the Company will immediately review and adjust the action plans during the year.

Occupational Health and Safety Risk Management Process

BEM has established an occupational health and safety risk management process to identify hazards and assess the risks arising from its business operations. This process comprehensively covers the activities of both employees and contractors across existing operations and new projects under construction, aiming to control risks within an acceptable

level. In doing so, the Company takes into consideration infrastructure, systems and equipment, the nature and frequency of activities, human factors, organizational structure, applicable regulations and laws, and the broader economic and social context.



For its operational projects, BEM derives the data used for hazard identification and risk assessment from employee reports, incident reports, incident investigation reports, safety inspection results, as well as stakeholder feedback and complaints. Employees and contractors are encouraged to actively participate by reporting hazards or unsafe working conditions directly to the Safety Management Department, which is directly responsible for managing occupational health and safety, ensuring that the data used for risk assessments accurately reflects actual working conditions across all relevant areas.

In terms of risk control, BEM actively reviews and manages occupational health and safety risks associated with high-risk activities, such as roadside maintenance, tasks involving potential chemical exposure from electronic component repairs, and operations in areas requiring industrial hygiene parameter monitoring. For each work category, the Company implements specific control measures, including the provision of suitable personal protective equipment, arrangement of workplaces in accordance with safety standards, and mandatory annual occupational health examinations.

In addition, BEM regularly reviews risk control measures and actual physical environments through monitoring parameters such as lighting conditions, air quality, bacteria, and fungi, alongside assessing employee readiness and health status

prior to work. These practices help mitigate risks and errors that could impact the safety of employees, contractors, service users, and other stakeholders.

BEM maintains an up-to-date Hazard Log as a central database for defining, improving, or reinforcing risk control measures to ensure their appropriateness for each work category and environment.

Additionally, BEM conducts hazard identification and risk assessments triggered by changes, such as infrastructure improvements, changes in work processes, or the introduction of a new scope of work. Corresponding risk control measures are implemented and the Hazard Log is thoroughly reviewed and revised as appropriate.

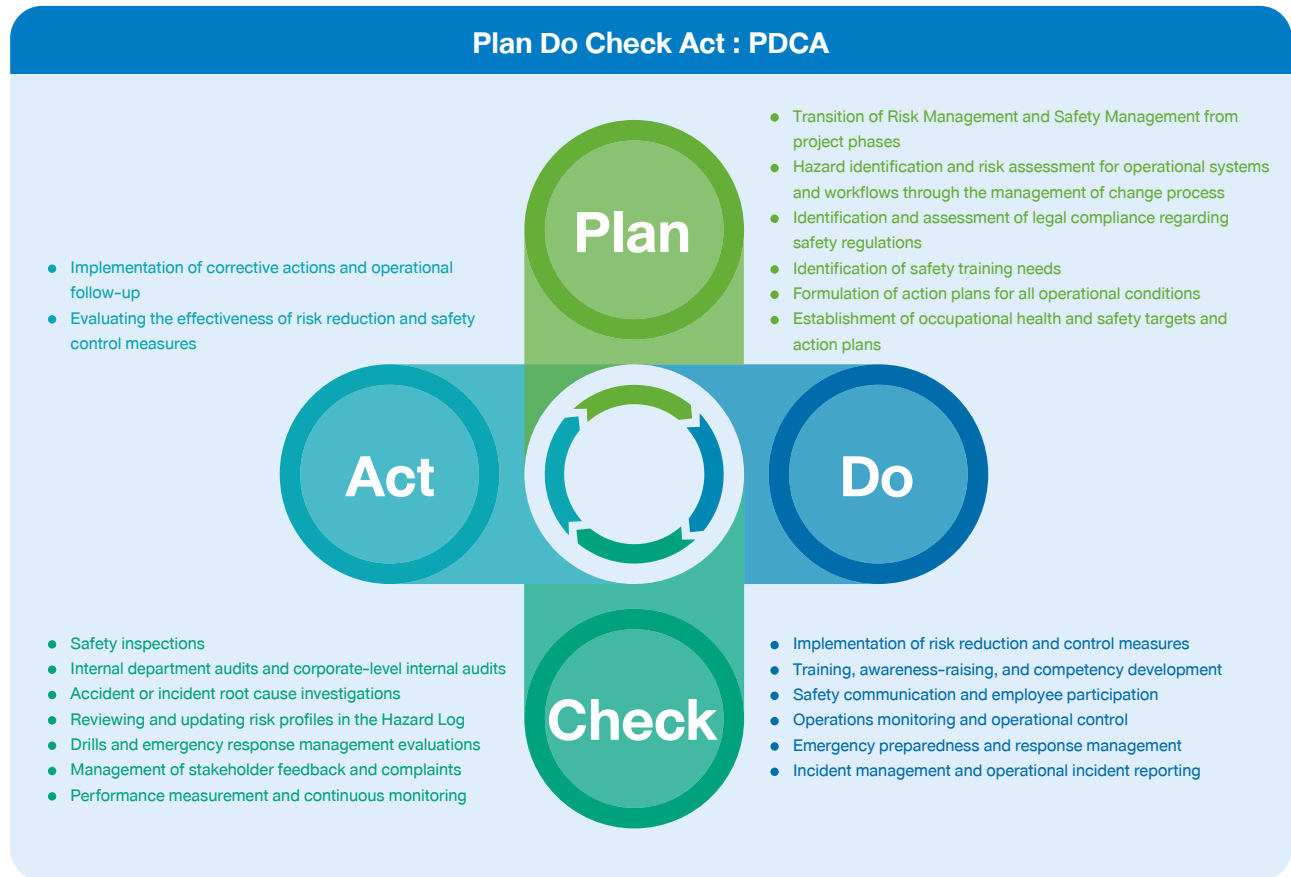
For new projects under construction requiring future due diligence, hazard identification and risk assessment processes are conducted before project handover or operational takeover to ensure readiness and safety.

Furthermore, BEM is committed to continuously driving its occupational health and safety risk management process to ensure comprehensive occupational health and safety risk management, support organizational adaptation, and support the Company's operations in alignment with long-term safety and sustainability principles.



Safety Operational Process

BEM manages its safety operations utilizing the Plan-Do-Check-Act (PDCA) quality management cycle to drive planning, continuous improvement, and overall development, with a specific focus on regular process monitoring and refinement as follows:



Incident Management and Investigation

BEM has established an incident management and investigation process that encompasses scope definition, evidence collection, data analysis, chronological review, root cause analysis, and risk assessment. The acquired information is then cross-referenced with the Hazard Log, whereby responsible personnel are required to perform an additional risk assessment if the incident presents a new hazard not previously recorded in the Hazard Log. Once the underlying causes and risks are determined, the Company proposes preventive and corrective measures according to SMARTER Corrective Action principles before drafting the investigation report to seek approval from the Risk Control Subcommittee for implementation. These measures are then disseminated to relevant departments for acknowledgement and/or action.

Furthermore, if an incident is confirmed as an emergency, BEM requires relevant employees to respond immediately in accordance with the Incident Management Procedure and the Epidemic Prevention and Control Procedure. Additionally, the Company has developed a Business Continuity Plan (BCP) to support emergency situations and pandemics. This plan specifies response guidelines and collaborative operating procedures, including the Epidemic Prevention and Control Procedure, for relevant departments to ensure seamless business continuity.

BCP Implementation Steps for an Epidemic Outbreak within the Company



Occupational Health and Safety for Employees and Contractors

BEM emphasizes participation and the promotion of an occupational health and safety culture among employees and contractors through communication and training. All employees are required to comply with operational procedures, such as the Chemical and Hazardous Substance Management Procedure and the Warehouse Management Procedure, as well as measures or guidelines to ensure occupational health and safety in the work environment and reduce risks as assessed by the Company. Furthermore, all employees must undergo mandatory basic safety, firefighting, and first aid training, with additional courses provided based on their respective responsibilities and risks, including working at heights, electrical safety and rescue procedures, and forklift operation. These ongoing communications and training initiatives are carried out continuously to ensure compliance and awareness, supplemented by an occupational health and safety culture survey conducted every three years.

In addition to ensuring workplace safety, BEM actively promotes and regularly monitors employee health to minimize potential health risks. Pre-employment health examinations are conducted to establish baseline data for the surveillance of occupational diseases and work-related illnesses, with all medical results treated as strictly confidential. Furthermore, annual health check-ups are offered to track and monitor health problems caused by both personal and work-related factors. Beyond annual health check-ups, the Company drives health public relations, wellness activities, and educational initiatives for employees and contractors regarding healthcare and the prevention of general and occupational illnesses. Furthermore, the Company arranges common relaxation areas for employees and contractors, such as sport facilities and cafeterias certified under the Bangkok Metropolitan Administration (BMA) food safety standards.



Health and Safety of Customers

The safety and health of passengers, expressway users, and customers of retail shops within the MRT stations and toll plazas are of paramount importance to the Company. Consequently, the Company implements corporate safety measures, such as communicating how to utilize system equipment, as well as publicizing rules, regulations, and emergency procedures to service users to ensure correct and safe practices. The Company also collects accident statistics from users for analysis and planning safety communications designed to shape appropriate user behavior and discourage high-risk behaviors that could cause

accidents. Furthermore, safety communication initiatives are driven through various channels, for example, organizing campaign activities within MRT stations, creating public bulletin boards at MRT stations and on expressways, advertising via digital media within MRT stations, and utilizing social media channels, such as the corporate website, Facebook, and LINE Official Account. These efforts aim to raise awareness and understanding regarding safety, appropriate and safe user conduct, best practices, and accessible channels for reporting observed incidents or potential hazards, ultimately cultivating a robust safety culture.



BEM promotes and enhances the capabilities of employees involved in customer service, security, and rescue operations by providing essential first-aid equipment to ensure effective assistance and compliance with safety procedures. Furthermore, the Company conducts continuous training programs, such as courses on assisting persons with disabilities, basic first aid, and emergency response.

For the expressway business, BEM has established an Expressway Control Center, where communication officers serve as intermediaries coordinating with emergency rescue units and police officers working on both the expressway and at-grade roads, providing 24-hour services to expressway users.

"Over the past year, on 28 March 2025, a severe earthquake in the Republic of the Union of Myanmar was felt across several areas in Bangkok and its vicinity. As a result, BEM temporarily suspended MRT services on that day to conduct safety inspections, addressing potential public concerns regarding the safety of the MRT Blue Line, the MRT Purple Line, and all three expressway routes under the Company's management, namely the Si Rat Expressway (Second Stage Expressway), the Udon Rattaya Expressway, and the Prachin Rattaya Expressway. The Company conducted inspections of operational readiness and structural integrity across both the expressway and rail infrastructure, as well as assessments of system functionality and rolling stock readiness. The results confirmed that all systems were in good condition, safe, and ready to resume normal operations. All infrastructure systems have been designed and constructed in accordance with seismic safety standards to withstand earthquakes and are subject to continuous inspection and maintenance to ensure the continued safety of both expressway users and passengers.

On 5 September 2025, an incident occurred where floodwater entered the MRT Thailand Cultural Centre Station. The root cause was identified as external construction work on a connecting structure between an office building and the station, which involved creating temporary ventilation openings on the tunnel roof at street level. During heavy rainfall, significant rainwater accumulation caused flooding on Ratchadaphisek Road, allowing water to flow through these temporary openings into the station. The Mass Rapid Transit Authority of Thailand (MRTA), the Company, and relevant agencies promptly implemented urgent mitigation measures to resolve the issue, enabling normal services to resume. All MRT stations are designed and constructed in accordance with international standards, with comprehensive flood prevention and emergency response systems in place. The Company is also continuously enhancing its safety measures to foster long-term confidence among passengers and the public. This incident was entirely unrelated to the structural design of the station."

Health and Safety Projects

(Occupational Health and Safety for Employees and Contractors, and Customer Safety)

In 2025, BEM and its subsidiary (BMN) conducted a total of 12 training courses focusing on safety rules and regulations, operational safety standards, as well as specialized courses for high-risk operations. These programs accumulated 77,088.35 training hours, representing 100% participation by all target employees and relevant personnel required to undergo training. The benefits derived by both the trainees and the Company from each training course are summarized as follows:

"Occupational Health and Safety (OHS) Training" Project				
Training Courses	Training Participants	Number of Participants (persons)	Evaluation Results	Post – Training Benefits
Basic Fire Fighting and Fire Prevention	Employees	369	100% Passed	Employees: Able to correctly and safely operate various types of fire extinguishers. The Company: Prevents the risk of loss of life and property damage from fire incidents.
Basic Fire Fighting Squad	Employees	22	100% Passed	Employees: - Acquire knowledge, skills, and techniques in structural fire suppression, smoke ventilation, first aid, and efficient casualty evacuation. - Enhance confidence and reduce panic when facing emergency situations. The Company: Reduces the risk of loss of life and property damage; ensures legal compliance; and strengthens the corporate image for maintaining high safety standards.
Occupational Safety, Health, and Work Environment	Employees	178	100% Passed	Employees/Contractors: Gain knowledge of occupational safety, health, and the working environment, including relevant safety laws. The Company: Prevents the risk of loss of life and property damage, while promoting a safe working environment.
	Contractors	13	100% Passed	

Training Courses	Training Participants	Number of Participants (persons)	Evaluation Results	Post – Training Benefits
Work Safety for Person in Charge (PIC)	Employees (Refresher)	164	100% Passed	Employees/Contractors: Understand the overall MRT system, enabling them to comply with operational rules and regulations correctly and safely. The Company: Ensures workplace safety and prevents the risk of loss of life and property damage.
	Contractors	237	100% Passed	
	Contractors (Refresher)	373	100% Passed	
General Safety	BMN Employees	5	100% Passed	BMN Employees / Metro Mall Staff / Contractors: Able to correctly and safely comply with MRT system operational rules and regulations, and respond effectively to abnormal situations The Company: - Ensures workplace safety and prevents the risk of loss of life and property damage. - Maintains effective emergency preparedness and response plans to ensure safety within operational areas.
	BMN Employees (Refresher)	39	100% Passed	
	Metro Mall Shop Staff	46	100% Passed	
	Metro Mall Shop Staff (Refresher)	262	100% Passed	
	Contractors	274	100% Passed	
Working at Heights	Employees	175	100% Passed	Employees: Able to assess hazards, define corrective measures, manage risks related to working at heights, and correctly select and safely install appropriate equipment. The Company: Prevents the risk of loss of life and property damage.
Work Safety for APOSTLE (Authorized Person on Site to Liaise with the Line or Engineering Controller)	BMN Employees	1	100% Passed	BMN Employees / Contractors: Understand the overall MRT system, enabling them to comply with MRT operational rules and regulations correctly and safely. The Company: Ensures workplace safety and prevents the risk of loss of life and property damage.
	BMN Employees (Refresher)	22	100% Passed	
	Contractors (Refresher)	20	100% Passed	
Basic First Aid	Employees	294	100% Passed	Employees: Gain knowledge and understanding to practical life-saving skills to assist injured persons correctly. The Company: Prevents severe injuries and loss of life.
Occupational Safety Officer at Management Level	Employees	25	100% Passed	Management-level Employees: Gain knowledge and understanding to formulate policies, plans, and promote workplace safety across the organization. The Company: Enhances workplace safety and prevents the risk of loss of life and property damage.

Training Courses	Training Participants	Number of Participants (persons)	Evaluation Results	Post – Training Benefits
Occupational Safety Officer at Supervisory Level	BMN Employees	21	100% Passed	BMN Supervisor-level Employees: Gain knowledge and skills to supervise, guide, and direct workers to perform their duties safely in accordance with safety laws and standards The Company: Ensures workplace safety and prevents the risk of loss of life and property damage.
Occupational Safety, Health, and Environment Committee	BMN Employees	2	100% Passed	BMN Safety Committee: Gain knowledge, understanding, and the capability to jointly formulate policies and plans, and effectively monitor workplace safety operations. The Company: Enhances workplace safety and prevents the risk of loss of life and property damage.
Indoor Electrician (Level 1)	BMN Employees	2	100% Passed	BMN Employees: Gain knowledge and technical skills to correctly and safely install, inspect, maintain, and repair indoor electrical systems in accordance with applicable electrical standards. The Company: Ensures safety within operational areas.

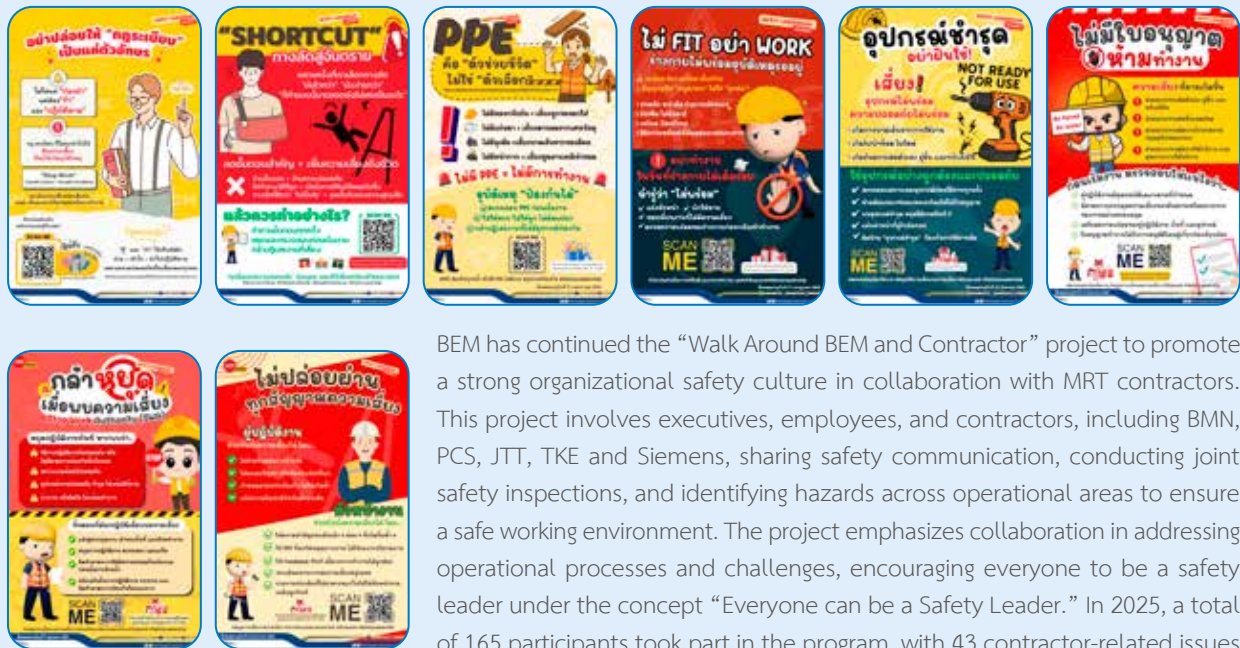
“Suggest for Success Contractor” Project



BEM has continued the “Suggest for Success Contractor” project for the fifth consecutive year, with the objective of encouraging suppliers and contractors to report safety issues and propose solutions through online channels, specifically for areas under the supervision of the Company. Suggestions are evaluated by a judging committee based on creativity and practical feasibility. Suggestions that meet the criteria are forwarded to relevant departments and contractors for further action. This collaboration enables the Company to improve the safety of work processes and environments, ultimately reducing accidents, lowering costs, and minimizing business delays caused by injuries. Additionally, the Company prepares progress reports on the implementation of these suggestions, which are presented at the monthly Contractor Safety Subcommittee meetings to ensure that approved suggestions are genuinely applied to address safety concerns. In 2025, the Company addressed a total of 12 safety and work quality issues identified through the project, with the following operational statuses:

- Completed: One suggestion involving the installation of warning barriers to enhance safety in operational areas.
- In Progress: Four suggestions focusing on improvements in the working environment to enhance safety.
- Under consideration: Three suggestions involving improvements to work processes and workspace expansion.
- No further action: Four suggestions where existing measures already addressed the identified issues, requiring no additional action.

“Safety Leadership Journey: Walk Around 2025” Project



BEM has continued the “Walk Around BEM and Contractor” project to promote a strong organizational safety culture in collaboration with MRT contractors. This project involves executives, employees, and contractors, including BMN, PCS, JTT, TKE and Siemens, sharing safety communication, conducting joint safety inspections, and identifying hazards across operational areas to ensure a safe working environment. The project emphasizes collaboration in addressing operational processes and challenges, encouraging everyone to be a safety leader under the concept “Everyone can be a Safety Leader.” In 2025, a total of 165 participants took part in the program, with 43 contractor-related issues identified and successfully resolved.

“Safety Vibes” Project

BEM has continuously implemented the “Safety Vibes” project since 2021 to promote employee participation in providing feedback and proposing improvement initiatives related to occupational safety, health, and the working environment, as well as to strengthen a positive safety culture within the organization. Under this project, exemplary employee behaviors or shared incidents are identified that reflect safety awareness in operations, safety leadership, appropriate identification and response to potential risks, and proactive actions to prevent or mitigate hazards, even those beyond assigned responsibilities. It also encompasses service delivery with due consideration for passenger safety, alongside consistent attention to routine tasks that drive positive outcomes and a supportive working environment. Selected exemplary behaviors or incidents are presented to the Occupational Safety, Health, and Working Environment Committees for the MRT Blue Line and MRT Purple Line. The Company also prepares communication materials to recognize and commend employees monthly, reinforcing desirable safety behaviors and fostering a strong and sustainable safety culture over the long term.





HUMAN CAPITAL DEVELOPMENT

(GRI 3-3, 401-1, 401-2, 404-1, 404-2, 404-3)



BEM recognizes that employees are the pivotal catalyst driving sustain business efficiency and the continuous attainment of strategic objectives. By playing a vital role in maximizing customer satisfaction and generating optimal returns for investors and shareholders, the workforce remains central to corporate success. Consequently, the Company places paramount importance on strategic human resource management to ensure that employees possess the skills, knowledge, and capabilities requisite for operations. A strong emphasis is placed on cultivating workforce agility and readiness to navigate evolving work environments while keeping pace with rapid technological and innovative

advancements, thereby reinforcing competitive advantage and supporting stable, long-term growth.

Additionally, BEM encourages continuous professional development, enhances employee engagement, and supports structured career advancement to safeguard top-tier talent and mitigate the turnover rate of high-potential employees. Concurrently, the Company remains dedicated to cultivating a robust and unified corporate culture (BEM Culture) aligned seamlessly with its vision, mission, and strategic plans, ultimately unifying the workforce under a shared mindset and standardized operational frameworks.



Detailed Information about Human Capital Development

Targets and Performance Indicators



BEM sets a target of at least 85% for employee participation in its engagement and happiness survey, alongside a minimum score of 75% for overall engagement and happiness. Additionally, the benchmark for learning delivery is established at an average of 40 training hours per employee per year.

In 2025, employee participation in the survey reached 85.71%, successfully meeting the defined target. The employee engagement and happiness score reached 75.82%, also in line with the target and reflecting positive outcomes from the Company's continuous commitment to employee care and development. In addition, the average training hours per employee stood at 61.40 hours per employee per year, driven by the rollout of critical training programs required under the predefined human capital development roadmap.

Performance Indicators		2025 Performance	Short-Term Target, by 2025	Medium-Term Target, by 2030	Long-Term Target, by 2050
	Employee Participation Rate in Engagement and Happiness Survey	85.71%	≥85%	≥85%	≥85%
	Employee Engagement and Happiness Score	75.82%	≥75%	≥75%	≥75%
	Average Employee Training Hours (hours/FTE/year)	61.40	40	40	40

Human Capital Development Policy and Practices

BEM has established its Personnel Development Policy and Practices to serve as guidelines for recruiting, developing, and retaining employees, based on the principles of respect for labor rights, fairness, and appropriate treatment. The objective is to cultivate a working environment that is suitable, safe, and conducive to employee well-being. Competitive compensation and benefits are provided, considering job characteristics, responsibilities, and performance, under the principle of Equal Pay for Equal Work. Furthermore, continuous development and training are supported both domestically and internationally, alongside the promotion of occupational safety awareness.

Employees are encouraged to maximize their potential along their career advancement paths through a human resource management system based on fairness and equality. BEM provides appropriate channels for employee engagement, allowing the workforce to communicate opinions or work-related feedback, while simultaneously boosting morale and enhancing overall quality of life. This comprehensive approach aims to retain high-potential personnel, strengthen organizational engagement, and support the Company's stable and sustainable long-term growth.



Detailed Information about Personnel Development Policy



Detailed Information about Personnel Development Practices

In addition, in 2025, BEM formulated and implemented its Employment and Labor Management Policy and Practices in strict accordance with international human rights standards. This framework is rooted on the principles of fairness, equality, and non-discrimination on the grounds of race, nationality, ethnicity, color, ancestry, religion, social status, age, gender, sexual orientation, disability, political opinion, marital status, or any other differences. Under these guidelines, recruitment and hiring decisions are strictly merit-based, focusing on

qualifications, capabilities, and experience relevant to the position. The Company strictly prohibits any discrimination against applicants for reasons unrelated to job performance, thereby cultivating a professional and sustainable working environment. The practices also comprehensively address standard working hours, child labor, female labor, forced labor, compensation and benefits, and provident fund management.



Detailed Information about Employment and Labor Management Policy



Detailed Information about Employment and Labor Management Practices

Human Capital Development Framework

BEM has continuously implemented a comprehensive six-pillar Human Capital Development Framework to serve as its core operational foundation. This framework encompasses:



Human Resource Management Strategy

In 2025, BEM reviewed and defined its Human Resource Management Strategy (2024-2028) to bolster both present and future corporate competitiveness. By aligning human resource strategic guidelines with organizational management directions, the Company established concrete action plans and corresponding sub-plans to enable comprehensive

human resource management and development. This strategic plan serves as a vital vehicle for cultivating and advancing the capabilities of personnel, operating on five core principles driven by three strategic enablers: People, Process, and Technology, to effectively support business execution and drive sustainable growth.



Employee Capability Development

Recognizing employees as a crucial driving force behind business execution, BEM places great importance on continuously developing the capabilities of personnel at all levels in alignment with the corporate capability development plan. To effectively accommodate business expansion and navigate industry changes, and strengthen the Company's competitiveness. The Company formulates comprehensive training and development plans for the entire workforce under the "Academy Framework." This framework consists of specialized curricula directly related to functional operations, supplemented by mandatory annual refresher training programs designed to consistently reinforce employee knowledge and skills.

Human resource development within the Company is executed in strict accordance with its Personnel Development Policy, which comprises four primary dimensions:



In order to optimize the efficiency of capability development and achieve a clear operational direction, BEM has created a Training Matrix that is consistent with the competencies, knowledge, and skills of each functional group and organizational structure.

BEM also conducts competency gap analyses to identify training needs and support the preparation of Individual Development Plans (IDPs), which are aimed at enhancing employees' knowledge, capabilities, and skills in line with their job responsibilities. These IDPs serve as a guideline for organizing employee training and development to provide knowledge, understanding, and skills while increasing operational capacity to meet corporate demands. The training curriculum undergoes a comprehensive review at least every two years or upon organizational restructuring. This process encompasses specialized professional courses, regulatory compliance training, and skill development programs to ensure that personnel received modern, up-to-date instruction tailored to their roles, line of work, and the Company's business operations.

In 2025, BEM continuously developed its internal Knowledge Management (KM) system by organizing interactive workshops across all departments and encouraging employees to participate in knowledge and experience sharing, as well as providing feedback on internal knowledge within their units. These efforts aimed to foster a tangible learning culture throughout the organization, ultimately transforming the Company into a true Learning Organization.

Furthermore, BEM encourages employees at all levels to continuously develop their capacities for learning, innovation, and knowledge sharing. This fosters organizational agility amidst change and supports long-term sustainable growth. The Company actively promotes cross-functional learning through the internal Knowledge Management (KM) Website, which serves as a platform for employees across functions to access and exchange knowledge from different departments. This initiative supports more effective collaboration while strategically contributing to improved work quality, productivity, and customer satisfaction.

Ultimately, expanding employee capabilities and knowledge equips the workforce with knowledge, expertise, and job-related skills, operational expertise, and familiarity with emerging technologies or modernized processes that optimize efficiency. This systematically boosts employee confidence, unlocks clear opportunities for career advancement, and reinforces a deep sense of personal value and organizational contribution, thereby strengthening employee retention. Additionally, personnel development enhances the Company's ability to address new challenges and adapt to changes in the industry and technology, while helping reduce turnover, recruitment expenses, and long-term operational costs by minimizing workforce errors. Therefore, human capital development remains a critical cornerstone to support business operations and secure the organization's long-term sustainability.



Corporate Culture

In 2025, BEM remained steadfast in driving its corporate culture initiatives, recognizing that a strong organizational culture serves as the core foundation for aligning the Company's targets into a single, cohesive vision and steering all employees toward shared objectives. It is also essential in driving the organization forward with stability and sustainability. The Company has established the S A C T L corporate culture framework, comprehensively covering Safety Awareness, Accountability, Customer Orientation, Teamwork, and Learning as follows:

"Cultivating Safety Awareness, Demonstrating Accountability, Delivering Service Excellence, Embracing Teamwork, and Inspiring Lifelong Learning."



Human Capital Development driven by the S A C T L Principle



BEM is committed to continuously building a strong corporate culture by establishing the iCulture Team, which consists of representatives from each department. This team serves as a key driving force in communicating and encouraging employee participation in creative corporate culture-building activities. The iCulture Team convenes bimonthly to exchange perspectives, gather feedback, and refine initiatives so they align with the specific operational contexts of the workforce. This encompasses various

activities such as S A C T L in Action, where employees collaborate with supervisors to define desirable work behaviors aligned with the corporate culture, which are then communicated through operational manuals. The Company also offers the “BEM Culture Role Model” training course for supervisors to cultivate exemplary leadership, alongside the “S A C T L in You” course designed to educate and instill behaviors that embody the corporate culture.



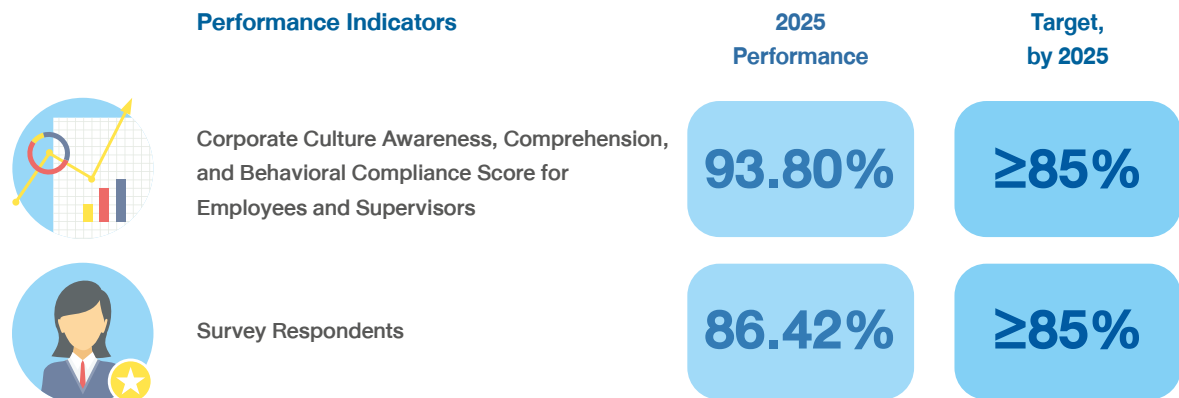
Additionally, internal communication is strengthened through the S A C T L talk by Leaders’ poster campaign and digital channels like the HR4U Channel. Engaging programs such as “1 Question, 3 Seconds – Can You Handle It?” are strategically designed to stimulate employee understanding of S A C T L, while creative storytelling initiatives like “P’ Nerd and Nong Note’s Journey” effectively communicate culture-compliant work behaviors across departments.

BEM promotes experiential learning through online and on-site gamified activities organized throughout the year, ensuring comprehensive knowledge dissemination and behavioral reinforcement across all employee groups and operational areas. Concurrently, an organization-wide S A C T L culture assessment is conducted annually. The analytical insights derived from this evaluation are strategically utilized to customize cultural communication frameworks for specific employee segments and refine the Company’s next-phase strategic roadmap .

Corporate Culture Awareness

BEM conducts an annual corporate culture perception survey among employees to evaluate the workforce’s awareness, comprehension, and practical alignment with corporate culture. The Company sets clear performance targets, aiming for an employee participation rate of no less than 85% in the survey, alongside a minimum target score of 85% for employees’ awareness, understanding, and implementation of the corporate culture.

In 2025, employee participation in the survey reached 86.42%, while the overall score tracking cultural awareness and alignment stood at 93.80%, successfully meeting and exceeding the established targets.



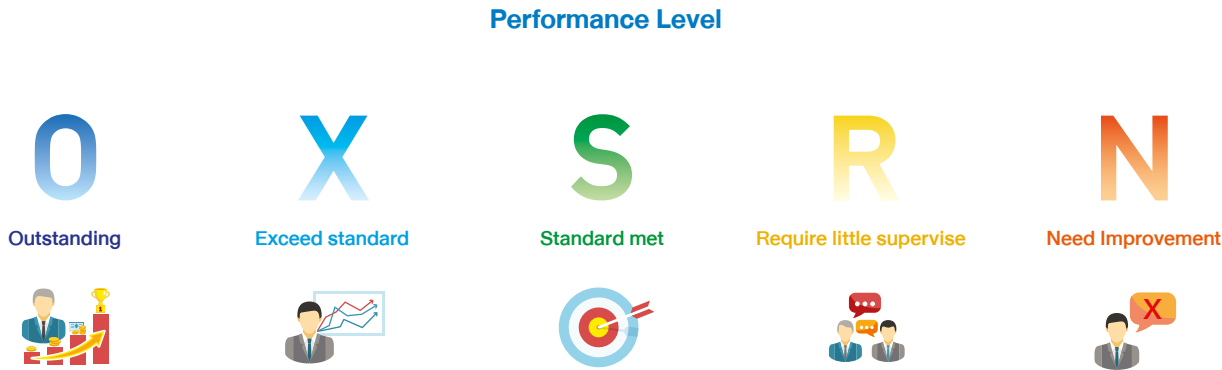
Performance Appraisal

BEM conducts employee performance appraisals once a year based on a 90-degree evaluation from direct supervisors. To systematically manage personnel performance and drive sustained operational excellence, the Company implements a robust Performance Management System (PMS), utilizing team-based appraisal, and agile conversations while ensuring transparency of the appraisal criteria.

The appraisal framework evaluates successful deliverables and key performance indicators (KPIs) set under the SMART

principles, covering core, managerial, and functional competencies. By incorporating the S A C T L corporate culture framework as an integral measurement criterion, the Company empowers employees to clearly grasp their capability development pathways in alignment with the organization’s culture, grading tiers, and specific career lines.

Performance has been classified into the following five levels to facilitate improvement and development:



Apart from being used to analyze and define training programs under the “Academy Framework,” the results of employee performance appraisals are also utilized to determine remuneration, such as annual salary increases and performance bonuses. This aims to provide incentives for employees in capability development and enhance their morale and motivation.

In addition, BEM establishes a targeted, individualized approach for employees whose performance has been evaluated as “unacceptable, below standard, or needing improvement.” These employees are required to formulate a formal Performance Improvement Plan in close collaboration with their respective supervisors, establishing clear milestones to enhance their work efficiency and effectively elevate their performance to a better level.

Personnel Attraction and Retention

BEM places paramount importance on attracting and retaining employees over the long term. Through a comprehensive evaluation of management and operational risks, challenges regarding personnel quality and labor shortages related to corporate expansion were identified. Therefore, the Company has established risk management measures focusing on retaining capable employees while attracting high-potential talent to support business growth, which is a crucial factor in maintaining competitiveness and enabling the organization to achieve its goals. To support this commitment, the Company established the Human Resource Management Policy on Career Path Management to systematically guide personnel development, serving as a robust framework for all relevant executives and employees to support the organization's development toward sustainable growth and success and has been effective since 1 October 2025.

The Human Resources and Organization Development Group, in collaboration with respective functional groups, is responsible for analyzing workforce requirements and defining competencies to ensure timely recruitment and selection of high-potential personnel in line with the Company's needs, alongside effective workforce management. Furthermore, the Company promotes a workplace environment that respects religious diversity by standardizing guidelines for religious leave allocation and providing appropriate on-site facilities for employees to observe their religious practices. In addition, the Company has announced a Human Rights Policy strictly prohibiting discrimination based on nationality, race, religion, gender, age, physical status, or sexual orientation, thereby fostering an corporate culture that embraces diversity and enables all employees to fully realize their potential in preparation for long-term workforce readiness.

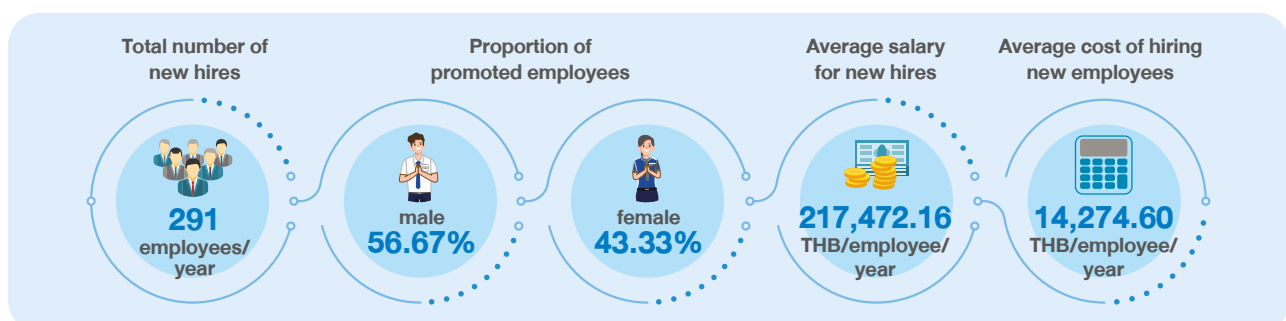
In support of diversity and inclusion, BEM actively promotes the employment of persons with disabilities, ensuring they have job opportunities, career stability, and a sustainable income to foster long-term self-reliance. In 2025, the Company employed 39 persons with disabilities through partnerships with organizations such as the Autistic Thai Foundation, the Sharing Club for Intellectually Disabled Children, and Thailand Labour with Disability Federation (TLDF).

In terms of employee retention, BEM promotes gender equality, supports work-life balance, and prioritizes workplace safety while encouraging a reduction in overtime hours and guaranteeing equal, fair compensation. Furthermore, internal mobility opportunities are actively driven, allowing employees of all age groups to transfer to suitable positions in other departments based on their knowledge, capabilities and skills. In 2025, a total of 62 employees were transferred and appointed through internal recruitment, accounting for 21.31% of vacant positions filled by internal personnel.

BEM also supports career advancement for all employees through the continuous review and development of career paths across all functional groups for both male and female employees. Furthermore, strategic preparation and development of high-potential employees and successors are implemented through Talent & Succession Management programs, enhancing the knowledge, skills, and capabilities required for their respective positions. In 2025, a total of 210 employees were promoted, comprising 119 male employees and 91 female employees, representing a promotion ratio of 56.67% male employees and 43.33% female employees, respectively.

To foster youth development in 2025, BEM extended opportunities to students and youth from schools located along MRT routes by hosting the "BEM NEW HORIZONS" project for the second consecutive year. This initiative enables youth to gain practical, hands-on work experience from the station staff of the M.R.T. Chaloem Ratchamongkhon Line (MRT Blue Line), supporting their future educational and career development. A total of 30 youth volunteers participated in this project. In addition, the Company accepted 22 undergraduate students from various academic institutions and disciplines for internship programs aimed at enhancing professional skills and workplace safety awareness. This internship initiative serves as a foundational step in fostering engagement and cultivating a corporate culture that attracts high-potential new-generation talent to join and advance their careers as permanent employees, thereby ensuring long-term human resource sustainability for the Company.

Human Resource Metrics



Employee Benefits, Well-being, and Working Conditions



BEM is committed to ensuring a high quality of life for its workforce, fostering a positive work environment, and providing comprehensive benefits rooted in human and labor rights. These provisions consistently exceed statutory requirements to sustain market competitiveness within the industry. The array of inclusive employee benefits comprises performance bonuses, life and accident insurance, a provident fund, medical benefits, annual health check-ups, uniforms, and dormitory accommodation for night-shift personnel. Furthermore, the Company places paramount importance on physical and mental well-being by providing First Aid rooms across all operational locations for preliminary medical treatment and health consultations. Additional support includes telemedicine services, fitness rooms, and mental health care, which enables employees to access confidential online consultations with professional psychologists. To cultivate a healthy work-life balance, the Company promotes employee participation in CSR activities that contribute meaningfully to society, ultimately enhancing personal fulfillment and overall well-being.

Recognizing the fundamental importance of family stability, BEM provides extended welfare benefits to support employees' households. These family-centric provisions include marriage grants, newborn congratulatory allowances available to both male and female employees, dedicated lactation rooms, and medical expense discounts for employees and their immediate families through partner hospitals such as Praram 9 Hospital, Kasemrad Hospital, Synphaet Hospital, and Piyavate Hospital, as well as funeral assistance allowances for employees' family members.

Concurrently, BEM has established a Welfare Committee comprised of elected employee representatives to serve as a mechanism for capturing workforce feedback, while actively encouraging the formation of various clubs to promote sports, recreation, and overall employee well-being. These initiatives not only encourage healthy lifestyles but also strengthen workplace relationships and cultivate a cohesive corporate culture rooted in unity.



Employee Engagement and Well-being

BEM consistently organizes activities and welfare programs to foster workplace happiness and enhance employee engagement through both onsite and online initiatives. The “Happy Unit Onsite” program involves direct visits to operational sites to communicate welfare benefits and corporate directions, while providing a structured platform for employees to voice suggestions and concerns. Meanwhile, the “Happy Unit Online” initiative provides knowledge-sharing opportunities through interactive quizzes, educating staff on their rights, benefits, and corporate culture. This year-round approach effectively encourages continuous learning, strengthens workplace relationships, and addresses employee feedback. For its subsidiary, BMN, the Company hosts “Happy Line Together” activities at the end of every month, enabling employees from various operational locations to connect, interact, and build rapport through recreational games and prize giveaways. Notable initiatives include the “Fit & Firm BMN Challenge,” “Step Count for Charity,” and “Happy Meal Gathering,” all of which significantly help strengthen internal relationships and reinforce a sense of belonging within the organization.

To ensure employees are well cared for and can achieve long-term mutual growth with the Company, an annual Employee Engagement and Happiness Survey is conducted. The survey results are formally presented at the HRS Weekly Meeting to collaboratively review and establish strategic guidelines for enhancing workforce engagement, satisfaction, and overall well-being.

In 2025, BEM launched its Employee Engagement and Happiness Survey via an online system, achieving a participation rate of 85.09% from the Company's employees. The survey framework evaluated five key dimensions: Employee Engagement, Job Satisfaction, employee Net Promoter Score (eNPS), Happiness at Work, and Well-Being. Concurrently, subsidiary employees demonstrated a 95% response rate on an online survey structured around four core areas: Employee Happiness, Personal Expectations, Job Responsibility, and Working Environment. Overall participation across the entire organization reached 85.71%, successfully meeting the established target of no less than 85%. The survey assessed specific metrics as follows:



The 2025 Employee Engagement and Happiness Survey revealed an overall collective score of 75.82%, successfully meeting the established target of no less than 75%. This comprised 75.21% for the Expressway and Rail Business and 84.00% for the Commercial Development Business. Survey data is analyzed annually to identify engagement and happiness trends, evaluate contributing factors, and guide the development of initiatives for the following year to further enhance employee dedication and satisfaction. Examples of improvements include streamlining repetitive work processes, enhancing the workplace environment, and refining the uniforms and professional image of operational personnel.

Furthermore, BEM comprehensively communicates the survey findings and subsequent development frameworks to the entire organization through multiple channels, including company-wide email broadcasts and targeted cascade communications led by the Assistant Managing Director of Human Resources and Organization Development Group.

In addition, in 2025, BEM recorded an overall employee turnover rate and a voluntary turnover rate of 3.34% and 2.42%, respectively, with both metrics successfully remaining within the established corporate target of no more than 5%.

	Performance Indicators	2025 Performance	Target, by 2025
	Employee Engagement and Happiness : Expressway and Rail Business - Employee Well-Being - Employee Loyalty (eNPS) - Employee Satisfaction - Employee Engagement - Employee Happiness	75.21% 74.67% 78.70% 75.36% 74.67% 75.54%	≥75% ≥75% ≥75% ≥75% ≥75%
	Employee Engagement and Happiness : Commercial Development Business - Employee Happiness - Personal Expectations - Job Responsibility - Working Environment	84.00% 89.00% 78.00% 77.00% 80.00%	≥75% ≥75% ≥75% ≥75%
	Employee Turnover Rates		
	Overall Employee Turnover Rate	3.34%	≤5%
	Voluntary Employee Turnover Rate	2.42%	≤5%
			

Personnel Development according to Professional Standards

BEM recognizes the vital importance of equipping employees with the knowledge, capabilities, and precise skills necessary to maintain safe operational standards and achieve compliance with all applicable laws. Therefore, a dedicated personnel development initiative has been implemented to ensure that personnel possess standardized qualifications and hold the requisite professional licenses essential to their respective organizational functions.

In this regard, comprehensive guidelines have been established to manage these certifications effectively. This involves identifying the mandatory professional standards required for relevant roles, compiling supporting compliance documentation, and utilizing a Professional License Matrix to cross-reference positions that strictly require licensure. This framework enables relevant stakeholders to systematically track, verify, and monitor the

issuance or renewal of various certifications against the centralized Professional License Register. Employees can independently verify their qualifications and standard operating procedures through the official work instruction document regarding the issuance of operational licenses. Furthermore, personnel seeking professional registration are eligible for additional capacity-building training, fostering a systematic pathway for career advancement.

Throughout 2025, BEM continuously reviewed, evaluated, and monitored training outcomes under this professional development framework. This resulted in the deployment of 17 essential and beneficial training courses, including two newly introduced programs. A total of 535 employees successfully participated in these training sessions, significantly mitigating corporate risks associated with regulatory non-compliance and statutory violations.



Human Capital Development Projects

BEM prioritizes talent development and employee knowledge enhancement, emphasizing both holistic development and specialized skills training tailored to job roles and levels. The Company also promotes internal knowledge management and encourages the development of soft skills, particularly those related to constructive feedback and performance reflection, empowering employees to deliver their work efficiently and effectively.

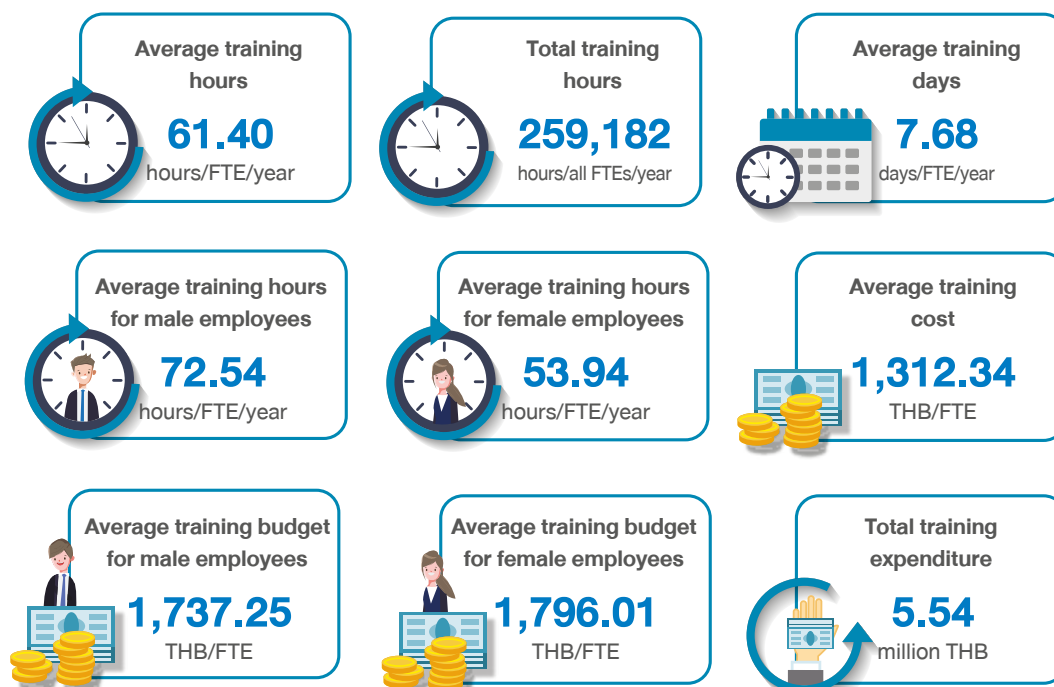
BEM's training curriculum is designed in alignment with its policy of developing management skills, particularly in the areas of quality management and workplace safety, while promoting behaviors that reflect the organizational core culture (S A C T L).

In 2025, BEM offered a diverse range of training programs delivered through various formats and channels to executives and employees at all levels. A total of over 600 training courses were conducted, utilizing a total budget of 7.33 million THB. To drive continuous growth, the Company has established an explicit training target of 40 hours per employee per year, which is equivalent to 5 training days per employee per year.

Based on 2025 operational outcomes, actual training expenditure amounted to 5.54 million THB, while average training hours per employee reached 61.40 hours per employee per year, with an average of 7.68 training days per employee per year, surpassing the established targets. When analyzed by gender, male employees completed an average of 72.54 training hours per employee per year, while female employees completed 53.94 training hours per employee per year.

Additionally, to ensure the effectiveness of training programs, BEM conducts post-training evaluations to assess knowledge and skill acquisition. Furthermore, training satisfaction is measured, with an average satisfaction score of 97.40% in 2025, indicating a “very good” level. This positive reinforcement successfully contributed to an upward trend in employee engagement and overall job performance satisfaction compared to the previous year.

Employee Training Data 2025



Examples of Capacity-Building Training Programs (The Company and its Subsidiaries) in 2025

Training Courses	Budget (THB)	Training Participants	Number of Participants (persons)	Evaluation Results	Post-Training Benefits
Corporate Culture (SACTL in You)	-	New Employees	203	100% Passed (Attendance and Assessment)	Employees: - Gain a deep knowledge and understanding of the Company’s corporate culture. The Company: - Enhances employee engagement and workplace happiness, effectively driving talent retention and lowering turnover rates.
Green Office Training	-	Employees	1,548	100% Passed (Attendance and Assessment)	Employees: - Enhance awareness and technical knowledge regarding the efficient use of resources and energy. - Cultivate environmentally responsible behaviors across daily operations. - Build pride in active contribution to environmental protection. The Company: - Supports environmental preservation and operational cost reduction. - Secures the official Green Office Award at “Excellent” (G-Gold) level.

Training Courses	Budget (THB)	Training Participants	Number of Participants (persons)	Evaluation Results	Post-Training Benefits
Happy Retirement	101,600	Employees	222	100% Passed (Attendance)	Employees: • Enable effective and structured pre-retirement planning. • Develop mental readiness and psychological adjustment for a high-quality post-retirement life. The Company: • Strengthens employee engagement and organizational loyalty. • Fosters positive workplace attitudes and professional commitment among current, active workforces. • Enhances the employer brand as a socially responsible long-term employer, successfully driving the attraction and retention of high-potential talent.
Safe Forklift Operations (Warehouse Forklift and Reach Truck)	43,700	Maintenance Personnel	7	100% Passed (Theoretical and Practical Assessments)	Employees: • Master fundamental principles and technical skills for safe vehicle operations. • Perform operational duties in strict compliance with safety standards. • Transfer knowledge and standard operating procedures effectively to peers. The Company: • Strengthens the organizational safety culture. • Mitigates workplace accidents, reducing losses to life and corporate assets. • Safeguards corporate image and ensures operational continuity and efficiency. • Lowers potential loss-related financial expenditures.
Principles of Cost Calculation and Control in Construction	-	BMN Employees	4	100% Passed	BMN Employees: • Understand construction cost structures to optimize resource management and planning. • Apply financial knowledge to operations, boosting market competitiveness. The Company: • Improves project budget forecasting and accuracy. • Mitigates cost overrun risks, driving profitability and successful project delivery.
General Requirements for Sustainability-related Financial Disclosure (IFRS S1) and Climate-related Disclosures (IFRS S2)	-	BMN Employees	1	100% Passed	BMN Employees: • Comprehend international sustainability reporting and disclosure standards. • Systematically analyze and utilize ESG data to inform risk and opportunity management decisions.

Training Courses	Budget (THB)	Training Participants	Number of Participants (persons)	Evaluation Results	Post-Training Benefits
					The Company: - Elevates organizational transparency and reporting credibility. - Drives capital attraction and access to foreign investments. - Enhances the evaluation of financial impacts derived from ESG factors.
Passion Management	-	BMN Employees	1	100% Passed	BMN Employees: - Enhance workplace motivation and professional enthusiasm. - Strengthen engagement with the team and organization, and manage personal energy levels effectively. - Increase job efficiency and satisfaction while mitigating burnout risks. The Company: - Empowers the workforce to perform at their full potential. - Drives higher quality in performance outcomes. - Support long-term organizational success.
Construction Insurance	-	BMN Employees	2	100% Passed	BMN Employees: - Understand the importance of insurance frameworks and risk mitigation. - Perform work confidently and in strict compliance with project requirements. The Company: - Establishes appropriate risk prevention controls against accidents and disasters. - Secures financial compensation pathways for potential operational damages. - Reduces financial impact and boosts confidence among customers and stakeholders.
First Aid and Basic Life Support (CPR)	-	BMN Employees	3	100% Passed	BMN Employees: - Gain knowledge and skills in first aid and basic life support. - Provide timely initial assistance prior to medical arrival. - Reduce the severity of injuries and significantly increase survival rates. The Company: - Deploys emergency-ready personnel capable of handling workplace medical incidents. - Mitigates corporate risks associated with employee casualties. - Reduces long-term medical and compensation costs. - Supports a safe working environment.

Training Courses	Budget (THB)	Training Participants	Number of Participants (persons)	Evaluation Results	Post-Training Benefits
Supervisory Skill Development	-	BMN Employees	4	100% Passed	BMN Employees: - Develop vital managerial, coaching, and team-motivation skills to effectively drive team performance toward established goals. The Company: - Cultivates high-quality supervisors capable of managing and developing their teams appropriately, enhancing organizational productivity and minimizing long-term employee turnover rates.
Emotional Intelligence (EQ) Development	26,000	BMN Employees	7	100% Passed	BMN Employees: - Recognize and manage personal emotions while empathetically navigating the emotions of others. - Enhance essential communication, task delegation, and cross-functional coordination skills. The Company: - Elevates collaborative efficiency and fosters a positive work environment. - Mitigates operational errors and interpersonal conflicts arising from ambiguous communication.

Moreover, BEM implemented managerial competency development programs for executives to enhance their personnel management skills and drive the organization towards its defined goals. These programs include:

Leadership Development Program for Middle Management

Middle managers play a vital role in translating top management policies into action, as well as coordinating and overseeing operations to meet specified targets. Therefore, BEM organized this initiative at the division manager level to foster an understanding of effective leadership roles, sharpen team management skills, and elevate operational capabilities across responsibilities.

Leadership Development Program for Junior Management

This program focuses on enabling junior managers at the section manager level to understand their roles and responsibilities as supervisors. The curriculum emphasizes cultivating appropriate leadership mindsets, motivating subordinates, and mastering essential skills such as planning, teamwork, problem-solving, and decision-making to build the confidence and competencies required to manage teams with maximum efficiency and effectiveness.

Examples of Executive Development Programs in 2025

Training Courses	Budget (THB)	Training Participants	Number of Participants (persons)	Evaluation Results	Post-Training Benefits
Leadership Development Program for Middle Management - Strengthsfinder® Mindset - Main 4 Theme - Strengthsfinder® and 34 Strengthsfinder®	214,000	Middle Management (Division Managers)	81	100% Passed (Attendance)	Employees: - Understand and cultivate personal strengths into standout operational capabilities. - Understand the role of effective leaders, managing teams and executing their duties accurately to drive operations toward corporate mission success.

Training Courses	Budget (THB)	Training Participants	Number of Participants (persons)	Evaluation Results	Post-Training Benefits
- Ignite My Own Strengths - Expanding Your Strengths - Execute Your Strengths					The Company: - Secures high-potential executives capable of leading teams efficiently and achieving the corporate mission. - Ensures continuous management pipelines and strengthens long-term leadership development.
BEM Culture Role Model	-	Middle Management (Division Managers) Junior Management (Section Managers) and Employees	93	100% Passed (Attendance)	Employees: - Gain a profound understanding of the corporate culture. - Promote, motivate, and drive subordinates to align their behaviors with corporate culture. The Company: - Empowers supervisors to cascade and drive desirable corporate values and behaviors. - Encourages employees to consistently and effectively practice the core corporate culture (S A C T L)
Leadership Development for Junior Management - Expectations for Responsible Positions and The Five Levels of Leadership - Management Capabilities - Roles, Duties, and Responsibilities of Supervisors - Essential Skills for Supervisors - Case Studies	-	Junior Management (Section Managers of Expressway and Rail Businesses, Group Station Controllers, and Station Controllers)	553	100% Passed (Attendance)	Employees: - Acquire essential knowledge and management concepts for supervisory roles, with the ability to apply them to work management and subordinate development. The Company: - Enhances personnel with necessary management and leadership skills. - Enables junior managers to better understand themselves and their teams, allowing them to manage diverse teams appropriately and effectively.
Executive-Level Safety Officers	28,700	Middle Management and Above (Division Manager and Above)	24	100% Passed (Attendance and Assessment)	Employees: - Comprehend supervisory roles, management responsibilities, and statutory duties as mandated by safety legislation. - Recognize and strictly comply with relevant legal, safety, occupational health, and environmental requirements. The Company: - Ensures total compliance with all applicable legal regulations. - Mitigates operational risks, legal liabilities, and financial penalties arising from non-compliance.
Occupational Safety, Health and Environment Committee	63,700	Top Management (Members of the Occupational Safety, Health and Environment Committee)	38	100% Passed (Attendance and Assessment)	Employees: - Gain a deeper knowledge and broader understanding of workplace safety. - Perform work safely, reduce accident risks, and effectively care for the well-being of themselves and their colleagues. The Company: - Fosters a safe, secure, and healthy working environment. - Reduces workplace accidents and associated medical and healthcare costs. - Instills and strengthens a robust corporate culture centered on safety awareness.

Training Courses	Budget (THB)	Training Participants	Number of Participants (persons)	Evaluation Results	Post-Training Benefits
Mental Health First Aid for Managers	64,200	Middle Management (Division Managers)	38	100% Passed (Attendance)	Employees: - Understand mental health principles and appropriately apply them to active listening, counseling, and providing initial employee support. The Company: - Fosters a supportive working environment and atmosphere conducive to employee mental well-being. - Mitigates corporate medical and healthcare expenses in the long term.
Cybersecurity for High Level Management - Overview of Cybersecurity Landscape and Risk Management - Executive Roles in Governance and Strategy Direction - Business Continuity and Incident Response - Risk Culture and Human Factors	107,000	Top Management (Director Level or Equivalent and Above)	50	100% Passed (Attendance)	Employees: - Recognize the critical importance of cybersecurity and understand executive roles in effective planning, governance, and cyber risk management. The Company: - Minimizes operational risks and potential losses associated with cyberattacks. - Strengthens stakeholder confidence and instills a robust corporate culture of information security.
Corporate Anti-Corruption Guidelines	-	BMN Operational Management (Section Managers)	2	100% Passed	BMN Employees: - Recognize and comprehend anti-corruption mechanisms and internal controls. - Apply knowledge to define corporate policies and operational guidelines, serving as role models for ethics and organizational transparency. The Company: - Minimizes the risks of financial damage and organizational reputational loss. - Strengthens stakeholder confidence, elevates good corporate governance, and enhances organizational integrity.
AI Integration in the Workplace	-	BMN Middle Management (Division Director) and BMN Operational Management (Section Manager)	2	100% Passed	BMN Employees: - Understand the potential and limitations of Artificial Intelligence (AI) technology, with the ability to apply it to strategic planning, team management, and project management to boost efficiency. The Company: - Elevates overall organizational competitiveness and operational efficiency through the appropriate adoption of digital technologies.

Training Courses	Budget (THB)	Training Participants	Number of Participants (persons)	Evaluation Results	Post-Training Benefits
Construction Planning and Collaboration Frameworks among Project Owners, Contractors, and Consultants	-	BMN Operational Management	3	100% Passed	BMN Employees: - Comprehend project implementation processes and the strategic roles of all key stakeholders. - Coordinate and resolve operational challenges seamlessly and efficiently throughout the project lifecycle. The Company: - Ensures construction projects advance according to defined timelines and schedules. - Controls project budget and deliverables effectively within scheduled timeframes. - Mitigates conflicts and fosters alignment among all involved parties.
Introduction to Green Office Management	-	BMN Operational Management and Employees	23	100% Passed	BMN Employees: - Embrace sustainable resource management concepts with the ability to formulate guidelines or policy recommendations that minimize office environmental impacts. The Company: - Yields long-term cost savings on energy, utility, and water consumption. - Enhances the corporate environmentally friendly image and elevates sustainable office management standards.
Emotional Intelligence Development	26,000	BMN Management	3	100% Passed	BMN Employees: - Recognize and effectively manage both personal and others' emotions in the workplace. - Enhance communication, delegation, and collaboration skills within teams and across functions. The Company: - Elevates teamwork efficiency and fosters a positive working environment. - Minimizes operational errors and interpersonal conflicts resulting from unclear communication.
Performance Feedback and Coaching	54,040	BMN Management	26	100% Passed	BMN Employees: - Comprehend supervisory roles and responsibilities, successfully transitioning from individual contributors to effective leaders. - Develop leadership, people management, and task management, and operational skills while delivering constructive feedback and motivating subordinates. - Strengthen planning, teamwork, and creative problem-solving skills applied to actual operations. The Company: - Elevates the capabilities of operational management in leading teams and driving departmental performance - Supports the successful execution of corporate plans and business strategies. - Ensures leadership pipeline continuity and long-term organizational efficiency.

“E-Learning and Hybrid Learning” Project



BEM is committed to fostering a learning organization by continuously enhancing its E-Learning system. The platform offers both operational and general knowledge courses designed to elevate employee skills and work performance. This approach aligns with the “Anywhere Learning” concept, enabling employees to learn flexibly and efficiently. In response to business expansion, headcount growth, and decentralized work locations, the Company implemented a Hybrid Learning model. This framework blends self-paced online modules with instructor-led classroom training, optimizing learning effectiveness while reducing training time and organizational costs. Currently, over 65 courses are delivered via this hybrid format, ensuring flexible and continuous professional development across the workforce. In addition, the Company organizes reading promotion activities, such as the “The More Real, the More You Earn” E-book campaign, to encourage employees to continuously learn.

“Employee Engagement” Project

HR Happy Unit Activity

BEM organizes the “HR Happy Unit Activity” regularly 1-2 times per month to strengthen workplace relationships and reinforce corporate culture. This initiative ensures employees across all departments and locations can seamlessly access corporate updates, and knowledge development through both online and on-site formats. For on-site events, management representatives and the S A C T L team visit various departments and operational areas, providing employees with valuable opportunities to connect, engage, and receive relevant institutional updates.



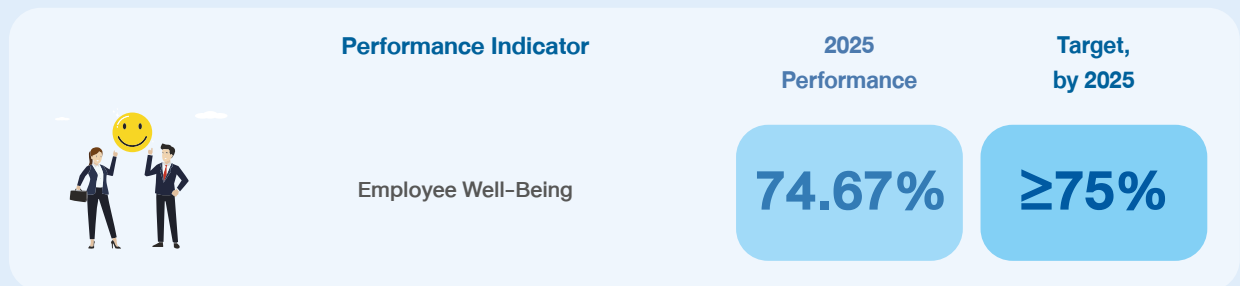
Budding to Blooming Songkran Festival Activity

BEM organized the 2025 Songkran Festival activity to preserve and promote cherished Thai cultural traditions, while fostering organizational happiness and solidarity. This initiative provided opportunities for employees from various departments to participate collectively and relax during this major Thai festival.

The activities included dressing in Songkran-themed attire to reflect Thai identity, the traditional water-pouring ceremony to pay respect to management and seek blessings for the Thai New Year, and recreational activities such as games and singing. These elements helped strengthen positive relationships and encouraged employee interactions in a joyful, welcoming atmosphere, engaging approximately 250 participants.



“Mental Health Check” Project



BEM has continued its “Mental Health Check” initiative for the third consecutive year. This initiative was developed in response to employee feedback submitted through the Workplace Welfare Committee, aligning with the Company's commitment to comprehensive physical and mental well-being.

Recognizing that service-oriented roles involve workplace pressures and high occupational stress to maintain service excellence, BEM provides professional mental health counseling services. Expert psychologists from various specialties offer close guidance and support through confidential consultations to help alleviate stress and prevent mental health challenges from affecting work performance and quality of life. Additionally, the Company distributes monthly online psychological education resources via the HR4U platform, ensuring decentralized and equitable access to mental health guidance.

In 2025, BEM hosted 9 mental health lectures, and employees utilized the counseling platform 56 times, totaling 28 hours per year. As a result, the organization-wide Employee Well-Being survey score reached 74.67%, slightly below the defined target of no less than 75%.

“Happy Retirement” Activity: From Cherished Days to a Proud Retirement



BEM has organized the “Happy Retirement” activity to express appreciation and recognize the dedication and contributions of retiring employees, as well as to create meaningful experiences and lasting memories among the organization, executives, and colleagues.

The activity included performances by employee representatives, farewell and appreciation speeches accompanied by the presentation of commemorative gifts, photography, and a shared meal, which provided opportunities for retirees, colleagues, and executives to spend quality time together in a warm, welcoming, and memorable atmosphere, fostering long-term organizational connection and beautiful memories for retirees.

“One Team, One Goal: Commitments to Excellence” Project

BEM organized the “One Team, One Goal: Commitments to Excellence” initiative to honor and recognize employees who serve as role models. These individuals demonstrate exemplary work performance alongside positive mindsets and behaviors that align with organizational values and corporate culture. Furthermore, these exemplary personnel generate value and positive impact for the organization, colleagues, expressway users, passengers, and society as a whole. This program concretely reflects employee potential development, workforce engagement, and corporate culture reinforcement.



Employees who are nominated and meet the established evaluation criteria receive corporate-level recognition and are highlighted as behavioral role models. This showcases their adherence to core values, commitment to the public interest, and contributions to building a strong internal and external corporate culture.

The program features an honor ceremony and award presentations by executive leadership to boost staff morale, foster professional pride, and serve as a vital mechanism to drive a robust corporate culture that supports long-term value creation.

Through its continuous commitment to talent development alongside employee well-being, BEM received three prestigious awards at the **HR Experience Awards 2025**, organized by Human Resources Online, Singapore, for the second consecutive year:

Gold Award

Excellence in Workplace Wellbeing Category: Awarded to organizations demonstrating a firm commitment to promoting employee well-being, which enhances job satisfaction, elevates productivity, and increase workforce retention. This recognizes the effective execution of workplace well-being initiatives that emphasize continuous development, lifelong learning, and a strict "safety and health first" priority.



Bronze Award

Excellence in Employee Advocacy and Brand Ambassadors Category: Awarded to organizations that actively empower employees to serve as authentic corporate advocates and brand ambassadors. The Company fosters employee engagement by encouraging open dialogue and backing workforce initiatives that reinforce core values, vision, mission, and employer branding.



Bronze Award

Excellence in Employee Engagement Category: Awarded to organizations executing highly effective strategies to drive workforce engagement and motivation, leading to higher job satisfaction, operational efficiency, and retention rates. This highlights programs that genuinely values the “voice of employees” and prioritize robust employee recognition.



CORPORATE SOCIAL RESPONSIBILITY

(GRI 3-3, 203-1, 203-2, 413-1, 413-2)



BEM operates under the Corporate Social Responsibility and Sustainable Development Policy, and Environmental and Climate Policy. These commitments are implemented through the promotion of activities and projects aimed at enhancing the quality of life, education, economy, traditions, culture, and well-being of neighboring communities. The Company is committed to reducing impacts and concerns

while fostering opportunities for communities to genuinely participate in their own development. By leveraging its core business expertise, the Company strives to create shared value for society and communities in alignment with its business strategy and direction. Additionally, the Company emphasizes engagement with all stakeholders, both internal and external, to foster sustainable coexistence.



Detailed Information about Corporate Social Responsibility

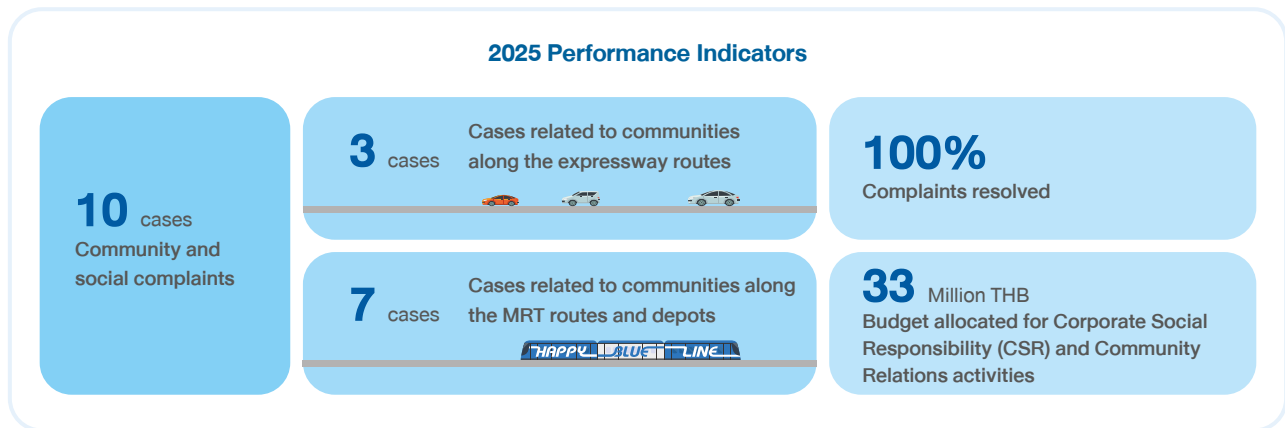
Targets and Performance Indicators



BEM sets a target of community satisfaction with community relations promotion activities at not less than 98%. The number of complaints from communities along expressway routes is targeted at not over 0.10 cases per 100,000 trips. Similarly, the number of complaints from communities along MRT routes and depots is targeted at not over 0.10 cases per 100,000 passengers. Additionally, the Company aims to engage at least 20 communities in CSR projects and has set a target for zero complaints from society and communities, or in the event that any complaints are received, 100% rectification must be achieved.

In 2025, community satisfaction with community relations promotion activities was 94.08%. The number of complaints from communities along expressway routes was 0.0008 cases per 100,000 trips, and the number of complaints from communities along MRT routes and depots was 0.0039 cases per 100,000 passengers. A total of 240 communities participated in BEM's CSR projects. There were 10 community complaints in total, of which 3 cases were related to communities along expressway routes, and 7 cases were related to communities along MRT routes and depots. All 10 cases were resolved, representing a 100% resolution rate.

Performance Indicators	2025 Performance	Short-Term Targets, by 2025	Medium-Term Targets, by 2030	Long-Term Targets, by 2050
 Community satisfaction with community relations promotion activities	94.08%	≥98%	≥98%	≥98%
 Complaints from communities along expressway routes (cases / 100,000 trips)	0.0008	≤0.10	≤0.10	≤0.10
 Complaints from communities along MRT routes and depots (cases / 100,000 passengers)	0.0039	≤0.10	≤0.10	≤0.10
 Fatal accidents (cases)	0	0	0	0
 Number of participants in CSR activities (persons)	12,631	>10,000	>10,000	>10,000
 Communities and schools participating in CSR activities with BEM (entities)	240	≥20	≥100	≥100



Corporate Social Responsibility and Sustainable Development Policy and Practices

BEM has announced its Corporate Social Responsibility and Sustainable Development Policy as a guideline for all employees to implement and integrate into every work process. This policy is executed with a strong emphasis on good corporate governance, risk management, and social and environmental responsibility, ensuring that sustainable development principles are embedded in all work processes and decision-making, with the aim of achieving long-term benefits for the organization, society, and the environment.



Detailed Information about the Corporate Social Responsibility and Sustainable Development Policy

Corporate Social Responsibility (CSR) Strategy

BEM has established a Corporate Social Responsibility (CSR) strategy focused on improving quality of life and well-being, with an emphasis on safety, climate responsibility, and environmental care. This strategy promotes happiness in three key pillars: HAPPY JOURNEY, HAPPY LIVING SOCIETY, and HAPPY PLANET. This approach aligns with the Company's mission to enhance the quality of life for the public, improve the quality and efficiency of modern, convenient, rapid, reliable, and punctual services, while upholding good corporate governance and social and environmental responsibility in accordance with sustainability principles.



Detailed Information about Corporate Social Responsibility (CSR) Strategy

Corporate Social Responsibility Strategy

"Better Journey for Better Life"

Vision

Become a leading, fully-integrated transportation service provider in Thailand and ASEAN



Mission

- Providing services of the expressway and metro systems with safety, convenience, rapidity, reliability, punctuality, and efficiency, in order to improve the quality of people's lives
- Improving the quality and efficiency of the modern and full-service transportation network in order to alleviate traffic problems, preserve the environment, and improve society and the country
- Creating value-added and utmost benefit to shareholders based on fairness to all stakeholders
- Adhering to sustainability principles in business operations by realizing good corporate governance as well as striving for social and environmental responsibility



HAPPY JOURNEY

"Good Health and Safe Life"

Zero

fatal accidents per year

More than **10,000** participants in CSR projects related to health promotion by 2028

"BEM is committed to maintaining quality and safety in services while promoting the safety culture, health, and co-existence of communities, especially the elderly and people with disabilities, and the society as a whole."



HAPPY LIVING SOCIETY

"Good Quality of Life and Well-Being"

More than **100** communities/societies benefiting from or participating in CSR projects by 2028

"BEM is committed to developing and uplifting the quality of life of communities and society through participation in terms of education, youth, art, culture, religion, tourism, the elderly, people with disabilities as well as establishing good relationships with stakeholders and maximizing shared values and benefits in the social and economic aspects."



HAPPY PLANET

"Climate and Environmental Care"

Support the achievement of

the national target **"0"** (Net Zero) by 2050

"BEM is committed to reducing environmental impact and climate change through innovation and technology for environmental conservation, clean energy, and efficient waste management."



Stakeholder Engagement/Innovation/Diversity,
Equality, and Inclusion/Partner Cooperation



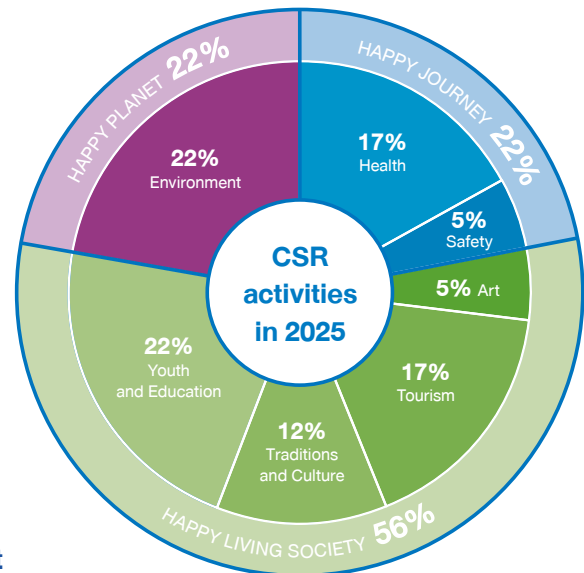
BEM emphasizes social responsibility and community relations operations under the CSR Roadmap, ensuring stakeholder engagement, respect for diversity, equality, and non-discrimination, and promoting collaboration with all partners. Continuous evaluation and review of project performance and impacts are conducted through the implementation of three key pillars as follows:



In 2025, BEM organized a total of 18 CSR activities with a budget of over 34 million THB to promote and strengthen relationships with society and communities under the Happiness Promotion strategy, implement to three key pillars as follow:

HAPPY JOURNEY 22% (Health 17%, Safety 5%) HAPPY LIVING SOCIETY 56% (Art 5%, Tourism 17%, Traditions and Culture 12%, Youth and Education 22%) HAPPY PLANET 22% (Environment 22%)

CSR activities with a budget 34 million THB
18 activities



Community Complaint Reception and Management

BEM places great importance on listening to feedback, particularly regarding issues and complaints from customers, society and communities, in order to enhance service efficiency, improve satisfaction, and minimize conflicts or potential disputes arising from its operations. To facilitate this, the Company has established channels and processes for receiving complaints from society and communities in the same manner as customer complaints, through which complainants may submit complaints via various channels, such as the website, telephone, and email.

Upon receiving a complaint, BEM gathers facts and investigates root causes in order to determine appropriate courses of action, including impact mitigation measures. The results are reported to the Audit Committee Chairman, Independent Directors, or the Corporate Governance, Risk Management, and Sustainable Development Committee. Additionally, the Company ensures that relevant parties, including the complainant, are informed of the conclusion.

BEM places importance on protecting complainants' information and maintains the confidentiality of complainants and those cooperating in investigations. Stakeholders wishing to contact or file complaints may directly reach out to directors, provide information through the Company Secretary, or use other designated channels. Further details are disclosed in the Sustainability Report under Corporate Governance.



Detailed information about the Company's Corporate Social Responsibility (CSR) Strategy

Complaint Management

In 2025, BEM received social and community complaints and addressed them through its complaint management process, including root cause analysis and corrective actions. Complaints were categorized into two groups according to the routes of Expressway business and Rail business. The following 10 complaint cases affecting communities along the routes were fully resolved:

Complaints related to communities along the expressway routes (3 cases):

These complaints related to maintaining the landscape and orderliness at expressway toll plaza access areas, including tree and weed trimming, as well as the removal of material waste after operations. The Company took immediate corrective action and completed 100% of the required improvements.

Complaints related to communities along MRT routes and depots (7 cases):

These complaints related to environmental impacts and area tidiness, including noise from equipment, waste in public areas, and defects in drainage structures. The Company has conducted fact-finding investigations, rectified technical issues and performed the relevant repairs. Warning signs have been installed, and all employees and contractors have been instructed to ensure the cleanliness of the area at all times. Additionally, the Company has already communicated the outcomes to complainants.

Complaint Management Results

BEM successfully resolved and provided clarification for 100% of complaints within the reporting year, with no outstanding complaints remaining at year-end. This reflects the effectiveness of the complaint management system and the Company's attentiveness to potential impacts on communities surrounding its project areas.

Corporate Social Responsibility Projects



HAPPY JOURNEY

“Good Health and Safe Life”

BEM SAFETY SHARE “Safe Every Step for Elderly” Project

BEM has continuously implemented the “BEM SAFETY SHARE: Safe Every Step for Elderly” project, providing close guidance on escalator use for elderly passengers. The project focused on engaging with elderly passengers during peak usage times to ensure safe journey practices and encourage cooperation in assisting the elderly while using escalators, aiming to reduce accidents and foster a safer travel environment. The Safety One By One campaign is conducted at MRT stations to promote safe behaviors such as always holding the escalator handrail, avoiding leaning on the escalator, refraining from carrying items in both hands, and not using mobile phones while on the escalator.

In 2025, BEM set a target for the elderly passenger accident rate at no more than 19 cases per 1 million passengers. However, the actual performance reached 22 cases per 1 million passengers, which is above the target and reflects an increase from the previous year. The Company is currently reviewing the details and root causes of these accidents to establish improvement plans for future programs and activities.

The activity evaluation found that 95% of passengers received information on safe escalator use through the campaign, with an activity satisfaction rate of 87%.



Business Benefit Indicators

1 agency
Partners/Other Agencies

982 persons
Participating BEM Employees

189 times
Total Engagement



Social and Environmental Benefit Indicators

2,511 persons
Participants



Results

87 %
Participant Satisfaction



"Thailand Healthcare 2025: A Better Life – Building Wellness for All Ages" Project



BEM places continuous emphasis on promoting the health and well-being of communities along the expressway routes and MRT routes. As part of this commitment, the Company participated with partners in the "Thailand Healthcare 2025: A Better Life – Building Wellness for All Ages", held from 26 to 29 June 2025. The event aimed to promote healthcare awareness and improve access to preventive healthcare services for the public and communities along the routes.

BEM supported 580 doses of quadrivalent influenza vaccines and basic health check-up entitlements, enabling 580 persons to receive free vaccinations, comprising 401 people from the general public and 89 representatives from 11 communities along the routes, including Don Kuson Ruamjai, Baan Mankong Suanplu, Wat Thepnari, and Bowon Mongkhon communities, who actively participated in the event.

Business Benefit Indicators

2 agencies
Partners/Other Agencies

23 persons
Participating BEM Employees



Social and Environmental Benefit Indicators

580 persons
Participants

11 communities
Participating Communities



Results

98.02 %
Participant Satisfaction

0.23 million THB
Reduction in community
healthcare expenses

1.28 million THB
Public Relations Value

1.35 SROI
Social Return on Investment





HAPPY LIVING SOCIETY

“Good Quality of Life and Well-Being”

“BEM NEW HORIZONS – Year 2: Expanding Youth Opportunities and Creating Sustainable Learning Spaces” Project

BEM has continued implementing the BEM NEW HORIZONS project for the second consecutive year to provide youth with opportunities to gain real-life work experience and learn alongside MRT Blue Line station staff. The project aims to develop essential skills in discipline, communication, teamwork, and problem-solving which serve as important foundations for future educational and career paths.

In 2025, 30 youth volunteers from Wat Rajabopit School, the pilot school from the first year, and Triamudomsuksanomklaokunnatee School have participated in the project by working after school from May 2025 to March 2026. Their primary responsibilities have included supporting passengers on safety operations, providing information and guidance on the rail system and travel routes, under close supervision of station staff.

The primary objective of the project is to provide educational opportunities for students from schools neighboring the metro routes. All participating students will receive scholarships covering one academic year (two semesters), together with compensation for their volunteer work, to help alleviate financial burdens on their families and enhance their future educational opportunities. The secondary objective is to cultivate social responsibility among young people while providing some practical work experiences in MRT stations operations. This exposure allows students to explore career perspectives in public transport, which has supported future academic planning.



Interviewee :

Mr. Parama Singhasamran and
Mr. Phacharapon Rungraungwate,
Year 2 Representatives from
Wat Rajabopit School

Interview Summary :

"A senior recommended the program, so I became interested in gaining experience and trying working life, and it can be added to a Portfolio. I thought this first work experience wouldn't be too stressful because all the staff help, answer questions, and clear doubts since day one, making us feel relaxed and comfortable approaching them. They are great role models for speaking up and expressing ourselves, something we really want to develop."

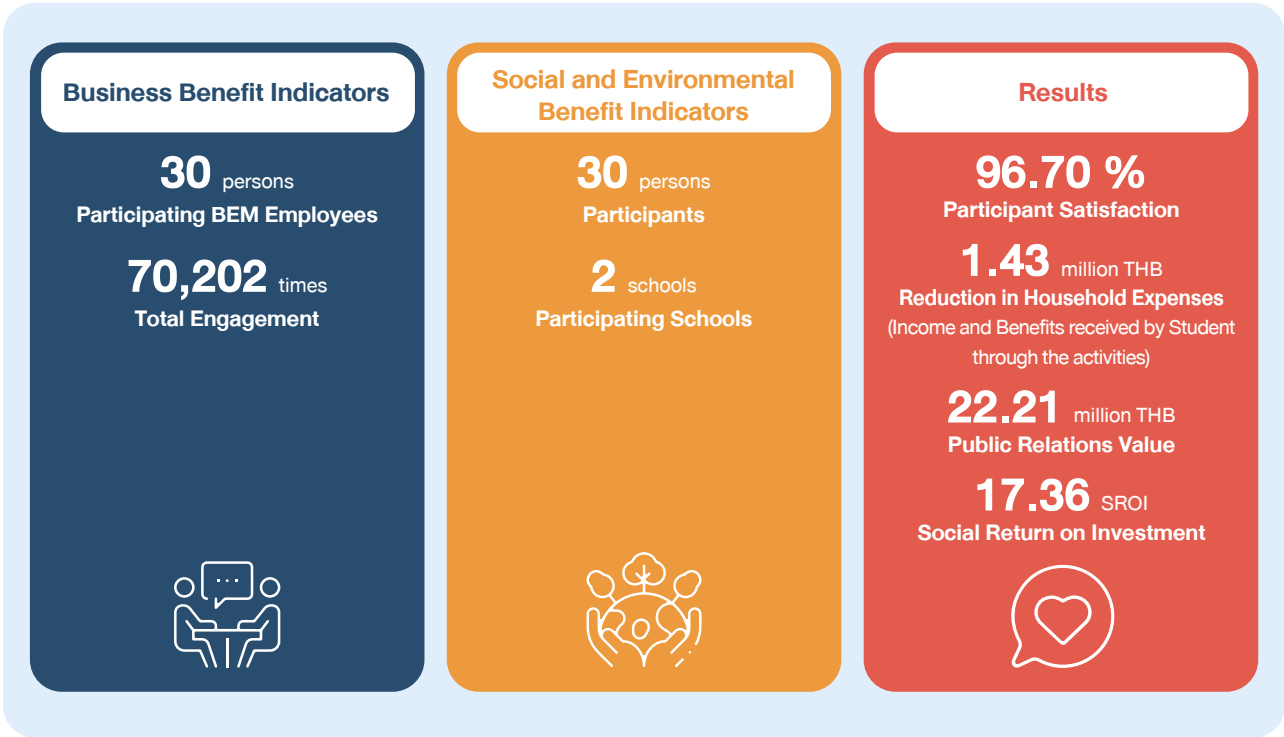


Interviewee :

Ms. Rungtiwa Chairat,
Ms. Thanpitcha Nonnusat,
Ms. Sorracha Kangwalo,
Mr. Kawin Konyanee,
Representatives from
Triamudomsuksanomklaokunnatee
School

Interview Summary :

"I decided to apply because I wanted to start exploring and learning about work and leverage the knowledge to develop my future career. It helps us practice how to handle unexpected problems and improve our English by talking to foreign tourists. We also get to learn more about people and how to interact well with others. Thank you, BEM, for giving us this chance to experience life and learn outside the classroom."



“ART Learning Center” CSR Project

BEM in collaboration with Bangkok Metro Networks Limited (BMN, its subsidiary), has continuously implemented the “ART Learning Center” CSR project to develop a hub for art learning, promote skills through Art Workshops, and provide an Art Space for youth and people of the public interested in art to gain knowledge, while supporting education, fostering experiences, and enhancing income-generating opportunities. The initiative aligns with the vision of establishing a sustainable Art Community and Art Destination in the heart of the city.

The project has continued to expand opportunities for youth to pursue art education, develop creativity, inspire learning, and promote artistic talents through collaboration with Prof. Boonkwang Noncharoen, a master artist, together with a network of art partners and prominent artists from diverse professional fields who rotate to share knowledge through quarterly themes and series. In 2025, a total of 1,647 people participated in four activities implemented in collaboration with supporting partners, as follows:

>>> Art Activities

These activities promote art knowledge and exchange experiences among school students, university students, and the general public through expert instructors across 5 artistic disciplines. Activities have been conducted from Tuesday to Friday since June 2025 and continue through 2026. The Company set a target of 320 participants per month, with 1,334 participants joining the activities in 2025.



>>> Art Training

Art learning activities in drawing and creative painting courses have been organized every Saturday, offering three sessions per year, with each session lasting four months from May 2025 to April 2026. As part of the initiative, the Company has provided 12–15 scholarships per course for youth participants. In 2025, the Company set a target to engage 36 participants, with a total of 27 individuals taking part in the activities.



>>> Happy Journey with BEM @ Metro Art, MRT Phahon Yothin Station – Gallery Visit

This activity provides extracurricular art learning opportunities for schools located along the MRT route through visits to Metro Art exhibition spaces featuring works by emerging artists. In 2025, the Company set a target of engaging 500 participants from 10 schools or organizations. A total of 286 individuals from 12 schools and organizations participated in the initiative.



>>> Art Contest

The Art Contest is a watercolor painting competition for youth, students, and the general public, scheduled to be held over two days in early 2026, comprising one qualifying round and one final judging round. Competition criteria will be based on formats jointly determined by the Company and the instructors.



Business Benefit Indicators

10 persons
Participating BEM Employees

378,675 times
Total Engagement



Social and Environmental Benefit Indicators

1,647 persons
Participants

30 schools
Participating Schools



Results

95.91 %
Participant Satisfaction

0.4 million THB
Reduction in Household Expenses
(Income and Benefits received by Student through the activities)

44 million THB
Public Relations Value

9.60 SROI
Social Return on Investment



Metro Art Series 7 “Good Vibe Only – Mural of Positive Energy” Project



BEM and Bangkok Metro Networks Limited (BMN, its subsidiary), organized an art exhibition space under Metro Art Series 7: Good Vibe Only – Mural of Positive Energy at MRT Phahon Yothin Station, covering the retail area, The Artista Rooms 1 and 2, and surrounding station walls. The exhibition showcased contemporary artworks communicating diverse concepts and creating new experiences for passengers and the public.

The project was held from 23 January to 15 March 2025 and was open to visitors free of charge, promoting public access to art alongside the use of public transportation system, while supporting the development of station areas as a Public Art Space for cultural activities. The exhibition attracted approximately 200–250 visitors per day.

Business Benefit Indicators

5 agencies
Partners/ Other Agencies/
Guest Speakers

30 persons
Participating BEM Employees

39,225 times
Total Engagement

0.72 million THB
Additional Commercial
Development Revenue



Social and Environmental
Benefit Indicators

39,225 persons
Participants



Results

2.45 million THB
Public Relations Value

1.29 SROI
Social Return on Investment



“BEM Takes Students to Conquer TCAS – Year 17: Intensive Tutoring for University Entry” Project



BEM in collaboration with the Mass Rapid Transit Authority of Thailand (MRTA), the Expressway Authority of Thailand (EXAT), CH. Karnchang Public Company Limited and Bangkok Metro Networks Limited (BMN, its subsidiary), organized the “BEM Takes Students to Conquer TCAS – Year 17: Intensive Tutoring for University Entry” project for the seventeenth consecutive year to support students’ academic readiness and expand access to quality education opportunities for youth in Bangkok and across all regions of Thailand. The project was provided free of charge in both onsite and online formats to promote equitable access to educational opportunities.

In 2025, BEM set a target of 1,400 participants, while more than 3,000 students joined the project, exceeding the target, comprising 1,919 onsite participants from 17 schools along the routes at Samyan Mitrtown Hall and 1,150 online participants from all four regions of Thailand. Learning activities were delivered by renowned educators, including Kru P’Aeh - Wiset Keesukphan, Kru P’Yu - Surachet Pichitphongpao and Kru P’Nui – Dr. Samita Muadthong.

Samyan Mitrtown Hall



Business Benefit Indicators

30 persons
Participating BEM Employees

5.3 million times
Total Engagement



Social and Environmental Benefit Indicators

3,252 persons
Participants

132 schools
Participating school



Results

95.43 %
Participant Satisfaction

4.90 million THB
Reduction in Household Expenses
(Income and Benefits received by student through the activities)

20.00 million THB
Public Relations Value

5.43 SROI
Social Return on Investment



“BEM Happy Journey 2025: Yao Yang Yiam” Project



BEM in collaboration with the Mass Rapid Transit Authority of Thailand (MRTA), organized the “BEM Happy Journey 2025: Yao Yang Yiam – Timeless, Lively, and Extraordinary” Project from 28–30 November 2025 to promote access to historical and cultural learning destinations in urban areas through public transport, using MRT Wat Mangkon Station as a connecting point to the Yaowarat district. Activities comprised:

- **Yaowarat Exhibition:** An Exhibition in Honor of Her Majesty Queen Sirikit The Queen Mother highlighting Her Majesty’s role in strengthening Thai-Chinese relations, together with the “Yao Yang Yiam” exhibition featuring Dragon Road Never Sleeps, the former world center of Teochew Chinese opera, and the voices of Yaowarat people through different eras
- **Exclusive Trips:** Three themed tour routes with guest speakers, including the Spiritual Blessing Route, the Famous and Hidden Restaurant Route, and the Art and Culture Route
- **Chinese Opera:** Performances by the “Sai Yong Hong” troupe featuring three classical stories, namely The Yang Family Generals, Judge Bao, and Romance of the Three Kingdoms



- **Pop Up Workshops:** Traditional Chinese craft activities, including auspicious spring couplet writing (Chunlian/Duilian), Chinese knot tying (Zhongguo Jie), and Chinese fan painting
- **Yaowarat Street Food:** Renowned eateries from the Yaowarat district, including Jok One Table, Singapore Pochana, Golden Crab Rolls Yaowarat, Kankee Namtaothong, and a traditional sugar figurine shop

The project aimed to promote the use of public transport to access cultural areas, foster local community participation, and create urban learning experiences. Total attendance reached 3,100 people.

Business Benefit Indicators

13 agencies
Partners/ Other Agencies/
Guest Speakers

40 persons
Participating BEM Employees

1.4 million times
Total Engagement



Social and Environmental Benefit Indicators

3,100 persons
Participants

32 shops
Participating Shops ^{1/}



Results

95.52 %
Participant Satisfaction

58,000 THB
Revenue Generated for
Participating Shops ^{2/}

239.10 million THB
Public Relations Value

36.81 SROI
Social Return on Investment



Notes: ^{1/}Participating shops comprised 4 shops within the event area and 28 shops located on Plaeng Nam Road and in I'm Chinatown shopping mall.
^{2/}Revenue covers only the 4 shops within the event area.



HAPPY PLANET

"Climate and Environmental Care"

"Metro Mall Go Green" Project

BEM and Bangkok Metro Networks Limited (BMN, its subsidiary), in collaboration with Thai Beverage Recycle Company Limited (TBR), have implemented the "Metro Mall Go Green" Project under the "Collect & Recycle" concept to raise awareness and understanding of environmental stewardship while fostering shared responsibility among operators, passengers, and customers. The project promotes waste segregation at source and proper recycling practices as a starting point for changing consumer behavior and serves as an important mechanism in driving the Circular Economy concept into practical implementation, enabling the continuous reuse of resources. The project includes the establishment of used packaging return points, waste segregation stations, and environmental awareness communication for passengers, customers, and retailers, while serving as a model for sustainable retail space management.

In addition, the project evaluates the behaviors of retailers and passengers to refine future operational strategies such as designing a point accumulation system for waste segregation, where points can be used to discount rental fees, or transforming recycled materials into everyday products.



Interviewee :

Dr. Araya Panurach,
Managing Director,
Bangkok Metro Networks
Co., Ltd. (BMN)

Interview Summary :

"This project is the 'first step' in bringing eco-friendly concepts into the MRT system, aiming to build awareness and understanding of environmental care while cultivating shared responsibility among operators, passengers, and the organization to promote waste segregation at source before material are properly recycled."



Interviewee :

Dr. Napat Punpongjareorn,
Group Environmental Analysis
and Implementation Manager,
Thai Beverage PLC

Interview Summary :

"This collaboration will be the starting point for changing consumer behavior and serving as a key mechanism for driving sustainable change in urban society."

Business Benefit Indicators

1 agency
Partners/ Other Agencies/
Guest Speakers

5,772 times
Total Engagement

0.06 million THB
Additional Commercial
Development Revenue



Social and Environmental Benefit Indicators

11,140 persons
Participants



Results

3.82 million THB
Public Relations Value

38.45 SROI
Social Return on Investment



“Mangrove Reforestation” Project at Khlong Khon Mangrove Conservation Center



Bangkok Metro Networks Limited (BMN, its subsidiary) organized the “Mangrove Reforestation” Project at Khlong Khon Mangrove Conservation Center in Samut Songkhram Province in order to restore and conserve natural resources and coastal ecosystems, increase mangrove forest areas, strengthen coastal buffers, and help reduce the impacts of coastal erosion and potential storm damage. Employee volunteers participated in the project, with a target of planting 225 mangrove trees.

The project also aimed to enhance environmental knowledge and awareness through learning about the importance of coastal ecosystems, the role of mangrove forests in maintaining ecological balance, and their contribution to water treatment, helping employees gain a better understanding of natural resource conservation and climate change adaptation.

The project achieved its targets, contributing to coastal ecosystem and biodiversity restoration, strengthening relationships with the local community, and promoting employee participation in environmental stewardship and conservation.

Other CSR Activities

In addition to the aforementioned social initiatives supporting its Corporate Social Responsibility (CSR) strategy, in 2025, BEM continued to undertake various activities aimed at supporting society and expanding participation in social development across other dimensions. These initiatives prioritized improving quality of life and well-being, while placing strong emphasis on safety, climate and environmental stewardship, and long-term value creation for communities.

The activities covered education and knowledge enhancement, arts, traditions and culture, health and safety, environmental conservation, as well as community capacity development, as follows:



Education

BEM in collaboration with partners, has continuously implemented activities to promote learning through creative activities for children and youth, including:

“National Children’s Day Event 2025”

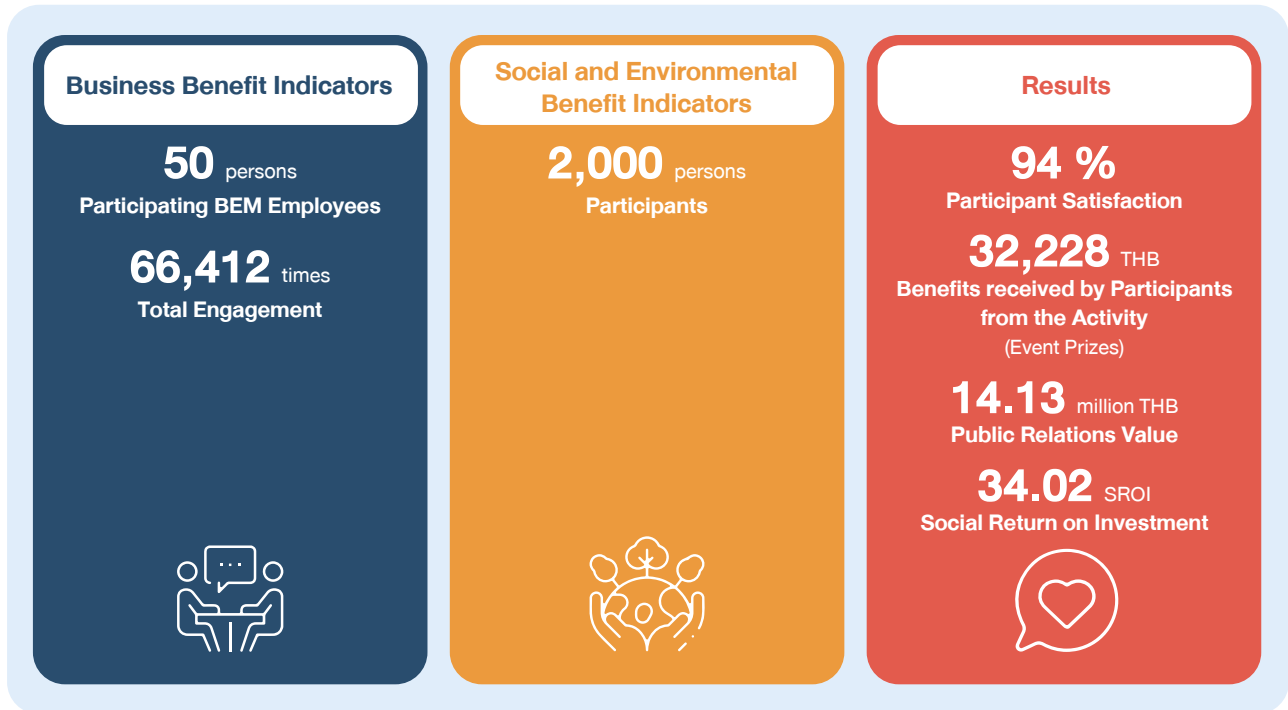
BEM in collaboration with the Mass Rapid Transit Authority of Thailand (MRTA), National Discovery Museum Institute, and Bangkok Metro Networks Limited (BMN, its subsidiary), organized National Children’s Day activities to promote learning and family engagement at Metro Mall, MRT Chatuchak Park Station, and at Museum Siam near MRT Sanam Chai Station.

The activity at Metro Mall, MRT Chatuchak Park Station, was organized under the concept “MRT Land: Journey through the Rail World” featuring creative activities and performances designed to promote learning and safety, including a K-9 explosive detection dog demonstration, performances by students from schools along the MRT routes, and other activities.



Another activity was held at Museum Siam, near MRT Sanam Chai Station, under the theme “BEM Fulfilling Childhood Dreams: The Colorful Wonders of Pak Khlong.” It was part of the PLAY Yiam 2025 Intergeneration festival, which connected generations through play under the theme “Island Life Stories.” The event featured games, workshops, and Thai cultural activities such as Thai dessert making and other creative activities.





Arts

BEM in collaboration with partners, has continuously implemented activities to promote learning and participation in the arts among youth and communities, including:

“Metro Art Exhibition @ MRT Phahon Yothin Station: Sueb Sai Lai Rak” Exhibition



BEM in collaboration with the Mass Rapid Transit Authority of Thailand (MRTA), CH. Karnchang Public Company Limited, Bangkok Metro Networks Limited (BMN, its subsidiary) and alliances partners organized the “Sueb Sai Lai Rak” exhibition to promote the preservation and continuation of Thai art and culture, while providing opportunities for youth to participate in creating artworks in public transport spaces through an art competition, organized by the MRTA, to decorate the Democracy Monument Station on the MRT Purple Line extension Project, Tao Poon–Rat Burana (Kanchanaphisek Outer Ring Road) Section.

Award-winning works from the competition were showcased in an exhibition at Metro Art MRT Phahon Yothin Station and opened to the public free of charge from 8 November 2025 to 31 January 2026. The exhibition featured artwork displays together with audience engagement activities, including an Interactive Digital Art Room, workshops, contemporary Thai costume photography activities, and a Temple Fair activity, providing opportunities for the public to learn about and access Thai art and culture in a contemporary format.





Tradition and Culture

BEM places importance on preserving and supporting the valued traditions of Thai society through activities conducted in collaboration with partners and local communities to promote religious and cultural values, while sustaining cultural identity and fostering good relationships between the Company and communities, including:

Kathina Ceremony 2025 at Wat Pracha Satthatham

BEM joined in preserving valued Thai traditions and supporting Buddhism through the Kathina Ceremony 2025 at Wat Pracha Satthatham (Wat Sao Hin), in Bang Sue district, organized in collaboration with local communities, including Yim Prayoon, Panthip, Suan Ruean, and Sao Hin communities located near the MRT Purple Line route. The activity aimed to strengthen relationships among the Company, the temple and surrounding communities, while promoting religious and cultural values.

The activity provided opportunities for executives, employees, communities, and commuters of both expressway and metro systems to offer a set of three robes, necessities, and traditional offerings. A total of 1,299,999 THB was raised to support Buddhism and contribute to the renovation of monastic residences for monks and novices. The activity reflected a continued commitment to community engagement and the promotion of social values.



Health and Safety Culture

BEM promotes healthcare and fosters a safety culture at all levels to support and raise awareness of convenient and safe travel, including:

“Convenience and Safety Facilitation During Festivals” Project

BEM in collaboration with the Expressway Authority of Thailand (EXAT) facilitated travel convenience for the public during long holidays while jointly promoting safe driving practices during festive periods. The company established service points along expressways to facilitate travel and traffic flow with support from expressway police officers, traffic support teams, rescue teams, special operations units, emergency response vehicles, tow trucks and mobile units, all of whom were well prepared to provide assistance and facilitate traffic flow along expressway routes to accommodate increase volume of travel into and out of Bangkok during festival period.

During the Songkran Festival in 2025, BEM distributed 8,000 sets of drinking water and cooling towels to the public at key service points, including Chimphe Toll Plaza and Bang Pa-in Toll Plaza, both outbound and inbound.



During the New Year festival in 2026, BEM Prepared personnel, equipment and public service units at multiple locations across the expressway network to continuously facilitate travel and enhance safety for expressway users throughout the long holiday period.



Social and Community Development

BEM implements activities to support the quality of life and well-being of communities, while promoting the participation of employees and partner networks in creating positive impacts for communities and society across various dimensions, including:

“Flood Relief Package Distribution” Project

BEM in collaboration with the Mass Rapid Transit Authority of Thailand (MRTA), partner agencies and volunteers, organized a flood relief support activity to assist people affected by floods in Southern Thailand. Through the project, 1,500 relief bags were prepared and delivered through the Naval Civil Affairs Department and the State Railway of Thailand (SRT) for distribution to affected communities in Hat Yai District, Songkhla Province and Nakhon Si Thammarat Province.



“BEM Care Seller” Project

BEM has implemented the “BEM Care Seller” Project to provide opportunities for small vendors and retailers from communities along the Company’s service routes to sell products in the Company’s canteen. The project aims to promote local income distribution, strengthen the economic resilience of surrounding communities, improve the quality of life of small vendors, foster good community relations, and increase product diversity and choices for employees.



Under this initiative, BEM selects an average of seven community operators annually on a rotational basis to participate and provides sales spaces at least two days per week. The Company also offers ongoing facilitation, monitoring and performance evaluation. The project reflects the Company’s role in creating shared value with society alongside sustainable business operations.

“Blood Donation” Program

BEM has continuously organized blood donation activities to support the public health system and promote management and employee participation in helping society.

In 2025, BEM implemented the “Give Blood 100,000 CC in BEM’s 10th Year” activity in collaboration with the Faculty of Medicine Vajira Hospital, Navamindradhiraj University, organizing four blood donation events throughout the year in March, June, September and December, with a target of 100,000 CC. The activity achieved participation from 250 employee donors, contributing a total of 127,350 CC of blood, exceeding the target.

BEM also supported blood donation activities at Ramathibodi Hospital to replenish blood reserves following a fire affecting the blood bank, with participation from 24 management and employee donors. In addition, the Company supported blood donation activities at Kasemrad International Rattanaeth Hospital for employees and contractors working in the MRT Purple Line area, including shuttle transport arrangements to facilitate participation.

These activities reflected the Company’s mechanism to support employee participation together with charitable partners and create social value through volunteerism.



“Valuable Old Calendars” Project

BEM has continuously implemented the annual “Valuable Old Calendars” Project by collecting used desk calendars from management and employees for social benefit.

In 2025, BEM donated collected calendars to the Foundation for the Blind in Thailand under the Royal Patronage of H.M. the Queen through its Educational Technology for the Blind Center to produce learning materials for visually impaired persons.

This initiative supports equal access to education while promoting material reuse and waste reduction, and provides employees with opportunities to participate in social benefit activities.





Environment

BEM in collaboration with group companies, government agencies, partner organizations, civil society groups, and youth networks, jointly organized various environmental conservation activities, such as:

“Volunteer Activity in Honor of His Majesty the King’s Birthday” Project

BEM in collaboration with the Expressway Authority of Thailand (EXAT), organized the “Volunteer Activity in Honor of His Majesty the King’s Birthday” Activity on 28 July 2025, with participation from management and employees together with EXAT executives, staff, Royal Volunteers and partner organizations. The activity was held to honor His Majesty the King on the occasion of His Majesty’s birthday anniversary, demonstrate loyalty to the monarchy, and contribute to environmental improvement and community well-being. Activities included cleaning the EXAT Expressway Administration Center building and surrounding areas of Wat Uthai Tharam, as well as painting the fence along Khlong Bang Kapi in front of Wat Uthai Tharam School to improve the landscape and promote a clean, pleasant and sustainably livable environment.



“Reforestation and Firebreak Construction at Wat Pa, Chaiyaphum Province” Project

BEM in collaboration with CH. Karnchang Public Company Limited has continuously supported the “Reforestation and Firebreak Construction at Wat Pa Phu Long, Chaiyaphum Province” Project to contribute to ecosystem restoration and reduce wildfire risks in the area.

In 2025, BEM contributed 7,700 seedlings from its “Waste for Seedlings” Project and other sources. Together with support from CH. Karnchang, a total of 15,000 seedlings were made available for forest restoration and ecosystem conservation in firebreak construction.



Detailed information about BEM’s CSR Activities

STAKEHOLDER ENGAGEMENT

(GRI 3-3, 413-2)



BEM is committed to fostering strong relationships with stakeholders throughout the business value chain. Operations are conducted with honesty, integrity, transparency, fairness, and accountability, while corporate social and environmental responsibilities are prioritized in accordance with the corporate Code of Conduct. In addition, the Company provides opportunities for stakeholder participation in decision-making and ensures consistent disclosure of accurate, complete, and timely information.

To maintain effective engagement, BEM has established a structured process to identify and prioritize its stakeholder groups, which is reviewed every three years or upon significant operational shifts. The next review is scheduled for 2026. The analysis and prioritization framework strictly complies with the AA1000 Stakeholder Engagement Standard (AA1000SES), ensuring an inclusive and strategic approach.



Detailed Information about Stakeholder Engagement

Stakeholder Engagement Policy and Practices



BEM has enacted its Stakeholder Engagement policy and practices to safeguard the legal rights of all stakeholders, firmly committing to the non-violation of rights while establishing clear remediation and compensation measures for any damages resulting from rights violations. Furthermore, operating on the foundation of respect for human rights, the Company strives to strengthen relationships with stakeholders and promote positive impacts on corporate operations. The policy and practices related to stakeholder engagement are outlined in the Corporate Governance Manual and published on the corporate website. On an annual basis, the Company reviews stakeholder expectations, communication formats, and engagement channels, alongside related policies and measures. The Company also monitors the sustainability progress and reports results to the Corporate Governance, Risk Management, and Sustainable Development Committee at least once a year, ensuring continuous improvement and alignment with long-term sustainability objectives.



Detailed Information about stakeholder engagement

Stakeholder Identification and Prioritization Process

BEM conducts its stakeholder identification process by taking into account individual stakeholders and groups who are both positively and negatively affected by corporate operations. This process aligns with the operating principles of the AA1000 Stakeholder Engagement Standard (AA1000SES), which considers stakeholders based on the nature of their engagement with the Company, such as dependency, responsibility, tension, influence, and perspectives.

In addition, BEM implements a risk management process tailored to each stakeholder group in accordance with international principles and standards by establishing preventive guidelines, operational frameworks, and resource allocation to effectively mitigate potential impacts across all stakeholder segments.

Stakeholder identification based on engagement attributes

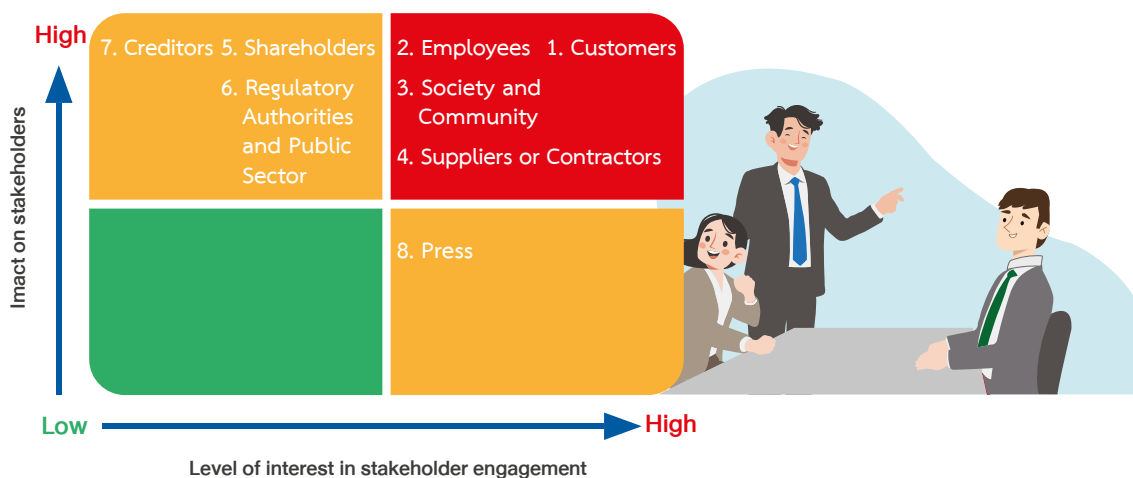


BEM's stakeholders are categorized into 8 distinct groups as follows:



Prioritization

BEM has established criteria to analyze and prioritize stakeholders, focusing on the level of stakeholder interest in engagement alongside the scale of corporate operational impacts on each stakeholder group.



The top three prioritized stakeholder groups are Customers, Employees, and Society and Communities.



Customers Customers are at the core of corporate business operations. Customer satisfaction, positive experiences, and maintaining strong relationships with customers are essential to strengthening competitive advantage, enhancing long-term corporate reputation, mitigating potential complaints and dissatisfaction that may arise from service use, and encouraging positive word-of-mouth alongside continuous service utilization.



Employees Employees are primary and vital stakeholders of BEM. A lack of strong employee relations can cause workforce discouragement and a loss of morale when facing occupational pressures, ultimately leading to operational inefficiencies and increased voluntary turnover. Conversely, when robust workplace relationships are nurtured, employee morale and dedication are enhanced. Personnel demonstrate greater commitment, proactively mitigate potential operational risks, and willingly resolve challenges, thereby optimizing overall corporate efficiency.



Society and Communities BEM's businesses encompass the provision of transportation services through expressway and rail networks, which are deeply interconnected with society and local communities across many areas. The Company therefore places importance on continuously listening to community feedback, maintaining communication, and promoting community engagement to foster mutual trust and understanding, while minimizing potential impacts arising from corporate operations. This structured approach to community relations management and responsive grievance resolution ensures smooth and sustainable operations. Conversely, failing to maintain these vital relationships risks compromising stakeholder confidence and long-term business continuity.

Fostering a Culture of Engagement for Corporate Sustainability

BEM firmly believes that employees are its most valuable resources and a vital stakeholder group driving the organization toward long-term sustainability. Therefore, the Company promotes employee participation by encouraging staff to propose sustainability concepts and operational guidelines through corporate culture initiatives, with the iCulture Team coordinating and supporting culture-building projects.

Additionally, BEM provides opportunities for employees to communicate suggestions or opinions directly to executives through the @Work application, driving collective and sustainable organizational development. The Company also regularly communicates and reinforces its corporate culture through the “S A C T L Talk by Leader” program. This initiative cascades cultural insights from executives to supervisors, emphasizing the importance of BEM Culture while fostering communication, active encouragement, and behavioral role-modeling across all levels. This aligns employee performance with corporate values, cultivating a positive, joyful working environment and enhancing the corporate image.



Stakeholder Engagement

BEM has assigned the Sustainability Development Department, which reports directly to the Deputy Managing Director for Business Development and Expressway Operations, as the primary unit responsible for stakeholder engagement. This department coordinates with relevant internal departments associated with the Company’s eight stakeholder groups in accordance with the Stakeholder Engagement Policy, providing opportunities for all stakeholder groups to appropriately communicate and share their feedback with the Company. This enables the Company to deliver services and respond to diverse expectations. Engagement approaches vary, ranging from informal discussions, meetings, and seminars to evaluation surveys and questionnaires. If stakeholders wish to contact the Company or submit complaints, they may reach out via the MRT Information Service Center at 02 624 5200, or through the Sustainability Development Department at SDD@bemplc.co.th or the Company Secretary at companysecretary@bemplc.co.th. All received comments and suggestions will be reported to the Corporate Governance, Risk Management, and Sustainable Development Committee for its acknowledgement and to guide operational improvements, with meetings held on an annual basis.

BEM prioritizes strategic stakeholder engagement planning that is integrated with its business value chain and material sustainability issues. Effective engagement not only fosters mutual understanding and social license to operate but also solidifies the Company’s credibility, transparency, and fairness, guiding its development and operations toward a sustainable direction.

Sustainability reporting on material topics, such as efficient energy consumption, GHG emissions mitigation, or environmental management, serves as a vital communication mechanism. This disclosure helps stakeholders recognize the Company’s dedication to operating in a socially and environmentally responsible manner.

Additionally, BEM implements outstanding initiatives and flagship projects designed to foster strong relationships. By collaborating closely with each stakeholder group, the Company co-drives actions aligned with its key sustainability agendas, thereby continuously enhancing transparent communication and building long-term stakeholder trust.

Material Sustainability Topics	Key Stakeholder Groups							
	 Employees	 Suppliers or Contractors	 Customers	 Society and Communities	 Creditors	 Shareholders	 Press	 Regulatory Authorities and Public Sector
B : Business Excellence and Ethics								
Corporate Governance	✓	✓			✓	✓		✓
Risk and Crisis Management	✓				✓	✓		
IT Security and Data Privacy	✓	✓	✓	✓	✓	✓	✓	
Supply Chain Management		✓						
Innovation	✓	✓	✓					
Customer Relationship Management			✓					
E : Eco-Friendly Commute								
Energy Management and Climate Change	✓	✓	✓	✓	✓	✓	✓	✓
Environmental Management	✓			✓				✓
Biodiversity		✓		✓				✓
M : Metropolitan Social Harmony								
Health and Safety	✓	✓	✓	✓				
Human Capital Development	✓							
Corporate Social Responsibility				✓				
Stakeholder Engagement	✓	✓	✓	✓	✓	✓	✓	✓
Human Rights	✓	✓	✓	✓	✓	✓	✓	✓

Stakeholder Engagement Projects

“BEM Burn Your Fat Get Your Health Season 9” Project

BEM has continuously implemented the “BEM Burn Your Fat Get Your Health” initiative to promote employee health and well-being, reflecting the Company’s commitment to supporting one of its top three priority stakeholder groups. In 2025, the 9th season of the project was organized under the theme “Count Steps into BEM’s 10th Year Sharing Happiness with Society,” building upon the walking and running step accumulation activity launched in 2024.

The Company set a target of 10–18 million steps per month, converting accumulated employee steps into charitable donations of 10,000–12,000 THB per month to a designated non-profit organization. The project encouraged employees to participate in step accumulation, monthly progress tracking, and donation presentation activities, thereby driving motivation and inclusive engagement across all corporate levels.

Throughout 2025, more than 500 employees participated, achieving a total of 172,635,925 accumulated steps and generating donations totaling 111,000 THB for 10 charitable organizations. This milestone reflects the Company’s dedication to promoting employee well-being while simultaneously co-creating shared value and delivering sustainable social benefits.

Past beneficiaries encompass various foundations and charitable organizations, including the Foundation for Slum Child Care, the Ramathibodi Foundation, the Human Rights and Development Foundation, the Home for Handicapped Animals Foundation, the Education for Development Foundation, Bandek Ramindra School, the Association for the Promotion of the Status of Women, the Srithanya Hospital Foundation, and the Thai Red Cross Society. These contributions reflect how every step taken by employees translates into tangible, multi-dimensional benefits for society.



“BEM Petanque Friendship Sports 2025” Project

BEM organized the “BEM Pétanque Friendship Sports 2025” initiative to provide the workforce, as an important internal stakeholder group, with opportunities to participate in sports and cross-functional activities, strengthen internal relations, and promote health and well-being.

Held from 10 September to 20 October 2025, the competition was open to employees from all divisions in a team format. This event served as a key channel for employee participation beyond regular work duties, while fostering engagement, teamwork and a positive organizational culture.



“Culture Talk by Leader” Project



BEM has implemented the “Culture Talk by Leader” initiative to continuously communicate the S A C T L corporate values across the organization. Through this program, management from each department shares concepts and practices aligned with these core principles, communicated through monthly materials to reinforce understanding, inspire employees, and serve as role models in strengthening corporate culture. The project aims to translate corporate values into practice and promote desired behaviors (Do) at all employee levels, while fostering engagement and reinforcing a shared identity.



“HR4U Channel” Project



“Pee Nerd Joe Nun, Nong Note Journey” Program

This initiative features video broadcasts that closely present and follow the operations of various departments, with employee representatives performing their real roles and duties. Hosted by an emcee who follows work processes and interviews employees, the program highlights day-to-day operational practices, sustainability-aligned plans, and corporate culture. The program’s primary objective is to enhance company-wide understanding of each department’s mission, thereby fostering seamless cross-functional collaboration and strategic alignment. Key broadcasted examples include the Work Smart Serve Heart episode titled “Commercial Management: Conquering Every Goal,” and the SED, This Village Has Only Engineers episode titled “Deep Dive into the Intelligent Traffic System—Unlimited Safety, Seamless Life.”



“1 Question, 3 Seconds: Can You Handle It?” Program

This quiz-style program is designed to measure knowledge and understanding while promoting communication regarding core values and corporate culture. The format divides participants into two teams to compete in answering questions about corporate values and culture. The team that accumulates the highest score wins the competition and receives prizes in the form of BEM Points, which can be redeemed for various products and services within the BEM Points reward program.

“2025 Investor and Analyst Satisfaction Survey” Project

BEM has implemented the “Investor and Analyst Satisfaction Survey” initiative on an annual basis to provide opportunities for investors and analysts to evaluate and provide suggestions for improving information disclosure and investor relations practices. Conducted each May, the survey reaches domestic and international institutional investors, as well as analysts from securities companies covering the Company, with feedback used to review, develop, and improve investor relations approaches in line with stakeholder expectations.

In 2025, the survey recorded a satisfaction rate of 93.02%, exceeding the corporate target of 90%. This performance reflects respondents' evaluation of the Company's information disclosure in terms of accuracy, consistency, and clarity.

“2025 Supplier Expectation and Satisfaction Survey” Project

BEM conducts an annual survey to gauge supplier expectations and satisfaction. This initiative provides an opportunity for suppliers with a purchasing history from the previous year to offer feedback on operations and supply chain coordination. The insights gathered are utilized to support the review and refinement of relevant operational guidelines.

The 2025 survey results indicated a supplier satisfaction level of 90.25%, successfully meeting the established target of not less than 85%.

“Business Communication and Information Dissemination” Project

BEM prioritizes communication and engagement with stakeholders through industry forums as well as national and international exhibitions. This approach provides opportunities for the transparent exchange of information, operational guidelines, and relevant business information.

In 2025, BEM participated in the Asia Pacific Rail 2025 exhibition to showcase its achievements and exchange expertise regarding rail systems, technology and management with government agencies, operators and international industry experts. Additionally, the Company attended the 8th Money Expo 2025 BANGKOK Year-End alongside CH. Karnchang Group companies to communicate business information, allowing investors and interested parties to inquire about operational performance and exchange views.



“Friendly Sports Competition” Project

BEM prioritizes building strong relationships with stakeholders, business partners and relevant agencies by continuously organizing friendly sports activities. These events provide opportunities for personnel from each organization to participate, network, exchange experiences, and foster mutual understanding.

In 2025, BEM organized several sports events, including the “MRT Operations Cup” friendly football match, the 4th Don Mueang Tollway friendly football match, an inter-corporate friendly football competition, and the 1st Inter-Department friendly futsal tournament. Executives and employees from the Company participated alongside key partner agencies, namely the Mass Rapid Transit Authority of Thailand (MRTA), the Expressway Authority of Thailand (EXAT), Northern Bangkok Monorail Company Limited (NBM), and Eastern Bangkok Monorail Company Limited (EBM). This initiative serves as part of the Company's approach to strengthening institutional relations and support effective communication and operational coordination.



“Football for Happiness: Fun Around the Expressway Route” Project



BEM in collaboration with the Expressway Authority of Thailand (EXAT) implements the “Football for Happiness: Fun Around the Expressway Route” initiative. This project provides opportunities for youth in communities surrounding the expressway routes to participate in sports, promote the productive use of free time, and support healthy well-being, while mitigating the risk of misconduct and fostering positive relationships with neighboring communities.

The project operates in the format of a football clinic, where former Thai national football players share knowledge and train participants in fundamental skills, alongside distributing sports equipment to the youth at community sports grounds located beneath the expressways across various route areas. The target group encompasses youth aged 6–15 years from surrounding communities, who participate through coordination with community leaders, school sports clubs, parents and families.

This initiative underscores the corporate commitment to utilizing under-expressway spaces for the benefit of society, elevating the quality of life for local youth, and balancing business operations with sustained social responsibility toward all stakeholders.

Business Benefit Indicators

50 persons
Participating BEM Employees

6.2 million times
Total Engagements



Social and Environmental Benefit Indicators

1,734 persons
Participants

62 communities
Participating Communities

164 schools
Participating Schools



Results

94.4 %
Participant Satisfaction

88,200 THB
Reduction in Household Expenses
Income and Benefits Received by Youth from
the Activities)

21.6 million THB
Public Relations Value

2.15 SROI
Social Return on Investment



Interviewee :

Mr. Kawin Thamsatchanan,
Former Goalkeeper of the Thailand
National Football Team

Interview Summary :

“Every session draws a remarkably high number of participants. Seeing the children’s determined eyes and bright smiles bring immense happiness. The core of playing football lies in a passion for exercise and the enjoyment of exploring new social circles. When this love and enjoyment are combined with quality coaching, practicing what they love repeatedly every day builds habit, progress, and eventual mastery. Today is another wonderful occasion where youth have learned skills that can be directly applied to their actual training. Furthermore, it is a magnificent opportunity for these football-loving children to witness a professional football match in Thailand’s top-tier league between Muangthong United and Nakhon Ratchasima Mazda FC at the Thunder Dome Stadium in Muang Thong Thani. The firsthand experience gained today will undoubtedly ignite their inner fire and empower them to step confidently toward their greatest dreams.”



Interviewee :

Mr. Boonyachote Samanwo,
President of the Phayathai Muslim
Youth Club

Interview Summary :

“This is a great program. Thank you to BEM and EXAT for creating opportunities and delivering happiness that allows children in many communities to gain experience. Some children possess raw talent but have never had the chance to explore the wider world. Meeting national-level footballers serves as a powerful driving force, giving them the motivation to keep fighting, leading to self-development into school athletes and future professional footballers. Moreover, parents who witness their children practicing football with such determination feel immense pride and happiness knowing that their children are using their free time beneficially and staying away from drugs.”

HUMAN RIGHTS

(GRI 3-3, 401-3, 405-1, 405-2, 406-1, 407-1, 408-1, 409-1)



BEM is committed to being a responsible and sustainable member of society by supporting and adhering to the Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights.

BEM places great importance on fair and equitable treatment of workers by fostering a discrimination-free environment that encourages freedom of expression and opinion. All forms of discrimination are avoided, including the employment of child labour below the legal age and any form of forced labour. In this regard, the Company promotes access to education and supports activities that help generate income and improve their quality of life, while

ensuring the protection of children's rights in compliance with applicable laws and internationally recognized standards.

Additionally, BEM is committed to the equitable treatment of all stakeholders. The Company respects the rights of consumers and customers by ensuring transparent and fair service, as well as upholds the rights of business partners through transparent procurement processes that promote fair competition. The Company also respects community rights by listening to feedback and encouraging continuous stakeholder engagement. Meanwhile, the Company designs its transportation systems in accordance with international standards to ensure accessibility for all, especially people with disabilities, the elderly, and vulnerable groups.

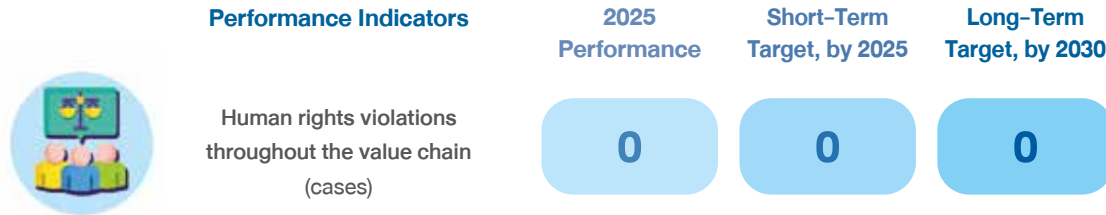


Detailed Information about Human Rights



Targets and Performance Indicators

BEM sets a target of zero human rights violations throughout the value chain. In 2025, the Company reported no cases of human rights violations across its value chain, achieving the target as set. In addition, the Company has expanded its human rights risk assessment to cover value chain operations relating to four additional stakeholder groups, namely creditors, shareholders, press, and regulatory authorities and public sector. The assessment is currently under review and is expected to be completed in 2026 for reporting to the Corporate Governance, Risk Management and Sustainable Development Committee and/or the Board of Directors.



Human Rights Policy and Practices

BEM has announced a human right policy as guideline for directors, executives, and employees at all levels to strictly adhere to, ensuring non-discrimination based on race, color, gender, gender identity, vulnerable groups, disability, language, religion, social status, property, origin, political opinion, or other status. This policy aligns with international standards, including the United Nations Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), the United Nations Guiding Principles on Business and Human Rights (UNGPs), the International Labour Organization Declaration on Fundamental Principles and Rights at Work (ILO Declaration), and the European Union General Data Protection Regulation (GDPR), and is applied throughout the entire business value chain.

BEM has assigned the Corporate Governance, Risk Management and Sustainable Development Committee to oversee, formulate policies and directions, and review human rights performance at least annually. In addition, the Human Resources and Organization Development Group is responsible for conducting human rights risk assessments in collaboration with relevant functions. This includes providing grievance channels, as well as monitoring, mitigating, correcting and remediating any potential impacts to ensure continuous compliance with the Company's human rights policy and practices.

Guidelines for Respecting Laws and Human Rights Principles



Strictly comply with laws and human rights principles and do not support businesses that violate human rights principles



Treat all employees equally



Provide equal opportunities for all employees in the workplace



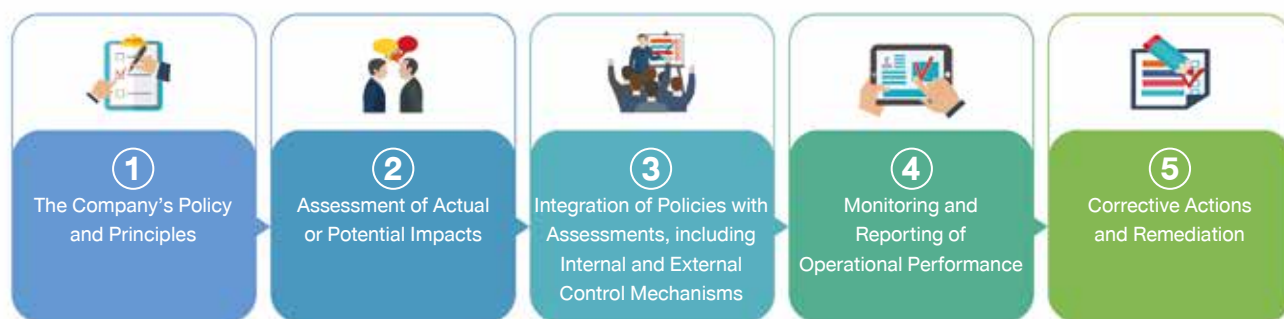
Detailed Information about Human Rights Policy



Detailed information about Human Rights

Human Rights Due Diligence (HRDD) Process

BEM has implemented a comprehensive Human Rights Due Diligence (HRDD) process, providing effective communication channels and mechanisms for human rights complaint, along with appropriate measures for mitigation, correction, and remediation measures to address any impacts.



Human Rights Risk Assessment

BEM has established criteria for analyzing and prioritizing stakeholders based on their level of interest in engaging with the Company and the impact of the Company's operations on stakeholders. The four most important stakeholder groups identified are 1. Customers 2. Employees 3. Society and Communities and 4. Suppliers.

BEM has assessed human rights risks related to its operations and considered the implementation of control measures and mitigation actions for existing or potential impacts. In addition, the Company has developed measures to reduce the likelihood or severity of impacts from these human rights risk issues across the entire business value chain.

In this regard, BEM has identified five salient human rights issues out of a total of 35 assessed issues^{1/}, namely: Issue 11: Right to Privacy; Issue 19: Right to Freedom of Opinion, Information and Expression; Issue 21: Right to Freedom of Association; Issue 24: Right to Work; and Issue 28: Right to Health.

Thereafter, BEM categorized risks based on severity of impact and likelihood of occurrence into five levels: Very High, High, Medium, Low, and Very Low. In addition, the Company uses a risk map to classify risks into four levels: Very High, High, Medium, and Low.

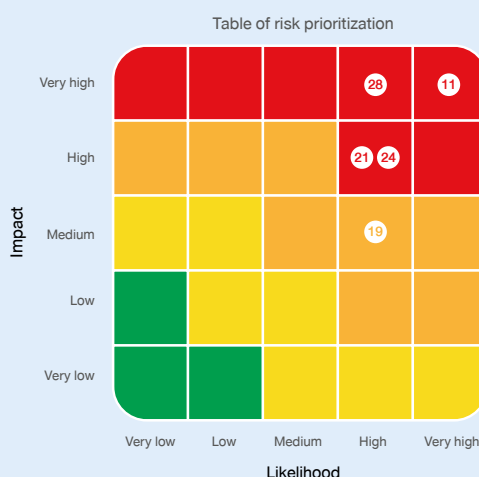


Detailed Information about Human Rights Due Diligence (HRDD)

Note: ^{1/}Universal Declaration of Human Rights and International Covenant on Civil and Political Rights.

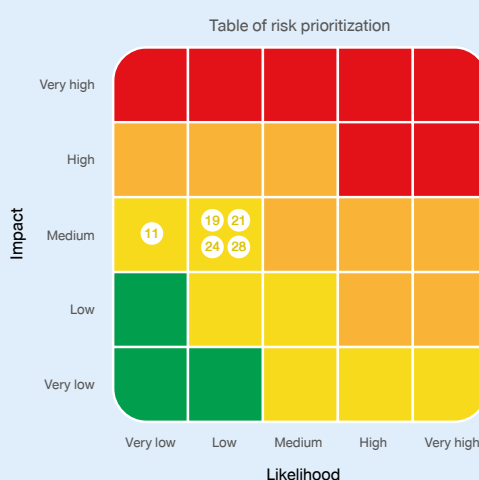
► Inherent Risk

Note : Assess risks before implementing measures



► Residual Risk

Note : Assess risks after implementing measures



Note : The meaning of the number.

11 : Right to privacy

19 : Right to freedom of opinion, information and expression

21 : Right to freedom of association

24 : Right to work

28 : Right to health

Equality and Respect for Human Rights within the Company

BEM places great importance on maintaining and promoting diversity among employees and systematic management of labour issues by strictly complying with labour laws and human rights principles. The Company does not support any business that violates human rights principles in any form. Such practices are outlined in the Company's Code of Conduct under the section "Responsibility to Management and Employees", covering fair employment, prohibition of child labour and forced labour, equal treatment, and non-discrimination in all aspects, including race, religion, origin, gender, age, class, education, political opinion, as well as ensuring that persons with disabilities or the elderly are not excluded. This diversity promotes the exchange of ideas, cultures, perspectives and experiences, contributing to Knowledge Management (KM) that benefits the Company.



Detailed information about the Employment and Labor Management Policy



Detailed information about the Employment and Labor Management Practices



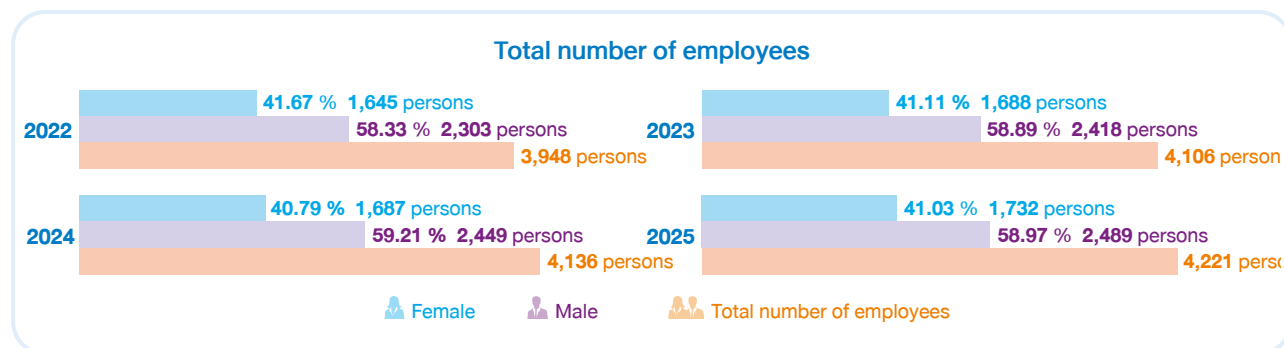
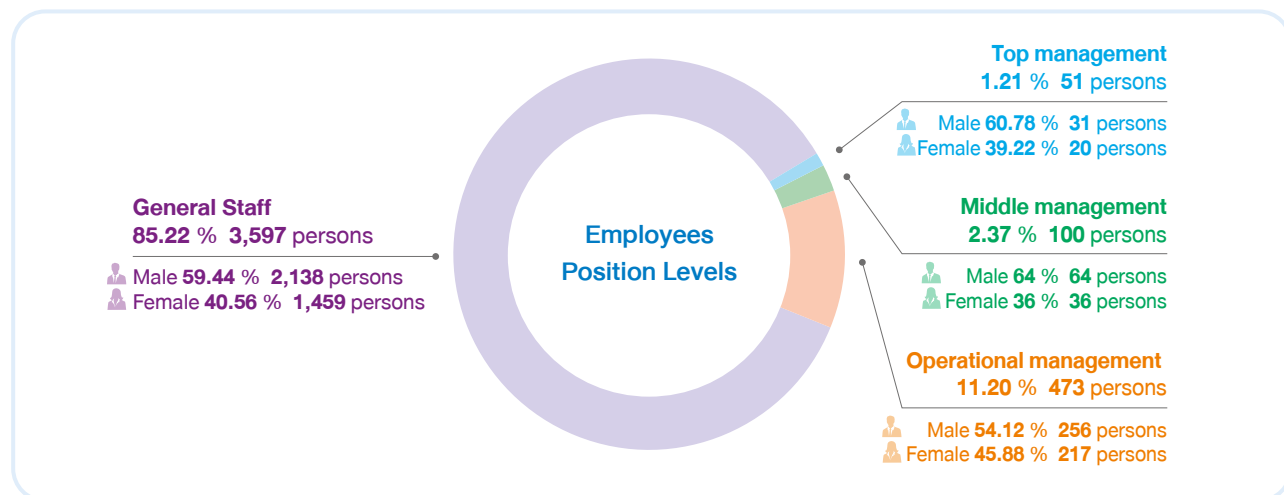
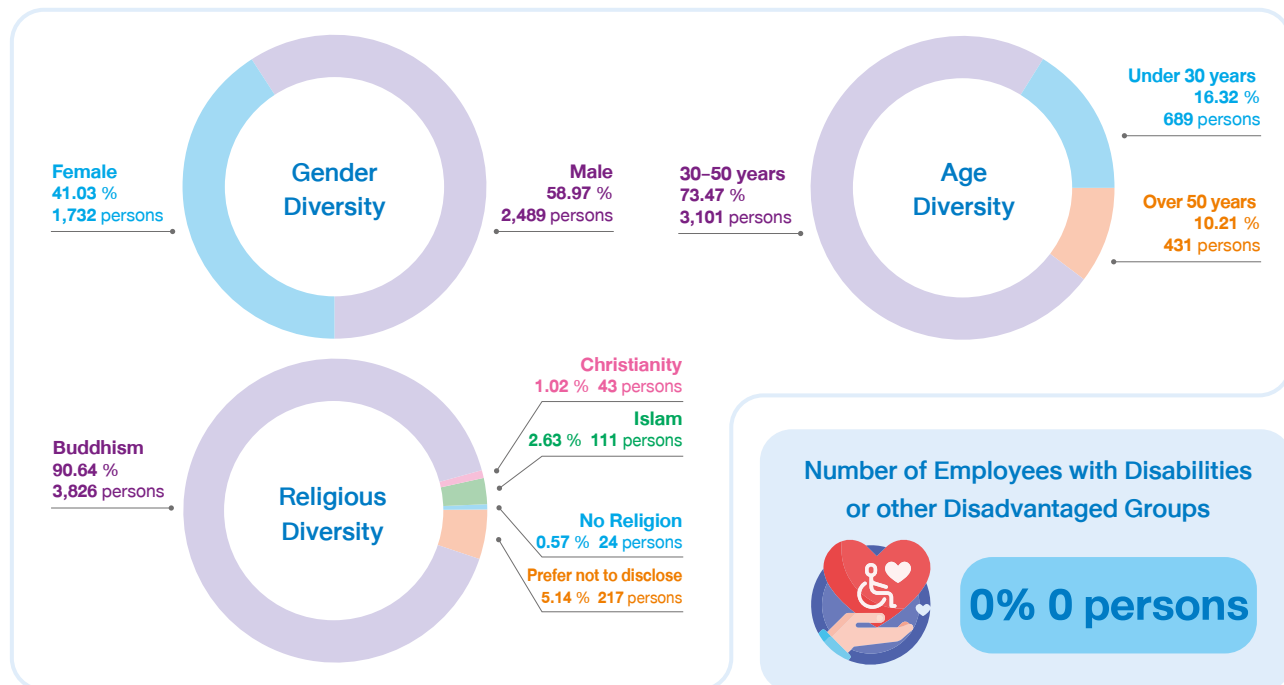
BEM recognizes the importance of healthcare and quality of life enhancement for people with disabilities. The Company aims to uplift the well-being of people with disabilities by promoting opportunities for them to demonstrate their potential and capabilities, generate income, and achieve self-reliance, in accordance with the Persons with Disabilities Empowerment Act, B.E. 2550 (2007). In 2025, the Company employed a total of 39 persons with disabilities and/or caregivers in roles aligned with their knowledge and capabilities at various organizations including the Autistic Thai Foundation, the Sharing Club for Children with Intellectual Disabilities, and the Association of Thai Labour with Disabilities Federation, in compliance with Section 35 of the Act.

In addition, BEM also recognizes the importance of social diversity and actively supports Diversity & Inclusion (D&I), believing that diversity fosters creativity and drives innovation, as well as a variety of perspectives that contribute to more comprehensive development and

problem-solving. Therefore, the Company promotes equal treatment of employees at all levels, providing equal work opportunities, compliance with labour law standards for working hours, fair compensation and benefits, and the right to form groups and establish clubs.

Furthermore, BEM prioritizes employees' quality of life by providing additional welfare and facilities, such as marriage benefits for employees of all genders, including LGBTQIA+ employees, employee accommodation in all areas, employee uniforms, exercise facilities, medicines and medical supplies. In this regard, the Company has established a Welfare Committee, elected by the employees, to serve as their representative in listening to and gathering suggestions regarding welfare and working conditions, and ensuring these recommendations are systematically presented to the management.

Workforce Diversity



Welfare Committee

The Welfare and Human Rights Promotion Committee plays a crucial role in fostering a friendly and fair working environment by proposing and co-evaluating employee welfare arrangements, promoting human rights, preventing human rights violations, receiving and considering feedback related to employee welfare and rights in various areas, and cultivating a positive corporate culture. The Committee consists of employee representatives elected by employees at the workplace and collaborates with employers and employees on welfare and quality of life initiatives. In this regard, the Company holds joint consultative meetings with the Welfare Committee at least every three months. Minutes of these meeting are recorded to integrate recommendations into corporate policies and operations such as medical treatment discounts, pre-retirement preparation training for employees, maternity uniforms for pregnant female colleagues, and marriage welfare benefits for LGBTQIA+ employees.



Detailed Information about the Welfare Committee

Equitable in Access to Services

BEM is committed to delivering high-quality services to all service user groups equally, ensuring fairness for individuals, including the general public and those requiring assistance such as children, the elderly, and people with disabilities. The Company prioritizes the design of appropriate infrastructure and service facilities, in line with the Universal Design principles, to ensure seamless accessibility at stations and on trains for all users. Key accessibility features include passenger elevators, stair lifts, ramps, wheelchair-accessible spaces on trains, tactile warning buttons for persons with visual impairments, designated waiting areas for persons with disabilities both at stations and on trains, accessible restrooms for the elderly and people with disabilities, designated parking spaces, and clear signage and symbols. In addition, service delivery is supported by trained station staff who provide assistance and ensure safety, convenience, and dignity for all users. Furthermore, the Company permits guide dogs for visually impaired individuals and foldable bicycles or compact vehicles to enter station premises, promoting public transportation usage and supporting inclusive mobility.

Ramps



Passenger Elevators



Tactile Ground Surface Indicators



Wheelchairs in the MRT Station



Assistance for Persons with Disabilities and Those requiring Additional Supports



Signage and Symbols



BEM listens to feedback and complaints related to services, convenience, and other concerns from all user groups. This input is used to improve facilities and services, ensuring the Company can deliver quality and equitable services for all users.

Human Rights Operations towards Society and Communities

BEM has established guidelines for supporting community and social activities by identifying target communities that are or may be affected by its operations, such as communities near the depot and those neighboring expressway and rail routes. These communities are categorized into three TIERS:

- TIER 1 - Sensitive Communities: Communities directly affected by the Company's business operations
- TIER 2 - Potentially Affected Communities: Communities expected to be affected or that may be impacted in the future
- TIER 3 - Neighboring Communities: Communities located near expressways and rail routes

To address community needs, expectations, and potential impacts, BEM has implemented a survey process for these aspects through field engagement in order to assess community and social concerns that may be negatively affected by the Company's operations. This process is managed by the complaint handling unit, which is responsible for receiving complaints, and the Business Relations Division, which conducts field visits to gather problems and suggestions from communities and society. The data collected is analyzed to identify solutions and improve measures to reduce direct and indirect impacts on communities. In 2025, the Company received 5 human rights complaints from communities, which were analyzed and classified into 2 categories as follows:

Issues related to communities along the expressway route (1 case)

Issues related to impacts from land use and maintenance along the expressway routes. For example, residential community near the expressway right-of-way reported a concern regarding the collection of branches and debris after tree trimming. The Company has successfully resolved this issue to ensure tidiness and minimize surrounding community impact.

Issues related to communities along the MRT route and depots (4 cases)

Issues related to operational service impacts. For example, a community near MRT Lat Phrao Station reported a noise issue originating from equipment inside the station's ventilation building. The Company investigated the facts and implemented corrective actions, successfully controlling the noise level within appropriate standards and mitigating the impact on the neighboring community.

Human Rights Grievance Mechanism

BEM has established dedicated channels for human rights complaints and stakeholder suggestions related to human rights issues. Upon receiving a complaint, the matter is immediately forwarded to the responsible unit with a specified timeframe for resolution. The Company has protective measures in place to ensure confidentiality by concealing the identities of complainants and whistleblowers. The Company also conducts investigations and monitoring of human rights on violations, imposes penalties or disciplinary actions against human rights offenders, and provides remedies to affected individuals in accordance with applicable laws or company regulations and rules.

Grievances can be submitted through the following channels:

Company Website : <https://www.bemplc.co.th/Contact>



Information Service Center : 0 2624 5200



Email : SDD@bemplc.co.th

Sealed Letter : Bangkok Expressway and Metro Public Company Limited (Branch 2)
189 Rama IX Road, Huai Khwang, Bangkok 10310 Thailand



Grievance Investigation, Consideration, and Resolution

BEM is committed to protecting human rights by ensuring fair treatment for employees and all stakeholders. The Company has established a grievance process, whereby complainants must receive an explanation within 15 days of submitting a complaint. If no response is provided within this period, complainants have the right to resubmit the same complaint.

Additionally, BEM has implemented measures to prevent recurrence of issues and guarantees that all complainants and related parties will be handled confidentially, allowing individuals to express their opinions and concerns without fear of any negative repercussions. Complaints will not result in dismissal, punishment (in the case of employee complainants).

Additional information regarding grievance resolution and complainant protection measures can be found in the Corporate Governance section.

In 2025, BEM found no complaints resulting from human rights violations or legal non-compliance across any issues. Should any human rights violations occur, the Company will gather facts and conduct investigations to evaluate and propose appropriate remedies for each case. Furthermore, the Company is committed to providing appropriate and fair assistance and remediation to affected individuals in accordance with relevant policies and laws to mitigate damage to the greatest extent possible.

Human Rights Projects

Priority Lift” Project

BEM has continuously implemented the “Priority Lift” Project, encouraging passengers to prioritize and care for “passengers with special needs” by giving them first priority to use MRT station lifts. This initiative aims to enhance convenience and safety for passengers requiring special assistance, including the elderly, persons with disabilities, pregnant women, and passengers with strollers. The Company has installed signage and symbols to raise awareness and request cooperation from the general public. In 2025, the Company expanded the project to an additional five stations, increasing the total from five to ten stations. This expansion supports equitable access to mass transit services for all passenger groups, while fostering a compassionate and inclusive society that promotes equality for all.



“International White Cane Day 2025” Project



BEM participated in the “International White Cane Day 2025” Project, organized by the Thailand Association of the Blind. The white cane serves as a symbol of independence and safe mobility for people with visual impairments. The project’s route commenced at the Bangkok School for the Blind and concluded at Saranrom

Park. A total of 200 participants traveled via the MRT Blue Line and Purple Line, passing through Chatuchak Park, Sanam Chai, Tao Poon and Nonthaburi Civic Center stations. To support public transit accessibility for visually impaired people, the Company assigned staff to facilitate travel and enhanced safety measures throughout the journey. This initiative reinforces the Company’s commitment to promoting safe, inclusive, and equitable travel for all passenger groups.

“Welcoming Students from the Southern Border Provinces to visit the MRT System” Project

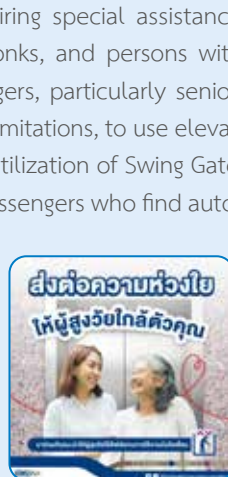
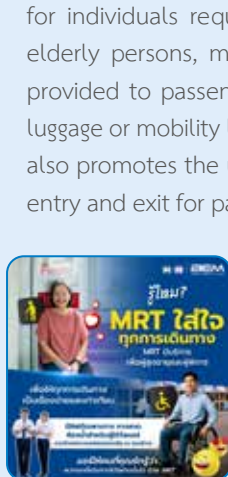
BEM welcomed a delegation of 444 teachers and students from schools in the southern border provinces, including Narathiwat Province and Pattani Province. The group visited in February 2025 to learn about the MRT system. During the visit, students experienced riding the metro firsthand and learned about station information and various on-site facilities, with staff providing safety guidance and assistance throughout the visit.

In addition, the students participated in an out-of-classroom learning activity by exploring the dedicated art spaces within the MRT stations. These spaces serve as alternative learning areas designed to inspire imagination and foster creative thinking.



“Accessible Travel Promotion” Project

BEM promotes safe and equitable access to public transportation for all passenger groups. Key initiatives include public awareness campaigns encouraging passengers to share seats on trains, particularly the Priority Seats reserved



for individuals requiring special assistance such as children, pregnant women, elderly persons, monks, and persons with disabilities. Additionally, guidance is provided to passengers, particularly senior passengers or passengers with heavy luggage or mobility limitations, to use elevators instead of escalators. The Company also promotes the utilization of Swing Gates within stations to facilitate smoother entry and exit for passengers who find automated flap gates inconvenient, such as those carrying large luggage, elderly passengers, wheelchair users, and passengers requiring special assistance. These measures collectively support safe and fully accessible travel for all passenger groups.



“Human Rights Awareness Raising” Project

BEM continuously implements projects to enhance human rights awareness, ensuring that employees understand and operate in accordance with human rights principles and the Company’s Human Rights Policy. To achieve this, the Company provides awareness training and knowledge sharing to employees, as well as suppliers, contractors, and other relevant stakeholders. In 2025, 100% of employees completed human rights awareness training and acknowledged comprehensive human rights topics integrated within the Company’s Code of Conduct and Human Rights Policy. In addition, 100% of Significant Tier-1 suppliers and contractors underwent human rights risk assessments. The training curriculum mandates that all employees complete the program and pass the final test with a perfect score. Consequently, a total of 3,713 employees completed the course and passed the assessment, achieving a 100% success rate. In addition, the Company organized the “Handling Bullying and Harassment in the Workplace” training program to strengthen executives’ understanding of the prevention and management of bullying and harassment situations in the workplace. A total of 40 executives participated in the training, and all participants successfully passed the assessment criteria.

Examples of Human Rights Awareness Training Courses

Training Courses	Training Participants	Number of Participants (persons)	Evaluation Results	Post – Training Benefits
Basic Knowledge of Human Rights	Management and Employees	3,713	Passed 100% (Attendance)	Employees: • Possess understanding and awareness of rights related to human rights, equality, workplace conduct, and labour rights. • Understand the Company’s commitment regarding the implementation of its Human Rights Policy. • Be strengthened adherence to human rights principles both in the workplace and in daily life. The Company: • Supports a fair working environment that respects the rights of all individuals. • Enhances effective implementation of the Company’s Human Rights Policy. • Strengthens the positive corporate image regarding social responsibility.
Handling Bullying and Harassment in the Workplace • Definitions of bullying and harassment • Impacts of bullying and harassment incidents • Situation identification and risk assessment	Management (Division Managers and Section Managers)	40	Passed 100% (Attendance)	The Management: • Possess understanding of bullying and harassment behaviors, while recognizing their potential impacts • Promote respect for diversity and individual differences to foster a safe, inclusive, and creative working environment. • Be capable of supervising and managing incidents in an appropriate, transparent, and fair manner. The Company: • Operates in aligned with laws and regulations related to employee rights and welfare. • Reinforces a corporate image as a safe workplace that respects human rights and upholds equality, with zero tolerance for all forms of bullying and harassment. • Mitigate labour relations risks and reduce employee turnover rates.

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE		LOCATION		OMISSION		
			CHAPTER	PAGE NUMBER/ WEBSITE URL	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
General Standard Disclosure							
GRI 2: General Disclosures 2021							
Organization and its reporting practices							
GRI 2: General Disclosures 2021	2-1	Organizational details	About this Report, Business Overview	6, 14-17			
	2-2	Entities included in the organization’s Sustainability Reporting	About this Report, Business Overview	6-7, 14-17			
	2-3	Reporting period, frequency and contact point	About this Report	6			
	2-4	Restatements of information	-	-	2-4 a	Not applicable	
Activities and workers							
GRI 2: General Disclosures 2021	2-6	Activities, value chain, and other business relationships	Business Value Chain, Business Overview	14-17, 24-35			
	2-7	Employees	Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	2-8	Workers who are not employees	Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
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GRI 2: General Disclosures 2021	2-9	Governance structure and composition	Corporate Governance	46-55			
			56-1 One Report 2025	191-202			
			Charter of the Board of Directors	https://www.bemplc.co.th/CorporatePolicy			
	2-10	Nomination and selection of the highest governance body	Corporate Governance	46			
			Criteria on Nomination of Directors	https://www.bemplc.co.th/CorporatePolicy			
			Corporate Governance Principles	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf			
	2-11	Chair of the highest governance body	Corporate Governance Principles	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf			
	2-12	Role of the highest governance body in overseeing the management of impacts	56-1 One Report 2025	209-210			
			Charter of the Corporate Governance, Risk Management and Sustainable Development Committee	https://www.bemplc.co.th/Charter			
	2-13	Delegation of responsibility for managing impacts	56-1 One Report 2025	94			
	2-14	Role of the highest governance body in Sustainability Reporting	56-1 One Report 2025	79-93, 209-210			
	2-15	Conflicts of interest	Prevention of a Conflict of Interest Policy, Policy on Reporting of the Conflict of Interest	https://www.bemplc.co.th/CorporatePolicy			
	2-16	Communication of critical concerns	Corporate Governance	46-55			
	2-17	Collective knowledge of the highest governance body	56-1 One Report 2025	9, 192			
	2-18	Evaluation of the performance of the highest governance body	Corporate Governance	49			
			Corporate Governance Principles	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf			
	2-19	Remuneration policies	Corporate Governance Principles	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf			
56-1 One Report 2025			216-218				
2-20	Process to determine remuneration	56-1 One Report 2025	244-249				
2-21	Annual total compensation ratio	56-1 One Report 2025	244-249				

GRI STANDARD	DISCLOSURE		LOCATION		OMISSION		
			CHAPTER	PAGE NUMBER/ WEBSITE URL	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Strategy, policies and practices					Confidentiality		
GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy	Message from the Managing Director	10-11		constraints.	
	2-23	Policy commitments	Corporate Governance	46-55			
			Corporate Governance Policy, Human Rights Policy	https://www.bemplc.co.th/CorporatePolicy			
			Code of Conduct	https://www.bemplc.co.th/CodeofConduct			
	2-24	Embedding policy commitments	Corporate Governance	46-55			
	2-25	Processes to remediate negative impacts	Stakeholder Engagement Policy, Human Right Policy	https://www.bemplc.co.th/CorporatePolicy			
	2-26	Mechanisms for seeking advice and raising concerns	Corporate Governance	52-53			
	2-27	Compliance with laws and regulations	Corporate Governance	46-55			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
2-28	Membership associations	Corporate Governance	55				
		Code of Conduct	https://www.bemplc.co.th/CodeofConduct				
Stakeholder engagement							
GRI 2: General Disclosures 2021	2-29	Approach to stakeholder engagement	Business Value Chain	76-88			
			Stakeholder Engagement Policy	https://www.bemplc.co.th/CorporatePolicy			
	2-30	Collective bargaining agreements	Human Rights	213			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
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GRI 3: Material Topics 2021	3-1	Process to determine material topics	Materiality Assessment	36-43			
	3-2	List of material topics	Materiality Assessment	38-42			
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Material Topics							
GRI 3: Material Topics 2021	3-3	Management of material topics	Climate Strategy and Energy Management	108 - 123			
Energy							
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Climate Strategy and Energy Management	110			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	302-2	Energy consumption outside of the organization	-	-	302-2 a,b,c	Not applicable	The Company does not have energy consumption outside of the organization.
	302-3	Energy intensity	Climate Strategy and Energy Management	112			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	302-4	Reduction of energy consumption	Climate Strategy and Energy Management	109 - 110, 115, 117 - 122			
302-5	Reductions in energy requirements of products and services	-	-	302-5 a,b,c	Not applicable	The Company's services do not have energy requirements.	

GRI STANDARD	DISCLOSURE		LOCATION		OMISSION		
			CHAPTER	PAGE NUMBER/ WEBSITE URL	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
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GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Climate Strategy and Energy Management	109 - 110			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	305-2	Energy Indirect (Scope 2) GHG emissions	Climate Strategy and Energy Management	109 - 110			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	305-3	Other Indirect (Scope 3) GHG emissions	Climate Strategy and Energy Management	109 - 110			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	305-4	GHG emissions intensity	Climate Strategy and Energy Management	112			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	305-5	Reduction of GHG emissions	Climate Strategy and Energy Management	109 - 110			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
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GRI 3: Material Topics 2021	3-3	Management of material topics	Environmental Management	124 - 137			
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GRI 303: Water and Effuents 2018	303-3	Water withdrawal	Environmental Management	125 - 126, 128			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	303-4	Water discharge	Environmental Management	125 - 126, 128			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	303-5	Water consumption	Environmental Management	125 - 126, 128			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
Emissions							
GRI 305: Emissions 2016	305-6	Emissions of ozone-depleting substances (ODS)	Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	305-7	Nitrogen ozides (NOx), sulfur oxides (SOx), and other significant air emissions	Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
Waste							
GRI 306: Waste 2020	306-3	Waste generated	Environmental Management	125 - 126			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	306-4	Waste diverted from disposal	Environmental Management	125 - 126			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	306-5	Waste directed to disposal	Environmental Management	125 - 126			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			

GRI STANDARD	DISCLOSURE		LOCATION		OMISSION		
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Biodiversity							
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GRI 3: Material Topics 2021	3-3	Management of material topics	Biodiversity	138 - 141			
Biodiversity							
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	Biodiversity	140			
	304-2	Significant impacts of activities, products and services on biodiversity	Biodiversity	140			
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GRI 3: Material Topics 2021	3-3	Management of material topics	Health & Safety (Occupational Health & Safety, and Customers' Safety)	144-157			
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Health & Safety (Occupational Health & Safety, and Customers' Safety)	144-149			
	403-2	Hazard identification, risk assessment, and incident investigation	Health & Safety (Occupational Health & Safety, and Customers' Safety)	149-151			
	403-3	Occupational health services	Health & Safety (Occupational Health & Safety, and Customers' Safety)	114-115			
	403-4	Worker participation, consultation, and communication on occupational health and safety	Health & Safety (Occupational Health & Safety, and Customers' Safety)	151-152			
	403-5	Worker training on occupational health and safety	Health & Safety (Occupational Health & Safety, and Customers' Safety)	144, 146-147			
	403-6	Promotion of worker health	Health & Safety (Occupational Health & Safety, and Customers' Safety), Human Capital Development	151-153			
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health & Safety (Occupational Health & Safety, and Customers' Safety)	153-156			
	403-8	Workers covered by an occupational health and safety management system	Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	403-9	Work-related injuries	Health & Safety (Occupational Health & Safety, and Customers' Safety)	144-145			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
403-10	Work-related ill health	Performance Data	https://www.bemplc.co.th/Sustainability?lang=en				
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Health & Safety (Occupational Health & Safety, and Customers' Safety)	144-145			
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Health & Safety (Occupational Health & Safety, and Customers' Safety)	144-146			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			

GRI STANDARD	DISCLOSURE		LOCATION		OMISSION		
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Human Capital Development							
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GRI 3: Material Topics 2021	3-3	Management of material topics	Human Capital Development	158-179			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Capital Development	165			
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Human Capital Development	169-170			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	404-2	Programs for upgrading employee skills and transition assistance programs	Human Capital Development	160-165, 169-176			
	404-3	Percentage of employees receiving regular performance and career development reviews	Human Capital Development	165			
Human Rights							
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GRI 3: Material Topics 2021	3-3	Management of material topics	Human Rights	212-221			
GRI 401: Employment 2016	401-3	Parental leave	Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Human Rights, Corporate Governance	215-216			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	405-2	Ratio of basic salary and remuneration of women to men	Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Human Rights	213			
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	Human Rights	217	407-1 a,b	Information unavailable	The Company’s Welfare Committee cover all employees and contractors, and do not cover suppliers’ business operations.
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	-	-	408-1 a,b,c	Not applicable	The Company does not have any significant risks for child labor.
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	-	-	409-1 a,b	Not applicable	The Company does not have any significant risks for forced labor.
Corporate Citizenship and Philanthropy (CSR)							
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GRI 3: Material Topics 2021	3-3	Management of material topics	Corporate Citizenship and Philanthropy (CSR)	180-201			
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Corporate Citizenship and Philanthropy (CSR)	180-182			
	203-2	Significant indirect economic impacts	Corporate Citizenship and Philanthropy (CSR)	180-183			
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Corporate Citizenship and Philanthropy (CSR)	184-201			
	413-2	Operations with significant actual and potential negative impacts on local communities	Corporate Citizenship and Philanthropy (CSR)	180-195			

GRI STANDARD	DISCLOSURE		LOCATION		OMISSION		
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GRI 3: Material Topics 2021	3-3	Management of material topics	Customer Relationship Management	96-105			
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GRI 3: Material Topics 2021	3-3	Management of material topics	Supply Chain Management	76-89			
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Supply Chain Management	78-83			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
	308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management	79			
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Supply Chain Management	79			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
		414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management	79		
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GRI 3: Material Topics 2021	3-3	Management of material topics	IT Security and Data Privacy	66-75			
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	IT Security and Data Privacy	46-49			
			Performance Data	https://www.bemplc.co.th/Sustainability?lang=en			
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Material Topics							
GRI 3: Material Topics 2021	3-3	Management of material topics	Corporate Governance	46-55			
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Corporate Governance	51			
	205-2	Communication and training about anti-corruption policies and procedures	Corporate Governance	51			
	205-3	Confirmed incidents of corruption and actions taken	Corporate Governance Performance Data	51			
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GRI 3: Material Topics 2021	3-3	Management of material topics	Risk and Crisis Management	56-65			



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