ESG Performance Report
for Listed Companies in 2024

BANGKOK EXPRESSWAY AND METRO PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

Published on 10 March 2025

ESG Performance

Company Name : BANGKOK EXPRESSWAY AND METRO PUBLIC COMPANY LIMITED   Symbol : BEM

Market : SET   Industry Group : Services   Sector : Transportation & Logistics

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	:	Yes
Environmental guidelines	:	Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management, Air Quality Management, Noise Pollution Management

Environmental Policy and Practices

1) Environmental and Climate Policy

Our company operates with a strong commitment to social and environmental responsibility. We are dedicated to continuously developing environmental and climate management systems in accordance with international principles and standards to ensure sustainability. These efforts extend to our operations and all relevant stakeholders, summarized as follows:

1. Integrate environmental conservation initiatives and sustainable resource management strategies into business operations to protect and preserve the environment.
2. Prevent and control pollution resulting from business activities to minimize environmental impact and mitigate climate change, with the ultimate goal of achieving net-zero greenhouse gas emissions.
3. Implement effective resource selection, procurement, and management while incorporating proactive strategies for prevention and control to minimize environmental impact and maximize resource efficiency, supporting sustainable operations.
4. Ensure strict compliance with all applicable environmental laws, regulations, and standards.
5. Regularly review and continuously improve environmental and climate management systems to align with evolving business contexts, key issues, and changing global circumstances, while also protecting biodiversity and ecosystems.
6. Communicate environmental and climate policies, best practices, and management strategies to employees and key suppliers to foster awareness, knowledge, and active participation throughout the company’s value chain.

2) Environmental and Climate Practices

1. Conduct life cycle assessments of key products and services to identify critical resources, energy consumption, waste generation, and pollution emissions at all stages of production and service delivery, including waste and pollution management.
2. Review internal and external business contexts, assess significant changes, and identify environmental and climate-related risks and opportunities that could impact business operations, including key environmental concerns with potentially severe consequences.
3. Ensure full compliance with relevant legal requirements, company policies, international standards, agreements, and best practices.
4. Identify, assess, and manage environmental and climate-related risks by establishing risk indicators, defining acceptable risk levels, and setting deviation thresholds to ensure risks remain within a manageable range, demonstrating the company’s commitment to environmental protection and pollution reduction.
5. Identify opportunities and establish clear objectives, strategies, key performance indicators (KPIs), targets, and environmental and climate action plans covering the short, medium, and long term.
6. Integrate environmental and climate risk management, opportunities, and strategies into the company’s governance and operational processes, ensuring clear communication and practical implementation across all levels while continuously adapting to changing circumstances.
7. Monitor and oversee operational performance to assess efficiency and effectiveness, ensuring continuous improvement.
8. Clearly define roles and responsibilities for executives and employees at all levels in managing environmental and climate-related initiatives, including implementation, oversight, monitoring, analysis, reporting, and continuous improvement.
9. Promote awareness, encourage stakeholder engagement throughout the value chain, and implement policies supporting the

selection and promotion of environmentally friendly products and services.

Reference link for environmental policy and guidelines	:	https://www.bemplc.co.th/CorporatePolicy?lang=en
Page number of the reference link	:	5

Information on review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year	:	Yes

The review has been conducted, and there have been no changes in the essential content.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards	:	ISO 14001 - Environmental management systems

Compliance with energy management principles and standards

Energy management principles and standards	:	ISO 50001 — Energy management

Compliance with water management principles and standards

Water management principles and standards	:	3Rs or 5Rs

Compliance with waste management principles and standards

Waste management principles and standards	:	3Rs, 5Rs or 7Rs

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards	:	Thailand Greenhouse Gas Management Organization (TGO)

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Plan, Implementation, and Outcomes of other Environmental Management

1. Pollution Management

The company prioritizes pollution management in accordance with ISO 14001 standards and the Environmental Impact Assessment (EIA). It implements Environmental Impact Mitigation Measures and Monitoring Programs (EMP) under the framework of environmental and climate policies while ensuring compliance with relevant laws and regulations. These efforts aim to prevent negative impacts on the environment and surrounding communities along the railway routes.

Additionally, the company monitors pollution along the metro routes to comply with legal requirements. It measures both particulate matter and noise levels. Although measurement results may be influenced by external factors, the company remains committed to pollution control and environmental improvement. In 2024, operational results confirmed that pollution levels remained within the established targets and regulatory standards.

2. Biodiversity

The company follows a comprehensive approach to biodiversity conservation across the organization and business value chain, in line with biodiversity policies and a commitment to preventing deforestation.

Project design and construction are carefully planned at every stage to minimize negative impacts on communities and the environment. The company strictly complies with regulations, laws, and mitigation, corrective, and restoration measures outlined in environmental impact assessments. Advanced technologies and effective innovations are integrated into operations, with regular monitoring to mitigate and prevent significant impacts on biodiversity.

For the newly awarded Orange Line MRT concession project, currently under construction between Taling Chan and the Thailand Cultural Centre, the Mass Rapid Transit Authority of Thailand (MRTA), as the project owner, conducted an Environmental Impact Assessment (EIA). The assessment concluded that the project's impact on biodiversity is minimal, with appropriate mitigation measures in place throughout both the construction and operational phases.

During construction, there will be no direct impact on surface water ecosystems, except for temporary minor turbidity during foundation excavation. Preventive measures include oil spill containment, the installation of pre-assembled wastewater treatment systems, and efficient waste management. The relocation of some large trees may cause minor disruptions to terrestrial ecosystems, primarily affecting birds, which are expected to adapt. To mitigate this, trees will be carefully relocated, restoration efforts will be monitored, and additional green spaces will be created around construction sites.

During operation, the MRT system will not affect surface water sources. Wastewater from stations will be treated using advanced wastewater treatment systems before discharge, with regular monitoring to ensure compliance. Air pollution from the MRT system will remain minimal. The project will compensate for tree removal by replanting in suitable areas while preserving the surrounding environment. No additional tree removal is planned, and afforestation efforts will be implemented where feasible.

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan	:	Yes

Energy Management Plan
The company has set a strategy and goals of energy management to effectively reduce energy consumption and greenhouse gas emissions. An energy management working group has been established to oversee and implement energy-saving measures and reduce greenhouse gas emissions in various activities, such as fuel usage and electricity consumption. The target is to reduce energy consumption by 4% compared to the previous year.

Reference link for company's energy management plan	:	https://investor.bemplc.co.th/en/sustainability/reports
Page number of the reference link	:	°Year 2024

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management	:	Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2023 : purchased electricity for consumption 225,756,514.30 Kilowatt-Hours	2024 : Reduced by 4% or 9,030,260.57 Kilowatt-Hours
Reduction of fuel consumption	2023 : fuel consumption 7,506,648.80 Kilowatt-Hours	2024 : Reduced by 4% or 300,265.95 Kilowatt-Hours
Reduction of electricity purchased and fuel consumption	2023 : energy consumption 233,263,165.48 Kilowatt-Hours	2024 : Reduced by 4% or 93,305,266.19 Kilowatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management	:	Yes

Performance and Outcomes of Energy Management
Due to the increase in the number of passengers in the electric railway system, electricity usage at stations and the number of train services have risen compared to the previous year. As a result, in 2024, energy consumption increased by 2.5%, which did not meet the set target.

Overall, in 2024, the company carried out 13 energy management projects, including initiatives such as Fuel Consumption Reduction through Replacement of Internal Combustion Engine Vehicles with Electric Vehicles, replacement of HPS lamps with LED lamps along the Mainline of the Prachim Ratthaya Expressway (SOE), and installing solar energy systems. The total investment for these projects was approximately 30.98 million Baht. Compared to the previous year, the company reduced energy costs by 2.93 million Baht, decreased energy consumption by 434,012 kWh, and reduced greenhouse gas emissions by 330.4 tons of CO_2 equivalent.

Additionally, the company received an honorary plaque as a Climate Action Leading Organization (CALO) in the Excellent category for services, with a Gold rating in Measurement and a Silver rating in Reduction for the year 2024.

Diagram of performance and outcomes in energy management

Replacement of HPS lamps with LED lamps along the Mainline of the Prachim Ratthaya Expressway (SOE)

Solar Carpark

Fuel Consumption Reduction through Replacement of Internal Combustion Engine Vehicles with Electric Vehicles

Climate Action Leading Organization (CALO)

Information on electricity management

Company’s electricity consumption [(*)]

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	209,897,116.00	226,394,104.00	232,312,593.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	209,409,786.00	225,756,514.00	231,658,602.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	487,330.00	637,590.00	653,991.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	53,165.43	55,137.39	56,168.42

Additional explanation : [(*)] Exclude electricity consumption outside of the Company

Electricity Consumption Intensity

	2022	2023	2024
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Person (employee))	53,165.43000000	55,137.39000000	56,168.42000000
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Business unit)	69,965,705.33000000	75,464,701.33000000	77,437,531.00000000

Electricity Expense (*)

	2022	2023	2024
Total electricity expense (Baht)	821,066,532.00	964,999,740.00	932,346,416.00
Percentage of total electricity expense to total expenses (%)(**)	8.55	9.15	8.67
Percentage of total electricity expense to total revenues (%)(**)	5.55	5.63	5.25
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	207,970.25	235,021.86	225,422.25

Additional explanation : (*) Exclude electricity expense outside of the Company
(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Company's fuel consumption

	2022	2023	2024
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	783,370.00	700,023.00	716,909.02
Gasoline (Litres)	105,978.79	42,836.00	24,164.46
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	2,454.00	3,661.00	3,352.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

Company's fuel expense (*)

	2022	2023	2024
Total fuel expense (Baht)	29,872,510.00	31,663,908.00	21,756,993.50
Percentage of total fuel expense to total expenses (%)(**)	0.31	0.30	0.20
Percentage of total fuel expense to total revenues (%)(**)	0.20	0.18	0.12

Additional explanation : (*) Exclude electricity expense outside of the Company
(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	218,782.39	233,900.76	239,742.15

Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues)(*)	0.01478112	0.01364751	0.01349455
Intensity of total energy consumption within the organization (Megawatt-Hours / Business unit)	72,927.46000000	77,966.92000000	79,914.04896000
Intensity of total energy consumption within the organization (Megawatt-Hours / Person (employee))	55.42000000	56.97000000	57.96473570

Additional explanation : (*) Total revenues and expenses from consolidated financial statement

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan	:	Yes

Water Management Plan

The company is committed to water management, starting from sourcing clean, safe, and sufficient water for business operations. The principles include using water efficiently, ensuring it can be recycled within the business effectively, and managing wastewater according to standards to be released into the public drainage system without harming the environment, in compliance with ISO 14001 standards. The company has set a target to not exceed water usage levels from the previous year.

Reference link for company's water management plan	:	https://investor.bemplc.co.th/en/sustainability/reports
Page number of the reference link	:	Year 2024

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management	:	Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2023 : Water withdrawal 653,162.00 Cubic meters	2024 : Reduced by 0% or 0.00 Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management	:	Yes

Performance and Outcomes of Water Management

Water usage has been trending upward each year due to the increasing number of service users. However, the company remains committed to using water efficiently and has successfully implemented water recycling within the business. The company used 6,698 cubic meters of recycled water, representing a 19.33% increase from the previous year, through various projects such as water recycling system project for train washing plants. The company also manages wastewater according to standards, ensuring it is released into the public drainage system without impacting the environment, in compliance with regulations and laws. The company has met the set goals. Additionally, the company received the Green Office Excellent (Gold) award from the Department of Climate Change and Environment.

Diagram of performance and outcomes in water management

Water Recycling System Project for Train Washing Plants

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	577,953.00	653,162.00	794,584.00
Water withdrawal by third-party water (cubic meters)	577,953.00	653,162.00	794,584.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	146.39	159.08	192.11
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.04	0.04	0.04

Additional explanation : (*) Total revenues and expenses from consolidated financial statement

Water discharge by destinations

	2022	2023	2024
Total wastewater discharge (cubic meters)	577,953.00	653,162.00	794,584.00
Wastewater discharged to third-party water (cubic meters)	546,260.00	603,381.00	745,176.00

	2022	2023	2024
Wastewater discharged to surface water (cubic meters)	31,693.00	49,781.00	49,408.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	0.00	0.00	0.00

Recycled water consumption

	2022	2023	2024
Total recycled water for consumption (Cubic meters)	N/A	5,610.00	6,698.00

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.00000000	0.00000000	0.00000000
Intensity of total water consumption (Cubic meters / Person (employee))	0.00000000	0.00000000	0.00000000
Intensity of total water consumption (Cubic meters / Business unit)	0.00000000	0.00000000	0.00000000

Additional explanation : (*) Total revenues and expenses from consolidated financial statement

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	10,343,026.91	11,130,252.36	12,805,862.00
Total water withdrawal expense from third-party water (Baht)	10,343,026.91	11,130,252.36	12,805,862.00
Total water withdrawal expense from other sources (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%)(*)	0.11	0.11	0.12
Percentage of total water withdrawal expense to total revenues (%)(*)	0.07	0.06	0.07
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	2,619.81	2,710.73	3,096.19

Additional explanation : [*] *Total revenues and expenses from consolidated financial statement*

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan	:	Yes

Waste Management Plan

The company is committed to managing garbage and waste using methods that reduce waste generation from the source, adhering to the 7R principles: Reduce (reduce use), Return (return items), Replace (substitute), Reuse (reuse), Repair (repair), Recycle (recycle), and Refill (refill containers). Additionally, the company promotes environmental conservation awareness and staff participation to enhance understanding of waste management processes. Currently, waste that may impact the environment from the expressway, rail systems, and commercial development businesses is managed effectively and in compliance with international standards to prevent any potential environmental harm. The goal is to reduce garbage and waste generation by 4% compared to the previous year.

Reference link for company's waste management plan	:	https://investor.bemplc.co.th/en/sustainability/reports
Page number of the reference link	:	Year 2024

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management	:	Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste	2023 : non-hazardous waste and hazardous waste 813,892.32 Kilograms	2024 : Reduced by 4% or 781,336.63 Kilograms	• Recycle • Landfilling • Incineration with energy recovery • Other : Other recovery operations

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management	:	Yes

Performance and Outcomes of Waste Management

As the company added more trash bins at various disposal points within the stations to facilitate passengers, the amount of waste generated by users increased, resulting in not meeting the set target for resource and waste reduction. However, the company has recycled and reused waste in various projects, such as the “Recycle & Upcycling” project, “One Cap One Dream to Share Prosthetic Leg” Project, the “Circular Garden” project, and the “Plastic Home Delivery” project.

Additionally, the company received the Green Office Excellent (Gold) award from the Department of Climate Change and Environment.

Diagram of performance and outcomes of waste management

Recycle & Upcycling Project

Circular Garden Project

Green office

Information on waste management

Waste Generation(*)

	2022	2023	2024
Total waste generated (Kilograms)	351,027.00	833,603.00	1,064,375.16
Total non-hazardous waste (kilograms)	279,000.00	758,603.00	967,912.66
Non-hazardous waste - Landfilling (Kilograms)	N/A	N/A	954,336.86
Non-hazardous waste - Incineration with energy recovery (Kilograms)	N/A	N/A	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	N/A	N/A	0.00
Non-hazardous waste – Others (kilograms)	N/A	N/A	13,575.80
Total hazardous waste (kilograms)	72,027.00	75,000.00	96,462.50
Hazardous waste - Landfilling (Kilograms)	N/A	N/A	0.00
Hazardous waste - Incineration with energy recovery (Kilograms)	N/A	N/A	4,944.00
Hazardous waste - Incineration without energy recovery (Kilograms)	N/A	N/A	0.00
Hazardous waste – Others (kilograms)	N/A	N/A	91,518.50

	2022	2023	2024
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.02	0.05	0.06
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.02	0.04	0.05
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.00	0.00	0.01

Additional explanation : (*) *Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost*

(**) *Total revenues and expenses from consolidated financial statement*

Information on waste management

Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)	20,487.00	32,110.00	18,891.95
Reused/Recycled non-hazardous waste (Kilograms)	20,487.00	19,710.00	18,891.95
Reused non-hazardous waste (Kilograms)	N/A	N/A	0.00
Recycled non-hazardous waste (Kilograms)	N/A	19,710.00	18,891.95
Reused/Recycled hazardous waste (Kilograms)	0.00	12,400.00	0.00
Reused hazardous waste (Kilograms)	N/A	N/A	0.00
Recycled hazardous waste (Kilograms)	N/A	N/A	0.00
Percentage of total reused/recycled waste to total waste generated (%)	5.84	3.85	1.77
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	7.34	2.60	1.95
Percentage of reused/recycled hazardous waste to hazardous waste (%)	0.00	16.53	0.00

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	66.67

Information on greenhouse gas management plan

Greenhouse gas management plan

The company’s greenhouse gas management plan	:	Yes

Greenhouse Gas Management Plan

The company has set goals and defined strategies for managing climate change and energy across all activities in the business value chain, aiming to effectively reduce greenhouse gas emissions in a unified direction. The company has established several committees, including the Quality Management System Committee, the Safety Committee, and the Quality and Efficiency Management Committee, to oversee quality and environmental management within the company. Additionally, an Energy Management Task Force has been formed to handle and implement actions to reduce greenhouse gas emissions and energy use in various activities, such as fuel consumption, electricity use, water usage, and paper consumption.

Furthermore, the company has set 2023 as the baseline year for data, as the greenhouse gas emission data for that year across all three scopes has been verified by an external auditor (TUV NORD (Thailand) Co., Ltd.,) and registered with the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). In the baseline year of 2023, the company emitted 143,834 tons of carbon dioxide equivalent.

The company has a short-term goal to reduce greenhouse gas emissions by 4% compared to the previous year, with a long-term goal of reducing emissions by 28% compared to the baseline year. The company also aims to achieve carbon neutrality by 2050 and net-zero emissions by 2100.

Reference link for company's greenhouse gas management plan	:	https://investor.bemplc.co.th/en/sustainability/reports
Page number of the reference link	:	Year 2024

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals	:	Yes
Company's existing targets	:	Setting net-zero greenhouse gas emissions targets, Carbon Neutrality, Other Greenhouse Gas Emission Reduction Target

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1	2023 : Greenhouse gas emissions 8,059.00 tCO_2e	2024 : Reduced by 4% or 322.36 tCO_2e in comparison to the base year	2065 : Reduced by 100% or 8,059.00 tCO_2e in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None
Scope 2	2023 : Greenhouse gas emissions 106,364.00 tCO_2e	2024 : Reduced by 4% or 4,254.56 tCO_2e in comparison to the base year	2065 : Reduced by 4% or 106,364.00 tCO_2e in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None
Scope 3	2023 : Greenhouse gas emissions 29,411.00 tCO_2e	2024 : Reduced by 4% or 1,176.44 tCO_2e in comparison to the base year	2065 : Reduced by 100% or 29,411.00 tCO_2e in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None
Scope 1-3	2023 : Greenhouse gas emissions 143,834.00 tCO_2e	2024 : Reduced by 4% or 5,753.36 tCO_2e in comparison to the base year	2065 : Reduced by 100% or 143,834.00 tCO_2e in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1	2023 : Greenhouse gas emissions 8,059.00 tCO_2e	2050 : Reduced by 100% or 8,059.00 tCO_2e	None
Scope 2	2023 : Greenhouse gas emissions 106,364.00 tCO_2e	2050 : Reduced by 100% or 106,364.00 tCO_2e	None
Scope 3	2023 : Greenhouse gas emissions 29,411.00 tCO_2e	2050 : Reduced by 100% or 29,411.00 tCO_2e	None
Scope 1-3	2023 : Greenhouse gas emissions 143,834.00 tCO_2e	2050 : Reduced by 100% or 143,834.00 tCO_2e	None

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1	2023 : Greenhouse gas emissions 8,059.00 tCO_2e	2024 : Reduced by 4% or 322.36 tCO_2e in comparison to the base year	2030 : Reduced by 28% or 2,256.52 tCO_2e in comparison to the base year
Scope 2	2023 : Greenhouse gas emissions 106,364.00 tCO_2e	2024 : Reduced by 4% or 4,254.56 tCO_2e in comparison to the base year	2030 : Reduced by 28% or 29,781.92 tCO_2e in comparison to the base year
Scope 3	2023 : Greenhouse gas emissions 29,411.00 tCO_2e	2024 : Reduced by 4% or 1,176.44 tCO_2e in comparison to the base year	2030 : Reduced by 28% or 8,235.08 tCO_2e in comparison to the base year
Scope 1-3	2023 : Greenhouse gas emissions 143,834.00 tCO_2e	2024 : Reduced by 4% or 5,753.36 tCO_2e in comparison to the base year	2030 : Reduced by 28% or 40,273.52 tCO_2e in comparison to the base year

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Performance and Outcomes of Greenhouse Gas Management

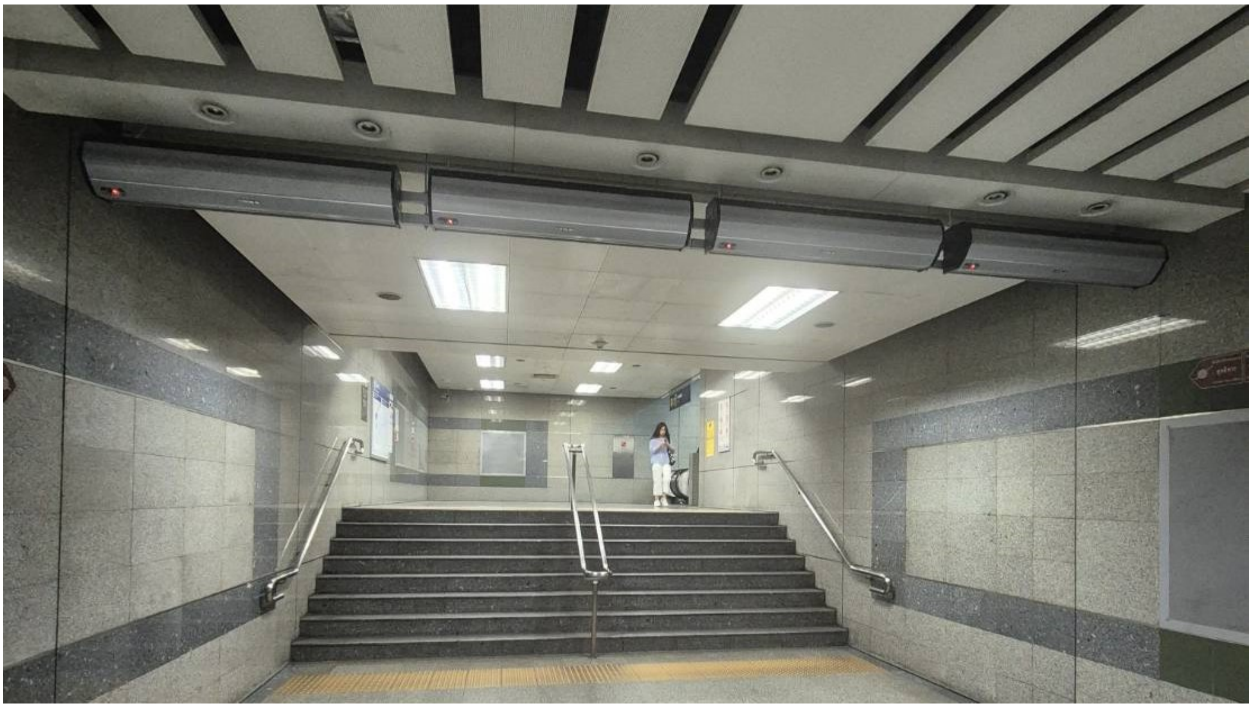
In 2024, the company conducted continuous verification of its greenhouse gas emissions data across all three scopes by an external assessor, TUV NORD, and registered its greenhouse gas emissions certification with the Thailand Greenhouse Gas Management Organization (TGO). In 2024, the company's greenhouse gas emissions totaled 141,552.14 tons of CO2 equivalent, a decrease of 2,281.86 tons of CO2 equivalent, or 1.59%, compared to the previous year. This consisted of direct greenhouse gas emissions (Scope 1) of 4,048.73 tons of CO2 equivalent, indirect greenhouse gas emissions (Scope 2) of 108,781.17 tons of CO2 equivalent, and other indirect greenhouse gas emissions (Scope 3) of 28,722.24 tons of CO2 equivalent.

The company has implemented several projects to reduce greenhouse gas emissions, including the installation of solar power systems, improving the efficiency of air conditioning systems, upgrading the ventilation shaft areas of the MRT Blue Line project, installing air curtains at the entrances and exits of the MRT Blue Line project, Fuel Consumption Reduction through Replacement of Internal Combustion Engine Vehicles with Electric Vehicles project, implementing a water recycling system for cleaning electric trains project, and the "Shred2Share" project.

Additionally, the company received an honorary plaque as a Climate Action Leading Organization (CALO) in the Excellent category for services, with a Gold rating in Measurement and a Silver rating in Reduction for 2024.

Diagram of performance and outcomes in greenhouse gas management

Solar Cell



installing air curtains at the entrances and exits of the MRT Blue Line project

Fuel Consumption Reduction through Replacement of Internal Combustion Engine Vehicles with Electric Vehicles Project

Climate Action Leading Organization (CALO)

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	107,080.00	143,834.00	141,552.14
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	2,396.00	8,059.00	4,048.73
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	104,684.00	106,364.00	108,781.17
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	N/A	29,411.00	28,722.24

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues)(*)	0.007234	0.008392	0.007968
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	27.12	35.03	34.22
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Person (employee))	27.12000000	35.03000000	3.00000000
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Business unit)	53,540.00000000	71,917.00000000	70,776.06964000

Additional explanation : (*) Total revenues and expenses from consolidated financial statement

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : TUV NORD (Thailand) Co., Ltd.

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	291,000.00	3,086,000.00	3,416,403.00
Other projects (Metric kilograms of carbon dioxide equivalent)	291,000.00	3,086,000.00	3,416,403.00
Increase Efficiency of MRT Blue Line and Purple Line (Metric kilograms of carbon dioxide equivalent)	291,000.00	0.00	154,980.00

	2022	2023	2024
Increase Efficiency of MRT Blue Line and Purple Line (Metric kilograms of carbon dioxide equivalent)	291,000.00	0.00	154,980.00
Increase Efficiency of MRT Blue Line and Purple Line (Metric kilograms of carbon dioxide equivalent)	291,000.00	0.00	154,980.00
Thailand Voluntary Emission Reduction Program (T-VER) to increase efficiency of Lighting System MRT Blue Line and Purple Line (Metric kilograms of carbon dioxide equivalent)	0.00	3,086,000.00	3,086,000.00
Thailand Voluntary Emission Reduction Program (T-VER) to increase efficiency of Lighting System MRT Blue Line and Purple Line (Metric kilograms of carbon dioxide equivalent)	0.00	3,086,000.00	3,086,000.00
Thailand Voluntary Emission Reduction Program (T-VER) to increase efficiency of Lighting System MRT Blue Line and Purple Line (Metric kilograms of carbon dioxide equivalent)	0.00	3,086,000.00	3,086,000.00
Solar Cell Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	24,809.00
The EV Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	89,294.00
The Expressway System Efficiency Enhancement Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	61,320.00

Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Other projects (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

ESG Performance

Company Name : BANGKOK EXPRESSWAY AND METRO PUBLIC COMPANY LIMITED   Symbol : BEM

Market : SET   Industry Group : Services   Sector : Transportation & Logistics

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines	:	Yes
Social and human rights guidelines	:	Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and Occupational Health at Work, Non-discrimination, Supplier rights

Social And Human Rights Policy and Practices

1. Social Policy

The Company is committed to conducting its business operations under the corporate social responsibility and sustainable development policy, the environmental and climate policy, the safety and hygiene policy, including the human rights policy, by taking into account the economy, society, and the environment altogether. Over the past periods, the Company has been taking care of society in various aspects, such as human rights, occupational health and safety in accordance with the Company's policies.

2.Social Practices

The Company has established social practices aimed at responding to the needs/ expectations of target groups, fostering continuity, and leveraging the target group to achieve sustainable satisfaction and engagement, namely:

1) Regularly surveying/talking with communities surrounding the route regarding potential impacts in order to directly alleviate problems arising from operations.

2) Organizing activities to encourage participation from residents in the nearby communities.

3) Opening the Company's channels for receiving complaints and suggestions.

4) Establishing a complaint-receiving process, or procedure that incorporates measures for protecting complainants or those who assist in the investigation, as well as remedies for complainants.

5) Having respect for the fundamental rights of the society and community.

3.Human Rights Policy

The company has announced a human rights policy to serve as a guideline for directors, executives, and employees at all levels to follow strictly, without discrimination based on race, skin color, gender, gender identity, vulnerable groups, disability, language, religion, social status, wealth, origin, political opinion, or any other status. This policy is in line with international standards, such as the Universal Declaration of Human Rights (UDHR) and the United Nations Guiding Principles on Business and Human Rights (UNGP), ensuring adherence to human rights principles throughout the business value chain.

4.Human Rights Practices

1)Strictly comply with the laws and human rights principles and do not support businesses that violate human rights principles.

2)Treat all employees equally

3)Allow all employees to enjoy equal rights at work

Reference link for social and human rights policy and guidelines	:	https://www.bemplc.co.th/CorporatePolicy?lang=en
Page number of the reference link	:	6

Information on review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year	:	Yes

Changes in social and human rights policies, guidelines, and/or goals	:	Others : -

Upon review, the following content has been added:
The company adheres to human rights principles, which are internationally recognized standards, such as the Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), the United Nations Guiding Principles on Business and Human Rights (UNGP), the ILO Declaration on Fundamental Principles and Rights at Work, and the General Data Protection Regulation (GDPR) of the European Union.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards	:	Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, Others : Universal Declaration of Human Rights (UDHR) , United Nations Global Compact (UNGC) ,General Data Protection Regulation (GDPR)

Information on Human Rights Due Diligence : HRDD

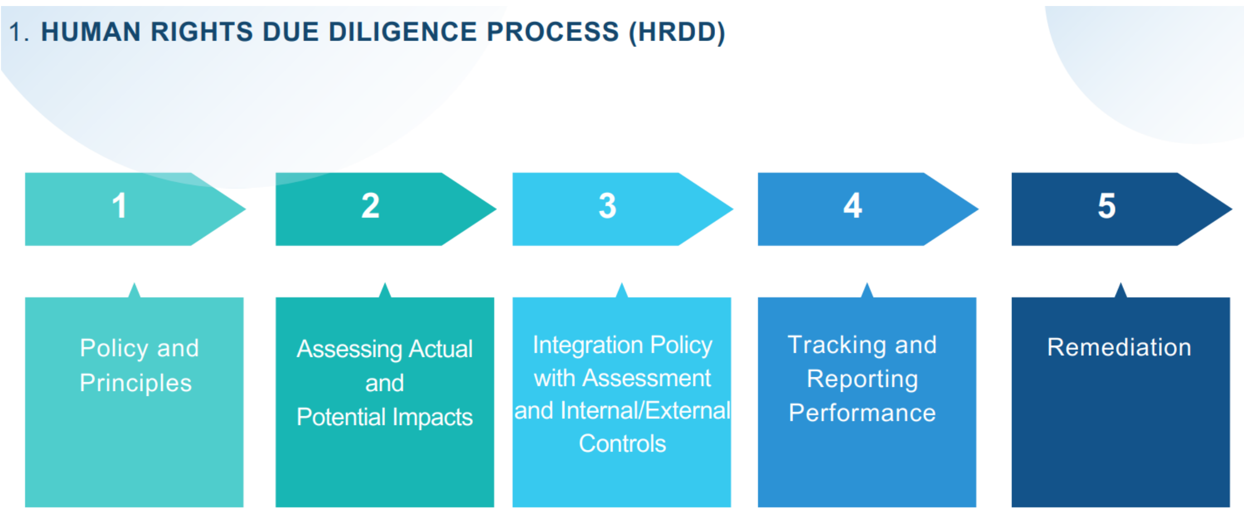
Human Rights Due Diligence : HRDD

Does the company have an HRDD process	:	Yes

HRDD Process
The Company has implemented a comprehensive Human Rights Due Diligence (HRDD) process and has established communication channels for receiving human rights-related complaints. It has also put in place appropriate measures to mitigate, remedy, and redress any impacts that may arise.
1)BEM'S POLICY AND PRINCIPLES REGARDING RESPECT FOR HUMAN RIGHTS
2)ASSESSMENT ON ACTUAL AND POTENTIAL IMPACTS, ARISING FROM COMPANY ACTIVITIES
3)INTEGRATION POLICY WITH ASSESSMENT, AND INTERNAL/EXTERNAL CONTROLS
4)TRACKING AND REPORTING PERFORMANCE
5)REMEDIATION

Reference link for the information and an HRDD process	:	https://admin.bemplc.co.th//Upload/web_file_manager_29848_1720404889_31157_file1.pdf
Page number of the reference link	:	1-18

HRDD process diagram



HUMAN RIGHTS DUE DILIGENCE PROCESS (HRDD)

Information on other social management

Plans, performance, and outcomes related to other social management

Social Management Plan, Performance, and Outcomes

Equality and Respect for Human Rights in the Company

BEM places importance on maintaining and promoting diversity among its employees. The Company strictly complies with the laws and human rights principles and does not support businesses that violate human rights principles in any form. Under the topic of Responsibilities for Executives and Employees, the Code of Conduct describes fair employment, equal treatment, non-discrimination against race, religion, place of origin, gender, age, class, education, political opinions, as well as no restriction on people with disabilities or the elderly. Such diversity will help promote the exchange of ideas, cultures, perspectives, and experiences, resulting in knowledge management (KM) that benefits the Company.

BEM recognizes the importance of health care and coverage for disabilities. The Company is also aware of the need to uplift the quality of life development for people with disabilities and to provide them with the opportunity to demonstrate their abilities in order to generate income and become self-reliant, especially for those who are in the working-age group as defined by the Persons with Disabilities Empowerment Act, BE 2550 (2007) and its Amendment in 2023. Accordingly, the Company has employed 38 persons with disabilities/caregivers to perform duties according to their knowledge and abilities in hospitals, schools, temples, and various government agencies in accordance with Section 35 of the aforementioned Act

In addition, BEM takes into account Diversity & Inclusion. The Company believes diversity can lead to creativity and innovations as well as different points of view that can contribute to developing or resolving problems in a more comprehensive manner. Therefore, the Company encourages the equal treatment of employees at all levels and ensures equal rights at work, setting working hours in accordance with labor law standards, offering fair compensation and benefits, and granting the right to form employee clubs.

Furthermore, the company places great importance on the quality of life of its employees by providing additional welfare and facilities, such as marriage benefits that cover all genders, including LGBTQIA+ employees, providing employee accommodation, employee uniforms, fitness facilities, medicines, and medical supplies.

Examples of Projects Undertaken by the Company in 2024:

• Welcoming Children from Rajavithi Home for Girls

The company organized the "Happy Journey with BEM at Metro Art" event to provide an opportunity for children from all backgrounds to participate in the company’s activities. In 2024, the company had the privilege of welcoming 30 children and 3 teachers from Rajavithi Home for Girls. The event aimed to promote self-expression, emotions, and imagination through watercolor painting on notebook covers. Additionally, the company arranged an activity for the children to experience using the MRT, while also introducing them to the safe use of the public transport system. This initiative allowed the children to access information and learn about the public transportation system comprehensively.

• Human Rights Awareness Promotion Project

The company conducted a human rights awareness program to ensure employees understand and can effectively implement human rights principles and the company's Human Rights Policy. In 2024, the company organized training sessions to raise awareness and knowledge for employees, partners, contractors, and other stakeholders. This program covered 100% of employees, who were educated on human rights issues in the company's code of conduct and human rights policies. The Company also conducted a human rights risk assessment covering 100% of the operations of Significant Tier-1 suppliers and contractors. The training required all employees to complete the training and pass the assessment with a score of at least 100%. A total of 3,760 employees participated in the training, and all employees successfully passed the test with a 100% pass rate.

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2022	2023	2024

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Occupational health and safety in workplace

Employee and Labor Management Plan
BEM has implemented the Human Capital Development Framework, which covers six aspects, as the basis for continuous operations such as Competency Management ,Talent Management ,Career Management ,Corporate Culture ,Employee Engagement and Knowledge Management.

The Company also formulates training and development plans for all employees under the “Academy Framework” that consists of work-related courses and yearly refresher training for employees according to the Personnel Development Policy, with a focus on four aspects : Work Skill ,People Skill ,Keeping Pace with the World and Organization Demand Fulfilment.

Reference link for employee and labor management plan	:	https://investor.bemplc.co.th/en/sustainability/reports
Page number of the reference link	:	Year 2024

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals?	:	Yes

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Others : Not less than 75%	Employee engagement and happiness	-	2024: Employee engagement and happiness not less than75%

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management	:	Yes

In 2024, the company expanded its Knowledge Management (KM) system development by requiring departments at the division level to create plans and implement the storage of at least one knowledge topic, which will then be shared on the company’ s KM website. This initiative aims to support operational activities, promote and enhance employees' knowledge and capabilities, and foster a collaborative learning environment across the organization. The goal is to cultivate a learning organization, ultimately improving work quality and productivity to increase customer satisfaction.

The company organized activities and welfare programs to promote happiness at work and strengthen employee engagement through the "Happy Unit Onsite" activity, where employees in operational areas are met to communicate welfare programs and the company's operational direction. The "Happy Unit Online" activity is designed to provide knowledge to employees through a question-and-answer format with prizes, helping them better understand their rights, benefits, and corporate culture throughout the year. This initiative enhances understanding, encourages learning, and fosters good relationships with employees, addressing their concerns.

In 2024, the company received three prestigious awards at the Employee Experience Awards 2024 from the Human Resources Online Institute in Singapore, as well as from the Employee Engagement and Happiness survey. A total of 93.70% of employees participated in the online survey, and the results showed an employee engagement and happiness score of 80.80%, which met the target.

Diagram of performance and outcomes for employee and labor management

Employee Experience Awards 2024

Information on employment

Employment

	2022	2023	2024
Total Employment (Person)	3,948	4,106	4,136
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	3,948	4,106	4,136
Male employees (persons)	2,303	2,418	2,449

	2022	2023	2024
Percentage of male employees (%)	58.33	58.89	59.21
Female employees (persons)	1,645	1,688	1,687
Percentage of female employees (%)	41.67	41.11	40.79

Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	925	885	738
Percentage of employees under 30 years old (%)	23.43	21.55	17.84
Total number of employees 30-50 years old (Persons)	2,753	2,905	3,026
Percentage of employees 30-50 years old (%)	69.73	70.75	73.16
Total number of employees over 50 years old (Persons)	270	316	372
Percentage of employees over 50 years old (%)	6.84	7.70	8.99

Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	480	483	404
Percentage of male employees under 30 years old (%)	20.84	19.98	16.50
Total number of male employees 30-50 years old (Persons)	1,653	1,731	1,801
Percentage of male employees 30-50 years old (%)	71.78	71.59	73.54
Total number of male employees over 50 years old (Persons)	170	204	244
Percentage of male employees over 50 years old (%)	7.38	8.44	9.96

Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	445	402	334
Percentage of female employees under 30 years old (%)	27.05	23.82	19.80
Total number of female employees 30-50 years old (Persons)	1,100	1,174	1,225

	2022	2023	2024
Percentage of female employees 30-50 years old (%)	66.87	69.55	72.61
Total number of female employees over 50 years old (Persons)	100	112	128
Percentage of female employees over 50 years old (%)	6.08	6.64	7.59

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	3,887	4,046	3,505
Percentage of employees in operational level (%)	98.45	98.54	84.74
Total number of employees in management level (Persons)	53	52	580
Percentage of employees in management level (%)	1.34	1.27	14.02
Total number of employees in executive level (Persons)	8	8	51
Percentage of employees in executive level (%)	0.20	0.19	1.23

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	2,264	2,380	2,085
Percentage of male employees in operational level (%)	98.31	98.43	85.14
Total number of male employees in management level (Persons)	33	32	330
Percentage of male employees in management level (%)	1.43	1.32	13.47
Total number of male employees in executive level (Persons)	6	6	34
Percentage of male employees in executive level (%)	0.26	0.25	1.39

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	1,623	1,666	1,420
Percentage of female employees in operational level (%)	98.66	98.70	84.17

	2022	2023	2024
Total number of female employees in management level (Persons)	20	20	250
Percentage of female employees in management level (%)	1.22	1.18	14.82
Total number of female employees in executive level (Persons)	2	2	17
Percentage of female employees in executive level (%)	0.12	0.12	1.01

Number of employees categorized by department over the past year

Significant changes in the number of employees

Significant changes in number of employees over the past 3 Years : No

Number of male employees categorized by region

	2022	2023	2024
Bangkok Metropolitan (Person)	N/A	2,269	2,300
Northern (Person)	N/A	10	10
Central (Person)	N/A	48	47
Northeastern (Person)	N/A	46	50
Southern (Person)	N/A	9	11
Eastern (Person)	N/A	19	18

Number of female employees categorized by region

	2022	2023	2024
Bangkok Metropolitan (Person)	N/A	1,624	1,625
Northern (Person)	N/A	5	3
Central (Person)	N/A	20	22
Northeastern (Person)	N/A	18	17
Southern (Person)	N/A	7	7
Eastern (Person)	N/A	6	7

Employment of workers with disabilities

	2022	2023	2024

	2022	2023	2024
Total employment of workers with disabilities (persons)	0	0	0
Percentage of disabled workers to total employment (%)	0.00	0.00	0.00
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	1,798,265,264.03	2,251,612,589.17	2,536,331,892.16
Total male employee remuneration (baht)	1,085,463,220.83	1,381,381,994.70	1,562,731,319.08
Percentage of remuneration in male employees (%)	60.36	61.35	61.61
Total female employee remuneration (baht)	712,802,043.20	870,230,594.47	973,600,573.08
Percentage of remuneration in female employees (%)	39.64	38.65	38.39
Average remuneration of employees (Baht / Person)	455,487.66	548,371.31	613,233.05
Average remuneration of male employees (Baht / Person)	471,325.76	571,291.15	638,109.97
Average remuneration of female employees (Baht / Person)	433,314.31	515,539.45	577,119.49
Ratio of average remuneration of female employees to male employees	0.92	0.90	0.90

Provident fund management policy

Provident fund management policy : Have

The company has a retirement fund management policy for employees as an optional benefit. Employees who choose to become members of the retirement fund will contribute a monthly amount to the fund, ranging from 3% to 15% of their salary, depending on the number of years the employee has worked. The company will also make a matching contribution to the fund at the same rate, but not exceeding 10%, in accordance with the company's regulations.
The company selects the retirement fund manager based on the investment policy and the returns of the fund management companies that apply.
Currently, the retirement fund is managed by TISCO Asset Management Company Limited.

Reference link for provident fund management policy : https://investor.bemplc.co.th/en/download/one-reports

Page number of the reference link : 157

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	3,483	3,007	3,296
Proportion of employees who are PVD members (%)	88.22	73.23	79.69
Total amount of provident fund contributed by the company (baht)	98,867,049.60	108,441,778.58	105,710,105.24
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	5.50	4.82	4.17

Information on employee development

Employee training and development

	2022	2023	2024
Employee development plans as part of annual performance reviews	No	No	No
Average employee training hours (Hours / Person / Year)	42.93	42.85	41.40
Total amount spent on employee training and development (Baht)	1,452,556.04	4,170,950.69	3,269,918.15
Percentage of training and development expenses to total expenses (%)[(*)]	0.000151	0.000395	0.000304
Percentage of training and development expenses to total revenue (%)[(*)]	0.000098	0.000243	0.000184

Additional explanation : [(*)] Total revenues and expenses from consolidated financial statement

Information on safety, occupational health, and work environment

Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	7,420,794.00	7,528,845.00	8,114,284.00
Total number of hours worked by employees (Hours)	7,420,794.00	7,528,845.00	8,114,284.00

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	2	2	5
Total number of employees that lost time injuries for 1 day or more (Persons)	2	2	0

	2022	2023	2024
Percentage of employees that lost time injuries for 1 day or more (%)	0.05	0.05	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours)(*)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours)(**)	0.00	0.00	0.00

Additional explanation : (*) *The company with the total number of employees over 100 or more*

(**) *The company with the total number of employees less than or equal to 100*

Information on promoting employee relations and participation

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	381	271	202
Total number of male employee turnover leaving the company voluntarily (persons)	196	115	89
Total number of female employee turnover leaving the company voluntarily (persons)	185	156	113
Proportion of voluntary resignations (%)	9.65	6.60	4.88
Percentage of male employee turnover leaving the Company voluntarily (%)	4.96	2.80	2.15
Percentage of female employee turnover leaving the Company voluntarily (%)	4.69	3.80	2.73

	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare Committee, Other : Establishing a club

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines	:	Yes
Consumer data privacy and protection guidelines	:	Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
Reference link to consumer data privacy and protection policy and guidelines	:	https://www.bemplc.co.th/privacycenter?lang=en
Page number of the reference link	:	1

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	Yes
Responsible sales and marketing guidelines	:	Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights.
Reference link for responsible sales and marketing policy and guidelines	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	104

Policy and guidelines on communicating the impact of products and services to customers / consumers

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Prohibition of exaggerated, inaccurate, or misleading marketing claims, Appropriate marketing communications through digital channels, Others : Providing opportunities for service users to visit the operation and management of the company
Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	104

Information on customer management plan

Customer management plan

Company's customer management plan	:	Yes
Customer management plan implemented by the company in the past year	:	Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

Customer Relationship Management

The Company has a commitment to provision of quality, standard and reliable services as well as taking into account health, safety of life and property, and fairness, keeping customers' information confidential, following up and evaluating customers' satisfaction for the purpose of development and improvement of services, together with advertisement, public relations and sales promotion, in response to customers' needs to have access to the mass transit system and routes which save their travelling time in Bangkok and its surrounding provinces. Work plans/programs are also continuously set out for improvement of the expressway and metro services for users to ensure a more rapid and convenient service with an international safety standard.

The company has a process for managing customer relationships to enhance customer satisfaction and strengthen relationships with its customers. The company aims to achieve a total customer satisfaction score of at least 92%.

Reference link for company's customer management plan : https://investor.bemplc.co.th/th/sustainability/reports

Page number of the reference link : Year 2024

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer Satisfaction	-	2024: not less than 92%

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

In 2024, the company conducted a customer satisfaction survey with 2,884 participants, achieving a satisfaction rate of 95.98%, as targeted.

The company encourages activities that foster good relationships with customers, business partners, and stakeholders while creating value for society. Examples include travel promotion activities such as **"Happy Journey with BEM"**, a program offering benefits to both passengers and expressway users, health promotion activities such as **"BEM CARE: Say Goodbye to Office Syndrome"**, and the publication of the **BEM Magazine**, a monthly magazine that has been continuously published for seven years. This magazine serves as a communication channel to promote activities, special privileges, and overall company operations to customers and stakeholders, for examples.

Customer Relationship Management Projects
• EMV Contactless Payment
The company has developed an electronic payment system for toll users/passengers through credit or debit cards (EMV Contactless) to provide convenience and offer a new payment option that reduces the use and physical contact with cash. In 2024, there were more than 28 million transactions using the electronic payment system with credit or debit cards (EMV Contactless), accounting for 11% of total payments. The company expects this figure to increase to 18% by 2025.

• Benefits and Promotions for Customers Project
The company runs various programs to offer benefits to customers to enhance satisfaction, build, and maintain good relationships, foster loyalty, retain existing customers, and attract new ones. In 2024, the company set a goal to conduct over 25 activities, and successfully organized 41 activities, surpassing the target. The company collaborates with business partners to provide benefits, such as top-up discounts, cashback promotions, and movie ticket discounts, ensuring that the activities under this program meet customer needs and objectives. Monthly performance reports are provided to monitor results, allowing adjustments to activities to improve satisfaction and continuously deliver high-quality services to customers.

Diagram of performance and outcomes of customer management

EMV Contactless Payment

Benefits and Promotions for Customers Project

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from customers/consumers	:	Yes
Telephone	:	0 2624 5200
Fax	:	-
Email	:	crc@bemplc.co.th
Company's website	:	https://www.bemplc.co.th/

Address : Bangkok Expressway and Metro Public Company Limited

Metro Business (Branch office 2)

189 Rama IX Road, Huai Khwang, Bangkok 10310 Thailand.

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies	:	Yes
Reference link for community development and engagement policies	:	https://www.bemplc.co.th/CorporatePolicy?lang=en
Page number of the reference link	:	6

Information on community and social management plan

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Education, Religion and culture, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Water and sanitation management, Reducing inequality

Community and Social Management Plan

BEM has established the Corporate Social Responsibility (CSR) Strategy with a focus on improving quality of life, well-being, and safety in conjunction with care for climate and environment. This is carried out under the Happiness Promotion Strategy that cover the three aspects, namely :

1.HAPPY JOURNEY

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.

2.HAPPY LIVING SOCIETY

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.

3.HAPPY PLANET

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

Furthermore, the CSR Strategy is in line with the Company’s mission to improve the quality life, enhance the quality and efficiency of services while also taking into account good corporate governance and striving operating responsibility.

Reference link for company's community and social management plan	:	https://www.bemplc.co.th/SocialRespon?lang=en
Page number of the reference link	:	2

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals	:	Yes

Details of community and social management goal setting

Target	Indicators	Base year	Target year
• Others : Community satisfaction with community relations promotion activities	Community satisfaction with community relations promotion activities	-	2024: Community satisfaction with community relations promotion activities at minimum of 98%
• Occupational health, safety, health, and quality of life	HAPPY JOURNEY	-	2028: •Zero fatal accidents per year • More than 10,000 participants in CSR projects related to health promotion by 2028
• Employment and professional skill development • Education • Religion and culture • Sports and recreation • Disadvantaged and vulnerable groups • Reducing inequality	HAPPY LIVING SOCIETY	-	2028: More than 100 communities/ societies benefitting from or participating in CSR projects by 2028
• Forests and natural resources • Water and sanitation management	HAPPY PLANET	-	2028: Support the achievement of the national Carbon Neutrality Target by 2050

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Performance and Outcomes of Community and Social Management
In 2024, the Company organized a total of 27 CSR activities with a budget of over 23.34 million baht under the strategy of promoting happiness in three key areas. HAPPY JOURNEY accounted for 34%, HAPPY LIVING SOCIETY accounted for 48% , and HAPPY PLANET accounted for 18% .

1.HAPPY JOURNEY - Happiness of Travel: "Good Health, Safe Life"
An example is The BEM Care 2024 Project: Say Goodbye to Office Syndrome is a collaborative effort between the Company, regulatory authorities and public sector and public health partners. The project consists of three main activities:
• Troop Aerobics and Office Syndrome Exercise Training, inviting employees and customers at Metro Mall to participate in aerobics and stretching exercises to maintain good health.

• ACTIVE IN TRAIN (IN TREND) Exhibition, hosted at MRT providing educational content on overcoming office syndrome.
• Event Day, held from July 11-13, 2024, at MRT Chatuchak Station, featuring interactive activities on preventing and alleviating office syndrome, a common ailment among working-age individuals. The event encourages behavioral changes for sustainable well-being, targeting working-age passengers, who make up a significant portion of service users, as well as local residents and communities along the MRT route, fostering long-term health improvements.

2.HAPPY LIVING SOCIETY: Happiness of Community and Society “Quality of Life and Well-being”
An example is Happy Journey with BEM Project: Siam Heritage of Three Eras. the company collaborated with the Ministry of Culture, the Fine Arts Department, the National Museum Office, the Tourism Authority of Thailand (TAT), and regulatory authorities and public sector on the Happy Journey with BEM project under the theme "Siam Heritage of Three Eras", featuring the historical periods of Dvaravati, Sukhothai, and Ayutthaya. This initiative encouraged travel along historical routes around Rattanakosin Island, aiming to promote historical knowledge and awareness, allowing target groups to engage with and take pride in Thailand’s rich history. The project also supported historical tourism, contributing to economic value and income generation for surrounding communities.

3.HAPPY PLANET: Sustainable Happiness for the World “Together, we care for the climate and the environment.”

An example is Metro Art Series 6 “Into the Sea: Dive Deep to Discover a New World” the company, in collaboration with its affiliates and regulatory agencies, This exhibition showcases the beauty and mystery of the underwater world, aiming to raise awareness about ocean threats and inspire visitors to appreciate, protect, and conserve marine resources. The exhibition features three immersive studios. “Sea Guardians” is a marine-themed space designed to promote conservation awareness. “Sanctuaries” evokes a beach atmosphere, emphasizing the importance of coastal areas as vital habitats for both humans and marine life. “Under the Sea” takes visitors on an exploration of the vibrant colors and hidden life forms beneath the ocean’s surface. Additionally, there were watercolor painting workshops led by professional artists, and part of the proceeds from the event were donated to a coral reef preservation research fund under the Department of Marine and Coastal Resources, supervised by the Ministry of Natural Resources and Environment.

Diagram of performance and outcomes in community and social management

Siam Heritage of Three Eras

BEM Care 2024 : Say Goodbye to Office Syndrome

Into the Sea: Dive Deep to Discover a New World

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits from social development? : Yes

	2022	2023	2024
Value of purchasing goods and/or services from the community (Baht)	0.00	0.00	790,699.00
Commercial Development Revenue (Baht)	0.00	750,000.00	232,984.00

Non-financial benefits

Does the company measure the non-financial benefits from social development? : Yes

	2022	2023	2024
Educational beneficiaries (Persons)	0.00	4,089.00	2,828.00
PR value (THB)	0.00	59,170,040.00	42,644,836.00
Satisfaction (%)	0.00	96.00	95.83
Financial support for community health cost reduction (THB)	0.00	1,000,000.00	200,000.00
Reduce household education expenses (d (Scholarship)) (THB)	0.00	73,000.00	1,200,000.00
Social Return On Investment (SROI)	0.00	0.00	3.10

Expenses from social and environmental development project

	2022	2023	2024
Total financial contribution to community/social development projects or activities (Bath)	3,911,522.55	18,850,000.00	23,335,694.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) (*)	0.040716	0.178637	0.216920
Percentage of financial contribution for community/social development projects or activities to total revenue (%) (*)	0.026427	0.109985	0.131351

Additional Explanation : (*) Total revenues and total expenses from total financial statement

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors and management have realized the significance of the Corporate Governance Code, comprising establishing organizational leadership role and responsibilities of the Board in creating value for the business to attain the sustainable business operations; strengthening effective management and internal control; implementing mechanisms for control and checks and balances intended to ensure the transparent and auditable management; respect for rights and equality of shareholders by encouraging and supporting engagement and communication with shareholders; ensuring disclosure and maintaining financial integrity; and ensuring all groups of stakeholders-oriented management, all of which are crucial factors in adding value and bringing the highest returns to the Company's shareholders with the long-term sustainability.

The Board of Directors has formulated the corporate governance policy and practices which shall be regularly reviewed at least once a year. To boost confidence of all shareholders, investors and stakeholders and development resulting in the good corporate governance of the Company and its subsidiaries on a continuous basis, including understanding of the Board of Directors in the Company's business operations, expectations of stakeholders, opportunities and risks affecting the business operations. In this connection, the Company has publicized the corporate governance policy and practices on its website at www.bemplc.co.th to allow all shareholders, investors, and stakeholders to acknowledge the practices and business operations of the Company and communicate to the Company's directors, executives and staff in order that they use as a guideline for business operations and administration.

Reference link for the full version of corporate governance policy and guidelines : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 1-122

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of Directors, Determination of Director Remuneration, Independence of the Board of Directors from the Management, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies, Other guidelines regarding the board of directors

Nomination of Directors

The Nomination and Remuneration Committee nominates qualified directors, by taking into account the Board of Directors' composition, knowledge, abilities, and experiences which are beneficial according to the Board Skill Matrix, to be appointed as directors to replace the directors who are vacating their office, both by early retirement and by rotation, in accordance with the criteria. The qualifications of nominated persons will be considered based on the necessary skills that are still lacking on the Board of Directors, as well as those that are aligned with the Company's business strategies, through nomination process and submission of the nominations for approval by Board of Directors or shareholders.

Reference link for Nomination of Directors : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 73-76

Determination of Director Remuneration

The Company establishes a clear and transparent policy on remuneration for directors and the Managing Director in line with the scope of duties and responsibilities of each director serving as chairman or subcommittee member, subject to review by the Nomination and Remuneration Committee. The remuneration is at the same level as that in the same industry and sufficiently high to retain the qualified directors.

Reference link for Determination of Director Remuneration	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	82

Independence of the Board of Directors from the Management

The structure of the Board of Directors is appropriately proportional to independent directors, non-executive directors, and executive directors, reflecting the balance of power. Independent directors and non-executive directors are free to provide their opinions on the management's work performance. The management is free to propose matters that are in the Company's interests to the agenda. In this regard, the Company calls non-executive directors' meetings as necessary to discuss administration-related matters without the management's presence and sends notice of such meetings' outcomes to the Managing Director for acknowledgement.

Reference link for Independence of the Board of Directors from the Management	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	21

Director Development

Directors and Executives Training

The Board of Directors has a policy to support and facilitate training and learning for its directors and executives to ensure their continued improvement and performance, involving both internal and external training courses. All directors must attend training for an understanding of the performance of their duties in their capacity as directors.

The Company's Board of Directors and high level executives attach significance to participation in training or seminars in various courses or development of their knowledge and skills. The Board of Directors has completely attended training courses organized by the Thai Institute of Directors Association (IOD), namely, Director Certification Program (DCP), Director Accreditation Program (DAP), Board Performance Evaluation, The Role of Chairman (RCP), Audit Committee Program, Role of Compensation Committee (RCC).

Orientation for New Directors

The Board of Directors has established the operational practices for the Company to arrange for orientation for newly-appointed directors, whereby the Company shall provide new directors documents as well as giving them briefings to ensure their understanding of the business and performance of duties as directors. The Board of Directors assigns the Company Secretary, and the Director Office to arrange for orientation for newly-appointed directors by convening a meeting with the relevant directors and/or executives and/or officers for clarification and answering questions.

Reference link for Director Development	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	82

Board Performance Evaluation

The Board of Directors has a policy to ensure the self-assessment of the Board of Directors, subcommittees as a whole, and individual directors/members at least once a year in accordance with the guidelines of the Corporate Governance Code for Listed Companies. In this regard, the Board of Directors requires that topics of assessment shall be reviewed to ensure appropriateness and conformity to the specified roles, duties, responsibilities, and practical policies.

Reference link for Board Performance Evaluation	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	81

Corporate Governance of Subsidiaries and Associated Companies

The Board of Directors of the Company has set out criteria and guidelines for supervision and control of management of the subsidiaries to ensure that operations of the Company's subsidiaries are conducted in compliance with the business policy and in line with the Corporate Governance Code, and to safeguard investment benefits of the Company and its shareholders. In this regard, the Company has assigned its subsidiaries to yearly review the respective internal control systems to ensure that it is sufficient and appropriate, whereby the Internal Audit Office of the Company shall regularly review, follow up and evaluate compliance with the good internal control principles, as specified in the annual audit plan.

Reference link for Corporate Governance of Subsidiaries and Associated Companies	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	88

Succession Plan

The Board of Directors prepares and reports on a succession plan for the positions of Managing Director and the high level executives and in the primary line, taking into account the performance, potentials, and readiness of each person. In this regard, the Company makes preparations for those potential successors in the development of their knowledge, competency, and skills as required for their work positions for succession in the event that the Managing Director or executives in the key positions are not able to perform duties.

The Company requires promotion to be considered each year under the specified criteria for development of personnel who have good performance and competency for their advancement to a higher position in accordance with a line of command, both the middle level executives and staff. The promotion consideration committee, comprising the Managing Director and executives at the General Manager level or higher or the middle level executives, shall consider this matter in accordance with the clearly specified criteria. With regard to the implementation of strategy and succession plan of the high level executives, who may be changed or vacate office by rotation or retirement, the Nomination and Remuneration Committee's meeting shall review the criteria and select knowledgeable, competent and qualified persons, whereby the Board of Directors shall consider appointing candidates to hold the office of Managing Director, and the Executive Board shall consider appointing executives at the Assistant Managing Director level or higher.

Reference link for the other policy and guidelines	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	83

Report on Interests of Directors and Executives

The Board of Directors imposes a duty on its directors and executives to report on their personal interests and disclose information on their holdings of directorships or executive positions in other legal entities, and their shareholdings in other legal entities in excess of 25 percent of total voting shares and this obligation applies to both reporters and their related persons. This is to ensure that the Board of Directors has information in support of its consideration and approval of execution of transactions of the Company and its subsidiaries with accuracy and transparency in compliance with the relevant rules and regulations.

The Company Secretary keeps such reports on interests of directors and executives, and also provides copies of such reports to the Chairman of the Board of Directors and the Audit Committee Chairman within seven business days from the date of the Company's receipt of such reports.

Reference link for the other policy and guidelines	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	86

Interested Directors' Participation in the Meetings

The Board of Directors sets out a policy to prohibit its directors and executives, who are connected persons or interested persons in relation to any agenda items to be considered, from participating in the meeting and voting on such items. The Company Secretary gives prior notice to such interested directors and executives not to participate in the meeting nor vote on such item. To determine whether a director/ executive is a connected person and interested person, the Board of Directors will consider the reports on interests which all directors and executives have a duty to prepare and submit to the Chairman of the Board of Directors and the Audit Committee Chairman.

Reference link for the other policy and guidelines	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	86

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders	:	Yes
Guidelines and measures related to shareholders and stakeholders	:	Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society, Other guidelines regarding shareholders and stakeholders

Shareholder

The Company issues ordinary shares in accordance with applicable requirements, laws and notifications of the Securities and Exchange Commission (SEC) and strictly complies with policies, objectives and resolutions of the shareholders' meeting, and also realizes the significance of its responsibility to fulfill commitments in accordance with the requirements regarding the ordinary share issuer's rights and duties, including relevant contractual conditions.

Reference link for Shareholder : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 114-121

Employee

The Company considers staff as a key resource behind its business movements and as a crucial factor to the Company's sustainable success and growth, and then clearly sets out the staff practices, as suitable for each work position, and has respect for human rights, for instance, determination of remuneration and other benefits with fairness, allocation of welfare benefits not less than that provided by law or higher as appropriate, taking into account staff's hygiene and safety at work, provision of training, development of competency and support of career advancement, as well as providing staff opportunity to improve their important and essential skills in connection with working or in any other fields, etc. In this regard, the Board of Directors has authorized the management to follow up, review and evaluate work performance on a yearly basis.

Reference link for Employee : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 104-105

Customer

The Company has a commitment to provision of quality, standard and reliable services as well as taking into account health, safety of life and property, fairness, and keeping customers information confidential, with the Company following up and evaluating customers' satisfaction for the purpose of development and improvement of services, together with advertisement, public relations and sales promotion, in response to customers' needs to have access to the transit system and routes which save their travelling time in Bangkok and its surrounding provinces. Work plans/programs are also continuously set out for improvement of the expressway system service and the metro operation service in order to provide users with services that are convenient, rapid and safe
in accordance with international standards.

Reference link for Customer : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 104

Business competitor

The Company formulates a policy to fairly, honestly and transparently operate its businesses without making an accusation against or damaging its competitors. Additionally,, as well as the Company is committed to refraining from using unethical or improper methods to obtain any competitor's information or trade secrets. and the Company formulates a policy to operate its businesses in competition with its competitors freely and fairly according to the rules and framework of outlined in trade competition laws, as well as the Company is dedicated to refraining from taking any action in violation of domestic and international competition laws.

Reference link for Business competitor : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 13

Business partner

The Company has a commitment to the procurement of standard goods and service, for the purpose of development and maintenance of sustainable relationships with traders (suppliers, contractors and business alliances), with the clear objectives in terms of quality of goods and service worth its value, technical standard, and creditability. The Company, therefore, provides fair and equal procurement procedures for all traders; establishes the Supplier Code of Conduct to serve as traders' operational guidelines which cover environmental, social and governance aspects; and follows the procedures in a systematic way in compliance with the work procedures regarding procurement and conditions of contracts or agreements with fairness in accordance with the requirements of ISO 9001 Quality Management Systems.

Reference link for Business partner : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 106

Creditor

The Company strictly observes the terms stated in the credit facilities arrangement, debenture issuance, guarantee, fund management to build confidence among financial institutions, funding sponsor under the Company's projects and do not violate the agreed conditions.

Reference link for Creditor : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 107

Government agencies

The Company has strictly performed its duties in accordance with the agreements with EXAT and MRTA as its contractual parties and treats regulatory and government agencies that are involved in business with the Company equally and without discrimination under various requirements, rules, customs, and practices between each other; and also fosters goodwill and good relations with these agencies, which are all explicitly written in the Code of Conduct; as well as operating procedures in accordance with the ISO 9001 Quality Management System to collaborate with EXAT and MRTA in providing services efficiently and consistently. The Company arranges for an assessment of job satisfaction in order to develop and enhance work efficiency. Based on the assessment's findings, both EXAT and MRTA were satisfied with their collaboration with the Company at an excellent level.

Moreover, the Company holds quarterly meetings between operating staff of the Company and EXAT and holds monthly meetings with the MRTA. These efforts not only boost productivity and improve service user satisfaction, but also lessen the likelihood of conflicts or impacts giving rise to disputes from their collaboration between the two agencies.

Reference link for Government agencies : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 107

Community and society

The Company is aware of the impacts from its operations on society and the environment, particularly on community groups adjacent to the expressway route, the electric train, or office where the Company is located, whereby the Company continues to organize special events in a way that will bring benefit and build business and community learning base in the long run.

Reference link for Community and society : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 105

Press

The Company gives priority to provision of truthful, up-to-date information so that it can be communicated to those affected, both positively and negatively to enable timely and correct decision-making.

Reference link for the other policy and guidelines : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 108

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company's Code of Conduct is formulated to provide guidelines for desirable and proper behavior to which all executives and staff of the Company are required to have adhered in order to ensure the Company's business operations in line with the Company's vision and missions as well as pursuing the goal in development of quality of work and quality of life of staff. The Code of Conduct will be annually reviewed or updated to rest assured its suitability, effectiveness, and alignment with the business environment, with ongoing oversight to ensure compliance with the Code. Therefore, it is a responsibility of executives and staff to actively foster adherence to the Company's Code of Conduct, ensuring that the practices adhered to are conducted with the professional integrity and high standards, by encompassing the following matters:

- Convincing, urging and motivating executives and staff to jointly create value to the businesses;
- Building up confidence that the legal rights of the stakeholders are protected;
- Having honest, transparent and fair treatment towards the stakeholders, together with all related persons;
- Encouraging all executives and staff to have a responsibility to endeavour to grasp and comply with the Code of Conduct, together with relevant policies of the Company to be further formulated.

Reference link for the full version of business code of conduct	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	8-19

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct	:	Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work, Other guidelines related to business code of conduct

Prevention of Conflicts of Interest

The Company has required information disclosure and has established a policy requiring that all of its directors, executives and staff refrain from entering into any transaction which may give rise to a personal conflict of interest with the Company and refrain from engaging in any illegal and inappropriate activities that may cause conflicts of interest. The Company's personnel at all levels must strictly comply with the policies and guidelines disclosed by the Company under the Corporate Governance Handbook.

Reference link for Prevention of Conflicts of Interest	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	8, 50

Anti-corruption

The Company realizes and gives priority to anti-corruption and fraud prevention, both inside and outside its organization. To this end, the Company has formulated guidelines on proper conducts of directors, executives and staff in the Code of Conduct of the Company.

Reference link for Anti-corruption	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	48, 97-103

Whistleblowing and Protection of Whistleblowers

The Company provides whistleblowing channels through which stakeholders of all groups can contact and complain about matters which may cause damage to the Company or found any behavior or incidents which may violate or breach its Code of Conduct or policies. Such report or complaint can be filed directly with the Audit Committee Chairman or an independent director, or via the Company Secretary. Such whistleblowing channels include:

Bangkok Expressway and Metro Public Company Limited
238/7 Asoke-Dindaeng Road, Bangkapi Subdistrict, Huai Khwang District, Bangkok 10310
Telephone : 0 2641 4611
E-mail : companysecretary@bemplc.co.th

Reference link for Whistleblowing and Protection of Whistleblowers	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	113

Prevention of Misuse of Inside Information

The Company has formulated the policy and best practices regarding inside information usage, by setting guidelines for prevention of inside information usage and requiring all of its directors, executives and staff to strictly comply with those as specified in the Company's Corporate Governance Handbook. In addition, the Company has a policy requiring that its directors, executives and employees who have access to the financial statements or any other information which affects the price of securities, shall refrain from trading the securities at least 1 month before the Company's financial statements are disclosed to the public (Blackout Period), by issuing a warning letter to directors and executives before such Blackout Period.

Reference link for Prevention of Misuse of Inside Information	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	48-50, 84

Gift giving or receiving, entertainment, or business hospitality

• In alignment with the Company's policy on business operations with transparency and fairness, executives and staff are required to
exercise caution to avoid damaging the Company's reputation. This involves refraining from committing malfeasance or committing any
act which may give rise to criticism in terms of integrity and justice.
• The Company explicitly instructs its executives and staff to refrain from giving or receiving any item or benefit from any
counterparties/contractual parties or persons who have connection with the Company's businesses. Exception is made only during
festivals or according to established custom, in which case, at the reasonable value as shall be considered by recipient. Executives and
staff who receive gifts in a form of money or object with high value shall inform the supervisor within the chain of command.
Subsequently, the supervisor must then evaluate the situation and take appropriate actions, in order to show honest and transparent
intentions.
• Executives or staff should refrain from offering or receiving excessive entertainment from any third person which has a business
connected with the Company.

Reference link for Gift giving or receiving, entertainment, or business hospitality	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	15, 100

Compliance with laws, regulations, and rules

The Company conducts its operation based on a concession granted under the supervision of government agencies and relevant regulatory agencies. Therefore, it is required to comply with the contracts, terms, laws, regulations, rules, criteria and practices of such agencies, taking all stakeholders into account which encompasses environmental, social and governance dimensions. In the event of the Company's neglect to do so or failure to follow them completely due to a lack of understanding of the contracts, changes in the terms, laws, regulations, rules, criteria and practices, it may lead to a breach of contract, tarnish the Company's image; as such, the Company is subject to penalties or may lose the opportunity to conduct its business. Therefore, to manage the compliance risk, the Company has designated a work unit responsible for closely monitoring and reporting changes in applicable requirements, laws, regulations, rules, criteria and practices, while also communicating the changes to relevant internal work units so that staff can study, gain knowledge and understanding, and apply them to their duties correctly, and report to the executives, the GRSC and the Board of Directors.

Reference link for Compliance with laws, regulations, and rules	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	8-9

Information and assets usage and protection

The Company requires its staff to exercise prudent use of the Company's assets for the Company's utmost benefits, not for their own
interests. All staff shall be obligated to take care of and protect the Company's assets from being lost, damaged, misused, stolen and destroyed. Those obligations not only cover staff's self-commitments, but also cover concentrated compliance with security procedures and situational awareness for any situations and events which may occur and which may result in loss, stealing or misuse of the Company's assets.

Reference link for Information and assets usage and protection	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 14-15

Anti-unfair competitiveness

The Company is committed to operating the sustainable businesses in accordance with the Company's Code of Conduct and legal regulations. This includes the fostering of cooperation, confidence and value to counterparties/business contractual parties throughout the supply chain. The Company upholds the following principles in its business operations with counterparties/contractual parties, ensuring accuracy and legal protection

Reference link for Anti-unfair competitiveness : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 13

Information and IT system security

BEM places importance on governing IT security and data privacy to support internal operations and service expansions through the digital system. The Company has made improvements to ensure that our IT system is secure and consistent with the ISO/IEC 27001 international standards. We have invested in the development of a more efficient system infrastructure to support the future increase in system usage. We have also formulated a plan to address cyber-attacks using cryptographic control and conducted various system tests to upgrade IT security. A safe and secure IT system also provides protection to the privacy of stakeholders against personal data leakage. More importantly, BEM has established operational guidelines related to data privacy in accordance with the Personal Data Protection Act B.E. 2562 (2019).

Reference link for Information and IT system security : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 17-18, 59

Environmental management

Environmental management and resource efficiency are vital issues. They must be taken into consideration upon operating businesses in order to mitigate environmental impacts and reduce risks arising from non-compliance with environmental requirements, regulations, and laws, which are essential in driving businesses. BEM is therefore committed to conducting business and implementing environmental management in accordance with international standards and strict compliance with relevant laws. The Company also works to develop and improve services by adopting new technology to render greater efficiency in improving work processes, reduce resource consumption, and optimize available resource utilization according to the Company's Environmental Management Policy and Mission.

At the same time, BEM has set well-defined targets in long-term business planning related to stakeholder expectations and improved operations in line with progress to enable the Company's steady growth in conjunction with the sustainable preservation of natural resources and the environment.

Reference link for Environmental management : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 13,64,122

Human rights

BEM is committed to being a good and sustainable member of society by supporting and complying with the Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), and the International Labor Organization (ILO)'s Declaration on Fundamental Principles and Rights at Work. The Company strives to promote fair labor practices, be free of discrimination, and allow freedom to express thoughts and feelings. The Company also endeavors to provide a transportation system with a universal design that complies with international principles, creates satisfaction, and encourages access to services for all groups of people. In addition, the Company offers channels for communication and human rights grievances as well as appropriate measures to mitigate, correct, and remedy any impacts that have occurred.

Reference link for Human rights : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 16, 68-69

Safety and occupational health at work

BEM is committed to conducting business with consideration for the health, safety, and well-being of all stakeholders. The Company strives to build trust and satisfaction for customers through effective safety measures and regular infrastructure maintenance and testing. The Company also implements an occupational health and safety management system that has been certified by ISO45001, provides training, and encourages employees to participate and propose recommendations related to occupational health and safety operations.

Reference link for Safety and occupational health at work : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 70

Ensuring Disclosure and Maintaining Financial Integrity

The Board of Directors sets out a policy to disclose information and maintain financial integrity by formulating practical guidelines, including systems for financial reporting and disclosure of significant information to ensure correctness, adequacy, equality, punctuality via appropriate channels, protecting confidential information and information which may affect securities price, as well as having the company-wide communication to make all staff have a common understanding that compliance with such policy is required in accordance with applicable requirements, standards and practices, in a transparent and auditable manner. This is to ensure that disclosed information is a matter of importance and is able to reflect practices and operations of the Company contributing to the sustainable value creation to the business.

Moreover, personnel related to preparation of the report and information disclosure are promoted and managed to ensure they have knowledge, skills and experience as suitable for their duties, responsibilities, and in an adequate amount for the Company’s needs. Such personnel shall include the highest level executive in accounting and finance, accountant, internal auditor, Company Secretary, and investor relations. The Managing Director have the power to approve information disclosure and ensure the accurate, complete, timely and transparent disclosure of both financial and non-financial, material information relating to the Company as required by the SEC Office and the SET, via the equitably accessible channels.

Reference link for the other policy and guidelines : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 88-89

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

The Company’s Code of Conduct is formulated to provide guidelines for desirable and proper behavior to which all executives and staff of the Company are required to have adhered in order to ensure the Company’s business operations in line with the Company’s vision and missions as well as pursuing the goal in development of quality of work and quality of life of staff. The Code of Conduct will be annually reviewed or updated to rest assured its suitability, effectiveness, and alignment with the business environment, with ongoing oversight to ensure compliance with the Code. Therefore, it is a responsibility of executives and staff to actively foster adherence to the Company’s Code of Conduct, ensuring that the practices adhered to are conducted with the professional integrity and high standards.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Page number of the reference link : 8-19

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : No

Information on material changes and developments in policy and corporate governance system over the past year

Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors’ charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors’ charter : Yes

Material changes and developments in policy and guidelines over the past year : Yes

The Corporate Governance, Risk Management and Sustainable Development Committee, which is responsible for supervising and

ensuring the Company's compliance with the principles of the Corporate Governance Code while also promoting and supporting the Company's business operations which create sustainable business value, has stipulated that the appropriateness of compliance with the principles of the Corporate Governance Code be reviewed at least once a year, with the Board of Directors assigning the Corporate Governance, Risk Management and Sustainable Development Committee, to consider and evaluate its implementation results so that the evaluation results are then proposed to the Board of Directors for consideration, as well as monitoring, ensuring the implementation of the Company's strategies. In the Board of Directors' meeting on a quarterly basis, the Board of Directors monitors the performance of the management and requires that the performance and operating results of the Company be reported, especially in terms of financial goals and action plans to meet the established strategies. In this regard, the Company has established the Corporate Governance Principles to consolidate the Charter of the Board of Directors,
sub-committees, as well as various policies and practices, to serve as a framework for adherence to the Company's good corporate governance.

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Fully implement

1. Review of the Company's Vision, Mission, and Business Strategy

In 2024, the Board of Directors has regularly reviewed the Company's vision and mission, as well as monitored the execution of its strategies. In this regard, the Board has set the meeting agendas, ensuring that management provides comprehensive reports on the progress and adherence to the Company's strategies at each Board's meeting. Additionally, Chairman of the sub-committee is responsible for reporting significant matters as assigned, including, but not limit to, financial reports, reports from the Executive Committee, reports from Corporate Governance, Risk Management and Sustainable Development Committee, or reports from Nomination and Remuneration Committee.

2. Review of the Company's Code of Conduct

The Company continuously monitored and ensured compliance with the Company's Code of Conduct, recognizing it as a responsibility of all executives and staff to promote adherence to the Code. In this regard, a review of the Code of Conduct in 2024 determined that it remains effective and aligned with the Company's current business operations. Executives and staff have demonstrated a comprehensive understanding of the Code of Conduct, and adhere to it fully as a guiding principle in the performance of their defined duties.

3. Review of Corporate Governance and Sustainable Development Policies

The Company has regularly reviewed its Corporate Governance policy and Sustainable Development policy. In 2024, the following policies have been reviewed:

- Information Security Policy: to ensure alignment with the principles of maintaining data confidentiality, accuracy, completeness, availability.

- Data/Information Disclosure Policy: to ensure that the disclosure of the Company's essential data/information, both financial and non-financial, is accurate, comprehensive, sufficient, and timely, through accessible, equitable, and reliable channels.

4. Establish Additional Policies and Practices

• Supply Chain Management Policy

The Company focuses on sustainable management of its partners throughout the supply chain, including improvement of the partners' capability to reduce risks from partners and mitigate the impacts on the Company's operations both in short and long terms. As such, the Company has established the Supply Chain Management policy within the sustainable supply chain management in accordance with UN Global Compact guidelines. This policy serves as a framework for managing partners, ensuring that the Company conducts its business in alignment with its intention to uphold corporate governance, social responsibility, and environmental stewardship.

• Anti-Corruption Practices

The Company focuses on conducting its business with transparency and complies with laws and regulations related to the prevention of fraud and corruption, denying all forms of fraud and corruption in both direct and indirect ways. Therefore, the Company has established the Anti-Corruption Practices to serve as a guideline for the directors, staff, and relevant stakeholders, to be followed in preventing fraud and corruption.

5. Review of the Company's Charter

In 2024, the roles and duties of the Board of Directors were expanded to include the oversight of efficiency of the Company's management of energy and resources, with consideration to environment and the mitigation of potential impacts on stakeholders from climate change, in alignment with Sustainable Development (ESG) principles. Furthermore, the roles and duties have been expanded to provide an oversight of the Company's operations in accordance with the principles of human rights, ensuring that the rights of all stakeholders are respected, which leads to business operations conducted with good governance. Additionally, the Board of Directors is also responsible for overseeing and managing the Company's operation, to serve safety for service users, staff, and all stakeholders throughout the entire value chain of the Company's business, while monitoring the development and implementation of the occupational health and safety management system to guarantee the highest level of efficiency and effectiveness.

Other corporate governance performance and outcomes

The Company has regularly reviewed the corporate governance policy and practices every year in order to create sustainable business value. According to the previous performance, the Company has adhered to and complied with the aforesaid Corporate Governance Code, and as a result, the Company received assessments and awards for the corporate governance in 2023, as follows:

• **The Company was consecutively rated excellent (Excellent CG Scoring) or 5 stars** by the Thai Institute of Directors Association (IOD) under the Corporate Governance Report of Thai Listed Companies 2024;

• **The Company received the "Excellent" rating in the assessment of the quality of the 2024 Annual Ordinary General Meeting of Shareholders (AGM Checklist 2024)**, as deserved to be a role model for the fifth year in a row since 2020, from the Thai Investors Association;

• **The Company received the results of the SET ESG Rating of sustainability bonds for 2024** from the SET at the AAA level, by being continuously selected as one of listed companies on the "Thailand Sustainability Investment" in the services category since 2016, proving the listed company's good management, business operations by taking into account Environmental, Social and Governance : ESG, delivering efficient service, improving quality of life, building confidence for investors and stakeholders in the sustainable business operations;

• **The Company was selected by Thaipat Institute to be among the companies in the ESG100 securities group, by being awarded the ESG100 Certificate for 2024** as a company with exceptional performance in the areas of Environmental, Social and Governance: ESG in the transportation & logistics business group out of 920 listed securities companies;

• **The Company was awarded the "Climate Action Leading Organization: CALO" recognition at the Excellent Level in the service category for the year 2024** by Thailand Carbon Neutral Network, in recognition of its efforts in measuring the quantity of its greenhouse gas emissions (Measure) with a Gold level, and for its contributions toward offsetting emissions (Contribute) with a Silver level. This award reflects the Company's commitment to conducting its business in alignment with sustainable development principles;

Corporate Governance Structure

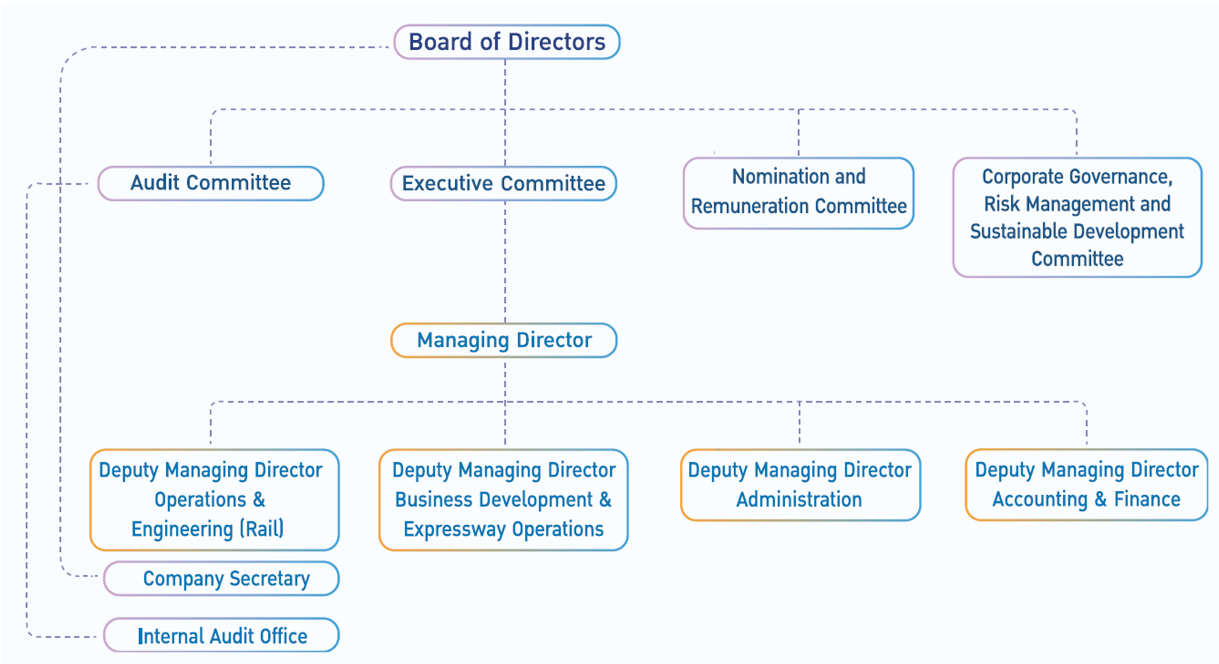
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	17	
	11	6
Executive directors	6	
	4	2
Non-executive directors	11	
	7	4

	2024	
	Male (persons)	Female (persons)
Independent directors	6	
	5	1
Non-executive directors who have no position in independent directors	5	
	2	3

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	64.71	35.29
Executive directors	35.29	
	23.53	11.76
Non-executive directors	64.71	
	41.18	23.53
Independent directors	35.29	
	29.41	5.88
Non-executive directors who have no position in independent directors	29.41	
	11.76	17.65

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2024	
	Male (years)	Female (years)
Average director age	68	
	71	61

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. PLEW TRIVISVAVET Gender: Male Age : 79 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn’t Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 19,094,945 Shares (0.124926 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 1,602,527 Shares (0.010500 %)	Chairman of the Board of Directors (Executive Directors) Authorized directors as per the company’s certificate of registration : Yes Type of director : Existing director	30 Dec 2015	Engineering, Transportation & Logistics, Risk Management, Business Administration, Corporate Management
2. Mr. VITOON TEJATUSSANASOONTORN Gender: Male Age : 84 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years : Doesn’t Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company’s certificate of registration : No Type of director : Existing director	30 Dec 2015	Accounting, Finance, Transportation & Logistics, Business Administration, Audit

List of directors	Position	First appointment date of director	Skills and expertise
3. GEN. CHETTA THANAJARO Gender: Male Age : 86 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years : Doesn’t Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company’s certificate of registration : No Type of director : Existing director	30 Dec 2015	Law, Transportation & Logistics, Audit, Public Administration, Leadership
4. Prof. (adjunct) ATHAPOL YAISAWANG Gender: Male Age : 74 years Highest level of education : Doctoral degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years : Doesn’t Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company’s certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	27 Oct 2021	Law, Risk Management, Business Administration, Governance/ Compliance, Sustainability

List of directors	Position	First appointment date of director	Skills and expertise
5. Mr. PHONGSARIT TANTISUVANITCHKUL Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years : Doesn’t Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 3,500,000 Shares (0.022898 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)	Director (Executive Directors) Authorized directors as per the company’s certificate of registration : Yes Type of director : Existing director	30 Dec 2015	Transportation & Logistics, Engineering, Risk Management, Business Administration, Governance/ Compliance
6. Dr. ANNOP TANLAMAI Gender: Male Age : 74 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years : Doesn’t Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company’s certificate of registration : No Type of director : Existing director	25 Feb 2016	Engineering, Accounting, Transportation & Logistics, Business Administration, Audit

List of directors	Position	First appointment date of director	Skills and expertise
7. Mrs. VALLAPA ASSAKUL Gender: Female Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years : Doesn’t Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company’s certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	30 Dec 2015	Economics, Finance, Risk Management, Governance/ Compliance, Sustainability
8. M.L. PRASOBCHAI KASEMSANT Gender: Male Age : 69 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years : Doesn’t Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company’s certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	30 Dec 2015	Transportation & Logistics, Engineering, Commerce, Law, Public Administration

List of directors	Position	First appointment date of director	Skills and expertise
9. Mr. SUPONG CHAYUTSAHAKIJ Gender: Male Age : 83 years Highest level of education : Doctoral degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)	Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	30 Dec 2015	Engineering, Transportation & Logistics, Law, Risk Management, Business Administration
10. Mrs. PAYAO MARITTANAPORN Gender: Female Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)	Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	30 Dec 2015	Transportation & Logistics, Accounting, Business Administration, Risk Management, Corporate Management

List of directors	Position	First appointment date of director	Skills and expertise
11. Dr. SUPAMAS TRIVISVAVET Gender: Female Age : 50 years Highest level of education : Doctoral degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)	Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	8 Jul 2022	Transportation & Logistics, Business Administration, Risk Management, Sustainability, Public Administration
12. Ms. ARISARA DHARAMADHAJ Gender: Female Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	26 Apr 2019	Economics, Accounting, Finance, Transportation & Logistics, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
13. Mr. PANIT DUNNVATANACHIT Gender: Male Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years : Doesn’t Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors) Authorized directors as per the company’s certificate of registration : No Type of director : Existing director	30 Dec 2015	Economics, Accounting, Finance, Transportation & Logistics, Business Administration
14. Mr. PIYAKORN APIBALSRI Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years : Doesn’t Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)	Director (Non-executive directors) Authorized directors as per the company’s certificate of registration : No Type of director : Existing director	27 Oct 2021	Transportation & Logistics, Economics, Finance, Business Administration, Public Administration

List of directors	Position	First appointment date of director	Skills and expertise
15. Ms. SIRIMA CHUANYOO Gender: Female Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : No Type of director : Newly appointed director to replace the ex-director	4 Dec 2024	Transportation & Logistics, Business Administration, Corporate Management, Human Resource Management, Public Administration
16. Ms. JIRANAN VORACHAK Gender: Female Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	21 Dec 2022	Finance, Transportation & Logistics, Business Administration, Public Administration, Law

List of directors	Position	First appointment date of director	Skills and expertise
17. Dr. SOMBAT KITJALAKSANA Gender: Male Age : 67 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 2,999,141 Shares (0.019621 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)	Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	30 Dec 2015	Transportation & Logistics, Engineering, Risk Management, Business Administration, Governance/ Compliance

Additional explanation:
(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:
(1) Dishonest act or gross negligence
(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved
(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.
(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

Diagram of list of the board of directors

BOARD OF DIRECTORS

Mr.Plew Trivisvavet
Chairman of the Board of Directors
Nomination and Remuneration Committee Member

Mr.Vitoon Tejatussanasoontorn
Director
Chairman of the Audit Committee
Nomination and Remuneration Committee Member

General Chetta Thanajaro
Director
Chairman of the Nomination and Remuneration Committee
Audit Committee Member

Prof. (adjunct) Athapol Yaisawang
Director
Chairman of the Corporate Governance, Risk Management and Sustainable Development Committee
Nomination and Remuneration Committee Member

Mr.Phongsarit Tantisuvanitchkul
Director
Chairman of the Executive Committee
Corporate Governance, Risk Management and Sustainable Development Committee Member

Dr.Annop Tanlamai
Director
Audit Committee Member

Mrs.Vallapa Assakul
Director
Corporate Governance, Risk Management and Sustainable Development Committee Member

M.L.Prasobchai Kasemsant
Director

Mr.Supong Chayutsahakij
Director
Executive Committee Member

Mrs.Payao Marittanaporn
Director
Executive Committee Member

Dr.Supamas Trivisvavet
Director
Executive Committee Member

Miss Arisara Dharamadhaj
Director

Mr.Panit Dunnvatanachit
Director

Mr.Piyakorn Apibalsri
Director

Miss Sirima Chuanyoo
Director

Miss Jiranan Vorachak
Director

Dr.Sombat Kitjalaksana
Director
Corporate Governance, Risk Management and Sustainable Development Committee Member
Executive Committee Member
Managing Director

List of board of directors who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement director
1. Mrs. TASANUCH THAMMACHOT Gender: Female Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : No	1 Oct 2024	Ms. SIRIMA CHUANYOO Appointment date of replacement director : 4 Dec 2024

Additional explanation:
(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:
(1) Dishonest act or gross negligence
(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of

shareholders, investors or other parties involved
(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.
(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. PLEW TRIVISVAVET	Chairman of the Board of Directors	✔				✔
2. Mr. VITOON TEJATUSSANASOONTORN	Director		✔	✔		
3. GEN. CHETTA THANAJARO	Director		✔	✔		
4. Prof. (adjunct) ATHAPOL YAISAWANG	Director		✔	✔		
5. Mr. PHONGSARIT TANTISUVANITCHKUL	Director	✔				✔
6. Dr. ANNOP TANLAMAI	Director		✔	✔		
7. Mrs. VALLAPA ASSAKUL	Director		✔	✔		
8. M.L. PRASOBCHAI KASEMSANT	Director		✔	✔		
9. Mr. SUPONG CHAYUTSAHAKIJ	Director	✔				✔
10. Mrs. PAYAO MARITTANAPORN	Director	✔				✔
11. Dr. SUPAMAS TRIVISVAVET	Director	✔				✔
12. Ms. ARISARA DHARAMADHAJ	Director		✔		✔	
13. Mr. PANIT DUNNVATANACHIT	Director		✔		✔	
14. Mr. PIYAKORN APIBALSRI	Director		✔		✔	
15. Ms. SIRIMA CHUANYOO	Director		✔		✔	
16. Ms. JIRANAN VORACHAK	Director		✔		✔	
17. Dr. SOMBAT KITJALAKSANA	Director	✔				✔
Total (persons)		6	11	6	5	6

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Business Administration	14	82.35
2. Economics	4	23.53
3. Commerce	1	5.88
4. Transportation & Logistics	15	88.24
5. Law	5	29.41
6. Accounting	5	29.41
7. Finance	6	35.29
8. Human Resource Management	1	5.88
9. Sustainability	3	17.65
10. Corporate Management	3	17.65
11. Engineering	6	35.29
12. Leadership	1	5.88
13. Risk Management	8	47.06
14. Audit	3	17.65
15. Governance/ Compliance	4	23.53
16. Public Administration	6	35.29

Information about the other directors

	2024
The chairman of the board and the highest-ranking executive are from the same person	No
The chairman of the board is an independent director	No
The chairman of the board and the highest-ranking executive are from the same family	No
Chairman is a member of the executive board or taskforce	No
The company appoints at least one independent director to determine the agenda of the board of directors' meeting	No

Additional explanation : (*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of directors and the Management : Doesn't Have

Methods of balancing power between the board of directors and Management : Others : -

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors is committed to performing its duties in formulating strategies, policies and business directions of the Company, as well as overseeing and supervising the management of the Company and its subsidiaries in accordance with the laws, objectives, Articles of Association, and resolutions of the shareholders' meetings. The Board of Directors' Meeting No. 1/2015 held on December 30, 2015 resolved to establish this Charter in order to ensure that the Company's directors have properly and completely fulfilled their duties.

Reference link for the board charter : https://www.bemplc.co.th/Charter?lang=en

Page number of the reference link : 1

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Other
  - Setting the visions, missions and strategies for the Company and its subsidiaries' business operations.

Scope of authorities, role, and duties

1. Monitoring and supervising the Company's operations to ensure compliance with laws, the Company's objectives, Articles of Association, Resolutions of a Shareholders' Meeting, as well as Code of Conduct to protect the interests of the Company and its shareholders based on the Corporate Governance Code, as well as complying with the rules and requirements stipulated by the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission.

2. Monitoring the Company's management of the energy and resources with efficiency, while considering for the environmental impacts and the mitigation of potential effects from climate change on all stakeholders, in accordance with sustainable development principles (ESG).

3. Monitoring the Company's operations to ensure respect for human rights of all stakeholders, leading to the Company's business operations with good governance.

4. Monitoring and supervising the Company's operations to ensure safety for customers, staff, and stakeholders, throughout the value chain of the Company. Furthermore, overseeing the development of occupational safety and health management systems and affirming their implementation with superior efficiency and effectiveness.

5. Establishing the Company's policies, operational, directions and budget, as well as supervising to ensure that management takes actions in compliance with the established policies with efficiency and effectiveness to contribute to economic value maximization for the business and the wealth maximization for shareholders.

6. Setting the visions, missions and strategies for the Company and its subsidiaries' business operations, which shall be mutually reviewed and approved with management on a regular basis.

7. Providing complete, correct and sufficient reports on financial information, the Company's information and general information which are important for shareholders, and verifying information in the reports.

8. Arranging for the Company an internal control system, internal audit and risk management measures with effectiveness. The management is assigned to comply the policy and to review the system or assess risks in line with business strategies and goals including the circumstances that changes, as well as following up on such matters on a regular basis.

9. Establishing subcommittees to ensure the good corporate governance.

10. Providing the respective charters of the Board of Directors and subcommittees, which shall be regularly reviewed to ensure conformity with regulations.

11. Considering clearly determining and separating roles, duties, and responsibilities among the Board of Directors, subcommittees and management, with regular communication regarding such roles, duties and responsibilities to the Board of Directors, subcommittees, management and staff of the Company.

12. Appointing any persons to engage in the Company's businesses under the supervision of the Board of Directors, or, if applicable, authorizing such persons to have power for a period of time as the Board of Directors deems appropriate, provided that the Board of Directors may revoke, repeal, amend or change such authorization as appropriate.

13. Appointing a Company Secretary to assume the responsibility as corporate secretary for advising Directors on the relevant laws, rules & regulations; and ensuring the compliance of the Company with laws, the Company's Articles of Association, relevant regulations including corporate governance practices along with providing support for Directors and Executives to attend training courses in their relevant areas and providing useful information that is beneficial to the performance of duties of directors.

14. The Managing Director is assigned to report on the development and succession plans for the position of Managing Director and top management in the event of resignation or retirement according to the succession plan.

Reference link for the charter
https://www.bemplc.co.th/Charter#?lang=th

Audit Committee

Role

- Audit Subcommittee
- Other
  - The establishment of the Audit Committee is part of good corporate governance and useful to the Company's administration while being conducive to the Board of Directors' performance of their duties with greater care, thereby contributing to management beneficial to the Company as a whole and a critical factor in enhancing the Company's credibility.

Scope of authorities, role, and duties

1. Reviewing to ensure that the Company's financial reports are accurate and adequate.

2. Reviewing to ensure that the Company's internal control system and internal audit system are suitable and effective, considering the independence of the internal audit unit as well as granting approval on consideration for appointment, transfer, termination of employment of head of the internal audit unit or any other unit responsible for the internal audit.

3. Reviewing to ensure the Company's performance in compliance with the law on securities and exchange, requirements of the SET and the laws relating to the Company's business.

4. Considering, selecting, submitting for appointment of a person who is independent to serve as the Company's auditor, and proposing remuneration and termination of employment of such person as well as meeting with the auditor without management's presence at least once a year.

5. Considering connected transactions or transactions which may involve a conflict of interest in compliance with the laws and requirements of the SET in order to ensure that such transactions are justified and of the utmost benefit to the Company.

6. Preparing a report of the Audit Committee to be disclosed in the Company's Annual Report. Such report must be signed by the Audit Committee Chairman and comprise at least the following information:

(a) Opinions on correctness, completeness, and reliability of the Company's financial reports;

(b) Opinions on the adequacy of the Company's internal control system;

(c) Opinions on compliance with the law on securities and exchange, requirements of the SET or laws relating to the Company's business;

(d) Opinions on the appropriateness of the auditor;

(e) Opinions on transactions which may involve a conflict of interest;

(f) Number of meetings of the Audit Committee and attendance of each Audit Committee member;

(g) Overall opinions or observations by the Audit Committee from the performance of duties in accordance with the Charter;

(h) Other matters that should be informed to shareholders and general investors within the scope of the duties and responsibilities assigned by the Board of Directors.

7. Supervising and monitoring the internal audit tasks by reviewing missions, scope of works, independence and development plan and providing internal audit personnel training to catch up with the business changes and develop themselves on a continual basis, in order to accommodate the direction of the Company's operations and international standards, including consideration and approval of annual internal audit plans.

8. Performing any other activities as assigned by the Board of Directors to independently provide opinions and suggestions in line with the requirements and the best practice guidelines for the audit committee of the SET.

9. In performing its duties, should the Audit Committee find or should there be any doubt as to whether or not the following transactions or actions may have a material impact on the Company's financial position and operational results, the Audit Committee will report on its findings to the Board of Directors in order to improve and rectify the same within the time as the Audit Committee deems appropriate:

(a) Any transactions giving rise to a conflict of interest;

(b) Corruption or unusual occurrence or material fault in the internal audit system;

(c) Violation of the securities and exchange law, requirements of the SET or laws related to the Company's business.

10. The Internal Audit Office Director or equivalent position shall serve as the secretary to the Audit Committee for supporting the performance of duties of the Audit Committee.

Reference link for the charter

https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Executive Committee

Role

• Other

• The Executive Board is a subcommittee appointed by the Board of Directors to be responsible for providing recommendations, consultation to the management, and overseeing the operations to ensure that they are in accordance with the established policies and action plans with efficiency, as well as considering scrutinizing matters to be presented to the Board of Directors for consideration and approval.

Scope of authorities, role, and duties

1. Delivering guidelines for policy, supervising, providing suggestions and advice for the Managing Director and management.

2. Setting up a business plan, budget and managerial authority of the Company as assigned by the Board of Directors.

3. Inspecting, following up to ensure compliance with the Company's policies and plans with efficiency.

4. Conducting feasibility studies on investment in new projects for business expansion and prospects.

5. Having power to approve any juristic act binding upon the Company in an amount not exceeding Baht 500,000,000 (Five Hundred Million Baht Only) per transaction, excluding those transactions giving rise to a conflict or interest with the Company or its subsidiaries under the notifications of the Securities and Exchange Commission, including such transactions requiring approval from shareholders under the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand.

6. Having power to approve, appoint, remove, and determine salary and other remunerations, including expenses and facilities of the Company's officers or staff in the position of Assistant Managing Director or higher, but not including the Managing Director.

7. The Executive Board or the Chairman of the Executive Board has the power to convene the Executive Board's meetings and/or determine rules and regulations of the meetings as it deems appropriate.

8. Reporting on the Company's operational results to the Board of Directors.

9. Proceeding with other matters as assigned by the Board of Directors.

Reference link for the charter

https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf

Nomination and Remuneration Committee

Role

• Nomination Subcommittee
• Remuneration Subcommittee
• Other
• The Nomination and Remuneration Committee is a subcommittee in charge of corporate governance with regard to the process of nominating qualified persons for the positions of director and Managing Director, as well as considering the criteria for payment and forms of remuneration for the directors and the Managing Director, in order to ensure transparency and fairness so that it will be proposed to the Board of Directors for further consideration.

Scope of authorities, role, and duties

1. Considering criteria and procedures of nomination as well as selecting and proposing qualified persons to hold the position of the Company's directors by taking into account the composition of the committee, knowledge, capability and useful experiences according to the element in Board skill Matrix to propose to the Board of Directors for consideration and appointment, or proposing the nomination to the shareholders' meeting for consideration and approval, in regards to review and evaluate the diversity of the Board of Directors' Structure, and report to the Board of Directors annually.

2. Considering selecting and proposing a qualified person to hold the position of the Managing Director to the Board of Directors for consideration and appointment.

3. Considering and determining criteria for consideration of remuneration of directors and the Managing Director.

4. Considering and determining remuneration of directors and proposing the same to the shareholders' meeting for consideration and approval.

5. Considering determining and reviewing salary rates and other remuneration for the Managing Director and proposing the same to the Board of Directors for consideration and approval.

6. Proceeding with other matters as assigned by the Board of Directors.

Reference link for the charter

https://www.bemplc.co.th/Charter?lang=en

Corporate Governance, Risk Management and Sustainable Development Committee

Role

• RiskManagement Subcommittee
• Nomination Remuneration Subcommittee
• Sustainability Subcommittee
• Climate Change Governance
• Other
• The Corporate Governance, Risk Management and Sustainable Development Committee (the "CGRSD Committee") is a subcommittee appointed by the Board of Directors to assist the matters of corporate governance with regard to formulation of policies and operational directions in accordance with the Corporate Governance Code, including the Code of Conduct, risk management, and sustainable development of the Company.

Scope of authorities, role, and duties

Corporate Governance

1. Establishing the Corporate Governance policies and the Company's Code of Conduct for submission to the Board of Directors.

2. Reviewing suitable and sufficiency of corporate governance policy including code of conduct and good governance practice to ensure that they comply with applicable laws or international best practice to the Board of Directors for consideration.

3. Providing advice and suggestions to the Board of Directors and the Management in developing the Company's corporate governance.

4. Following up and evaluating the Company's compliance with the Corporate Governance policy and the Company's Code of Conduct to ensure that it is always appropriate as well as reporting on the same to the Board of Directors.

Risk Management

5. Considering policies and work plans relating to risk management and stakeholder management in collaboration with the management team for submission of the same to the Board of Directors.

6. Monitoring and reviewing overall risk management of the Company, strategies for risk management and alert system of all kinds of risks, including those related to climate change and occupational health and safety, in order to deal with risks to stay at an acceptable level to ensure compliance with the risk management policy of the Company.

7. Providing advice and suggestions in Risk Management Enterprise including to promote and support the continuous improvement and development of the risk management system within the organization.

8. Reporting to the Board of Directors on important risks and actions to minimize risks.

9. Following up and evaluating action plan risk including Stakeholder Management result.

Sustainability

10. Establishing policies, goals and action plans on sustainable development of the Company in term of creating long-term value for stakeholders, to propose of the same to the Board of Directors.

11. Providing advice and support to ensure that the Company's activities are in line with the sustainable development policy to achieve the goals, as well as encouraging the Board of Directors, executives and employees to efficiently follow the Company's sustainable development guidelines.

12. Assessing and reviewing sustainable development policies, goals, and action plans to ensure that they suit business situations and comply with applicable laws or international best practices.

13. Supervising, monitoring, and assessing sustainable development in order to achieve balance and efficiency with maximum benefit for the Company and its stakeholders, as well as report on progress to the Board of Directors for acknowledgement.

14. Supervising and monitoring the performance of energy and resources management to ensure efficiency, while considering the environmental impacts and the mitigation of potential effects from climate change, in alignment with the company's plans and objectives.

15. Supervising, monitoring, encouraging, and developing processes for supporting the stakeholders throughout the Company’s value chain to ensure the protection of human rights of the stakeholders.

16. Supervising, monitoring, encouraging, and developing processes related to occupational health and safety for customers, staff, and stakeholders throughout the Company’s value chain.

17. Considering reviewing this Charter to ensure that it is always appropriate and up to date.

18. Reviewing the performance of the CGRSD Committee and reporting in the Company’s Annual Report.

19. Proceeding with other matters as assigned by the Board of Directors.

Reference link for the charter
https://www.bemplc.co.th/Charter?lang=en

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. VITOON TEJATUSSANASOONTORN[(*)] Gender: Male Age : 84 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	25 Feb 2016	Accounting, Finance, Transportation & Logistics, Business Administration, Audit
2. GEN. CHETTA THANAJARO[(*)] Gender: Male Age : 86 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	30 Dec 2015	Law, Transportation & Logistics, Audit, Public Administration, Leadership
3. Dr. ANNOP TANLAMAI[(*)] Gender: Male Age : 74 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	25 Feb 2016	Engineering, Accounting, Transportation & Logistics, Business Administration, Audit

Additional explanation :
(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. PHONGSARIT TANTISUVANITCHKUL Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Chairman of the executive committee	30 Dec 2015
2. Mr. SUPONG CHAYUTSAHAKIJ Gender: Male Age : 83 years Highest level of education : Doctoral degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	30 Dec 2015
3. Mrs. PAYAO MARITTANAPORN Gender: Female Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	30 Dec 2015
4. Dr. SUPAMAS TRIVISVAVET Gender: Female Age : 50 years Highest level of education : Doctoral degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	8 Jul 2022
5. Dr. SOMBAT KITJALAKSANA Gender: Male Age : 67 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	30 Dec 2015

Other Subcommittees

Subcommittee name	Name list	Position

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	GEN. CHETTA THANAJARO	Chairman (Independent director)
	Mr. VITOON TEJATUSSANASOONTORN	Member (Independent director)
	Mr. PLEW TRIVISVAVET	Member
	Prof. (adjunct) ATHAPOL YAISAWANG	Member (Independent director)
Corporate Governance, Risk Management and Sustainable Development Committee	Prof. (adjunct) ATHAPOL YAISAWANG	Chairman (Independent director)
	Mrs. VALLAPA ASSAKUL	Member (Independent director)
	Mr. PHONGSARIT TANTISUVANITCHKUL	Member
	Dr. SOMBAT KITJALAKSANA	Member

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
1. Dr. SOMBAT KITJALAKSANA Gender: Male Age : 67 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	MANAGING DIRECTOR (The highest-ranking executive)	30 Dec 2015	Transportation & Logistics, Engineering, Risk Management, Business Administration, Governance/ Compliance
2. Mr. Witoon Hatairatana Gender: Male Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Managing Director Operations & Engineering (Rail)	30 Dec 2015	Transportation & Logistics, Engineering, Corporate Management, Commerce, Strategic Management
3. Mr. Alvin Gee Gender: Male Age : 54 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Managing Director Administration	30 Dec 2015	Corporate Management, Transportation & Logistics, Information & Communication Technology, Human Resource Management, Internal Control
4. Ms. Panan Tosuwanthaworn[(*)] Gender: Female Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Deputy Managing Director Accounting and Finance	30 Dec 2015	Accounting, Finance, Budgeting, Transportation & Logistics, Corporate Management

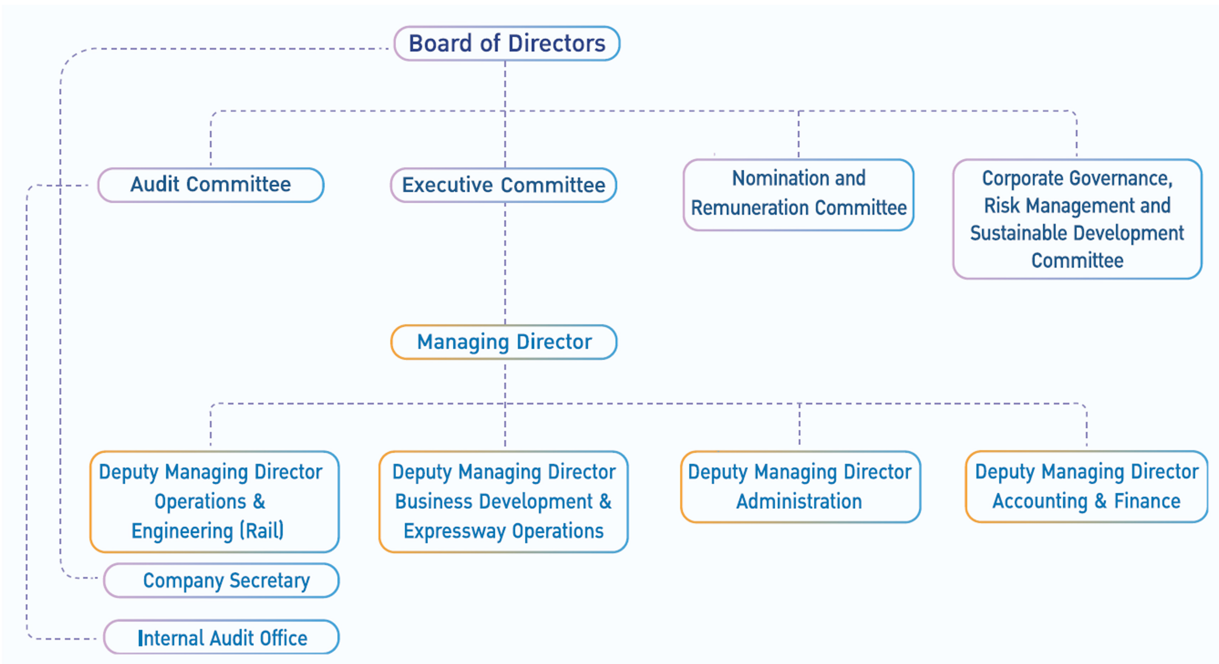
List of executives	Position	First appointment date	Skills and expertise
5. Mr. Anawash Suwanarit Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Telecommunication Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Managing Director Business Development & Expressway Operation	1 Jan 2018	Transportation & Logistics, Engineering, Marketing, Governance/ Compliance, Project Management

Additional Explanation :
(*) Highest responsibility in corporate accounting and finance
(**) Accounting supervisor
(***) Appointed after the fiscal year end of the reporting year

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and the next four executives as of date : 31 Dec 2024

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive



Remuneration policy for executive directors and executives

The Company has a policy on payment of remuneration for directors with the following criteria:

1. Remuneration is appropriate and commensurate with the scope of assigned duties and responsibilities of each director, such as Chairman of the Board of Directors, chairmen of subcommittees, and a member of a subcommittee, such as the Executive Board, the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance, Risk Management and Sustainable Development Committee, which will receive additional remuneration according to their respective positions.

2. Remuneration is at a level which can motivate and retain directors with knowledge, abilities and qualifications to effectively perform their duties for the Company.

3. Components of remuneration are clear, transparent, and easy-to-understand.

4. Remuneration remains appropriate, competitive, and at the same rate as that offered by the same industry, which is sufficient to maintain and retain directors and the Managing Director with qualifications in line with the Company's business goals.

Remuneration of Directors and Executives in Corporate Governance Principles.

Remuneration for directors :
The Company establishes a clear and transparent policy on remuneration for directors and the Managing Director in line with the scope of duties and responsibilities of each director serving as chairman or subcommittee member, subject to review by the Nomination and Remuneration Committee. The remuneration is at the same level as that in the same industry and sufficiently high to retain the qualified directors.

Remuneration for Managing Director :
The Nomination and Remuneration Committee considers remuneration for the Managing Director in accordance with the Company's operational results under the Corporate KPIs and the Managing Director's performance and propose the same to the Board of Directors for consideration each year. Remuneration for executives : Remuneration for executives, excluding the Managing Director, is in accordance with the principles and policies determined by the Executive Board corresponding to the Company's operational results and performance of each executive.

Remuneration for executives :
Remuneration for executives, excluding the Managing Director, is in accordance with the principles and policies determined by the Executive Board corresponding to the Company's operational results and performance of each executive.

Reference link for remuneration policy for executive directors and executives	:	https://www.bemplc.co.th/Charter?lang=en
Page number of the reference link	:	1
Does the board of directors or the remuneration committee have an opinion on the remuneration policy for executive directors and executives	:	Yes

Remuneration for executives (excluding the Managing Director) shall be considered in accordance with the criteria and policy specified by the Executive Board, corresponding to the Company's operational results and each executive's performance evaluation results through the Performance Management System (PMS). Executive remuneration shall be approved by the Executive Board, while any other practical details shall be at the discretion of the Managing Director.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	48,246,196.00	52,458,000.00	53,898,240.00
Total remuneration of executive directors (baht)	3,246,196.00	3,400,000.00	1,550,000.00
Total remuneration of executives (baht)	45,000,000.00	49,058,000.00	52,348,240.00

The determination of remuneration for the Managing Director, both short-term and long-term remuneration, shall be considered by the Nomination and Remuneration Committee based on the following criteria, namely: remuneration in the form of salary (Fixed Remuneration), bonus (Variable Remuneration) and other welfare shall be at a long-term motivating level and commensurate with the scope of duties and responsibilities of the Company's Managing Director, along with the results of the Managing Director's performance evaluation before being presented to the Board of Directors for consideration in determining remuneration for the Managing Director.

Remuneration for executives (excluding the Managing Director) shall be considered in accordance with the criteria and policy specified by the Executive Board, corresponding to the Company's operational results and each executive's performance evaluation results through the Performance Management System (PMS). Executive remuneration shall be approved by the Executive Board, while any other practical details shall be at the discretion of the Managing Director.

Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)(1)	1,634,406.00	2,801,000.00	2,910,816.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Remark: (1)The Company has no contributions to the Provident Fund for Executive Directors.

The Company has established a provident fund, which provides executives with long-term remuneration upon termination of employment with the Company or upon retirement, whereby executives pay savings at the rate of 5-15 percent of their respective salaries depending on their ability to save, according to their service years and the Company pays contributions at the rate of 5-10 percent based on executives' service years and requirements of the fund. In this regard, the Company's contribution rate complies with the resolution of the Board of Directors' meeting, which shall base its consideration primarily on the Company's performance and operational results.

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year	:	0.00
Estimated remuneration of executive directors and executives in the current year	:	54,000,000.00

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Saranya Lertjiraprasert	saranya.l@bemplc.co.th	026414611

List of the company secretary

General information	Email	Telephone number
1. Mrs. Manatsavee Subchavaroj	companysecretary@bemplc.co.th	026414611

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Orathai Ruangamporn	orathai.r@bemplc.co.th	026414611

List of the head of the compliance unit

General information	Email	Telephone number
1. Mrs. Manatsavee Subchavaroj	companysecretary@bemplc.co.th	026414611

Head of investor relations

Does the Company have an appointed head of investor relations : Have

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Tanavat Vanadit	Tanavat.V@bemplc.co.th	026414611

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED 33RD FLOOR, LAKE RAJADA OFFICE COMPLEX, 193/136-137 RAJADAPISEK ROAD KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone +66 2264 9090	4,857,000.00	Types of non-audit service : Audit the Project's Financial Statements Details of non-audit service : Audit Fees for the Project's Financial Statements in Accordance with the terms of the Concession Agreement Amount paid during the fiscal year 3,305,500.00 baht Amount to be paid in the future 3,031,500.00 baht Total non-audit fee 1,480,000.00 baht	1. Mr. KITTIPHUN KIATSOMPHOB Email: kittiphun.kiatsomphob@th.ey.com Telephone: 022649090 License number: 8050

Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees
2,432,000.00	-

Assigned personnel in case of a foreign company

Does the company have any individual assigned to be representatives in Thailand : No

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past

- Monitoring the progress of the implementation of the strategic plan under the sustainability framework and the SD Goals and Targets to continuously push the organization towards sustainability through sustainability projects or activities for different stakeholder groups, as reported by the Corporate Governance, Risk Management and Sustainable Development Committee, and support the implementation of the designated plan.
- Reviewing the respective Charters of the Board of Directors and subcommittees in accordance with the Environmental, Social and Governance (ESG) sustainable development guidelines by updating the scope of duties to cover risk management and climate change impacts, governance and promotion of stakeholder care processes in respect of human rights, and occupational health and safety.
- Reviewing the data/information disclosure policy and practices by ensuring that they have explicit details for the practices of the Company’s directors, executives, and delegates so as not to impact on the benefits of shareholders and investors.
- Following up on the performance results under the risk management plan for 2024, with the results indicating that the Company was able to manage risks according to the established plan; nothing that would have had a significant impact on the Company’s business operations was found; and the Corporate Governance, Risk Management and Sustainable Development Committee has approved the risk management plan for 2025 that it is adequate and consistent with the current business circumstances, as well as having appropriate action plans and procedures for risk management in place. In so doing, the degree to which the Company’s business operations will be impacted and the risk likelihood according to the existing circumstances, along with those that are expected to emerge in the future, have been evaluated; and risk management measures are established to attain an appropriate and acceptable risk level.

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Prof. (adjunct) ATHAPOL YAISAWANG	Director	27 Oct 2021	Law, Risk Management, Business Administration, Governance/ Compliance, Sustainability
Mrs. VALLAPA ASSAKUL	Director	30 Dec 2015	Economics, Finance, Risk Management, Governance/ Compliance, Sustainability
M.L. PRASOBCHAI KASEMSANT	Director	30 Dec 2015	Transportation & Logistics, Engineering, Commerce, Law, Public Administration
Ms. ARISARA DHARAMADHAJ	Director	26 Apr 2019	Economics, Accounting, Finance, Transportation & Logistics, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
Ms. JIRANAN VORACHAK	Director	21 Dec 2022	Finance, Transportation & Logistics, Business Administration, Public Administration, Law

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Ms. SIRIMA CHUANYOO	Director	4 Dec 2024	Transportation & Logistics, Business Administration, Corporate Management, Human Resource Management, Public Administration

Selection of independent directors

Criteria for selecting independent directors

1. Nomination of Independent Directors

The Company establishes the structure of the Board of Directors which shall be composed of independent directors of at least 1/3 of all directors, but no fewer than 3 persons, whereby such independent directors can provide their opinions independently and perform the duty to safeguard benefits of the Company and shareholders in their best.

The Nomination and Remuneration Committee nominates directors who are qualified in terms of useful skills and experience for the Company and meet the qualifications of independent directors by the definition of the Company's independent directors, as follows:

1.1 Holding shares of not exceeding 0.5 percent of the total number of voting shares of the Company, its parent company, subsidiaries, associated companies, major shareholder or controller of the Company, including shares held by any related persons of each independent director;

1.2 Not being or having been a director having involvement in the management, an employee, a staff member, an advisor receiving a regular salary or a controller of the Company, its parent company, subsidiaries, associated companies, subsidiaries of the same tier, major shareholder or controller of the Company, unless such independent director has no longer been in such capacity for not less than 2 years prior to the appointment date, provided that such prohibited characteristics shall not apply to an independent director who was a public servant or an advisor to a government authority which is the Company's major shareholder or controller;

1.3 Not being a person having a relationship by blood or by legal registration in the capacity as parent, spouse, sibling and offspring, including spouse of the offspring of other director, executive, major shareholder, controller or person to be nominated as director, executive or controller of the Company or its subsidiaries;

1.4 Not having or having had any business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholder or controller of the Company in a manner which may prevent the exercise of his/her independent judgment; and not being or having been a substantial shareholder or controller of any person having a business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholder or controller of the Company, unless such independent director has no longer been in such capacity for not less than 2 years prior to the appointment date;

The aforesaid business relationship shall include any transaction in the ordinary course of business for lease of immovable property, any transaction relating to assets or services or grant or receipt of financial assistance through receiving or extending any loan, guarantee, providing assets as collateral, including any other similar action, which causes the Company or contractual party to be subject to indebtedness payable to the other party in the amount of 3 percent or more of the Company's net tangible assets or in the amount of Baht 20,000,000 or more, whichever is lower. Such indebtedness shall be calculated according to the calculation method of connected transaction value under the Notification of the Capital Market Supervisory Board, Re: Rules on Connected Transactions, mutatis mutandis. However, the

consideration of such indebtedness shall include the indebtedness incurred during the course of 1 year prior to the commencement of a business relationship with the same person;
1.5 Not being or having been an auditor of the Company, its parent company, subsidiaries, associated companies, major shareholder, or controller of the Company; and not being a substantial shareholder, controller, or partner of an audit firm which employs the auditor of the Company, its parent company, subsidiaries, associated companies, major shareholder, or controller of the Company, unless such independent director has no longer been in such capacity for not less than 2 years prior to the appointment date;
1.6 Not being or having been a professional service provider, including legal advisor or financial advisor which receives an annual service fee exceeding Baht 2,000,000 from the Company, its parent company, subsidiaries, associated companies, major shareholder, or controller of the Company; and not being a substantial shareholder, controller, or partner of such professional service provider, unless such independent director has no longer been in such capacity for not less than 2 years prior to the appointment date;
1.7 Not being a director appointed as a representative of the Company's director, major shareholder or shareholder who is a related person of the major shareholder;
1.8 Not engaging in any business of the same nature as and in material competition with the business of the Company or its subsidiaries; or not being a substantial partner in a partnership or a director having involvement in the management, an employee, a staff member, an advisor receiving a regular salary or holding more than 1 percent of the total number of voting shares of another company engaging in any business of the same nature as and in material competition with the business of the Company or its subsidiaries;
1.9 Not having any other characteristics preventing the provision of independent opinions on the Company's operations.

2. Nomination Procedures
The Board of Directors sets out the procedures for nomination of directors, and the Nomination and Remuneration Committee proceeds in accordance with the following procedures:
2.1 Nominating qualified persons to fill the vacancy.
2.2 Considering the qualifications of persons nominated by minor shareholders according to the Company's policy to allow shareholders to propose their nominations in advance (if any).
2.3 Proposing the nominations to the Board of Directors for consideration and appointment (in case of interim vacancy).
2.4 Considering proposing the nominations to the Board of Directors for consideration and approval for submission to the annual ordinary general meeting of shareholders for an appointment.

Pursuant to the Articles of Association, at every annual general meeting, 1/3 of the number of directors must vacate their offices. If the number of directors is not a multiple of 3, then the number nearest to 1/3 must retire from office. Therefore, the directors have a term of 3 years, and a retiring director may be re-elected. In this regard, the Company does not fix the number of terms of holding office as a director in which the directors will hold office as directors but considers the suitability of appointment of directors who are due to retire by rotation to resume office.

Pursuant to the Articles of Association, the criteria and procedures for appointment of directors by shareholders are as follows:
1) One shareholder has 1 vote for every one share held by that shareholder;
2) When electing directors, each shareholder shall exercise all of his or her votes to elect all directors to be elected on such occasion, or in case the shareholders' meeting deems it appropriate, the casting of votes is made to elect directors on an individual basis. In this regard, in casting votes, whether in the election of directors on an individual basis or the election of all directors, each such person elected by the shareholders must receive votes from shareholders according to the total number of shares held by each shareholder under clause 1., and no shareholder can allot his or her votes to any person in any number.
3) In case of the election of directors on an individual basis, persons receiving the most votes are those who are elected to be directors, in descending order, for the number of directors who are to be elected. If there is a tie for the last to be elected and this exceeds the said number of directors, the election shall be drawn by lots.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year	:	No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee	:	Yes
Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee	:	Yes

Rights of minority shareholders on director appointment

Protection of Minority Shareholders' Rights

To enable shareholders to exercise their rights to propose any matters relating to the Company's significant changes, the Company, therefore, adopts a policy to fairly and equally allow all shareholders to exercise their rights to propose agenda items to the ordinary general meeting of shareholders and to nominate qualified persons for appointment as directors via the channels announced on the Company's website. Shareholders are allowed to exercise such rights three months prior to the end of the accounting period. In this regard, the Board of Directors shall consider whether it is suitable to include or exclude any agenda items as proposed by shareholders. As for the persons nominated for appointment as directors, the management proposes such names to the Nomination and Remuneration Committee for consideration and for further submission to the Board of Directors and the shareholders' meeting. In addition, shareholders are allowed to exercise their voting rights to appoint directors on an individual basis in the agenda item of appointment of directors in the ordinary general meeting of shareholders.

Method of director appointment	:	Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. PLEW TRIVISVAVET (Chairman of the Board of Directors)	Participating	Other • 2024: หลักสูตร Climate Risk Assessment Task (Kick-off) โดย ERM (Display information in Thai language only) • 2024: หลักสูตรแนวทางการป้องกันการทุจริตในองค์กร บริษัท เทรนนิ่ง ดีไซน์ จำกัด (Display information in Thai language only)
2. Mr. VITOON TEJATUSSANASOONTORN (Director)	Participating	Other • 2024: หลักสูตรแนวทางการป้องกันการทุจริตในองค์กร บริษัท เทรนนิ่ง ดีไซน์ จำกัด (Display information in Thai language only)
3. GEN. CHETTA THANAJARO (Director)	Non-participating	-
4. Prof. (adjunct) ATHAPOL YAISAWANG (Director)	Non-participating	-
5. Mr. PHONGSARIT TANTISUVANITCHKUL (Director)	Participating	Other • 2024: หลักสูตร Climate Risk Assessment Task (Kick-off) โดย ERM (Display information in Thai language only) • 2024: หลักสูตรแนวทางการป้องกันการทุจริตในองค์กร บริษัท เทรนนิ่ง ดีไซน์ จำกัด (Display information in Thai language only)
6. Dr. ANNOP TANLAMAI (Director)	Non-participating	-
7. Mrs. VALLAPA ASSAKUL (Director)	Non-participating	-
8. M.L. PRASOBCHAI KASEMSANT (Director)	Non-participating	-
9. Mr. SUPONG CHAYUTSAHAKIJ (Director)	Non-participating	-
10. Mrs. PAYAO MARITTANAPORN (Director)	Non-participating	-
11. Dr. SUPAMAS TRIVISVAVET (Director)	Participating	Other • 2024: หลักสูตรแนวทางการป้องกันการทุจริตในองค์กร บริษัท เทรนนิ่ง ดีไซน์ จำกัด (Display information in Thai language only) • 2024: หลักสูตร Climate Risk Assessment Task (Kick-off) โดย ERM (Display information in Thai language only) • 2024: หลักสูตร Net Zero CEO Leardership Program รุ่นที่ 1 โดยสถาบันคาร์บอนเพื่อความยั่งยืน (Display information in Thai language only) • 2024: หลักสูตร SAP Info Day for CH. Karnchang Group 2024 SAP (Display information in Thai language only)
12. Ms. ARISARA DHARAMADHAJ (Director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
13. Mr. PANIT DUNNVATANACHIT (Director)	Non-participating	-
14. Mr. PIYAKORN APIBALSRI (Director)	Non-participating	-
15. Ms. SIRIMA CHUANYOO (Director)	Participating	Thai Institute of Directors (IOD) • 2025: Director Accreditation Program (DAP)
16. Ms. JIRANAN VORACHAK (Director)	Non-participating	-
17. Dr. SOMBAT KITJALAKSANA (Director)	Non-participating	-
18. Mrs. TASANUCH THAMMACHOT (Director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

1. Self-Assessment of Board / Subcommittees / Individual Directors

The Board of Directors has a policy to ensure the self-assessment of the Board of Directors, subcommittees as a whole, and individual directors/members at least once a year in accordance with the guidelines of the Corporate Governance Code for Listed Companies. In this regard, the Board of Directors requires that topics of assessment shall be reviewed to ensure appropriateness and conformity to the specified roles, duties, responsibilities, and practical policies.

2. Assessment of Compliance with the Company's Code of Conduct

The Board of Directors sets out the Company's Code of Conduct to serve as principles and goals of the Company's business operations, and guidelines for performance of all directors, executives, and staff. The Company has arranged for all directors, executives and staff to ensure an annual assessment of their compliance with the Code of Conduct in order to persuade, encourage and motivate the directors, executives and staff to collaborate to create value for the business while also building their confidence that the legal rights of stakeholders are protected, and all stakeholders and related parties are treated with honesty, transparency and fairness, as well as to encourage all executives and staff to take a responsibility to assume a familiarity and comply with the Code of Conduct, together with the Company's relevant policies to be further formulated.

Evaluation of the duty performance of the board of directors over the past year

In 2024, the overall performance assessment of the entire Board of Directors and subcommittees, and the self-assessment of individual directors/members, were carried out. It can be summarized by topics as follows:

1) Structure and Qualifications of the Board of Directors / Subcommittees: It was suitable for the Company's business nature, with the Board of Directors comprising personnel with sufficient knowledge and experience in a variety of fields and performing their overall duties efficiently.

Moreover, the Board of Directors has appointed subcommittees to perform their duties to help supervise, monitor the businesses, and nominate qualified personnel as directors with transparency, fairness, and independence from any person's influence, including determination of reasonable and competitive remuneration to retain quality and competent directors, draw up operational policies and direction in respect of the Company's good corporate governance, code of business ethics, together with risk management, as well as taking care of and providing suggestions to the management, for the benefit of the Company's business operations based on good corporate governance.

2) Role, Duties, and Responsibilities of the Board of Directors / Subcommittees: Consideration of significant matters

relating to the direction of the Company's business operations was given priority and given sufficient time; a review of the corporate governance policy was conducted; monitoring was carried out to ensure no conflict of interest arises; a regular review of the internal control system was conducted; monitoring was carried out to ensure preparation of financial statements in accordance with generally accepted accounting standards; consideration and nomination of qualified persons to the position as the Company's directors were carried out; consideration of policies and action plans relating to risk management was carried out; monitoring and review of the Company's overall risk management, risk management strategies and risk prevention systems of all kinds were conducted; corporate policy guidance, recommendations, advice to the Managing Director and the management were provided; identification of business plans, budget was conducted; inspection, and monitoring of the implementation of various polices and action plans of the Company were carried out to ensure efficiency.

3) The Board of Directors' / Subcommittees' Meetings: Directors/subcommittee members are given prior notice of the annual meeting schedule and agenda by the Company, enabling them to manage time to attend every meeting; the number of the meetings and agenda were suitable to support the performance of its duties efficiently and to supervise and monitor the Company's business operations successfully; directors/subcommittee members would also be given supporting documents prior to each meeting and sufficient time to read such information to prepare for each meeting, with the supporting documents containing sufficient information for their decision making; and any other necessary information could be requested to support their decisions for the benefit to the Company; moreover, the atmosphere at each meeting allowed all directors/subcommittee members to express constructive opinions without undue influence from others; and directors/subcommittee members could fully discuss significant issues at each meeting.

4) The Board of Directors' / Subcommittees' Performance of Duties: Sufficient preparation and information study were conducted prior to each meeting, and meetings were regularly attended; and directors/subcommittee members could independently provide their opinions and impartially considered various matters and were independent in making decisions and passing resolutions, including providing useful suggestions for the Company's operations, and understanding the significance of each matter, and properly contributed their time to consider such matters without wasting time on minor issues; and accepted different opinions among them without conflict.

5) Relationship with Management: Directors/subcommittee members could straightforwardly discuss with the Managing Director and maintain a good relationship with management, with the Managing Director being able to request directors' /subcommittee members' advice as necessary; the Board/subcommittees did not intervene with management's performance of duties; and the Board/subcommittees participated in solving problems as appropriate in case management's performance failed to meet the specified plans and budget.

6) Self-Development of the Board and Executive Development: Directors/subcommittee members had the understanding of their roles, duties, and responsibilities; had sufficient knowledge and understanding relating to the Company's businesses; paid attention to significant information or news relating to economic and industrial conditions, changes in rules and regulations and the status of competition, which would allow them to efficiently perform their duties; with all directors/subcommittee members undergoing training to ensure their understanding of the performance of duties in their capacity as directors/subcommittee members; and in case of newly-appointed directors/subcommittee members, the Board monitored to ensure that management provided the new directors/ subcommittee members documents or briefings so that they could understand the businesses and perform their duties in such capacity; and a succession plan has been established to ensure the continuation of the performance of high-level management of the Company.

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Executive Committee	Group assessment	97.86	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	100	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Corporate Governance, Risk Management and Sustainable Development Committee	Group assessment	96.11	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	100	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Board of Directors	Group assessment	98.60	100
	Self-assessment	97.75	100
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : No

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times) : 6

Date of AGM meeting : 10 Apr 2024

EGM meeting : Yes

Date of the EGM over the past year (1st time) : 31 Oct 2024

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. PLEW TRIVISVAVET (Chairman of the Board of Directors)	6	/	6	1	/	1	1	/	1
2. Mr. VITOON TEJATUSSANASOONTORN (Director, Independent director)	6	/	6	1	/	1	1	/	1

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
3. GEN. CHETTA THANAJARO (Director, Independent director)	5	/	6	1	/	1	1	/	1
4. Prof. (adjunct) ATHAPOL YAISAWANG (Director, Independent director)	6	/	6	1	/	1	1	/	1
5. Mr. PHONGSARIT TANTISUVANITCHKUL (Director)	6	/	6	1	/	1	1	/	1
6. Dr. ANNOP TANLAMAI (Director, Independent director)	6	/	6	1	/	1	1	/	1
7. Mrs. VALLAPA ASSAKUL (Director, Independent director)	6	/	6	1	/	1	1	/	1
8. M.L. PRASOBCHAI KASEMSANT (Director, Independent director)	6	/	6	1	/	1	1	/	1
9. Mr. SUPONG CHAYUTSAHAKIJ (Director)	6	/	6	1	/	1	1	/	1
10. Mrs. PAYAO MARITTANAPORN (Director)	6	/	6	1	/	1	1	/	1
11. Dr. SUPAMAS TRIVISVAVET (Director)	6	/	6	1	/	1	1	/	1
12. Ms. ARISARA DHARAMADHAJ (Director)	6	/	6	1	/	1	1	/	1
13. Mr. PANIT DUNNVATANACHIT (Director)	6	/	6	1	/	1	1	/	1
14. Mr. PIYAKORN APIBALSRI (Director)	6	/	6	1	/	1	1	/	1
15. Ms. SIRIMA CHUANYOO (Director)	1	/	1	0	/	0	0	/	0

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
16. Ms. JIRANAN VORACHAK (Director)	6	/	6	1	/	1	1	/	1
17. Dr. SOMBAT KITJALAKSANA (Director)	5	/	6	1	/	1	1	/	1
18. Mrs. TASANUCH THAMMACHOT (Director)	4	/	4	1	/	1	0	/	0

Remuneration of the board of directors

Types of remuneration of the board of directors

Components of the Remuneration for Directors and Subcommittee Members
The Nomination and Remuneration Committee has considered the remuneration based on the components of the remuneration for directors and subcommittee members, consisting of bonuses, annual remuneration, and meeting allowances, and submitted them to shareholders for approval of the remuneration for directors for 2024, as follows:
1. Director bonus for 2023 as an annual reward for directors in a total amount of Baht 18 Million which was determined based on the Company's operating performance and the Board of Directors' performance during the previous year.
2. Director remuneration for 2024, including annual remuneration and meeting allowances in a total amount of Baht 18 Million:
- Annual remuneration: This annual remuneration shall be paid to directors in exchange for their performance as directors. Director remuneration shall be allocated based on the length of their tenure, fixed for the entire year, and paid out quarterly,
- Meeting allowance: This remuneration shall be quarterly paid to directors for the number of their attendance at meetings of the Board of Directors or subcommittees.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. PLEW TRIVISVAVET (Chairman of the Board of Directors)			**4,422,253.00**		**700,000.00**
Board of Directors	600,000.00	3,647,253.00	4,247,253.00	No	
Nomination and Remuneration Committee	75,000.00	100,000.00	175,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
2. Mr. VITOON TEJATUSSANASOONTORN (Director)			2,300,000.00		0.00
Board of Directors	300,000.00	1,300,000.00	1,600,000.00	No	
Audit Committee	125,000.00	400,000.00	525,000.00	No	
Nomination and Remuneration Committee	75,000.00	100,000.00	175,000.00	No	
3. GEN. CHETTA THANAJARO (Director)			2,150,000.00		0.00
Board of Directors	250,000.00	1,300,000.00	1,550,000.00	No	
Audit Committee	125,000.00	200,000.00	325,000.00	No	
Nomination and Remuneration Committee	75,000.00	200,000.00	275,000.00	No	
4. Prof. (adjunct) ATHAPOL YAISAWANG (Director)			2,050,000.00		0.00
Board of Directors	300,000.00	1,300,000.00	1,600,000.00	No	
Corporate Governance, Risk Management and Sustainable Development Committee	75,000.00	200,000.00	275,000.00	No	
Nomination and Remuneration Committee	75,000.00	100,000.00	175,000.00	No	
5. Mr. PHONGSARIT TANTISUVANITCHKUL (Director)			3,210,165.00		572,000.00
Board of Directors	300,000.00	1,835,165.00	2,135,165.00	No	
Executive Committee	300,000.00	600,000.00	900,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance, Risk Management and Sustainable Development Committee	75,000.00	100,000.00	175,000.00	No	
6. Dr. ANNOP TANLAMAI (Director)			1,775,000.00		0.00
Board of Directors	300,000.00	1,150,000.00	1,450,000.00	No	
Audit Committee	125,000.00	200,000.00	325,000.00	No	
7. Mrs. VALLAPA ASSAKUL (Director)			1,600,000.00		0.00
Board of Directors	300,000.00	1,150,000.00	1,450,000.00	No	
Corporate Governance, Risk Management and Sustainable Development Committee	50,000.00	100,000.00	150,000.00	No	
8. M.L. PRASOBCHAI KASEMSANT (Director)			1,350,000.00		0.00
Board of Directors	300,000.00	1,050,000.00	1,350,000.00	No	
9. Mr. SUPONG CHAYUTSAHAKIJ (Director)			2,150,000.00		0.00
Board of Directors	300,000.00	1,350,000.00	1,650,000.00	No	
Executive Committee	300,000.00	200,000.00	500,000.00	No	
10. Mrs. PAYAO MARITTANAPORN (Director)			2,150,000.00		0.00
Board of Directors	300,000.00	1,350,000.00	1,650,000.00	No	
Executive Committee	300,000.00	200,000.00	500,000.00	No	
11. Dr. SUPAMAS TRIVISVAVET (Director)			2,150,000.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors	300,000.00	1,350,000.00	1,650,000.00	No	
Executive Committee	300,000.00	200,000.00	500,000.00	No	
12. Ms. ARISARA DHARAMADHAJ (Director)			1,350,000.00		0.00
Board of Directors	300,000.00	1,050,000.00	1,350,000.00	No	
13. Mr. PANIT DUNNVATANACHIT (Director)			1,350,000.00		0.00
Board of Directors	300,000.00	1,050,000.00	1,350,000.00	No	
14. Mr. PIYAKORN APIBALSRI (Director)			1,350,000.00		0.00
Board of Directors	300,000.00	1,050,000.00	1,350,000.00	No	
15. Ms. SIRIMA CHUANYOO (Director)			72,826.00		0.00
Board of Directors	50,000.00	22,826.00	72,826.00	No	
16. Ms. JIRANAN VORACHAK (Director)			1,350,000.00		0.00
Board of Directors	300,000.00	1,050,000.00	1,350,000.00	No	
17. Dr. SOMBAT KITJALAKSANA (Director)			2,375,000.00		524,000.00
Board of Directors	250,000.00	1,450,000.00	1,700,000.00	No	
Executive Committee	300,000.00	200,000.00	500,000.00	No	
Corporate Governance, Risk Management and Sustainable Development Committee	75,000.00	100,000.00	175,000.00	No	
18. Mrs. TASANUCH THAMMACHOT (Director)			1,175,000.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors	200,000.00	975,000.00	1,175,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	5,250,000.00	23,430,244.00	28,680,244.00
2. Audit Committee	375,000.00	800,000.00	1,175,000.00
3. Executive Committee	1,500,000.00	1,400,000.00	2,900,000.00
4. Nomination and Remuneration Committee	300,000.00	500,000.00	800,000.00
5. Corporate Governance, Risk Management and Sustainable Development Committee	275,000.00	500,000.00	775,000.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	7,700,000.00
Other monetary remuneration (Baht)	26,630,244.00
Total (Baht)	34,330,244.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of directors over the past year (Baht) : 0.00

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies	:	Yes
Mechanism for overseeing subsidiaries and associated companies	:	Yes
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	:	The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

To ensure that supervision of operations of the Company's subsidiaries is conducted in compliance with the business policy specified by the Board of Directors of the Company and in line with the Corporate Governance Code, and to safeguard investment benefits of the Company and its shareholders, the Board of Directors of the Company thus sets out criteria and guidelines for supervision and control of management of the subsidiaries, as follows:

1. <u>The Appointment of Individuals to Serve as Directors and Executives in Subsidiaries</u>

The selection of individuals to serve as representatives in the subsidiaries must be approved by the Board of Directors in order to supervise the subsidiaries through representative directors and executives as well as the policies established by the Company. The Company has designated the Managing Director or its assigned person to oversee the subsidiaries as a major shareholder. The designated individual has been appointed as a director or executive, tasked with supervising the operations of the subsidiaries to ensure compliance with the plans and the policies of the Company as a major shareholder.

2. <u>Internal Control System of Subsidiaries</u>

The Company has required that its subsidiaries conduct an annual review of their respective internal control systems to ensure their adequacy and appropriateness. The Company's Internal Audit Office shall regularly review, monitor, and evaluate compliance with the principles of good internal control, as specified in the annual audit plan.

3. <u>Disclosure of Material Information of Subsidiaries</u>

The Company oversees its subsidiaries to ensure that their disclosure of material information is made correctly and promptly. To that aim, the Company has established regulations requiring the individuals designated to oversee the subsidiaries as major shareholders to ensure that the subsidiaries have their regulations in place regarding the execution of connected transactions, acquisition or disposal of assets, or other significant transactions of the subsidiaries that are complete, correct, and based on the criteria related to information disclosure and execution of the transactions as mentioned above in the same manner as the Company's criteria, including supervising them to ensure their collection of information and accounting records for the Company's audit and compilation to prepare consolidated financial statements on time.

4. <u>Monitoring Compliance with Policies</u>

The Company oversees its subsidiaries to ensure that they comply with relevant laws, regulations of regulatory agencies, and generally accepted accounting standards, including promoting the implementation of good corporate governance principles by its subsidiaries. The designated individuals shall be responsible for considering significant matters, such as strategies, business plans, capital increases or decreases, dissolutions, and other important policies. The management will report on the subsidiaries' operating results to the Executive Board to further report to the Board of Directors for information.

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year	:	Yes

The Company has established a policy that all directors, executives and staff should avoid entering to any related party transactions which may give rise to a conflict of interest between their personal and the Company's interest in dealing with business partners and other persons; however, if necessary to do so, such related party transaction must be proposed to the Audit Committee for consideration of giving opinions on its justification and the Company's potential benefits prior to requesting approval from the Board of Directors in accordance with the principles of the Corporate Governance Code. In addition, compliance with rules stipulated by the SET and the SEC Office must be ensured.
To contribute to the Board of Directors' performance of their duties with due care and caution to avoid conflicts of interest, the Board of Directors has required that directors and executives prepare a report on their interests, by disclosing information on their directorship or executive positions in other legal entities, and information on their shareholding in other legal entities in case that the shareholding exceeds 25 percent of the total number of voting shares, by both the reporter and his/her related persons. This is to ensure that the Board of Directors has information to consider approving various transactions of the Company and its subsidiaries properly and transparently in compliance with applicable regulations.
The Company Secretary shall maintain the interest reports submitted by the executives and directors and shall send a copy of the report to the Chairman of the Board of Directors and the Chairman of the Audit Committee within seven business days from the date of its receipt by the Company.

Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside information to seek benefits over the past year	:	Yes

The Company has supervised the use of inside information in accordance with the principles of the Corporate Governance Code whereby it is defined as policy, which has been communicated to directors, executives, and staff for acknowledgment and adherence, which can be summarized as follows:

- A director, executive or staff and/or person who has perceived insider information of the Company and is directly involved in the preparation of the Company's financial statements and the balance sheet, and/or any person who has perceived insider information of the Company and knows or should have known that the Company will disclose material information that may affect change in the market price of the Company's securities, is prohibited from purchasing or selling the Company's securities during the period of one month prior to the public disclosure of the financial statements and/or such information.
- Directors and executives shall submit the first report on their own securities holdings, their respective spouses' and minor children's securities holdings in the Company, and submit a report on every change to the purchase, sale, transfer, or acceptance of transfer of securities, to the Office of the Securities and Exchange Commission in accordance with Section 59 of the Securities and Exchange Act B.E. 2535 (1992) within three business days from the date of purchase, sale, transfer or acceptance of transfer of securities, with the Company regularly reminding its directors and executives of this requirement. Directors and executives are also required to report on their securities trading or holdings to the Board of Directors' Meeting on a quarterly basis.

In 2024, the Company has continuously educated directors, executives, and employees about preventing the usage of inside information through public relations media for
"the CG Corner Project", which is the dissemination of information to provide knowledge and understanding about corporate governance via the Company's intranet. Moreover, the Company has communicated knowledge on risk management and prevention of the usage of inside information to the directors via the LINE OA BEM Board. The directors, executives, and staff have acknowledged the policy and strictly adhered thereto as guidelines. In addition, no violation of or non-compliance with

the criteria for securities trading through the usage of the inside information under the rules of the SET and the SEC Office was found.

Number of cases or issues related to the use of inside information to seek benefits

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year	:	Yes
Form of operations in anti-corruption	:	Review of appropriateness in anti-corruption, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company realizes and prioritizes anti-corruption and has put measures in place to prevent corruption, both internally and externally. The Company has established guidelines and procedures for regular, suitable, and current monitoring, surveillance, reviews, risk assessments, and training. This is to ensure that all directors, executives and employees of the Company strictly adhere to and put into practice their proper conduct through the Company's Code of Conduct. Furthermore, with the potential damage from corruption in mind, the Company then formulates an anti-corruption policy containing the key practical guidelines as follows:

1. The Company's directors, executives and staff at all levels must carry out activities with fairness, integrity and transparency in business dealings with various agencies, provided that such activities must be proper in compliance with applicable laws, policies, Articles of Association, regulations, notifications or practical procedures;
2. The Company encourages and promotes fair treatment with integrity towards all its business partners and compliance with any contractual commitments made with the Company's stakeholders;
3. The Company encourages and promotes directors', executives', and staff's awareness-raising to ensure that they refrain from committing any fraud and realize the negative impacts of corruption;
4. The Company encourages and promotes directors, executives, and staff to refrain from receiving, agreeing to receive or offering any hospitality, gifts, and any other payments which are extravagant and inappropriate to those in business dealings with the Company; and
5. The Company arranges for staff training to educate them regarding the anti-corruption policy, practices and guidelines.

In this regard, the Company has reviewed the completeness and sufficiency of various processes to prevent the risk of corruption through the internal audit process under the internal audit plan, including additional audits as assigned by the management on a yearly basis.

Moreover, the Company sent the Company's Code of Conduct Compliance Survey for 2024 via the online system to staff at all levels for their self-assessment and awareness that they in no way violate the Company's rules or policies, which may lead to corruption and disgrace to the Company, and refrain from accepting any items or benefits from business partners, contractual parties, or persons with an interest in the Company's business, while remaining committed to adhering to fair business practices on a basis of decision-making and benchmark for price, quality, including services in a transparent and auditable manner. Under any circumstances, they are not allowed to demand that business partners and contractual parties offer or receive any benefits in the course of business. Meanwhile, the Company has provided new staff with an orientation on the work rules and regulations, with penalties for unethical conduct, which will be acknowledged and used as a guideline for further operations.

In 2024, the Company has been continuously educating its directors, employees, and executives on anti-corruption through the CG Corner project public relations media on the Company's Intranet. Additionally, the Company has educated its directors on how to prevent the usage of inside information and how to report changes in securities holdings (Form 59) via the LINE OA BEM Board channel. In the previous year, there have been no news/cases of directors or executives being penalized, fined, accused, or subject to civil litigation by the regulatory agency for corruption charges.

Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures over the past year : Yes

The Company provides whistleblowing channels through which stakeholders of all groups can contact and complain about matters which may cause damage to the Company or find any behavior or incidents which may violate or breach its Code of Conduct or policies, including corruption or misconduct regarding the usage of inside information. Such report or complaint can be filed directly with the Audit Committee Chairman or an independent director, or via the Company Secretary.

In this regard, the Company Secretary has reported to the independent directors on the whistleblowing handling. According to the 2024 whistleblowing and complaint statistic data, there was "zero" whistleblowing and complaint case, but there were "no clues or complaints" involving corruption or violation of the Company's corporate governance policy.

Measure to Prevent Whistleblowing Against the Company

1. The Company offers new hires orientation training to educate them regarding the Company's Code of Conduct, human rights principles, information security awareness, corporate culture, rules, regulations, and work regulations prior to their employment.
2. The Company provides knowledge through public relations media under the CG Corner project to enhance and review knowledge about corporate governance, including compliance with the principles of good corporate governance so that executives and employees recognize and follow, such as anti-corruption practices, handling conflicts of interest between personal interests and the Company (Conflict of Interest), corporate whistleblowing report practices and measures, etc.
3. The Company provides its employees with training on new and applicable laws, such as the Personal Data Protection Act, and so on.

Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	6	4	23

Details of cases or issues received through whistleblowing channels

Year of event	Details	Progress status
Jan 2024 - Dec 2025	**Case or issue** - **Topics or issues about** Environmental management **Investigation results** - **Corrective actions** -	Incident no longer subject to action
Jan 2024 - Dec 2024	**Case or issue** - **Topics or issues about** Safety and occupational health at work **Investigation results** - **Corrective actions** -	Implemented

The monitoring of compliance with other corporate governance policy and guidelines

The Board of Directors has monitored, supervised, and managed the Company's operations to ensure adherence to the law, within the scope of the objectives, articles of association, and resolutions of the shareholders' meeting, as well as the Company's Code of Conduct, and to protect the benefits of the Company and shareholders based on the principles of good corporate governance, as well as complying with the criteria and regulations of the SET and the SEC Office.
In 2024, no cases or incidents were found that the Company's operations had failed to adhere to the laws, rules, and regulations of relevant regulatory agencies.

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. VITOON TEJATUSSANASOONTORN (Chairman of the audit committee)	5	/	5
2 GEN. CHETTA THANAJARO (Member of the audit committee)	5	/	5
3 Dr. ANNOP TANLAMAI (Member of the audit committee)	5	/	5

The results of duty performance of the audit committee

1. Supervising and encouraging the Internal Audit Office to perform its duties independently, with the duty to report directly to the Audit Committee by considering and approving the annual internal audit plan, reviewing the performance results under the approved work plan, and considering the audit results, suggestions, including regularly following up on the results of the implementation under the suggestions based on the issues found, providing useful suggestions to the Internal Audit Office, and supporting and promoting the development of knowledge and abilities of workers in the Internal Audit Office, as well as approving the consideration for appointment, transfer or termination of employment of the Head of the Internal Audit Unit.

2. Considering the report on the evaluation of the adequacy of the internal control system by the Internal Audit Office which is responsible for conducting independent reviews and evaluations of the system's adequacy and reporting directly to the Audit Committee, including considering the quarterly review results, considering the adequacy and appropriateness of the internal control system in terms of operations, resource utilization, asset management, prevention or reduction of errors, damages and corruption, compliance with relevant laws, regulations and rules, and risk prevention.

3. Reviewing quarterly and annual financial statements of the Company and its subsidiaries, including changes in accounting policies, significant accounting adjustments, and accurate and complete information disclosure, by receiving explanations from the auditors, management, and internal auditors, and questioning the management about the use of discretion in preparing financial reports, including questioning the auditors about the accuracy and completeness of the financial statements, accounting adjustments that have a material impact on the Company's financial statements, the scope of the audit, and the financial reporting standards that will become effective, to ensure that the financial statements are prepared in accordance with legal requirements, generally accepted accounting standards, and financial reporting standards, and that the information presented in the financial statements is accurate, sufficient, punctual, and helpful to the users of the financial statements.

4. Having at least one meeting with the auditor without management's presence to discuss the essence of the audit plan, significant accounting matters, and accounting standards to be applicable, along with the auditor's independence in performing their duties, and their opinions.

5. Reviewing the Company's operations to ensure that they comply with the laws governing securities and exchange, regulations of the Office of the Securities and Exchange Commission, requirements of the Stock Exchange of Thailand, and other laws related to business operations in a reasonable manner, including any potential obligations that may arise from contracts executed with external parties.

6. Reviewing and providing opinions on agreements to enter into connected transactions or transactions that may give rise to a conflict of interest to ensure that they comply with the law and regulations of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand, and that they are conducted transparently, justifiably and in a way that benefits the Company's operations and shareholders, including disclosing adequate, accurate, complete and punctual information.

7. Considering selecting, nominating, re-electing or terminating auditors, and considering their remuneration based on their independence, knowledge, ability and experience, prior audit performance, and the suitability of their remuneration.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. PHONGSARIT TANTISUVANITCHKUL (Chairman of the executive committee)	12	/	12
2 Mr. SUPONG CHAYUTSAHAKIJ (Member of the executive committee)	12	/	12
3 Mrs. PAYAO MARITTANAPORN (Member of the executive committee)	12	/	12
4 Dr. SUPAMAS TRIVISVAVET (Member of the executive committee)	12	/	12
5 Dr. SOMBAT KITJALAKSANA (Member of the executive committee)	12	/	12

The results of duty performance of Executive Committee

Monitor the implementation of the policies established by the Board of Directors and consider the business plans, budgets and feasibility of investing in various projects to expand business and then propose them to the Board of Directors.

Meeting attendance Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 3

List of Directors	Meeting attendance Nomination and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 GEN. CHETTA THANAJARO (Chairman)	3	/	3
2 Mr. VITOON TEJATUSSANASOONTORN (Member)	3	/	3
3 Mr. PLEW TRIVISVAVET (Member)	3	/	3
4 Prof. (adjunct) ATHAPOL YAISAWANG (Member)	3	/	3

The results of duty performance of Nomination and Remuneration Committee

The Nomination and Remuneration Committee has performed its duties, with caution and prudence, within the scope of authority delegated by the Board of Directors. In 2024, the essence of the performance of its duties can be summarized as follows:

1. **Considering and selecting qualified people to hold the position of the Company's directors in accordance with the Company's criteria and procedures for director nomination**, as shown below:

- Considering the retiring six directors' qualifications and roles in the previous year's performance and then proposing that the 2024 Annual Ordinary General Meeting of Shareholders re-appoint them for another term;

- Considering the qualifications of each candidate to be nominated as directors to ensure that the Board of Directors shall have a wide range of required skills in various professional fields which shall be beneficial and suitable for the Company's business operations, while also conforming to the good corporate governance practices;
- Considering the qualifications of the representatives under the conditions of the Concession Agreement from the Expressway Authority of Thailand (EXAT), with those individuals being knowledgeable in terms of the concession agreement and experienced in expressway management, which was beneficial to the Company and in line with the good corporate governance practices, by taking the balance between the diversity in various aspects of the Board of Directors that would contribute to benefits and add value to the Company into account, based on the necessary skills that were still lacking in the Board of Directors and the qualifications conforming to the Company's business strategies.

2. Reviewing criteria on consideration and determination of remuneration for directors for 2024

Considering reviewing the criteria on consideration of remuneration for the Company's directors and subcommittee members, with such determined remuneration appropriate and commensurate with the scope of assigned duties and responsibilities of each director; stayed at the same rate as that offered by other companies in the same industry to attract and retain knowledgeable, competent and qualified directors to perform duties for the Company, with components of remuneration remaining clear, transparent, and easy-to-understand, by proposing the remuneration for directors for 2024 and bonus for directors for 2023 to the Board of Directors for consideration prior to submission to the Shareholders' Meeting for consideration and approval.

3. Considering the annual performance evaluation of the Board of Directors, Subcommittees, and self-evaluation of individual directors,
and proposing the results of those evaluations to the Board of Directors for acknowledgment, including providing opinions for how they could be applied to improve the performance of the Board of Directors and each Subcommittee for greater efficiency.

4. Considering the proposal for the appointment of the Managing Director and determining the remuneration

Reviewing the Managing Director's performance for 2024, along with the justifications for carrying out this crucial work management under the Company's action plans for 2025 to be further advanced from 2024; and considering determining the remuneration for the Managing Director to be at an attractive level, appropriate and commensurate with the scope of duties and responsibilities based on the performance evaluation together with the operating results of the Company, and proposing the same to the Board of Directors' meeting for consideration and approval.

In conclusion, the Nomination and Remuneration Committee has diligently carried out its duties in strict accordance with the Nomination and Remuneration Committee's Charter as approved by the Board of Directors, in a way that it has employed its knowledge and abilities with due care and with sufficient independence to provide the opinions and suggestions for the Company's overall benefits.

Meeting attendance Corporate Governance, Risk Management and Sustainable Development Committee

Meeting Corporate Governance, Risk Management and Sustainable Development Committee (times) : 3

List of Directors		Meeting attendance Corporate Governance, Risk Management and Sustainable Development Committee		
		Meeting attendance (times)	/	Meeting attendance right (times)
1	Prof. (adjunct) ATHAPOL YAISAWANG (Chairman)	3	/	3
2	Mrs. VALLAPA ASSAKUL (Member)	2	/	3
3	Mr. PHONGSARIT TANTISUVANITCHKUL (Member)	3	/	3
4	Dr. SOMBAT KITJALAKSANA (Member)	3	/	3

The results of duty performance of Corporate Governance, Risk Management and Sustainable Development Committee

In 2024, the essence of the performance of its duties can be summarized as follows:

1. Corporate Governance

Monitoring and reviewing the corporate governance evaluation criteria for listed companies, considering the framework for sustainable business development, and proposing it to the Board of Directors' Meeting for consideration of reviewing and improvement. This includes revising the Corporate Governance Policy and establishing additional policies in order to strengthen the governance to cover the sustainability issues and to prepare for international recognition and competition, as follows:

· Reviewing the Charter of the Board of Directors and the Charter of the GRSC to oversee and monitor operations by taking into account the environment and mitigation of potential impacts from climate change, as well as developing stakeholder care procedures throughout the Company's business value chain to ensure that their human rights protection is upheld, including developing processes for occupational health and safety of service users, employees, and stakeholders across the Company's business value chain.

· Reviewing and updating the Information Security Policy to ensure the confidentiality, accuracy, integrity, and availability of data.

· Reviewing the Data/Information Disclosure Policy to ensure that the Company's important information, both financial and non-financial, is disclosed correctly, completely, adequately, and within an appropriate time.

· Establishing anti-corruption practices to be used as guidelines for the Board of Directors, staff , and related parties to prevent corruption from the performance of duties of related parties at every step of the operation.

· Reviewing the effectiveness of the Company's Code of Conduct to ensure its appropriateness and consistency with the business environment. It was deemed that the Company's Code of Conduct remained effective, consistent, and complete for current business operations.

2. Risk Management

Considering reviewing and following up on the performance under the risk management plan in various aspects as follows:

· Reviewing the corporate risk management policy and plan, monitoring and managing risks to ensure that they

encompass issues
relating to strategy, operation, finance, compliance, environment, social, and governance (ESG Risk) risks as well as establishing measures
to manage risks to an acceptable level, both the Company's current business operation risks and emerging risks, so that they are specified
in the risk management plan.

· Monitoring and reporting to the Board of Directors on the results of operations in accordance with the 2024 risk management plan, in which
the Company was able to manage risks in compliance with the established plan, no significant impact on the Company's business operations
was found, as well as approving the 2025 risk management plan, which is adequate and consistent with the current business circumstances,
as well as having appropriate action plans and methods to manage risks in place through the evaluation of the degree of impact on the
Company's business operations and the likelihood of risks occurring based on the current circumstances and those that are expected to
emerge in the future, and formulating measures to manage risks to an appropriate and acceptable level.

3. Sustainable Development

Monitored and considered the Company's operations in terms of sustainable development to ensure the organization's movement towards
sustainability. To this end, the GRSC has supervised, monitored and reported on its performance in terms of energy and resource management
to the Board of Directors. In this regard, the Company is dedicated to sustainable management of suppliers throughout the supply chain,
including developing the potential of suppliers to reduce risks from them and impacts on the Company's business operations in both the
short and long term. The Company has therefore established a Supply Chain Management Policy within the sustainable supply chain
management framework in consistency with the UN Global Compact guidelines to serve as a framework for supplier management to ensure
that business operations are compatible with the Company's intentions, behind which the ESG principles are borne in mind.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

SUSTAINABILITY POLICY

The Company, as an expressway and metro service provider, is committed to developing the transportation network for convenient journeys and alleviating traffic problems in Bangkok and its vicinity as a means to improve the quality of life of the service users. The Company has continuously improved and developed the efficiency of its services to ensure safe, convenient, and rapid journeys, in order to deliver the services through the state-of-the-art mass transit system network and create the good quality of life to people as the "Happy Journey with BEM : Better Trips for Better Life," always subject to its business operations with social and environmental responsibility, as the best practices adhered to by the Company for sustainable business operations.

The Company is committed to conducting its business operations in accordance with sustainability principles. To that end, the Board of Directors has appointed the Corporate Governance, Risk Management and Sustainable Development Committee to consider the adequacy and appropriateness at the policy level, with the Expressway Project Management and Development Work by the Sustainability Development
Department having the duty to supervise the Company's overall sustainability management process and work with the Company's internal work units to drive the organization towards sustainability together, by monitoring, evaluating, and preparing periodic reports on sustainability management for reporting to the Corporate Governance, Risk Management and Sustainable Development Committee and/or the Board
of Directors for information. In this regard, the Board of Directors has established the corporate social responsibility and sustainable development policy which is publicly available on the Company's website

Reference link for sustainability policy : https://www.bemplc.co.th/CorporatePolicy?lang=en

Page number of the reference link : 6

Sustainability management goals

Does the company set sustainability management goals : Yes

BEM'S SUSTAINABILITY GOALS

The Company has reviewed its sustainability operating framework to set the organization's sustainability goals for the period 2023 - 2030, covering long-term strategic planning. The Company's sustainability operations frameworks is as follows:

1. Corporate Governance Dimension B : Business Excellence and Ethics
To be a driving force for economic growth for everyone through providing excellent, safe, and reliable transportation services.
Goals:
1.1 No personal data breaches
1.2 No leakage of significant company data
2 Environment Dimension E : Eco-Friendly Commute
To be a journey that uses resources efficiently, without causing pollution, while also maintaining a sustainable environment for the next generations.
Goals:
2.1 Carbon neutrality by 2050
2.2 Net zero greenhouse gas emissions by 2065
3. Social Dimension M : Metropolitan Social Harmony
To be a destination for building relationships among people in the metropolis with care and respect for each other.
Goal:
3.1 No fatal accidents in service

United Nations SDGs that align with the organization's sustainability management goals	:	Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year	:	No
Has the company changed and developed the policy and/or goals of sustainable management over the past year	:	No

In the past year, the company has not made any significant changes to its policies and/or sustainability management objectives.

Information on impacts on stakeholder management in business value chain

Business value chain

To become a leading fully-integrated transportation service provider in Thailand and ASEAN, BEM is committed to enhancing the quality and efficiency of Thailand's transportation system while improving the people's quality of life by providing convenience, safety and reliability through rail system, expressway and connecting road projects, projects that are in line with the government policy for public-private partnership (PPP), and commercial development. These projects, which strive for social and environmental responsibility, are ready to create value-added 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, BEM has formulated a management plan to cover a value chain encompassing numerous activities, from planning and construction to service delivery. The complexity of BEM's value chain has played a role in expanding business opportunities and extending the scope of engagement with the external society.
1. Primary Activities
- **Planning and Management of Service Factors:** Planning and determining strategies to improve service quality and efficiency for customers with consideration for the provision of adequate resources and the efficient management of service factors. The process of planning must take into account all businesses, i.e., expressway, rail, and commercial development, while establishing a risk inspection system and increasing infrastructure and network expansion opportunities to connect with other public systems to achieve sustainable business and long-term profits for the Company.
- **Construction:** The construction of structures for expressways and metros to support service provision. In this regard, the stability and quality of the structure can affect the efficiency of BEM's transportation system. The Company emphasizes the utilization of low environmental impact materials and technology while focusing on reducing disturbance to communities during the construction process. In addition, the Company also supports projects that create social value through numerous CSR activities to build the understanding and confidence of the society and neighboring communities.
- **Operations:** Focusing on internal and external operations to promote the provision of transportation services and commercial development business to customers with 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 demands and enable efficiency in the transportation system according to established plans. Furthermore, operations highlight the importance of enhancing safety 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, which plays an essential part in establishing trust in the Company's transportation system and must be precisely incorporated into the operational system.
- **Marketing and Sales:** Focusing on the Company's marketing and services for customers by creating awareness and relationships with customer through public relations media and promotional campaigns highlighting social and environmental values. The Company also implements constructive projects that meet customer needs. In addition, BEM also 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 creates satisfaction towards a transportation system that benefits both communities and society. This is in line with the Company's mission, which targets to constantly make improvements and respond to the needs of customers, communities, and society.

Moreover, BEM has a project to promote public transportation for people living in neighboring areas and supports ESG projects that create shared value within and beyond the organization.

- **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 income generation.

Expressway Business BEM focuses on delivering quality and safe expressways according to international standards, maintaining roads and facilities on the expressway, managing traffic, and increasing convenience in making payments to create satisfaction and convenience for service users

Rail Business BEM focuses on providing quality and safe metro public transportation services that meet international standards to create satisfaction and convenience for service users.

Commercial Development Business BEM aims to create and supply quality advertising media, which allows us to raise awareness, gain access to target groups, and increase opportunities to sell the Company's services and products. BEM also focuses on increasing income from space rental to shops or businesses that require space to serve customers or Business manufacture products as the Company considers the connections between society and communities and prepares to provide an efficient and quality telecommunications network.

- **After-sales Service:** Activities of extreme importance directly affect customer satisfaction and business sustainability. The Company aims to provide problem-solving support to customers and respond to safety-related incidents rapidly and efficiently to establish confidence in the company's services. An effective after-sales service delivery system will enable the Company to efficiently serve customers, meet their demands, and create lasting satisfaction.

2. Support Activities

- **Procurement, Management of Production Factors, and Selection of Suppliers and Materials:** BEM focuses on managing, selecting and procuring from suppliers who take ESG factors into consideration to reduce environmental and social impacts and increase business sustainability. Selecting ESG-oriented partners and eco-friendly materials will decrease risks in the company's business operations and encourage partnerships that jointly develop and facilitate sustainability in terms of the environment and general management safety, which can establish trust among relevant customers, investors, and societies.

- **Information Technology Development:** Developing information technology systems to support efficient business processes and service provision. Information technology allows the Company to promptly and accurately monitor and track service delivery using a modern security system 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 stakeholdes confidence. In addition, employing information technology to improve services and business processes will enhance BEM's efficiency and stability, helping to create customer satisfaction and strengthen the connection between information technology and personal data protection, a fundamental factor in this era where data is vital in business and society.

- **Human Resource Management:** 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, BEM also highlights on 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 supports employees' diversity. Furthermore, encouraging employee engagement also strengthens cooperation and makes employees feel involved in business development.

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
• Employees	- Career advancement opportunities - Fair compensation and benefits - Acceptance of diversity and inclusion in the workplace - Fair, equal, and gender-equitable treatment - Development of appropriate potential, knowledge, and skills - Clear operational policies and comprehensive communication to ensure consistency in operations - Occupational health care and a safe, suitable working environment - Assignment of challenging tasks - Employees demonstrating behavior aligned with corporate culture - Building employee engagement with the company	- Define necessary competencies and attributes for work in all departments. - Plan and establish career paths through career development, skills, and knowledge progression to support employee growth and development in line with company goals. - Provide mental health benefits, loan and housing benefits, and medical expense discounts for employees and their families, as recommended by the welfare committee. - Offer a medical room with doctors, nurses, medicines, and medical supplies, along with refill stations for medications and supplies for all employees, including in the bags of train controllers. - Provide flu vaccinations for four strains and cancer screening benefits for cervical, breast, and prostate cancer. - Establish a central unit to conduct additional drinking water quality checks beyond the regular maintenance cycle, ensuring annual testing in all areas. - Offer financial assistance to employees affected by natural	• Online Communication • Complaint Reception • Employee Engagement Survey • Training / Seminar • Others • Hold welfare and executive committee meetings, evaluation, Survey employee needs

Group of stakeholders	Stakeholders’ expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
		disasters and human-induced events, including floods, fires, storms, landslides, earthquakes, and tsunamis. - Collect and distribute company-related news ("Clipping News") daily to executives and employees to ensure effective communication of important information.	

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
• Suppliers	- Knowledge and understanding of sustainable development - Promotion of quality improvement and confidence between organizations - Long-term business relationships and sustainable business collaboration - Compliance with contract terms and fair agreements - Timely payment for goods and services - Transparent and auditable procurement processes - Fair and equal treatment of all partners - Safe working environment - Clear business ethics guidelines for partner	- Conduct training sessions to enhance partners' knowledge of sustainable business practices. - Develop a Supplier Code of Conduct and ensure partners acknowledge and adhere to it as a business guideline. - Draft contracts fairly for all partners, ensuring equitable terms. - Ensure timely payment for goods and services (30–45 days after receiving the invoice or as agreed). - Create educational materials for partners to raise awareness and promote ESG-related initiatives. - Conduct sustainability (ESG) performance evaluations of direct business partners (Tier 1 Suppliers) through self-assessments and onsite audits for key Tier 1 Suppliers.	• Online Communication • Satisfaction Survey • Training / Seminar • Others • Evaluate partners and Notify partners performance results, Hold monthly contractor safety committee meetings, Announce important information through the company website

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
• Customers	- Provide reliable, timely, and easily accessible services. - Ensure appropriate pricing. - Offer sustainable and environmentally friendly services that are high-quality, safe, and non-discriminatory. - Protect personal data. - Deliver necessary and timely communication to support customer decision-making. - Ensure accurate and prompt information disclosure. - Offer payment solutions that meet customer needs. - Resolve issues appropriately and in a timely manner.	- Develop projects that align with customer expectations. - Organize relationship-building activities, such as benefit programs with business partners, including top-up discounts, cashback promotions, movie ticket discounts, and social media engagement initiatives. - Receive suggestions and complaints through various company channels and coordinate with relevant departments to ensure appropriate resolution.	• Complaint Reception • Satisfaction Survey • Others • Implement continuous customer relationship-building activities

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
• Society	- Reducing negative environmental impacts and enhancing positive social and community development impacts - Providing job opportunities for local residents - Preparing and implementing safety measures and emergency response plans - Engaging with and supporting the community - Respecting the fundamental rights of the community - Promoting good cooperation between the community and the company	- Implement the strategic plan for social and community engagement (Development Framework 2024-2028) under the sustainability framework and organize relationship-strengthening activities with society and the community as planned. - Receive feedback and complaints through various company channels and manage complaints by coordinating between complainants and relevant departments to ensure appropriate resolution.	• Visit • Social Event • Complaint Reception • Satisfaction Survey • Others • engage in conversation

Group of stakeholders	Stakeholders’ expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
• Creditor	- Strong company performance and future investment plans for sustainable growth - Effective risk management and financial liquidity management - Accurate financial reporting and auditing - Compliance with loan agreement conditions and bondholder rights requirements	- Prepare four Management Discussion and Analysis (MD&A) reports and one annual report (Form 56-1 One Report), ensuring accurate, complete, and timely disclosure of performance and information through the stock exchange and the company's investor relations website. - Submit financial statements to financial institutions, the SEC, and ThaiBMA, ensuring full compliance with loan agreement conditions and bondholder rights requirements. - Participate in SET Opportunity Day four times and organize five Analyst Meetings. - Engage with investors and analysts through SET and various securities company meetings, including Company Visits, totaling 20 times. - Conduct a satisfaction survey on investor relations services, achieving an evaluation score of 92.15%, exceeding the target of 85%.	• Others • Disclose information in accordance with SEC and SET requirements, Disclose information on Cororate website, - Submit financial statements and relevant information in compliance with loan agreement conditions

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
• Shareholders	- Executives and employees understand the expectations of external stakeholders. - Ensure fair and equal treatment of investors and shareholders. - Generate appropriate returns on investments. - Maintain consistent communication. - Expand sustainable business opportunities and secure investment budgets for new projects while ensuring financial stability and profitability. - Conduct business in compliance with regulations and laws, ensuring transparency, environmental and social responsibility, and sustainable company growth. - Provide accurate, transparent, complete, and timely disclosure of information in accordance with SET regulations.	- Supervise operations to ensure compliance with regulations, laws, announcements, concession contracts, and other business-related requirements in a transparent, fair, and auditable manner. - Prepare various reports, including the annual report (Form 56-1 One Report) and Management Discussion and Analysis (MD&A), to effectively communicate the company's performance. - Maintain a clearly defined dividend payment policy. - Present the company's performance information through various marketing communication activities, both domestically and internationally. - Organize the Annual General Meeting of Shareholders through electronic media (E-AGM), allowing shareholders to express opinions on the company's operations. The company will hold one annual general meeting and one extraordinary general meeting. - Allow shareholders to propose agenda items for the 2025 Annual General Meeting and nominate	• Annual General Meeting (AGM) • Others • Allow shareholders to exercise their right to vote on the appointment of directors and the right to vote for the removal of directors, Ensure fair and equal shareholder rights, Disclose and communicate company performance through various channels

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
		qualified individuals for director consideration in advance, following the criteria set by the company. The proposal period will be from October 1, 2024, to December 31, 2024, as published on the company's website. - Enable shareholders to submit questions for the shareholders' meeting in advance through the company's website.	

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
• Media	- Access to accurate and relevant information - Reporting important developments in the transportation industry - Social responsibility by raising awareness, addressing social issues, and engaging with the community - Company sustainability initiatives and activities aligned with ESG policies - Providing information and analysis on trends in the transportation industry - Accurate, transparent, and timely disclosure of information - Detailed information on incident causes, impacts, and rapid response measures for abnormal events	- Prepare and distribute company press releases to continuously share news on social, community, and environmental activities, company performance, and promotions of various company products with the media. - Disseminate activity news and images through radio spots, video clips, and the company's social media channels to enhance public engagement. - Organize meetings and discussions on key company projects to provide the media with comprehensive knowledge and understanding. - Promptly issue explanatory documents in response to abnormal events to ensure accurate and timely information. - Respond to media inquiries quickly and appropriately to maintain transparency and strong media relations. - Invite media to attend press conferences and signing ceremonies for new concession projects, ensuring the provision of complete and detailed information on all related issues.	• Visit • Press Release • Complaint Reception • Others • Organize media activities and special events, Conduct public relations activities through traditional media

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
• Government agencies and Regulators	- Ensure compliance with laws and regulations and report audit and control results as specified in the concession contract. - Implement and maintain safety and security measures to uphold service standards. - Manage and provide transportation infrastructure services with efficiency and adherence to international service standards. - Cooperate with and support initiatives that benefit the public. - Conduct business in full compliance with relevant regulations and laws. - Foster sustainable business collaboration to enhance long-term growth. - Maintain transparency and auditability in all business operations. - Ensure a safe working environment for all employees and stakeholders.	- Ensure strict compliance with laws, regulations, rules, concession contract requirements, and business-related conditions. - Conduct case-by-case meetings with government agencies that own projects or when invited to discuss various issues. - Participate in meetings and discussions with government agencies and regulatory bodies to receive suggestions and provide valuable input. - Monitor changes in relevant laws and regulations to ensure consistent and accurate compliance. - Accurately and completely disclose information while ensuring cooperation with regulatory government agencies within the specified timeframe. - Engage in activities that promote organizational relationships, such as: 1. Sports activities to foster good relationships between executives and employees. 2. Tree planting activities with regulatory and government agencies to	• External Meeting • Satisfaction Survey • Others • Report performance and operations to regulatory, Ensure full compliance with all rules and regulations set by regulatory bodies.

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
		promote environmental awareness. - Support initiatives that enhance user safety, including providing water service points and rest areas during the New Year and Songkran festivals.	

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics	:	Yes
Over the past year, the company has reviewed its sustainability materiality topics	:	No

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
HEALTH AND SAFETY	• Others : HEALTH AND SAFETY
HUMAN CAPITAL DEVELOPMENT	• Others : HUMAN CAPITAL DEVELOPMENT
CLIMATE STRTEGY AND ENERGY MANAGEMENT	• Energy Management • Greenhouse Gas Management
IT SECURITY AND DATA PRIVACY	• Others : IT SECURITY AND DATA PRIVACY
ENVIRONMENTAL MANAGEMENT	• Environmental Management Standards Policy and Compliance • Water Management • Waste and Waste Management
CORPORATE GOVERNANCE	• Good Governance
INNOVATION	• Innovation Development
CUSTOMER RELATIONSHIP MANAGEMENT	• Customer / Consumer Responsibility
CORPORATE SOCIAL RESPONSIBILTY	• Community / Social Responsibility
SUPPLY CHAIN MANAGEMENT	• Sustainable Supply Chain Management
RISK AND CRISIS MANAGEMENT	• Sustainability Risk Management
BIODIVERSITY	• Biodiversity Management
STAKEHOLDER ENGAGEMENT	• Others : STAKEHOLDER ENGAGEMENT
HUMAN RIGHTS	• Human Rights • Fair Labor Practices

Information on sustainability report

Corporate sustainability report

The company’s corporate sustainability report	:	Have data
Reference link for corporate sustainability report	:	https://investor.bemplc.co.th/en/sustainability/reports
Page number of the reference link	:	Year 2024

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines	:	GRI Standards

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Risk Management Policy and Plan

Risk management enables the company to anticipate potential risks, prepare accordingly, 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 based on the COSO standard as part of its business planning. Employees at all levels are responsible for managing risks. Additionally, the company develops an annual risk management plan and a risk management manual to ensure that risk management processes are systematically implemented, aligned with business strategies, within an acceptable risk level, and adaptable to the rapidly changing global landscape.

Reference link to risk management policy and plan : https://www.bemplc.co.th/CorporatePolicy?lang=en

Page number of the reference link : 1

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risk relating to Revenues less than Projections

Related risk topics : Financial Risk

- Other : Risk relating to Revenues less than Projections

ESG risks : Yes

Risk characteristics

The Company provides both expressway and metro services, therefore, the Company's core revenues are tolls, fares and commercial development, all of which may be vulnerable to a number of external factors that are beyond the Company's control, such as, the expansions of MRT networks, the availability of a good constant transport system, the alternative fare rates of other transit systems which passengers can choose from, road traffic congestion, oil prices, expansion of real estate, condominiums and businesses surrounding the metro routes which enable people to reach their travel goals, the number of tourists, serious epidemics, lifestyle variations after the epidemics, etc., all of which affect the volume of the Company's service users. Moreover, the Company generates commercial development revenue, which may vary depending on the domestic and international economic conditions, competition in advertising media and retail space lease business, as well as the progress in opening of retail shops in the stations, several factors of which are beyond the Company's control. Therefore, should the Company's revenues differ from study results or projections, it may affect the liquidity and serviceability management with respect to the existing obligations owed to the lending financial institutions or creditors according to the mutually agreed schedule.

To minimize such risk, the Company has established a unit to closely monitor any impact which may affect various factors and modify strategies as appropriate. In addition, the Company can limit potential impacts from risk factors, such as oil prices, road traffic congestion, and alternative fare rates of other transit systems available for passengers, due to the Company's full services of expressways and metro, both of which are considered substitute products. With respect to commercial development, the Company has developed new forms of advertising media to increase its commercial development revenue, such as the installation of LED screens to provide public relations services at toll booths, the improvements to digital media formats in 3D, and the integration of advertising media in MRT stations with connected media, etc. To that end, the Company has set aside cash bank deposits and has undrawn credit lines with many financial institutions; as a result, the Company has no liquidity crises, while also maintaining strict cost management and expenditure control.

Risk-related consequences

Affects liquidity management and the ability to meet payment obligations to lending banks or creditors within the agreed timeframe

Risk management measures

- Establish a unit to monitor and manage potential impacts, and adjust strategies accordingly.
- Develop and expand the business to increase revenue.
- Strictly manage costs and expenses.

Risk 2 Information System Security Risk

Related risk topics	:	Operational Risk • Information security and cyber-attack
ESG risks	:	Yes

Risk characteristics

Nowadays, with technology playing a pivotal role in every aspect of the workplace, it is essential for organizations to use cutting-edge information systems to support their operations and provide efficient services. Reliance on these technologies, however, poses substantial risk, especially in relation to information system security. In other words, if a problem arises, it may have an impact on work processes, the organization's image and service users' trust.

Vital systems, including toll collection control systems, traffic control systems, and metro systems, are at the heart of operations. A malfunction, such as an unauthorized system intrusion or a computer virus attack, could make equipment inoperable, suspend services, or delay troubleshooting. These risks not only damage resources but also have an impact on the organization's image and customers' trust in the organization.

To handle this risk, the Company has put in place comprehensive management measures, starting with the establishment of an information usage policy in compliance with the Computer Crime Act B.E. 2550 (2007), by setting a policy framework based on key principles: maintaining data confidentiality, completeness, and accessibility, and has applied for ISO/IEC 27001:2022 certification, an international standard related to information security management systems in order to keep up with technological advancements and growing cyberthreats in the Company's vital systems, namely, toll collection systems, intelligent traffic systems, and information security management systems that cover data center security, network security, server security operations, and IT infrastructure systems in the internal support sector. The Company has implemented the Endpoint Detection and Response (EDR) system, a cybersecurity solution designed to guard against potential threats from sophisticated assaults and data breaches on endpoint devices like PCs, laptops, smartphones, and servers, in addition to the access control, user rights restrictions, and protection from both internal and external threats through a Firewall system to inspect incoming-outgoing network traffic, tightening up the security of the Company's website.

In 2024, the Company rehearsed for a Cyber Incident Response, addressing cyberthreats in collaboration with agencies that oversee critical infrastructure systems, including information technology systems. The Company also participated in the CPX2024 cyber capability test rehearsal, Thailand's National Cyber Exercise 2024, with the National Cyber Security Agency (NCSA).

In addition, the Company regularly carries out risk inspections and monitoring, by both internal and external auditors, cyber threat monitoring, and prepares for emergencies, such as creating a contingency plan for the failure in the toll collection systems and the Automatic Fare Collection (AFC) system, and rehearsing for a system recovery plan to ensure that if a problem arises, relevant personnel can tackle the problem rapidly and efficiently.

The Company realizes the significance of cyber security awareness among its staff; therefore, it communicates to them while also sending them information or news about new threats and prevention methods via emails, newsletters or internal media, together with attack simulation activities by sending simulated phishing emails to test how staff respond to phishing attempts and using the evaluation results to improve communication, along with recommendations after the simulation. This is to raise staff awareness of cyber security and to develop staff's information system security skills and knowledge through ongoing training to improve professional problem-solving preparedness. All of this demonstrates the Company's commitment to upholding information system security standards in order to avert potential risks and foster trust among service users in a sustainable manner.

Risk-related consequences

- Causing delays in service delivery and wasting resources in the resolution process.
- Being sued for damages in cases of personal data breaches and its misuse resulting in harm to the data owner.

Risk management measures

- The company follows the ISO/IEC 27001 standard framework.
- Develop an emergency plan and train personnel.

Risk 3 Human Rights Risk

Related risk topics : Operational Risk
• Impact on human rights

ESG risks : Yes

Risk characteristics

With the Company's commitment to conducting business with responsibility and transparency based on sustainable development, the Company therefore realizes and accords high priority to the human rights respect that it is the organization's highest responsibility. The Management then forms a special working group and establishes a comprehensive and clear human rights policy for those involved in business activities under the Company's operations and its suppliers to apply the human rights policy in their operations to maintain a shared value chain, with an emphasis on enhancing well-being, adding value, and respecting human rights in accordance with international standards; additionally, they serve as guidelines for developing various relevant policies. The Company takes care of its stakeholders in four key areas, namely:

- Staff: The Company recruits, engages, manages compensation, appoints, transfers, provides training and development, promotes equitable and fair career advancement, and maintains the highest standards of occupational safety and health for its staff.
- Community and Environment: The Company respects the community and takes care of the environment, has waste management, pollution management, has an environmental management system (ISO 14001 : 2015) and occupational health and safety management standards (ISO 45001 : 2018).
- Supplier: The Company promotes adherence to human rights principles by integrating human rights principles into supply chain-related procedures, having a supplier selection process in place, and having systems and regulations for regular evaluation.
- Customer: The Company strives to maintain customer rights and has a personal data protection policy, an information security standard system (ISO 27001 : 2022) and a quality management system (ISO 9001 : 2015) to meet service standards.

In addition, the Company has established an audit process and a risk assessment process as well as a human rights impact assessment process across the value chain, as well as providing assistance and relief to those affected, and has imposed penalties against wrongdoers, with the Company thoroughly communicating the policies and providing training to supervisors, employees, and all those involved in human rights to acknowledge and strictly adhere to, including disclosure of human rights practices to stakeholders via the Company's communication channels.

Risk-related consequences

- Impacting the organization's image.
- Compliance with employee human rights principles may not be in accordance with the law or could affect stakeholders.

Risk management measures

- Develop operating procedures for human rights assessment processes.
- Communicate and ensure understanding with employees and all relevant parties, ensuring they are informed and comply strictly.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

BEM has implemented a business continuity management system to enable maximum efficiency and continuous business operations. The Company has also defined the Business Continuity Management Process Procedure, the Maximum Acceptable Outage (MAO), the Recovery Time Objective (RTO) as well as perform drills and exercises on emergency response, such as disruption to the automatic revenue collection system, etc. The Business Continuity Plan is reviewed annually to ensure that the Company can respond and control crisis situations in a timely manner. The Company communicates the Business

Continuity Plan and best practices through various activities, such as a quiz contest and a contest for employees' role expression during the exercise, etc.

Business Continuity Management Process

1. Understanding the Organization
2. Determining BCM Strategy
3. Developing and Implementing BCM Response
4. Exercising Maintaining and Reviewing

Reference link to business continuity plan (BCP)	:	https://investor.bemplc.co.th/en/sustainability/reports
Page number of the reference link	:	Year 2024

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and guidelines	:	Yes
Link for company's sustainable supply chain management policy and guidelines	:	https://www.bemplc.co.th/CorporatePolicy?lang=en
Page number of the reference link	:	4

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan	:	Yes

Supply Chain Management strategy

Enhance and develop procurement and supply chain management processes to support business operations in compliance with sustainable development guidelines and goals, as well as prioritize environmentally friendly procurement practices to meet stakeholders' expectations.

Supply chain management framework

1. Supplier Screening and Registration
1.1 Online Registration
1.2 Acknowledge BEM's Code of Conduct and Supplier Code of Conduct
1.3 Complete the self-assessment and pass sustainability criteria

2. Supplier Identification
2.1 Spending Analysis
2.2 Significant Supplier Identification
2.3 Geographic Risks

3. Supplier Assessment
3.1 Suppliers are assessed covering ESG aspect as follows:
- Desktop Assessment
- Self-Assessment
- Onsite Assessment
- Significant Tier-1 Suppliers Risk Assessment
- Supplier Evaluation

4. Supplier Developmentup
4.1 Training programs for Suppliers on work safety
4.2 Contractor Scorecard Project
4.3 Sustainable Development Training Project for Suppliers

Reference link to sustainable supply chain management plan	:	https://www.bemplc.co.th/SupplyChainManagement?lang=en
Page number of the reference link	:	1

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers?	:	Yes

	2022	2023	2024
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	0.00	100.00	100.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : https://www.bemplc.co.th/SupplyChainManagement?lang=en

Page number of the reference link : 1

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

	2022	2023	2024
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	100.00	100.00	100.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Research and development policy (R&D) (Yes/No)	:	Yes
Reference link for Research and development policy	:	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf
Page number of the reference link	:	61

R&D expenses in the past 3 years

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	5.16	1.52	6.86

Additional explanation about R&D expenses in the past 3 years

In 2022, the company invested in 4 innovation projects with an amount of 5.16 million baht./In 2023, BEM invested in two new key innovation development projects, namely the Cash Toll Collection System Development Project and the Asset Condition Monitoring and Diagnostics (ACMD) for MRT Blue Line’s Environmental Control System Project, which are worth a total investment of more than 3 million THB. The projects’ target is to increase the efficiency of work processes and services. The Company found that the implementation of these innovations can save costs and obtain payback within two years./In 2024, the company invested in research and/or innovation development, including the application of innovations, with a total of 11 projects, amounting to a total investment value of over 6.86 million baht.

Information on process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture	:	Yes

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

1. Select problems and issues that require improvement

Survey the issues encountered within the company or various areas that are planned for development, and then prioritize them based on criteria such as development costs, implementation time, and the diversity of relevant internal departments. This will allow for focusing on innovating for the most important topics.

2. Survey current conditions

Analyze 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 time frame and scope of innovation development.

4. Analyze 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, 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 to innovate and put the innovations to actual use. Inspect and follow up on performance in the initial stage to study limitations and obstacles.

7. Develop, inspect, and summarize results

Continue developing innovations to improve and solve limitations to yield the most complete outcome.

8. Determine control methods and monitor results

Expand the use of the innovations extensively and monitor results in the long run.

Reference link for process of developing and promoting the company's innovation culture : https://investor.bemplc.co.th/en/sustainability/reports

Page number of the reference link : Year 2024

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits from innovation development? : Yes

	2022	2023	2024
Revenue or sales generated from the innovations development of product, service, or process (Baht)	0.00	0.00	0.00
Cost reduction resulting from the innovation development of process (Baht)	0.00	1,941,000.00	10,000.00

Non-financial benefits

Does the company measure the non-financial benefits from innovation development? : Yes

	2022	2023	2024
Percentage increase in customer satisfaction scores (%)	0.51	0.05	0.00
Number of the company’s innovation projects that have been patented (Projects)	0.00	0.00	1.00