



BANGKOK EXPRESSWAY AND METRO
บริษัท ทางด่วนและรถไฟฟ้ากรุงเทพ จำกัด (มหาชน)

Happy Journey

Mobility for All : Sharing the Sustainable Journey



Sustainability Report 2023

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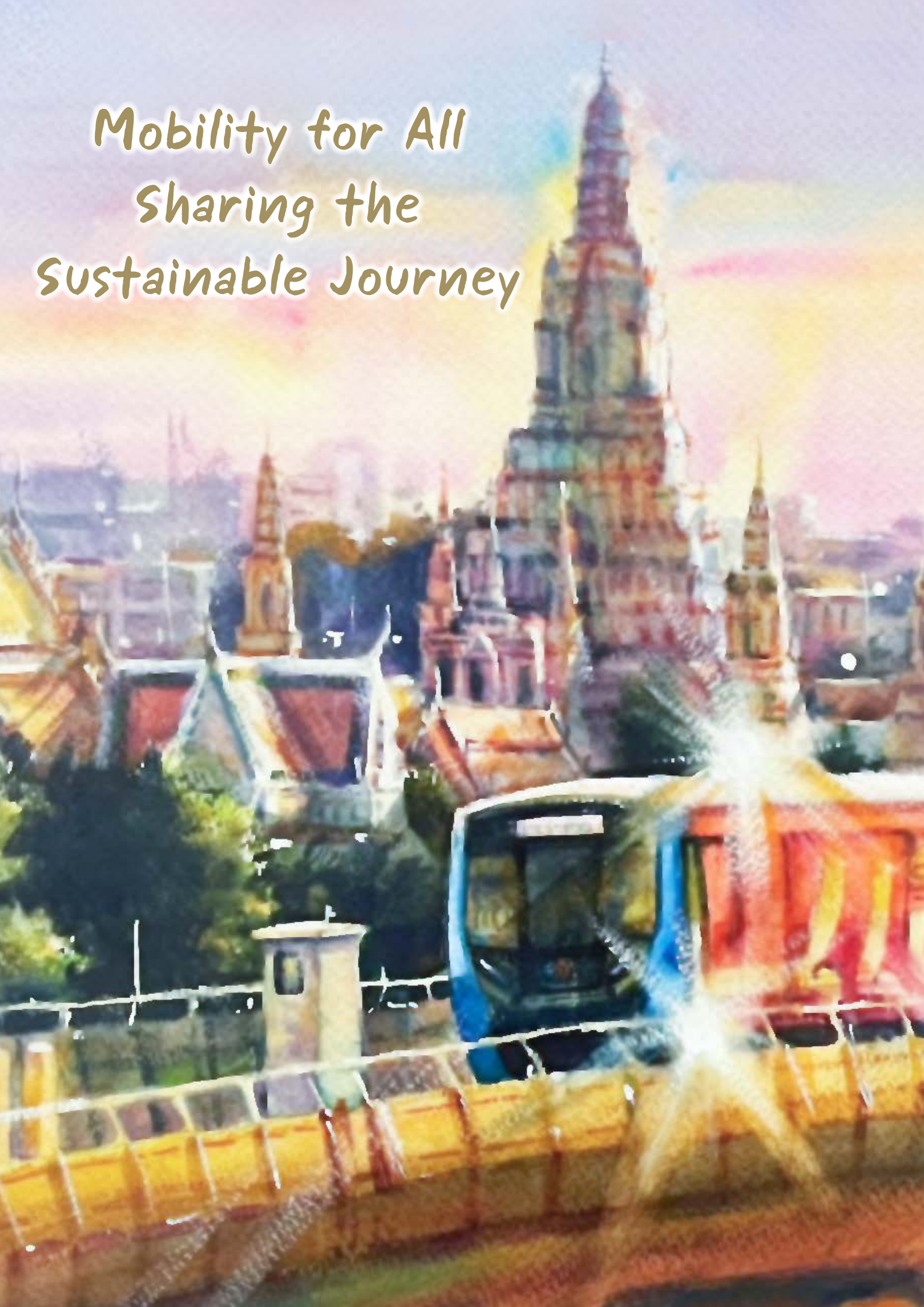
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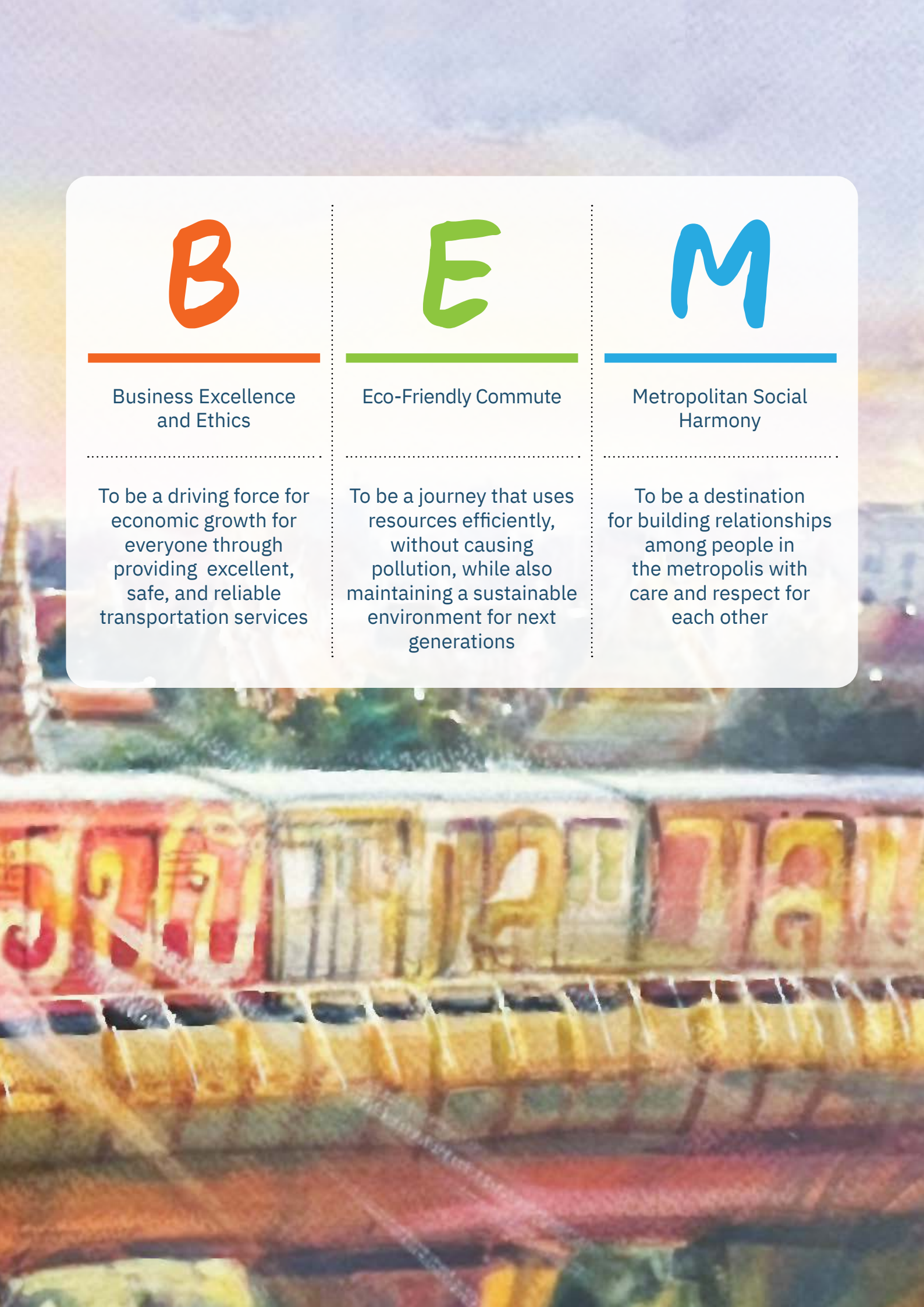
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*Mobility for All
Sharing the
Sustainable Journey*





B

Business Excellence
and Ethics

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

E

Eco-Friendly Commute

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

M

Metropolitan Social
Harmony

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

About This Report



Bangkok Expressway and Metro Public Company Limited (“BEM”) has published the Sustainability Report 2023 to communicate our commitment, strategies, management approaches, and sustainability performance to stakeholders. The Report also discloses operations that support the United Nations Sustainable Development Goals (UN SDGs) and national sustainability goals. It also reflects the Company’s intention to become a sustainability leader in the transportation sector.

BEM has developed this Sustainability Report based on the Global Reporting Initiative (GRI) Standards, which are a set of globally recognized sustainability reporting standards, to ensure stakeholders of the reporting quality and transparency. The information and performance data disclosed herein cover the period from 1 January to 31 December 2023 and incorporates the operations of the Company Group and all subsidiaries where BEM holds shares greater than or equal to 50 percent. The details of the Sustainability Report 2023 are also accessible via : <https://investor.bemplc.co.th/en/sustainability/reports>.

Note: The Company Group’s shareholding structure is available in the Annual Report 2023 (56-1 One Report) or via: <https://investor.bemplc.co.th/th/download/one-reports>



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Reporting Scope for Sustainability Indicators Classified by Business

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

Remarks:

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

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

ND No data available

^{1/} Northern Bangkok Expressway Company Limited ("NECL"), a subsidiary of BEM

^{2/} Appointed Bangkok Metro Networks Company Limited ("BMN"), a subsidiary of BEM, to act on behalf of BEM to manage commercial development relating to the expressway and rail systems

Message from the Managing Director



Dr. Sombat Kitjalaksana

Managing Director

Bangkok Expressway and Metro Public Company Limited

Bangkok Expressway and Metro Public Company Limited (“BEM”) remains committed to initiating and enhancing business operations while constantly endeavouring towards organizational sustainability. As a leading provider of expressway and metro systems, BEM recognizes the pivotal role the Company plays in alleviating traffic problems in the capital and its vicinity through a fully integrated mass transit system. As conducting the transportation business in accordance with the continuously shifting landscape, BEM is well aware of the trends of global changes that affect the industry as well as challenges and opportunities that motivate one another in terms of the demand for growing sustainability, demographic changes, and technology advancement. These forces drive BEM to strive for development and new creations to respond to the changing needs of stakeholders in all sectors, including society, communities, and the environment.

BEM firmly commits to operating under the vision and mission “to become a leading fully-integrated transportation service provider in Thailand and ASEAN.” BEM is also determined to create value-added and utmost benefit for shareholders based on fairness to all and adhere to sustainability principles in business operations by taking into consideration good corporate governance and striving for social and environmental responsibility in order to improve the quality of life of the people as BEM steers the organization towards sustainability. As a result, BEM has been included in the “Thailand Sustainability Investment” list by the Stock Exchange of Thailand (SET) for the seventh consecutive year with an “AA” rating in 2023. Furthermore, BEM has won Thailand’s Top Corporate Brands 2023 award as the company with the highest brand value in the transportation and logistics sector for the fourth consecutive year.

Throughout 2023, BEM focused on sustainability operations to promote the well-being of communities and society and support work that promotes health and safety as well as the environment, which are vital and serve as cornerstones for the Company’s operations. In this regard, BEM places great emphasis on promoting the quality of life of communities and society in tandem with conducting the Company’s business in a mutually supportive manner. BEM has established the Corporate Social Responsibility (CSR) Strategy to create shared value with communities and society in the economic, social, and environmental dimensions, which takes into account response to the expectations of communities

and society while targeting to increase the positive impact on the well-being of the stakeholders. Consequently, BEM has defined the direction of the Company’s community and social care efforts over five years between 2024 and 2028.

In addition, BEM performed an assessment of the Company’s material sustainability issues based on the Global Reporting Initiative (GRI) Standards using the double materiality approach as a guiding principle to evaluate external impacts on society or environment, as well as internal impacts on corporate value. This comprehensive assessment serves as a sturdy compass for setting guidelines for the Company’s sustainability operations. According to this year’s assessment, four material issues were identified and classified under the Value Creation category, namely Health and Safety, Human Capital Development, Energy Management and Climate Change, and IT Security and Data Privacy. These are critical issues that require BEM’s urgent management guidelines and close performance follow-up. Through the strategic management of these issues, BEM has not only strengthened the organization against potential risks but has also enhanced the Company’s ability to meet stakeholder expectations in order to ensure that the Company yields significant contributions and responds to society’s overall sustainability objectives that are in line with the Sustainable Development Goals (SDGs) of the United Nations Global Compact (UNGC).

On behalf of Bangkok Expressway and Metro Public Company Limited, I would like to extend my gratitude for all the trust and cooperation rendered to the Company by our stakeholders in every sector. Their invaluable participation and feedback have inspired BEM to strive for excellence in providing efficient services and raising the quality of life for our service users. Besides offering exceptional services, BEM also strives to be an outstanding, efficient service provider which operates under the principles of corporate governance on the basis of transparency and social responsibility and in accordance with the principles of good governance, in order to create a path towards sustainability that benefits everyone under the concept of **“Mobility for All : Sharing the Sustainable Journey”**.

Dr. Sombat Kitjalaksana

Managing Director

Bangkok Expressway and Metro Public Company Limited



Vision

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



Mission

The Company is committed to conducting businesses:

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



Goals and Business Strategies

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

1. To invest in the transportation system projects, expressway and connecting road projects, metro system projects, and related projects under the government policy for the public-private partnership (PPP) in respect of infrastructure, including related businesses, such as various commercial development, taking into consideration of the projects which are beneficial to society and the country, with reasonable business yields;
2. To strengthen the businesses by generating revenues for continued growth, and managing costs and expenses efficiently, in order to maintain good financial standing;
3. To build relationships with stakeholders through the corporate social responsibility (CSR) process and communicate to gain an acknowledgment from personnel and people outside the organization;
4. To develop personnel ready for the provision of quality services of the expressway and metro systems;
5. To build social recognition of the good corporate image.



Business Overview

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

1. Expressway Business

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

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

Sector AB (Urban Sector) (Prachacheun - Phayathai - Bangkok - Asoke)

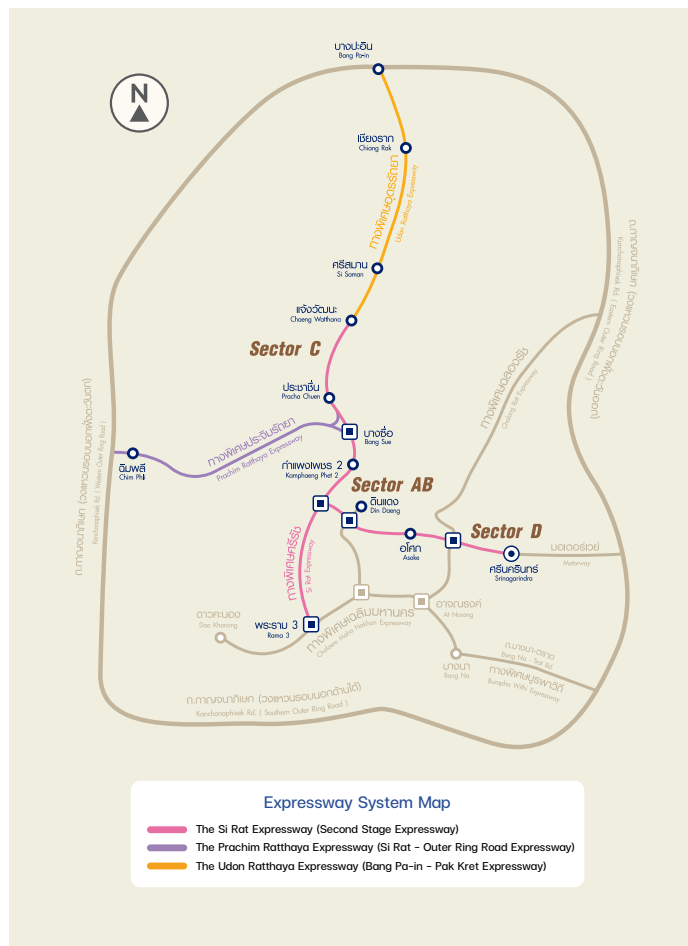
Starting from Ratchadapisek Road heading southward to Phayathai Interchange, then eastward to Rama 9 Road, and from Phayathai Interchange heading southward to Bangkok, connecting with the Chalmr Mahanakorn Expressway (First Stage Expressway).

Sector C (Suburban Sector) (Prachacheun - Chaeng Watthana)

Starting from Ratchadapisek Road heading northward to Chaeng Watthana, connecting with the Udon Ratthaya Expressway.

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

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

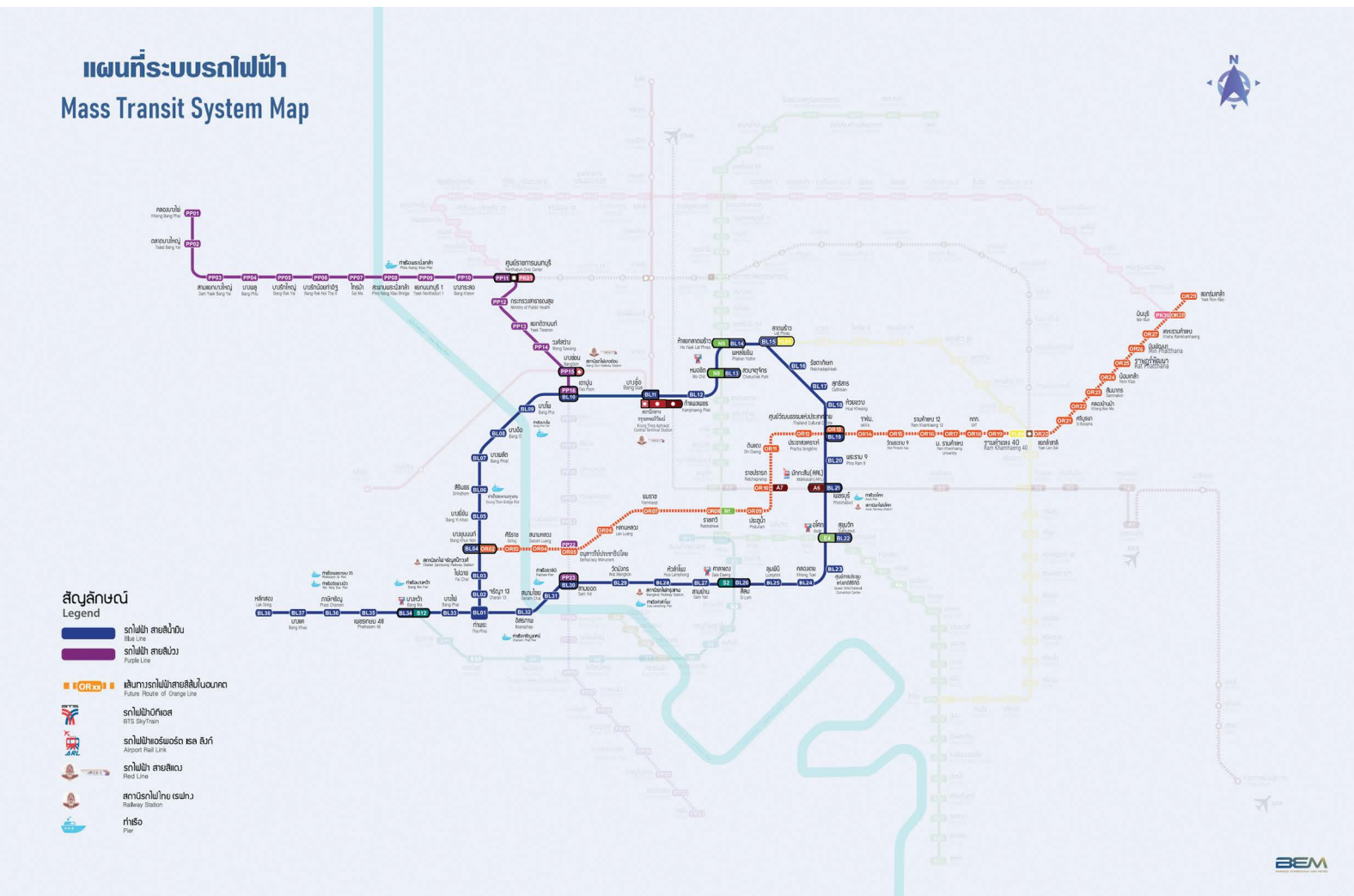


1.2 The Prachin Rattaya Expressway (formerly Si Rat - Outer Ring Road Expressway) is under the Concession Agreement for Investment, Design, Construction, Operation, Service and Maintenance of the Si Rat - Outer Ring Road Expressway Project, implemented under a BTO basis. The Company is exclusively entitled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

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

2. Rail Business

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



2.1 The M.R.T. Chaloe M Ratchamongkhon Line Project (MRT Blue Line) is a PPP Net Cost Concession, whereby MRTA invests in all civil works and BEM is responsible for supplying, installing M&E equipment, and providing the operation and maintenance services. BEM is entitled to farebox revenues and undertaking commercial activities and development, including advertising, leasing space and telecommunications services in the station and in the rolling stocks. The MRT Blue Line comprises:

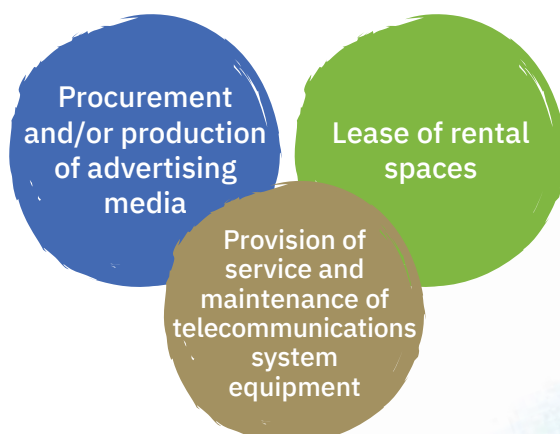
Hua Lamphong - Bang Sue Section	Hua Lamphong - Bang Khae Section	Bang Sue - Tha Phra Section
Thailand's first underground metro project, covering a total distance of 20 kilometers, with 18 underground stations.	The combined structure of underground and elevated route, covering a total distance of 16 kilometers, with 11 stations.	An entirely elevated route, covering a total distance of 12 kilometers, with 9 stations.

The M.R.T. Chaloe M Ratchamongkhon Line Project (MRT Blue Line) has an interchange connection to the M.R.T. Chalong Ratchadham Line Project (MRT Purple Line) at Tao Poon Station.

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

3. Commercial Development Business

Given that BEM is exclusively entitled to conduct commercial development as specified in the relevant Concession Agreement, BEM has appointed Bangkok Metro Networks Company Limited ("BMN"), its subsidiary, as the management representative for commercial development in the metro and expressway projects. The commercial development typically requires both self-operation and contracting outside resource. Its business operations can be divided into three categories:



2023 ESG Performance Highlights

Corporate Governance and Economic



Total customer satisfaction
(Expressway and rail business customers)

96.63%



Corruption and bribery

0 case



Investment in innovative technology

2 million THB



Complaints regarding IT Security and Data Privacy

0 case



Number of employees receiving cyber risk and security training

>450 FTEs

Environment

Decreased energy consumption

1.6%



Amount of renewable energy from solar cells

637,587

kilowatt-hours



Increased consumption of recycled water

5,610

cubic meters

41%



Company operating areas implementing environmental impact prevention and correction measures and environmental quality monitoring and inspection measures

100%



Society



Number of work-related fatalities among employees and contractors

0

case per 1 million hours worked



Community satisfaction

96%



Injuries with severe impact on passengers

0

case per 1 million passengers



Complaints from communities along metro lines and their depots, and complaints related to human rights violations across the value chain

0 case



Average employee training hours

43 hours/FTE/year



from total training courses

>500

courses



Human rights violations

0 case



Inclusivity of stakeholder engagement

100%



ESG Awards of Pride



SET ESG Ratings 2023

BEM has been included in the SET ESG Ratings 2023 at the “AA” level (total score 80-89) under the Service sector, marking the Company’s seventh consecutive year on the list. The Stock Exchange of Thailand has introduced a new scoring format for the first time in this year’s assessment. The Company’s commitment to driving business while continuously creating sustainability in all dimensions, delivering safe, convenient, rapid transportation services, and conducting business with environmental, social, and governance (ESG) responsibility reflects the Company’s constant endeavours to advance the organization towards stable growth and the importance attached to all stakeholders in every business group.



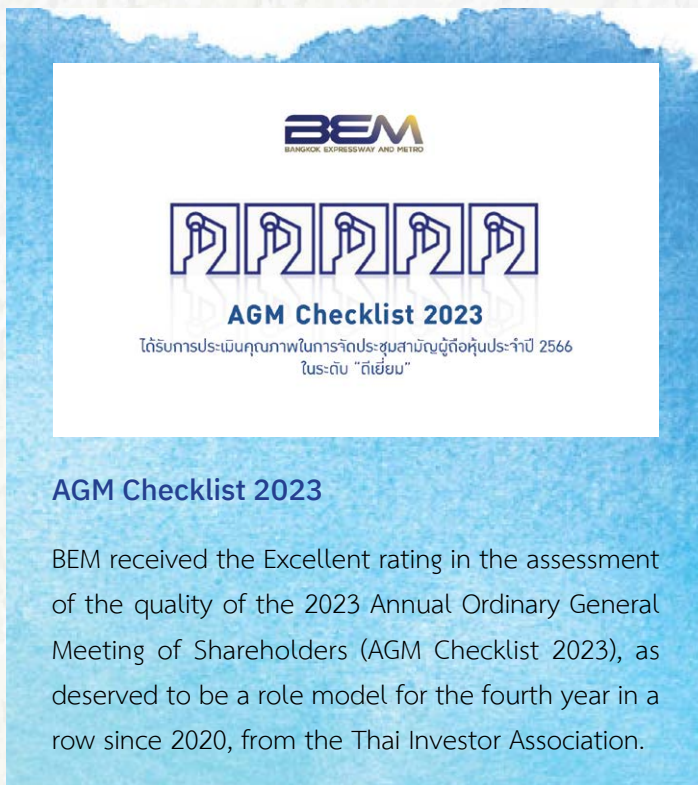
ESG100 Company 2023

BEM has been selected by Thaipat Institute as one of the ESG100 securities companies, by being awarded the Certificate of ESG100 Company 2023, as a company demonstrating outstanding environmental, social and governance (ESG) performance in the Transportation & Logistics category among totaling 888 listed companies that were assessed.



Corporate Governance Assessment by the Thai Institute of Directors Association (IOD)

BEM has been continuously rated with an Excellent CG Scoring or a rating of five stars from the Thai Institute of Directors Association (IOD), with support from the Stock Exchange of Thailand in conducting the Corporate Governance Survey of Thai Listed Companies 2023, participated by 782 listed companies. This accomplishment reflects BEM's intention to create business growth based on good governance and sustainable development, as well as the interests of all stakeholder groups.



AGM Checklist 2023

BEM received the Excellent rating in the assessment of the quality of the 2023 Annual Ordinary General Meeting of Shareholders (AGM Checklist 2023), as deserved to be a role model for the fourth year in a row since 2020, from the Thai Investor Association.



Climate Action Leading Organization (CALO) Plaque of Honor

BEM was awarded the Climate Action Leading Organization (CALO) Plaque of Honor for pledging to participate in greenhouse gas reduction, aiming towards carbon neutrality/zero greenhouse gas emissions at the organizational level.



Plaque for promoting and enhancing the quality of life for individuals with autism from the Autism Parents Association in Thailand and the Autistic Thai Foundation (ATF)

BEM received a Plaque from the Autism Parents Association in Thailand and the Autistic Thai Foundation (ATF) in recognition of the Company's efforts to promote and enhance the quality of life of individuals with autism. The award was presented on World Autism Awareness Day (WAAD) to raise society's awareness on the importance of supporting, embracing and empowering individuals with autism as well as emphasizing giving them the opportunity to develop their potential to hold jobs, generate income and lead a stable, sustainable life.



Thailand's Top Corporate Brand 2023

BEM was awarded the Thailand's Top Corporate Brand 2023 as an organization with the highest brand value, worth 89,418 million baht, in the Transportation & Logistics sector. This marks the Company's fourth consecutive year of winning this prestigious award. The award presentation, which took place at Chulalongkorn University, was presided over by Professor Wilert Puriwat, D.Phil., Dean of Chulalongkorn Business School.



Award in the "11th Thailand Social Awards"

BEM received the Winner Award for Best Brand Performance On Social Media in the Transportation category at the "11th Thailand Social Awards" for the Company's efforts in broadcasting news and information related to the services of the MRT Blue Line and the MRT Purple Line via Facebook: BEM Bangkok Expressway and Metro, through which BEM innovatively communicates and shares news for the utmost benefit of service users.



Award from Thailand Kaizen Award 2023

BEM won the Silver Award from Thailand Kaizen Award 2023 in the Service Kaizen category, organized by the Technology Promotion Association (Thailand-Japan), for the submission of the "Development of Cash Toll Collection System", which is the main system for operating the expressway business, to increase management convenience, reduce costs, and enable convenient, rapid, accurate and worthwhile services.

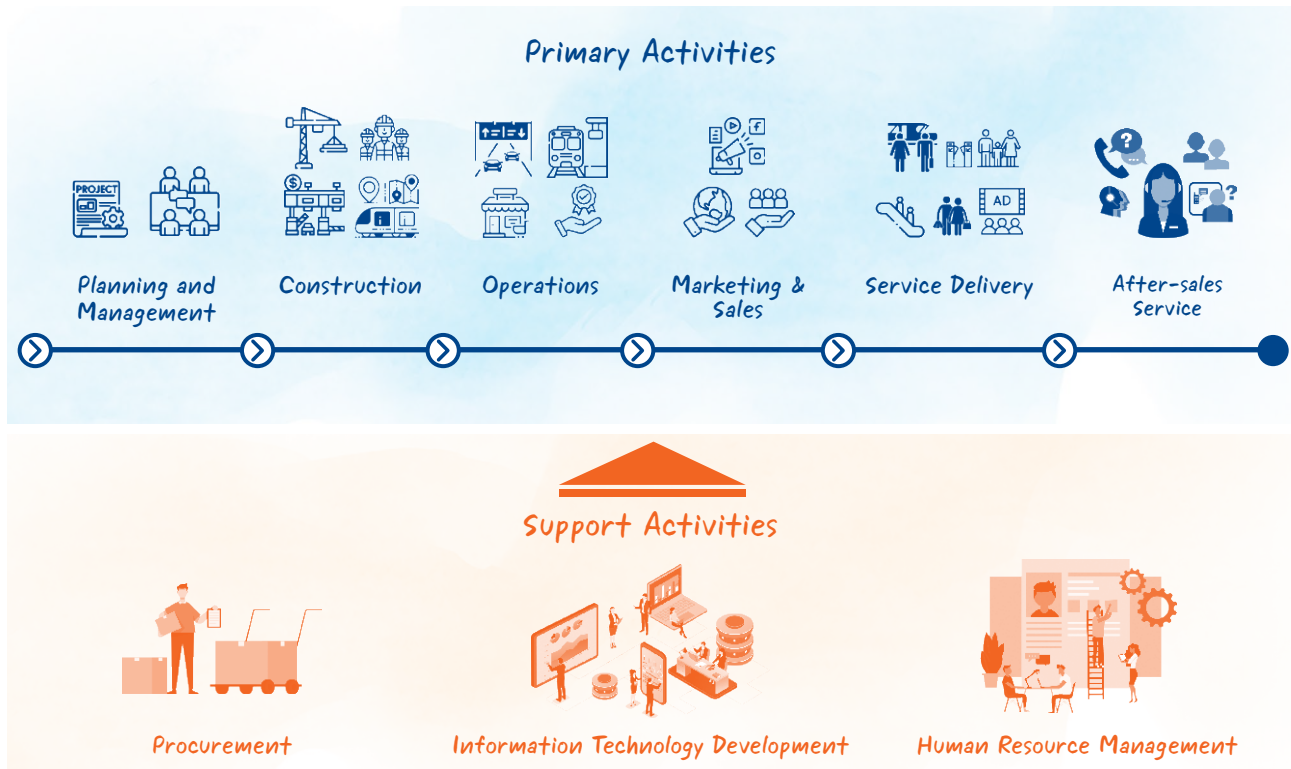
BEM's Value Chain (GRI 2-6)

To become a leading fully-integrated transportation service provider in Thailand and ASEAN, BEM is committed to enhancing the quality 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. BEM's Business Value Chain

To become a leading, fully-integrated transportation service provider in Thailand and ASEAN								
Activities	Stakeholders							
	Employees	Suppliers or Contractors	Customers	Society and Communities	Creditors	Shareholders	Press	Regulatory Authorities and Public Sector
 Primary Activities	Planning and Management of Service Factors	✓	✓	✓				✓
	Construction	✓	✓		✓			✓
	Operations	✓	✓	✓				✓
	Marketing and Sales			✓	✓	✓	✓	✓
	Service Delivery	✓	✓	✓	✓			
	After-sales Service			✓	✓	✓		
 Support Activities	Procurement, Management of Production Factors, and Selection of Materials and Equipment	✓	✓		✓	✓		✓
	Information Technology Development	✓	✓	✓				✓
	Human Resource Management	✓						

BEM's Value Chain



1.1. 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.



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.



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



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 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.

1.2. 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 stakeholder 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.

2. Analysis of Stakeholders in BEM's Value Chain

BEM is committed to management for sustainability and places importance on creating continuous engagement with stakeholder groups linked to the Company's businesses, namely employees who are the cornerstones for the Company's development; suppliers and contractors who are the Company's business partners; customers to whom the Company expects to provide quality service to raise their satisfaction level; and society and communities with whom the company coexist. BEM also focus the company's attention on creditors, shareholders, press, regulatory authorities and public sector, who are responsible for regulating and governing the Company.

BEM recognizes the importance of cooperation and connection between all stakeholder groups, which can be derived from effective management. This will yield sustainable results that benefit each and every stakeholder group and enable the establishment of a strong connection. In addition, BEM welcomes opinions and feedback from stakeholders, including their economic, social and environmental expectations, to adjust the company's operational plans in response to each group's expectations and increase opportunities for them to boost their strength, reduce risks, and build a business ecosystem that creates positive contributions to all stakeholders.

Communication with Stakeholders in 2023

Stakeholders	Engagement Channels and Frequency	Issues of Interest / Expectations	Actions in Response to Stakeholder Issues in 2023
 Employees	• Survey on employee engagement and satisfaction towards the organization once per year • Internal communication via online and offline channels, as well as internal activities held continuously throughout the year • Welfare Committee and Executive Meetings three times per year • Addressing employee grievances and opinions throughout the year • Annual Performance Review once per year • Quality Management System Committee Meeting, held four times per year • Submission of grievances through supervisors • Orientation for new employees • Enquiry on employee's and supervisors' needs to design a learning curriculum that is suitable and consistent with operations	• Career advancement opportunities • Fair remuneration and welfare • Acceptance of diversity and inclusion in the workplace • Fair, equal treatment and gender equality • Appropriate competency, knowledge, and ability development • Clear communication of operation policy throughout the organization to ensure consistency in operations • Occupational health care in a good, safe, and suitable working environment • Challenging assignments • Appropriate employee behavioral expression in line with the corporate culture • Employee engagement with the Company	• Determine necessary competencies for employees across all departments • Plan and define career paths for employees with career, skill and knowledge development, enabling them to grow and progress in the Company according to established goals • Provide welfare benefits in terms of mental health care, loans and housing in accordance with the recommendations of the Welfare Committee • Arrange additional first-aid rooms for employees • Collect and share news clippings relating to the Company to executives and employees on a daily basis to communicate important news and updates

Stakeholders	Engagement Channels and Frequency	Issues of Interest / Expectations	Actions in Response to Stakeholder Issues in 2023
 Suppliers or Contractors	• Online and offline, one-way and two-way coordination when conducting joint activities, as appropriate • Communication of important information via the Company's website under the menu "B2B with BEM / Procurement", where suppliers can gain access to information at all times • Online supplier satisfaction and expectation survey once per year • Supplier ESG assessment according to the 2023 annual plan • Communication of assessment results to suppliers who underperform the criteria • Submission of grievances and comments through the Company website under the menu "About BEM / Supplier Code of Conduct" (https://www.bemplc.co.th/supplierconduct?lang=en) or via e-mail : companysecretary@bemplc.co.th • Supplier and contractor selection process • Supplier and contractor evaluation • Monthly meetings with contractors to exchange information and opinions	• Knowledge and understanding of sustainable development • Promotion of quality enhancement and trust between organizations • Long-term business relationship • Compliance with agreed obligations • Fairness for suppliers at all levels, proceeding systematically under fair contract terms and conditions • Punctual payment for products and services within 30-45 days after receipt of billing invoice or as otherwise agreed • Sustainable mutual business conduct • Fairness, transparency, and verifiability • Disclosure of accurate information • Safe working environment • Supplier Code of Conduct, procurement regulations, and contract partner management guidelines	• Develop a training plan to educate suppliers about sustainable business conduct • Make punctual payments for products/ services • Consider contracts with suppliers who are the Company's partners • Conduct ESG assessment on five suppliers and offer suggestions on appropriate courses of action • Establish and share the Supplier Code of Conduct with suppliers as guidelines for doing business with BEM. Send online self-assessment forms to direct suppliers (Tier-1 Suppliers)

Stakeholders	Engagement Channels and Frequency	Issues of Interest / Expectations	Actions in Response to Stakeholder Issues in 2023
 Customers	• Survey on satisfaction, needs and expectations, including suggestions in the provision of services throughout the year • Activities to strengthen relationships with customers throughout the year • Submission of complaints via various channels throughout the year	• Reliable, punctual, convenient, and accessible services • Appropriate pricing • Option for sustainable, eco-friendly, high quality, and safe service without discrimination towards customers • Personal data protection • Rapid communication and PR of information to support decision-making • Rapid disclosure of accurate information • Payment products that respond to customers' needs • Appropriate and timely problem-solving ability	• Initiate projects based on consideration of customers' expectations • Receive suggestions and complaints through various Company channels and address complaints by facilitating coordination between the complainant and relevant departments to take appropriate corrective actions
 Society and Communities	• Submission of suggestions and complaints through the Company's channels throughout the year • Meetings, discussions and visits to communities affected by the Company's operations to strengthen relationships throughout the year • Social and environmental contribution activities along the expressway and metro line throughout the year	• Reduction of environmental problems and increase in positive contributions to social and community development • Job opportunities for locals • Preparations and establishment of safety and emergency response measures • Participation and support for communities	• Establish the Social and Community Engagement Strategy Department (Development Framework 2024-2028) under the Sustainability Framework and organize activities to strengthen relationships with society and communities according to the strategic framework

Stakeholders	Engagement Channels and Frequency	Issues of Interest / Expectations	Actions in Response to Stakeholder Issues in 2023
	• Evaluation of satisfaction or engagement with each activity • Information service center/channel for collecting feedback, comments, and complaints	• Respect for basic community rights • Good cooperation between communities and the Company	• Receive suggestions and complaints through various Company channels and address complaints by facilitating coordination between the complainant and relevant departments to take appropriate corrective actions
 Creditors (Financial sponsors, investors and analysts)	• Disclosure of information, e.g., Annual Report, Performance Report, via the Company's communication channels • Provision of information to investors and analysts via applications, e.g., Line Group, and e-mail throughout the year • Disclosure of information in accordance with the requirements of SEC and SET, e.g., quarterly Management Discussion and Analysis (MD&A) and Annual Report (Form 56-1 One Report) • Monthly disclosure of information via the "Investor Relations" webpage on the Company's website • Submission of financial statements and information according to the terms of the credit agreements and the debenture's terms and conditions	• Verifiable income and transparent management • Risk management and financial stability • Accurate financial reporting and auditing • Good operating results • Investment plan for future growth • Stock prices that reflect the actual value of the Company • Presentation, communication, and disclosure of sufficient, accurate, and complete information in a timely manner • Compliance with the terms and conditions of the credit agreements and the terms and conditions of the debentures	• Prepare four Management Discussion and Analysis (MD&A) and one Annual Report (Form 56-1 One Report). Disclose performance and other information on the "Investor Relations" webpage on the Company's website in an accurate, complete and timely manner • Organize four analyst meetings and conduct 19 meetings with investors and analysts through company visits, conference calls and roadshows in Thailand and abroad • Participate in activities hosted by SET, such as SET Opportunity Day (four times) and Thailand Focus (one time)

Stakeholders	Engagement Channels and Frequency	Issues of Interest / Expectations	Actions in Response to Stakeholder Issues in 2023
	- Quarterly analyst meetings and meetings with investors and analysts through company visits, conference calls and roadshows in Thailand and abroad, at least 15 times per year. - Participation in Company presentations at major financial events, e.g., SET Opportunity Day on a quarterly basis, Thailand Focus and Money Expo, which are held annually, etc.	- Transparent and verifiable disclosure and report of accurate, complete, and reliable Company information in a timely manner - Management of sufficient funds for business operations and maintaining confidence in creditors	- Conduct a service satisfaction survey in terms of investor relations, with evaluation scores higher than the set target - Submit financial statements to credit-providing financial institutions, SEC and ThaiBMA. Fully comply with the terms and conditions of the credit agreements and the terms and conditions of the debentures
 Shareholders	- Annual General Meeting of Shareholders and expressing opinions at the Meeting - Disclosure of information and communication of performance via channels, e.g., Annual Report (Form 56-1 One Report) once per year, Management Discussion and Analysis (MD&A) and Investor Relations information on the Company's website four times per year - Presentation of the Company's activities via marketing communication activities, e.g., Roadshows, Analyst Meetings, and Company Visits, etc. throughout the year	- Executives and employees' understanding of external stakeholders' expectations - Fair and equal treatment towards investors and shareholders - Ability to generate a reasonable return on investment - Regular communications - Sustainable business expansion and acquisition of investment funds for new projects while maintaining financial stability and profitability - Compliance with legal requirements on the basis of transparency, environmental and social responsibility, and sustainable growth	- Ensure compliance with requirements, laws, notifications, concession agreements and others related to businesses in a transparent, fair and auditable manner - Prepare, i.e., Annual Report (Form 56-1 One Report) and Management Discussion and Analysis (MD&A) to communicate the Company's performance - Define a clear Dividend Policy - Present the Company's performance via marketing communication activities domestically and abroad

Stakeholders	Engagement Channels and Frequency	Issues of Interest / Expectations	Actions in Response to Stakeholder Issues in 2023
	Communication channels include the Company's website, e-mail, telephone, etc., available throughout the year	Accurate, transparent, complete, and up-to-date disclosure of information in compliance with the rules of SET	- Organize Shareholders' Meetings via the Electronic Annual General Meeting (E-AGM) System to provide opportunities for shareholders to express their opinions regarding the Company's performance - Organize the Happy Journey with BEM Project for the Thai Investors Association (TIA), a representative agency for shareholders and investors, to establish good inter-organization relationships and boost the confidence of shareholders and investors
 Press	- Coordination with the press to communicate the Company's performance via various channels throughout the year e.g., - Press releases, photo releases, and scoops - Video clips and radio spots - Press conferences - Media interviews - Monitoring and collection of news clippings relating to the Company, subsidiaries, authorities and competitors in the transportation business - Information service center/channel to collect feedback, comments, and complaints - Press conferences/PR news - Press visits	- Access to accurate and pertinent information - Reporting of important information in the transportation industry - Social responsibility with a focus on raising awareness and attention to social problems and social engagement - Information and analysis of the transportation industry's trends - Accurate, transparent, and up-to-date disclosures - Rapid provision of information regarding cause, effect and management measures in the case of unusual incidents	- Regularly prepare and send Company news in the form of press/photo releases and scoops to the press, e.g., news on social, environmental, community activities, the Company's performance, product promotion activities - Publish photos or news of interesting Company activities in the form of video clips and radio spots - Organize activities to meet, discuss and provide information to educate the press on important Company projects

Stakeholders	Engagement Channels and Frequency	Issues of Interest / Expectations	Actions in Response to Stakeholder Issues in 2023
 Regulatory Authorities and Public Sector	• Report on operating results to relevant regulatory authorities on a monthly, quarterly and yearly basis • Monthly performance satisfaction evaluation • Compliance with regulations • Regular participation in government activities and projects, cooperation on relevant issues • Monthly meetings on a case-to-case basis with respective authorities	• Compliance with laws and regulations, reporting of inspection and control results as specified in the concession agreements • Safety and security measures • Management and provision of transportation infrastructure in Thailand using efficient international service standards • Cooperation and support for actions that benefit the public • Business operations in compliance with applicable laws and regulations • Sustainable mutual business operations • Transparency and verifiability • Safe working environment	• Strictly comply with laws, regulations, requirements of the concession agreements, and terms and conditions applicable to business operations • Conduct meetings on a case-to-case basis with respective authorities • Participate in meetings/discussions with government and regulatory authorities to listen to feedback and offer constructive opinions • Accurate, complete, and timely disclosure of information to and cooperation with regulatory authorities • Participate in activities that promote inter-organization relationships, e.g., 1. Sports activities to build good relationships between the Company's executives and employees 2. Participate in tree planting activities to campaign for the environment with regulatory authorities and the public sector 3. Support activities to promote road safety and set up drinking water service points and rest areas during the New Year / Songkran Festival

Materiality Assessment (GRI 3-3)

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

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

1. Materiality Assessment Process



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

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



Identifying impacts and forecasting potential future impacts

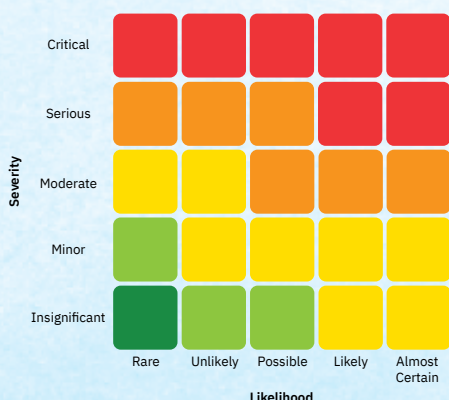
- Identify impacts by discussing with internal and external agencies to jointly consider all impacts on stakeholders.
- When specifying the impacts of material topics, both actual and potential impacts on the economy, environment, society, and human rights shall be taken into account. The consideration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



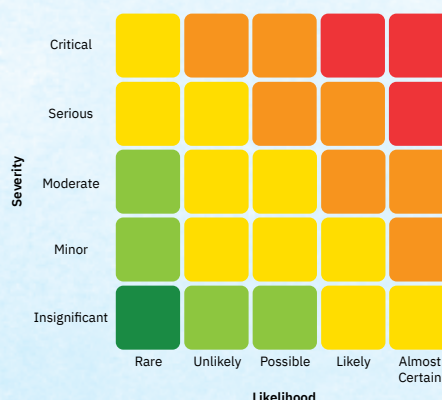
Assessing significant impacts

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

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



Negative Impact Matrix



Positive Impact Matrix



Prioritizing material topics

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

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

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

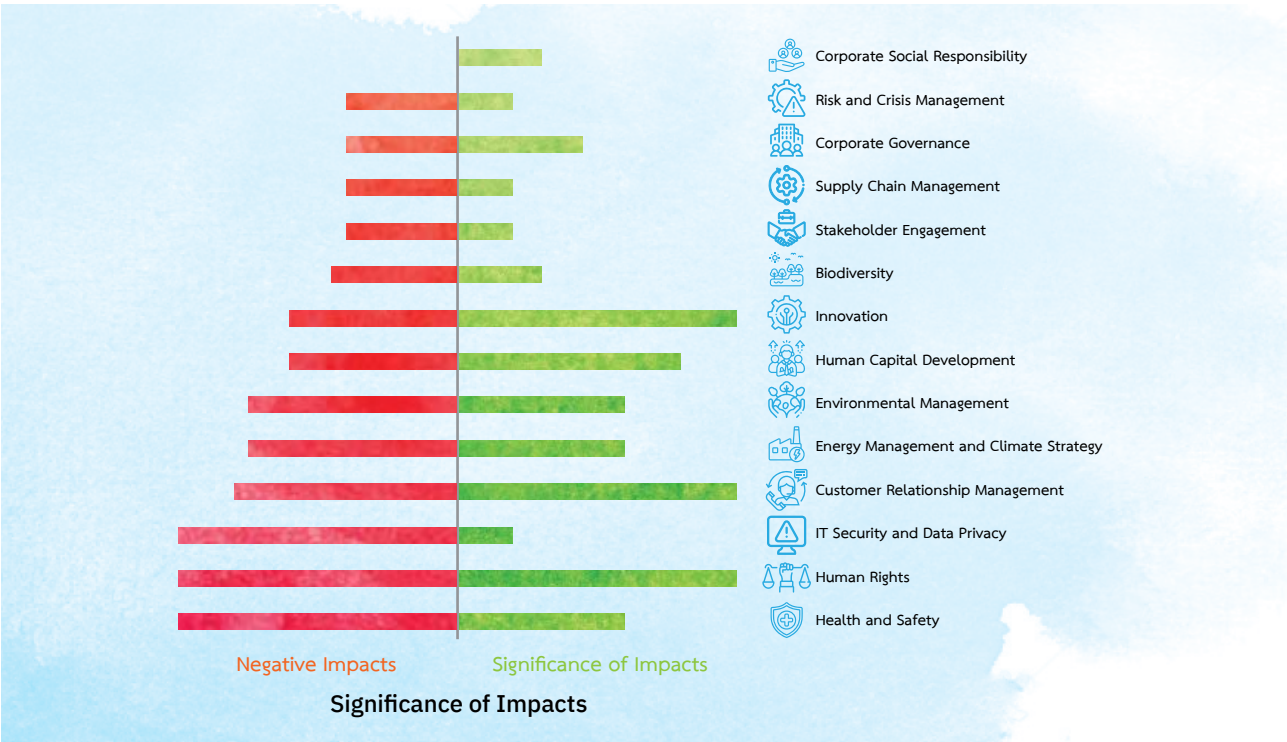
Predetermine Material Sustainability Topics

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



Assess significant impacts

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



Assess significant impacts and prioritize material topics

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

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

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

Table showing the impact level of each predetermined sustainability topic

Material Topic	Impact Level
Health and Safety	Value Creation
Energy Management and Climate Change	
IT Security and Data Privacy	
Human Capital Development	Enabler
Customer Relationship Management	
Environmental Management	
Corporate Governance	
Innovation	

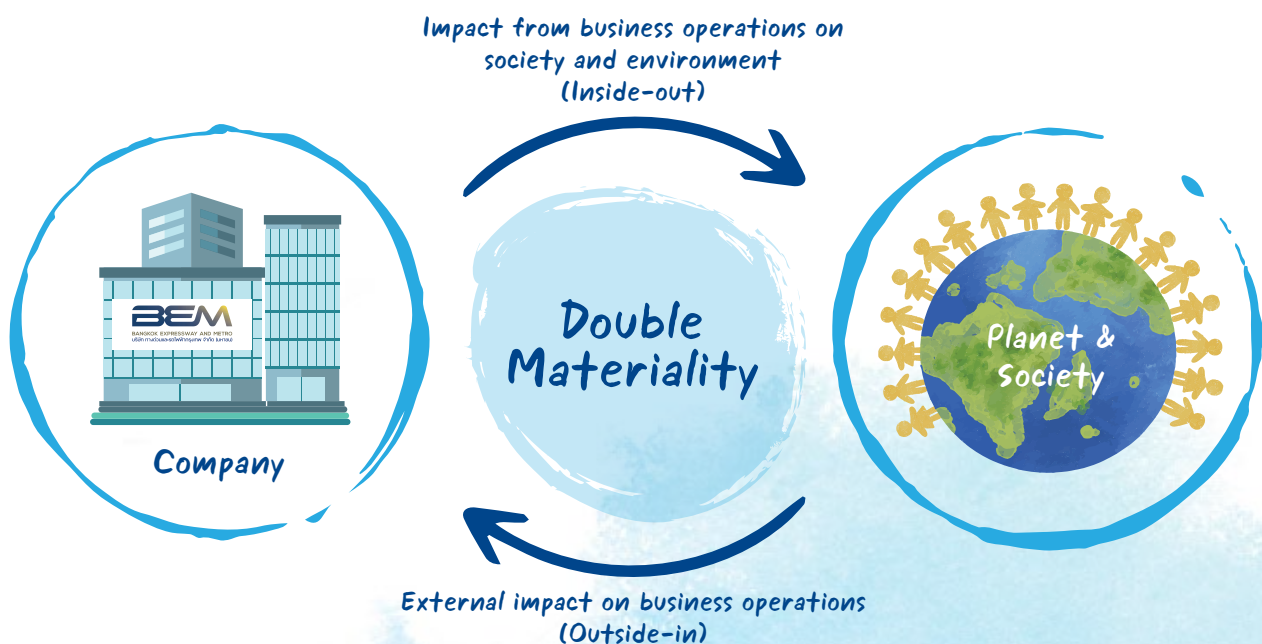
Material Topic	Impact Level
Corporate Social Responsibility	Essential
Supply Chain Management	
Biodiversity	Fundamental/Foundation
Stakeholder Engagement	
Human Rights	
Risk and Crisis Management	

2. “Double Materiality” Assessment

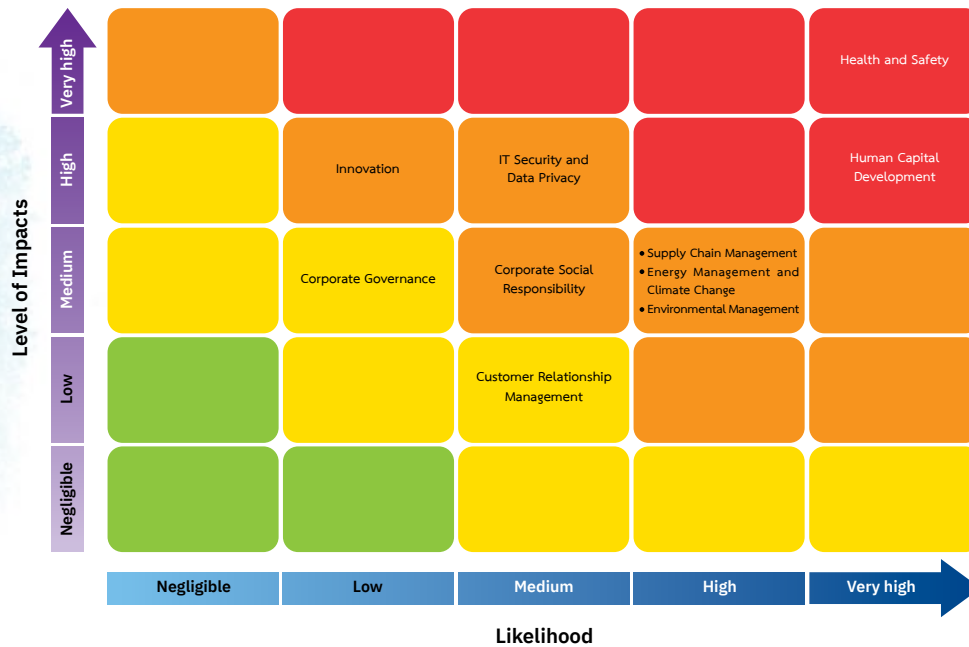
BEM recognizes the importance of considering material topics in sustainable business operations from a double perspective :

- **Outside-In Perspective** : Material topic to society and environment, which may be caused by the Company’s activities or business operations and may eventually produce an impact back on the Company.
- **Inside-Out Perspective** : Material topic to the Company, taking into account risks with impact on the Company’s finances which affect business success and sustainability.

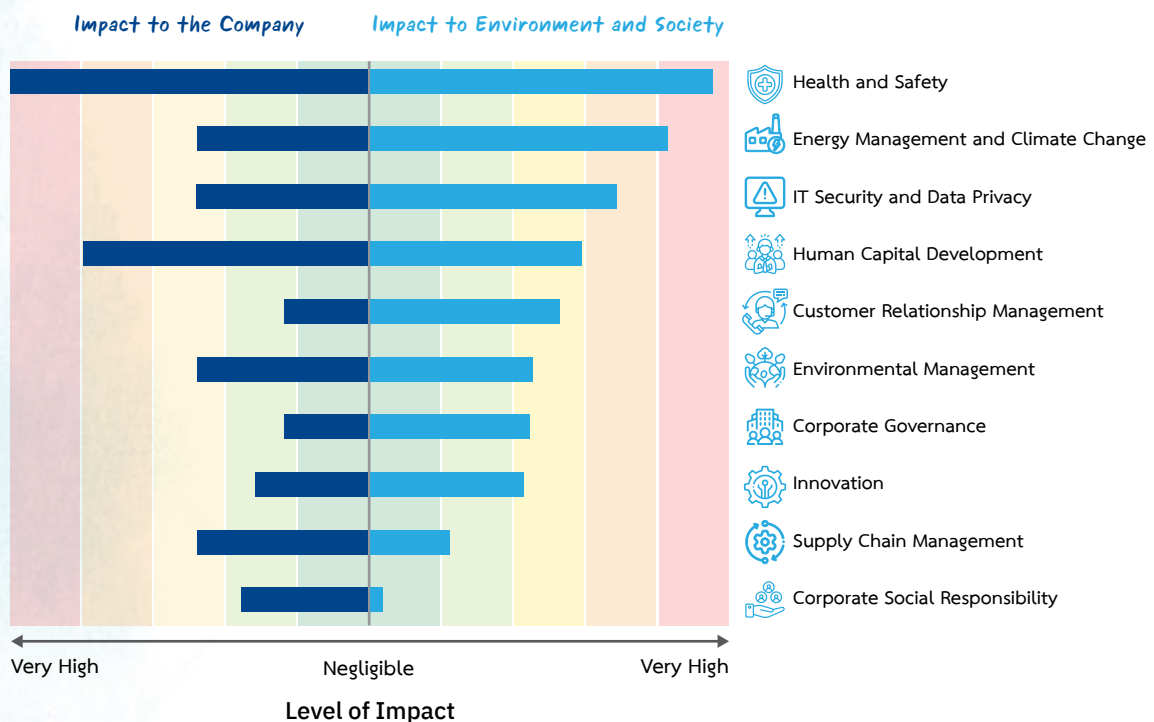
This dual aspect assessment process can help the Company understand and address the materiality of topics associated with the company’s efficient and sustainable business conduct. In practice, the “Double Materiality” approach enables the Company to take responsibility for the company’s stakeholders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



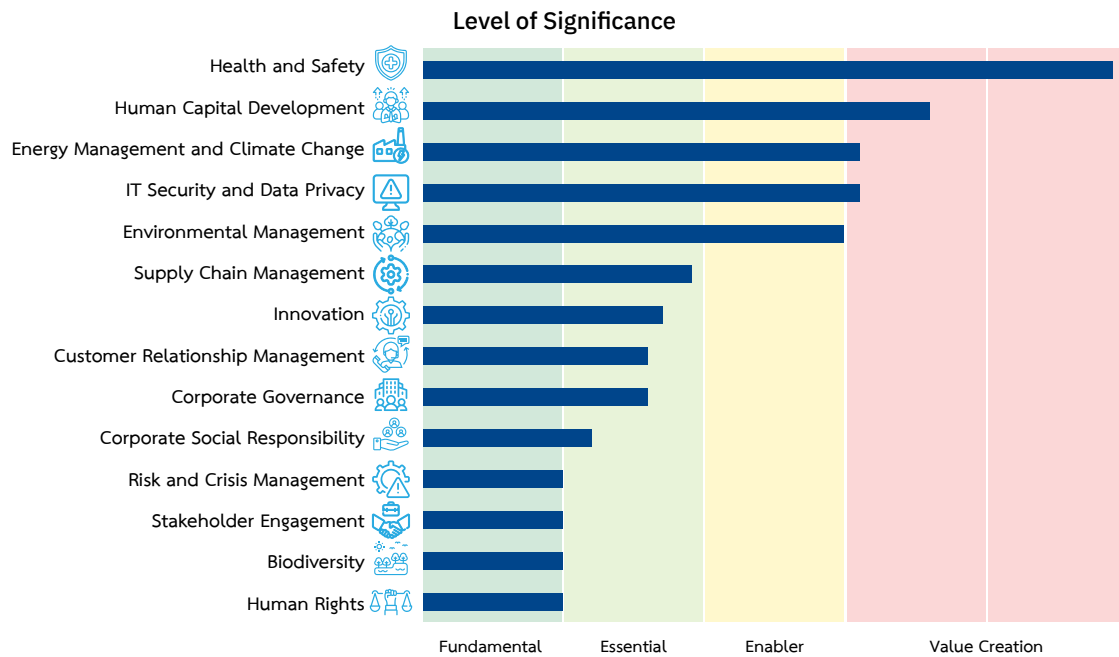
In the “DOUBLE MATERIALITY” assessment, BEM integrated impact analysis and enterprise risk management as a tool for evaluating impact from an inside-out perspective, which comprises five factors, namely Finance, Operation, Strategic, Reputational, and Regulatory. The Company assessed both the severity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



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



In 2023, four out of a total of 14 material topics were identified under the Value Creation category, namely Health and Safety, Human Capital Development, Energy Management and Climate Change, and IT Security and Data Privacy.



BEM's efforts to drive material topics in 2023 have contributed to supporting all three dimensions of the Sustainable Development Goals (SDGs), namely Environmental, Social, and Governance & Economic. The Company has rendered the company's support to 13 out of the 17 SDGs through 10 material topics and four fundamental topics in the Company's business operations.

Table showing the impact level on each material topic in 2023

Impact Level	Material Topic	Sustainable Development Goals (SDGs)
Value Creation	Health and Safety	3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH, 11 SUSTAINABLE CITIES AND COMMUNITIES
	Human Capital Development	8 DECENT WORK AND ECONOMIC GROWTH
	Energy Management and Climate Change	7 AFFORDABLE AND CLEAN ENERGY, 13 CLIMATE ACTION
	IT Security and Data Privacy	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Impact Level	Material Topic	Sustainable Development Goals (SDGs)
Enabler	Environmental Management	 
	Corporate Governance	
Essential	Innovation	
	Customer Relationship Management	 
	Corporate Social Responsibility	     
	Supply Chain Management	  
	Risk and Crisis Management	 
Fundamental/Foundation	Biodiversity	
	Stakeholder Engagement	 
	Human Rights	  

3. Materiality Review

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



B

Business Excellence and Ethics

- IT Security and Data Privacy
- Supply Chain Management
- Innovation
- Customer Relationship Management
- Corporate Governance
- Risk and Crisis Management



IT Security and Data Privacy



Performance Highlights 2023



Offered training on
IT Security and Data
Privacy to employees and
executives

284 persons



Complaints regarding
IT Security

0 case



Complaints regarding
Data Privacy

0 case

BEM's Key Performance Indicators and Targets



Long-term Targets



Complaints regarding
IT Security

0 case



Complaints regarding
Data Privacy

0 case

Impact on Business and Stakeholders

The increasing use of technology to drive businesses has led to a higher risk of threats to the information system. Therefore, an external attack on the information system may cause disruption to the Company's service system and damage business operations, reputation, and reliability. Furthermore, leakage of key data or personal information of customers, suppliers and employees may violate privacy rights and destroy stakeholder confidence. This may also result in lawsuits being filed with regulatory authorities which may affect investor confidence in the long run.

Commitment, Challenges and Opportunities

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).

Management Guidelines and Practices

BEM has appointed the Information Security Management Committee to oversee and manage IT security. The Committee is chaired by the Director of Information Technology and System Development Department, who is the Information Security Management Representative.

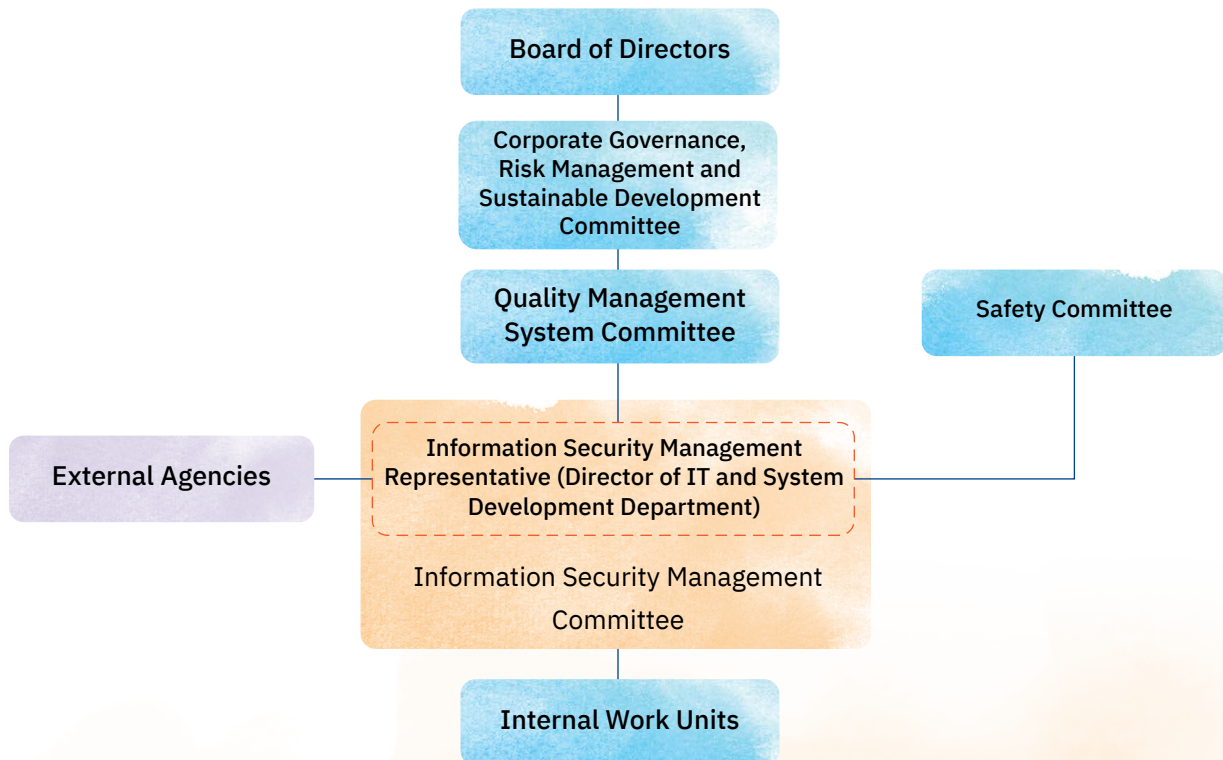
The Information Security Management Committee reports performance through the Information Security Management Representative to (1) the Quality Management System Committee, which comprises high level executives (C-Level), i.e., the Managing Director, Deputy Managing Director for Operations and Engineering (Rail), Deputy Managing Director for Business Development and Expressway Operations, and the Deputy Managing Director for Administration, as the Chairman and members of the Committee, respectively.



Information Security Policy

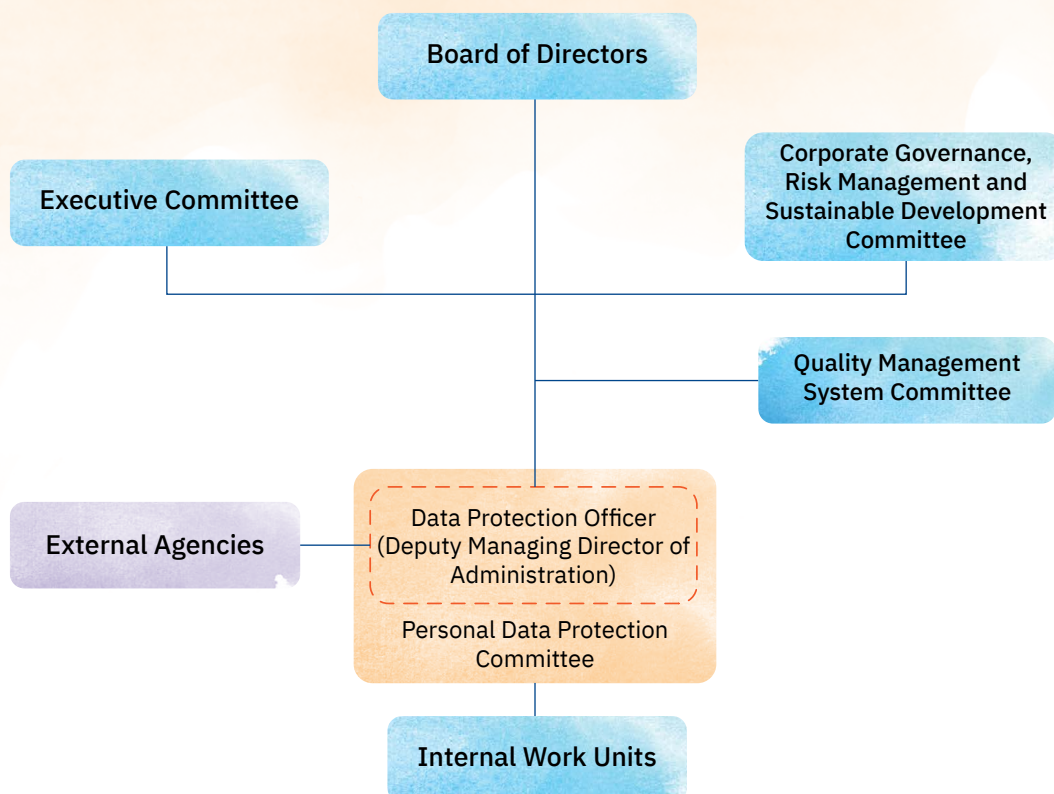


Information Security Management Committee Structure



In addition, BEM is fully aware of the importance of personal data protection. In order to ensure efficiency and compliance with the law, the Company has appointed the Personal Data Protection Committee, chaired by the Deputy Managing Director for Administration who has also been appointed as the Data Protection Officer (DPO).

Personal Data Protection Committee Structure



In 2023, BEM has established a strategy focusing on cybersecurity uplift by improving the security of systems, devices and connections to the internet, unlocking IT infrastructure potential to support increased future usage, and promoting employees' IT knowledge and awareness.

Information Security Policy and Practices

BEM has announced the Information Security Policy and published the Information Technology Security Manual as guidelines for employees, system administrators and third parties who need to operate under the Company. In this regard, the Policy will be audited and reviewed at least on an annual basis. In 2023, BEM received the ISO/IEC 27001 certification for the internet access system within the Company, and Toll Collection System of Si Rat Expressway and Si Rat – Outer Ring Road Expressway, which accounts for 20% of the systems that have been certified.

Information Security Policy



Access to the system, data or information storage locations is restricted to authorized persons only



Adequate encryption controls are in place to uphold the confidentiality of critical information



Physical security and environmental safeguards are implemented to ensure the information system is safe and ready to use regularly



The information system ensures accuracy and reliability



Regular audit, monitoring, and evaluation of information security measures are conducted

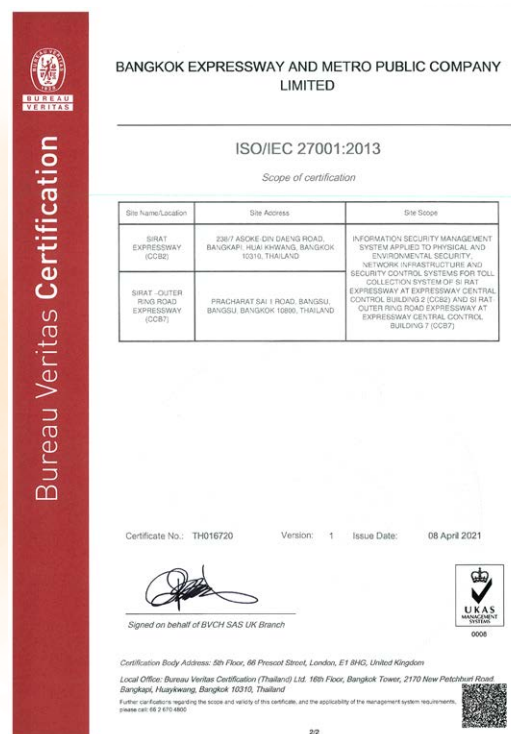


A comprehensive process has been established for managing information security incidents, which includes developing plans, conducting drills, and continuously improving efforts to ensure preparedness for emergencies



Employees are encouraged to have appropriate knowledge and competency, and awareness about related information security

ISO/IEC 27001 Certification



In order to achieve efficiency in technology management, BEM has restricted access control with access right and cryptographic control. Access to IT systems, server room entry and exit, and the processing of personal data are restricted to authorized or permitted persons who must undergo identity verification each time.

BEM has established the IT Security Incident Response Procedures to specify the steps and sequence of events that will occur; employees who notice and encounter the problem shall report to the IT Department for record keeping. The severity of the incident will then be rated according to its urgency and impact level.

Personal Data Protection Policy and Guidelines

BEM has appointed the Personal Data Protection Committee and the Data Protection Officer to take on the main role of establishing or reviewing personal data protection policy and practices as well as continuously monitoring performance.

BEM has developed the Guidelines for Personal Data Protection to ensure that operations are in accordance with the Personal Data Protection Act B.E. 2562 (2019). The Company has communicated these guidelines to employees for their acknowledgement and strict compliance. It has also been shared to external stakeholders (i.e. suppliers) via the Privacy Data Center on the Company's website. In the event of breaches to data privacy by employees, they may not only be subject to legal punishments, but also be held liable for disciplinary actions under the Company's rules and regulations, such as verbal warning or written warning, to the extent of being dismissed, laid off, or terminated without compensation according to the laws.



Personal Data Protection Policy, Guidelines for Personal Data Protection, and Privacy Notice

Personal Data Protection Policy



Personal information means any information relating to a person which enables the identification of such person, whether directly or indirectly, according to the applicable laws



Limited collection of personal information and obtaining consent for the data to be used for the Company's objectives



Personal data shall be used according to the Company's objectives under the scope of applicable laws and conserved for a consented period and as deemed necessary



Disclose personal information to government agencies and regulatory authorities according to the relevant laws and requirements of government agencies as necessary



Personal information shall be kept according to IT security measures and applicable laws

IT Security Vulnerability Analysis

In order to ensure that the IT security system is consistently effective, BEM has conducted a Vulnerability Analysis focusing on analyzing the Company's key IT operating systems annually.

IT Security and Data Privacy Training

BEM has taken actions to raise awareness of IT and personal data security so that employees understand related policies, manuals, and practices as well as emerging threats through various training programs, such as personal data usage log record and IT security for new employees, etc. In 2023, 361 new employees received these trainings, accounting for 100% of all new employees. In addition, the Company shares information on IT security and personal data privacy through the Company's website, announcements, posters and e-mail.

Trainings on IT Security Risk Assessment and Internal Audit according to ISO/IEC27001

BEM has organized training programs on IT Security Risk Assessment and Internal Audit according to ISO/IEC 27001 to equip employees associated with IT system administration and organizational risk management with knowledge and understanding about the processes of risk assessment and internal audit according to ISO/IEC27001 standards. Trained employees will be capable of applying their newly acquired knowledge correctly to their work and contribute to risk prevention. In 2023, BEM organized the training for 93 employees, who all passed the post-training evaluations.

Training Program



Information Security Risk Assessment

Participants

45 persons

Assessment Results
passed the criteria

100%



Internal Audit according to ISO/IEC 27001

Participants

48 persons

Assessment Results
passed the criteria

100%

PDPA Knowledge Sharing Project

BEM has organized the PDPA Knowledge Sharing Project to educate employees on personal data protection laws and enable their correct application to operations as well as the prevention of breaches to data privacy that may result in the Company being subject to complaints by victims. In 2023, BEM organized three batches of training, which were participated by 191 employees and executives with an average knowledge and practice evaluation score of 94.29%.



Participating Employees

Station Controllers



Participants

97 persons



Assessment Results
passed the criteria

92.41%

Station Officers



Participants

34 persons



Assessment Results
passed the criteria

93.79%

Employees at office buildings



Participants

60 persons



Assessment Results
passed the criteria

96.67%

Summary of 2023 Performance

Performance



Complaints regarding
IT Security

0 case



Complaints regarding
Data Privacy

0 case

Targets 2023



Complaints regarding
IT security

0 case



Complaints regarding
Data Privacy

0 case

Long-term Targets 2030



Complaints regarding
IT security

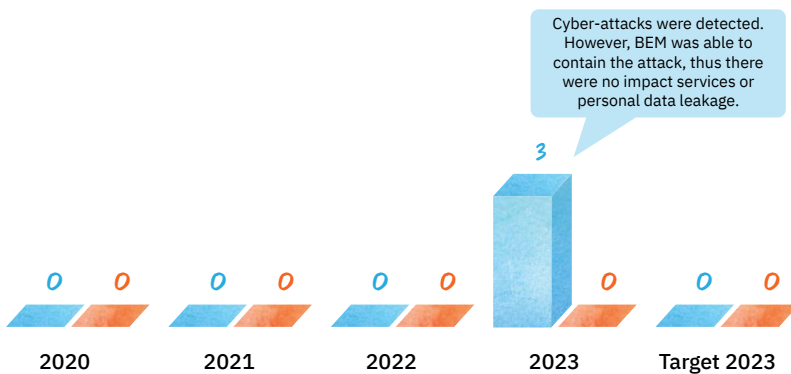
0 case



Complaints regarding
Data Privacy

0 case

Breaches to IT Security



Breaches to IT Security
(cases)
(Target 2023 = 0)



Number of affected customers
and employees (persons)
(Target 2023 = 0)

Substantiated Breaches to Data Privacy

(third party organizations
government agencies)

2020

2021

2022

2023

Target 2023

= "0"

Supply Chain Management



Performance Highlights 2023



100%

New suppliers acknowledge and comply with the Supplier Code of Conduct



100%

New suppliers passed sustainability screening criteria (environmental, social, human rights and labor, and business ethics)



100%

Significant tier-1 suppliers assessed on sustainability through self-assessment



59.21%

Tier-1 suppliers assessed on sustainability through self-assessment



Average 34 days

supplier payment period after receipt of invoice

BEM's Key Performance Indicators and Targets



Short-term Targets, by 2023



New suppliers acknowledge and comply with the Supplier Code of Conduct

100%



New suppliers passed sustainability screening criteria (environmental, social, human rights and labor, and business ethics)

100%

Significant tier-1 suppliers assessed on sustainability through self-assessment

100%

Tier-1 suppliers assessed on sustainability through self-assessment

40%



Supplier payment period after receipt of invoice

30-45 days



Long-term Targets, by 2030



New suppliers acknowledge and comply with the Supplier Code of Conduct

100%



New suppliers passed sustainability screening criteria (environmental, social, human rights and labor, and business ethics)

100%

Significant tier-1 suppliers assessed on sustainability through self-assessment

100%

Tier-1 suppliers assessed on sustainability through self-assessment

100%



Supplier payment period after receipt of invoice

30-45 days

Impact on Business and Stakeholders

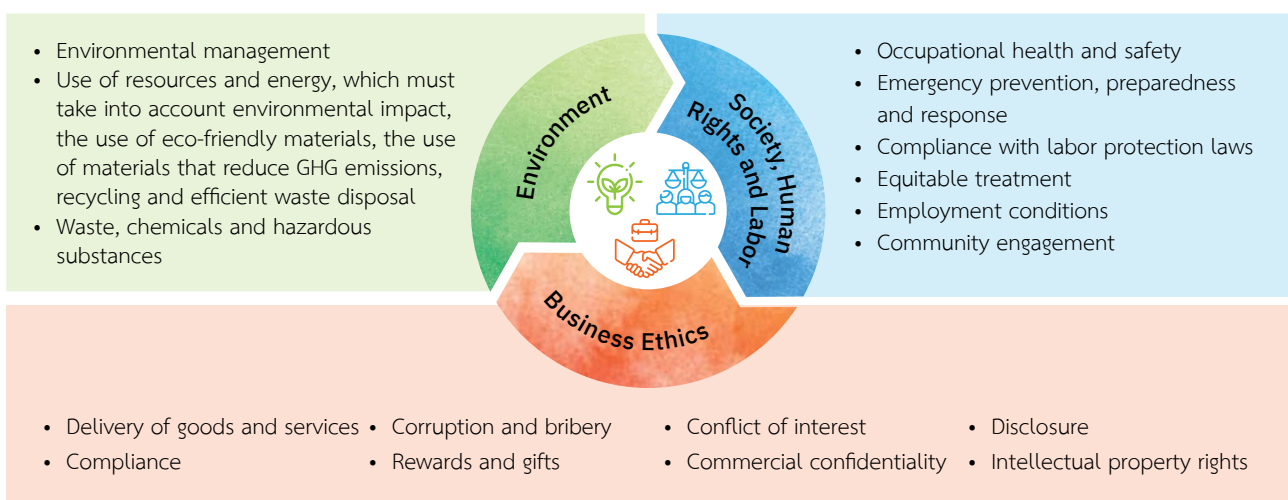
BEM is committed to developing a supply chain and procurement process that considers sustainability risks, such as violation of human rights, business ethics misconduct, and environmental impact, etc., to enable the identification of high-risk suppliers and take appropriate corrective actions. This will prevent impacts from such risks on the Company's service provision and the stakeholders. It also strengthens participation with suppliers and business partners to keep the Company's products and services in line with quality and sustainability standards as well as maintain good long-term relationships.

Management Guidelines and Practices

BEM has established the Supply Chain Management Policy and Strategy and assigned the Corporate Governance, Risk Management and Sustainable Development Committee to establish the Supplier Code of Conduct, monitor performance and formulate procurement regulations with clearly defined criteria.

Supplier Code of Conduct

BEM has established the Supplier Code of Conduct as a set of rules which all suppliers must acknowledge and abide by. The Supplier Code of Conduct covers issues regarding environment, society, human rights and labor, and business ethics. Furthermore, BEM continuously reviews the Supplier Code of Conduct to enable the Company to deal with constantly changing sustainability risk issues in a timely manner.



Supplier Code of Conduct



Supplier Registration

Supplier Management Process

 Supplier Screening and Registration	 Supplier Identification	 Supplier Assessment	 Supplier Development
• Online registration • Acknowledge BEM's Code of Conduct and Supplier Code of Conduct • Complete the Self-Assessment and pass sustainability criteria	• Spending Analysis • Significant Supplier Identification • Geographic risks	• Assess integrated ESG operations using Desktop assessment and On-site assessment by the Company's employees	• Training on work safety for suppliers • Encourage suppliers to join the Thai Private Sector Collective Action Coalition Against Corruption (CAC) • Contractor Scorecard

Supplier Screening and Registration

BEM's supplier management process begins with sustainability risk assessment. In order to apply for supplier screening, the supplier must make an online registration, acknowledge BEM's Code of Conduct and Supplier Code of Conduct, and complete the self-assessment questionnaire, which encompasses qualifications regarding performance, sustainability risks and business potential, such as operations, goods and services, price, delivery of products and services, etc. New suppliers must obtain a minimum overall score of 65% in the self-assessment in order to be incorporated in BEM's Approved Vendor List (AVL).

Supplier Identification

BEM classifies suppliers according to their level of significance to businesses and their geographic risks. Suppliers are categorized into three types, namely significant tier-1 suppliers, non-significant tier-1 suppliers, and significant non-tier 1 suppliers. Significant tier-1 suppliers are the most important and are considered based on high trading volume, expertise, cooperation in key business processes, strategic relationship in case of emergency work, and geographic risks. Supplier identification is carried out every three years.

Type	Criteria	Number of Suppliers
 Significant Tier-1 Suppliers	Suppliers that directly conduct business with BEM and meet at least two out of the six criteria as follows: 1) High trading volume ($\geq$ 50 million THB per year) 2) Expertise in the type of work, specific equipment or technology that affects the Company's core operations 3) Cooperation in the provision of equipment and development of the main work system used in business operations 4) Nature of service in the main service areas of the Company on a daily basis, such as stations, toll plaza buildings, etc. 5) Strategic relationship and good partnership that can assist the Company in emergencies 6) Located in an area with geographic risks or in a state of war	12
 Non-Significant Tier-1 Suppliers	Suppliers that directly conduct business with the Company but do not meet the above-mentioned criteria.	770
 Significant Non-Tier-1 Suppliers	Suppliers that do not trade directly with the Company but are significant suppliers that trade with the Company's significant tier-1 suppliers. They are producers or installers with expertise in the type of work and/or have specific technology that can affect the Company's operations and maintenance.	3

Supplier Assessment

BEM continually assesses suppliers to ensure that their work processes strictly comply with the Supply Chain Management Policy and the Supplier Code of Conduct. Supplier assessment is carried out through desktop assessment by examining the information and documents, i.e., Business Registration Certificate, Certificate of Value Added Tax Registration (Form P.P. 20), certifications such as ISO 9001, ISO 14001, ISO 17001, ISO 45001 and ISO 50001, etc., self-assessment questionnaire and supplier performance evaluation, which found no significant tier-1 suppliers with high sustainability risks. In this regard, BEM requires reviewing of significant tier-1 suppliers list and the supplier self-assessment be conducted every three years. The Company plans to conduct on-site assessments by the Company's employees for all suppliers by 2025.

In the case of complaints made against a supplier's operations or failure to pass the assessment with a score of less than 50%, BEM will conduct a thorough assessment and discuss with the supplier to jointly develop corrective action plans. The supplier must complete the corrective actions within the specified period of 90 days before being assessed by BEM again. The supplier can be removed from the AVL if the complaint or risks is not resolved and mitigated within the specified period. In 2023, no suppliers failed the assessment criteria or were removed from the AVL.

Supplier Development

BEM organizes various training programs for suppliers, e.g., educating contractors working in the railway on compliance with rules and regulations to ensure safety at work. The Company also conducts supplier capacity development projects, such as Contractor Scorecard, etc., in order to encourage participation and boost awareness. This can also create incentives to develop supplier capacity, ensure safety for employees, contractors, and passengers while uplifting sustainability throughout the supply chain.

Supplier Training

BEM offers training to suppliers who must work on the Company's premises to enable safe and accurate operations that comply with rules and regulations as well as respond appropriately to emergency situations. The training programs focus on ensuring equipment readiness and safety to reduce risks in suppliers' operations that may cause accidents and losses, and develop supervisor-level personnel with skills to train their own team. Refresher courses are also provided on a continuous basis. BEM requires that contractors performing tasks or providing services/maintenance on the Company's premises must attend 100% of the training course related to operations and achieve at least 70% score in key courses. In 2023, a total of 25 courses were held for 42 suppliers, which are attended by a total of 1,343 participants.

No.	Supplier Training Courses	Number of Participants (persons)
1	APOSTLE	526
2	Person In Charge (PIC)	364
3	Incident Management	172
4	Others : Rules and Controls of Contractors' Operations	281
	Total	1,343



Contractor Scorecard Project to Develop Supplier Capacity

This project was conceived to support the operations of contractors working on the premises of the rail business in terms of safety management. It allows the contractors' safety officers to share their safety-related activities and communications to other contractors. The proposed activities must incorporate the following three indicators:



Once the contractors have presented their proposal to the Safety Committee Meeting, they will receive awards according to the awarding criteria. In 2023, a total of 15 contractors participated in the project and demonstrated performance consistent with Compliance, Standards and Behavior & Culture as targeted. This has contributed to a positive image in BEM's safety performance and led to good cooperation in promoting safety to benefit the contractor's personnel with a safe work location, passengers with safe services, and the Company with continuous service provision, etc.

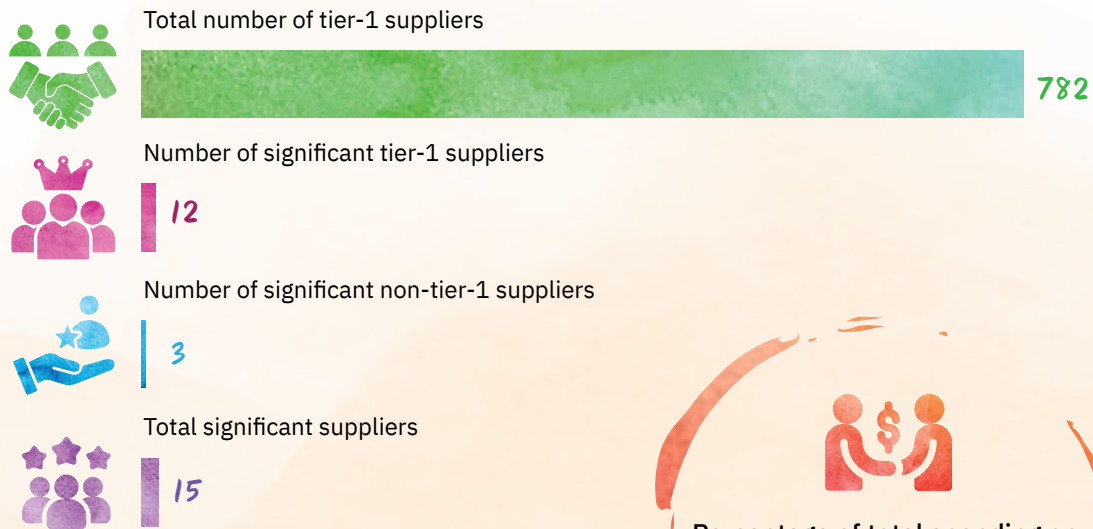
Company's Buyers Officer Training

BEM regularly communicates sustainability policies, regulations, and guidelines to the Company's procurement officers and arrange for them to attend sustainability trainings organized by the Stock Exchange of Thailand (SET) to enhance their knowledge and understanding of the importance of supply chain management while enabling them to apply relevant principles and practices to achieve work efficiency. In this regard, the procurement officers who attended the training courses passed the criteria of all the courses. In addition, executives at the section manager level and above (manager, director, and assistant managing director) associated with procurement operations will receive training on sustainable procurement, organized by the Purchasing and Supply Chain Management Association of Thailand.

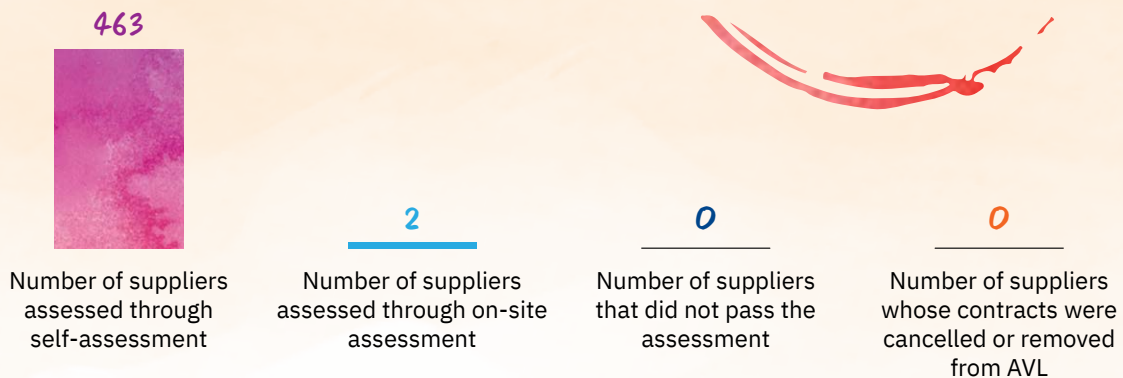
Training Course	Institution	Participants (persons)				
		Officer	Manager	Director	Assistant Managing Director	Total
• Fundamentals of Business Sustainability	Stock Exchange of Thailand	22	7	1	1	31
• ESG 101		22	7	1	1	31
• Basic Sustainability Operations		22	7	1	1	31
• Sustainable Supply Chain Management		22	7	1	1	31
• Implementing Sustainable Procurement in Practice	Purchasing and Supply Chain Management Association of Thailand	-	7	1	-	8

Summary of 2023 Performance

Supplier Identification (suppliers)



Supplier Assessment (suppliers)



Operations in accordance with the supplier capacity development plan



Procurement employees passed the assessment criteria of sustainability trainings



Performance Targets 2023

Average supplier payment period after receipt of invoice





Performance Highlights 2023



Investment in innovation
technology

2 million THB



New innovations for
operating system
improvement and service
development

3 projects

BEM's Key Performance Indicators and Targets



Performance
against Targets



Cash Toll Collection System
Development Project
reduces investment cost by

50%.



MRT Blue Line Asset
Condition Monitoring and
Diagnostics (ACMD) Project:
Energy consumption in
environmental control
system decreased by

14%.

compared to 2022



Short-term
Targets, by 2023



Reduce investment cost by

50%.



Energy consumption in
environmental control
systems decrease by

10%.

compared to 2022

Impact on Business and Stakeholders

Integrating new innovations into business operations will enhance efficiency in work processes and elevate the level of service, which is the heart of business operations. It will contribute to making an impression on and delivering excellent services to customers while helping employees develop new skills and knowledge. Innovation has become the factor that drives the Company's competitiveness in the long run and enables the creation of value and profits from operations in accordance with the expectations of shareholders and business partners. It also contributes to reducing environmental and community impacts for the Company to grow and expand sustainably.

Commitment, Challenges and Opportunities

BEM aims to develop and promote innovation by applying technology and innovation to strengthen operational efficiency, raise employees' capacity with the skills necessary to create innovation within the organization, and invest in innovation research and development with third parties to keep up with new challenges and develop services that respond to the expectations of all stakeholders.

Management Guidelines and Practices

BEM's ultimate goal is to deliver efficient services by encouraging employees to participate in the innovation development. In doing so, the Company has communicated its innovation guidelines to employees at all levels through the Company's public relations media. In addition, the Company promotes partnerships with universities and third parties to develop innovation, which can be applied to drive sustainable development, such as increasing safety in the work process of employees and service usage of customers, enhancing environmental quality for communities, etc.



Innovation Policy



Innovation Development Process

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



1. Select problems and issues that require improvement

Explore problems encountered within the Company or issues that require improvement. Rank the problem/issues according to criteria, including expenses relating to hiring innovation development services, duration, and diversity of relevant internal departments, in order to focus on creating innovation for the most critical topics.



5. Target achievement criteria

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



2. Survey current conditions

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



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.



3. Define goals and action plans

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



7. Develop, inspect, and summarize results

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



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.



8. Determine control methods and monitor results

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

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.

Innovation Projects	Objectives	Benefits to Business	Benefits to Society and/or Environment
 1. Cash Toll Collection System Development Project	• Enable greater rapidity and efficiency in the work system for employees and maintenance technicians • Reduce maintenance costs of the cash toll collection system at the lane level	• Increase convenience in management • Reduce software and hardware development costs by more than 500,000 THB • Reduce software maintenance costs at the lane level by approximately 1 million THB per year ^{1/} • Reduce software development costs at the lane level by approximately 67,500 THB per lane ^{2/} (in case of future lane addition)	• Enhance efficiency in service provision • Reduce energy consumption and energy cost
 2. Asset Condition Monitoring and Diagnostics (ACMD) for MRT Blue Line's Environmental Control System Project	To be a tool to control energy consumption for efficiency and energy saving in the environmental control system, and reduce safety risks	• Reduce maintenance plans and duration • Reduce expenses by approximately 1,441,000 THB per year	• Reduce safety risk and impact • Reduce energy consumption

Remarks :

^{1/} Based on the contractor wages of software improvement in 2021-2022

^{2/} Based on the software development cost of Prachin Ratthaya Expressway's lane-level

Communication and Dissemination of Innovation

In addition to developing innovation, BEM also aims to promote knowledge about innovation to all sectors through study visits that focus on the application of technology and innovation in improving operational efficiency and service provision, control of rail system operation, maintenance work, as well as exchange of information between internal and external organizations. In 2023, a total of 96 groups, consisting of 6,115 people, visited BEM's operations, including a delegation from Nippon Koei Company Limited, Japan, faculty and students from Navamindradhiraj University, and a delegation from the International Development Center of Japan Incorporated (IDCJ), Japan.

Cash Toll Collection System Development Project

BEM has employed innovation technology to develop and improve the expressway business's toll collection system. Previously, toll collection relied on a system developed by a contractor. The further development of this system requires high costs. The procurement of its spare parts is complicated, and the software cannot be managed to its full efficiency. With support from the Company, employees developed a cash toll collection system to increase management convenience and cut down costs. The software and hardware that were developed can be implemented in all expressway routes.

After its initial implementation and performance analysis, BEM communicated various documents, such as user manual and maintenance manual, to employees through the Knowledge Management system. In addition to reducing more than 500,000 THB in software and hardware development costs, this innovation also contributed to enabling greater efficiency and rapidity of the work system for employees and maintenance technicians. BEM plans to extend this project to cover other businesses in the future.

This project won the Silver Award from the Thailand Kaizen Award 2023 in the Kaizen for Innovation category, Service Kaizen sub-category. The award recognizes employees' innovations that enhance operational processes to increase ease of management and reduce expenses in order to provide convenient, rapid, accurate and worthwhile services.



Cash toll collection



EMV toll collection

Asset Condition Monitoring and Diagnostics (ACMD) for MRT Blue Line's Environmental Control System Project

The Asset Condition Monitoring and Diagnostics (ACMD) for MRT Blue Line's Environmental Control System Project is an innovation that aims to increase employees' capacity to control and inspect the condition of machinery and equipment to cover more remote areas. As a result, employees' work efficiency is enhanced, and the full potential operation of machinery and equipment is assured. In addition, the ACMD innovation permits the Company to collect machinery and equipment data to support modification and maintenance plans, enabling the Company to extend the lifespan of machinery and equipment as well as reduce maintenance costs. More importantly, the ACMD innovation reduces safety risks for employees by allowing them to work remotely instead of working in difficult-to-access tunnels or metro stations during service and off-service hours. It also decreases the electrical energy consumption of machinery and equipment in the environmental control system thanks to maintenance efforts to keep them in their most efficient working conditions.

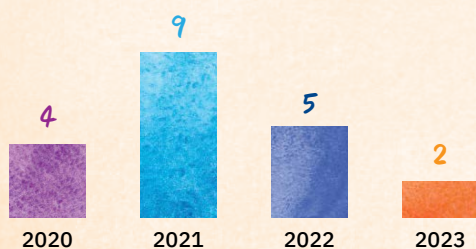
In 2023, the ACMD innovation helped the Company cut down the electrical energy consumption of large, centralized air conditioning systems by 307,296 kWh per year, equivalent to a total energy cost reduction of approximately 1,441,000 THB per year. In the future, BEM can apply the ACMD innovation to inspect other machinery and equipment, such as inspections related to safety risks, machinery and equipment located in difficult-to-access areas, and machinery and equipment with significantly high electrical energy consumption, etc.



Summary of 2023 Performance

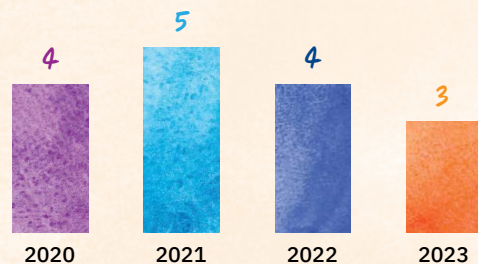
Investment in Research and Development for new Innovation

Investment in innovation (million THB)

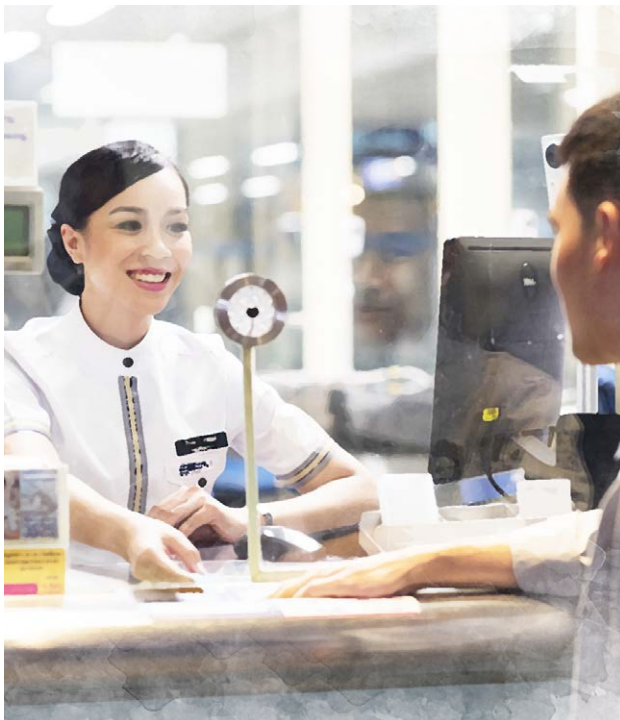


New Innovations for Work Process and Service Improvement

New innovations (items)



Customer Relationship Management



Performance Highlights 2023



Total customer satisfaction

96.63%



Customer satisfaction of
Expressway Business

94.28%



Customer satisfaction of
Rail Business

99.95%

BEM's Key Performance Indicators and Targets



Short-term Targets,
by 2023



Total customer satisfaction

≥92%



Customer satisfaction of
Expressway Business

≥90%



Customer satisfaction of
Rail Business

≥95%



Long-term Targets,
by 2030



Total customer satisfaction

≥97%



Customer satisfaction of
Expressway Business

≥97%



Customer satisfaction of
Rail Business

≥98%

Impact on Business and Stakeholders

BEM focuses on catering to the needs and expectations of customers by surveying their satisfaction and engagement to obtain opinions and evaluate the results of operations. The surveys lead to the improvement of service provision to all customer groups through convenient and safe journeys in a bid to establish a positive corporate image, maintain existing customer base, and attract new ones. Besides rendering positive contributions to customers, employees' pressure and the time required to address customers' complaints will be reduced. At the same time, such efforts also contribute to the creation of economic value as well as opportunities to develop businesses through improving the connectivity of transportation systems, which encourage competition in the overall industry and answer to the expectations of shareholders and other stakeholders.

Commitment, Challenges and Opportunities

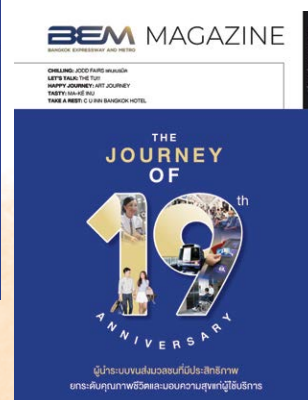
BEM is committed to responding to the demands and expectations of customers based on maximum satisfaction, which is a critical to the Company's performance. Under volatile economic circumstances, in particular, the rising cost of living will affect customers' service usage rate. BEM conducts surveys on the satisfaction and engagement of customers on an annual basis to gather opinions, concerns, and expectations to inform ways to improve the service. In addition, the Company also enhances comprehensive access and seamless journeys for the customers by, for example, expanding the service route network, promoting connectivity between networks, adopting technology to enhance safety and efficiency of services. In doing so, BEM aims to deliver services with safety, convenience, rapidity, reliability, punctuality, and efficiency to all groups of customers as well as create competitive opportunities to become a leading fully integrated transportation service provider in Thailand and ASEAN.

Management Guidelines and Practices

BEM has defined customer relationship management as one of the strategies that drive the Company's business in order to establish good relationships and create satisfaction for customers. This approach enables the Company to better acknowledge the expectations, demands and concerns of its customers, and lead to correction, development, and improvement for better services, such as, innovation development, which is one of the major projects BEM carries out in an effort to respond to the needs of its customers and to reduce business costs.

Customer Relationship Management Process

BEM regularly manages customer relationship in accordance with the Company's strategy. The Company targets to achieve a customer satisfaction score of at least 95% in the rail business and at least 90% in the expressway business by reporting performance results on a quarterly basis. The Company encourages activities that promote good relationship with customers, business partners and other relevant parties as well as create value for society, such as "Happy Journey with BEM" which offers benefits to customers holding MRT cards and general passengers, the development of a CRM Loyalty Program in the form of MRT Club, and the monthly magazine called BEM Magazine which has been published for six consecutive years to communicate and PR the Company's activities, benefits and overall performance to customers and stakeholders.



Corporate Governance: Know Your Customer for Use of Electronic Money Services Policy

Customer Feedback Channels

BEM provides various channels to communicate and receive feedback in order to continuously improve its services. The received feedback, which are forwarded to concerned departments for appropriate corrective actions and service quality evaluation, shall be applied to the Company's future business plan.



Information Service Center

Tel. +66 (0) 2624 5200
Monday - Friday
7:00 a.m. to 6:00 p.m.
Saturday - Sunday,
and Public Holidays
8:00 a.m. to 5:00 p.m.



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User/Passenger Service Counters

Toll plaza buildings / metro stations

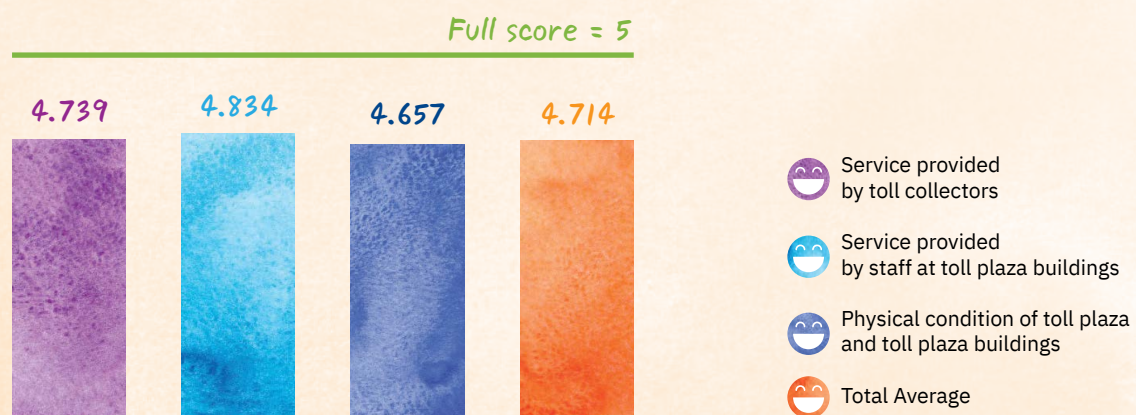
Customer Satisfaction

BEM conducts a satisfaction survey on customers of the expressway and rail businesses on an annual basis using a quantitative research process to collect data from expressway users/rail passengers through interviews or questionnaires on weekdays (Monday - Friday) and weekends (Saturday, Sunday and Public Holidays).

Expressway Business

In 2023, BEM conducted a customer satisfaction questionnaire with participation from 928 expressway users. Issues for consideration include the service provision of toll collectors, the service provision of staff at toll plaza buildings, and the physical condition of toll gates and toll plaza buildings. The survey indicated a “very satisfied” rating (score of 4.714 out of 5) with no issues that required urgent correction. Nevertheless, operational improvement should be made in terms of promotions for service users.

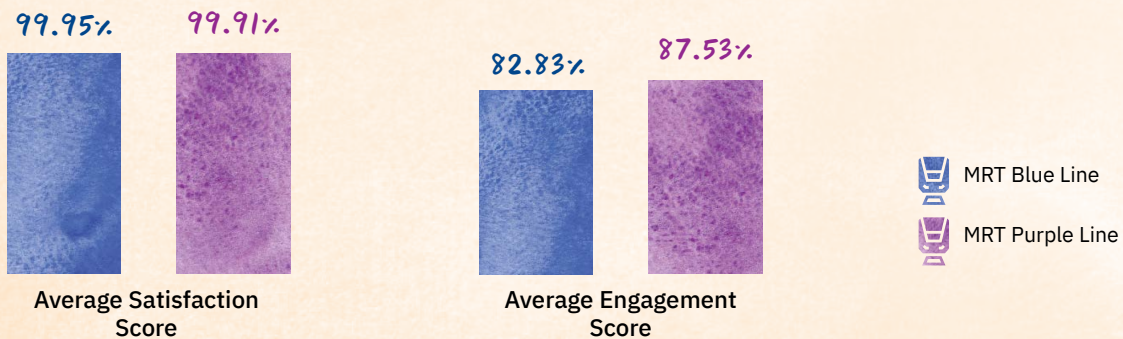
Customer Satisfaction towards Expressway Toll Collection Services in 2023



Rail Business

In 2023, BEM conducted satisfaction and engagement surveys on passengers of the MRT Blue Line and MRT Purple Line using a questionnaire based on the Concept of European Standard: EN 13816 and the Principle of Service Quality Loop. Issues for consideration include convenience, rapidity, reliability and punctuality, safety, access to information, and personnel. The survey found no issues that required urgent correction. However, issues that needed improvement in 2023 include (1) notification on delays of more than 15 minutes: BEM has followed up on additional comments from passengers affected by such incidents through social media in order to improve its public relations to provide passengers with useful and relevant information and (2) adequacy of ticket vending machines (TVM): BEM has taken steps to improve this issue by adding payment channels and repositioning the TVMs in more appropriate locations.

Customer Satisfaction of Rail Business 2023



Voice of Customers

THE JOURNEY OF 19th ANNIVERSARY
Happy 19th anniversary... Journey of happiness Inside the hearts of true fans of MRT Blue Line

Let's listen to the voice of our customers!!

Arun (18 years) More routes should be developed to make travelling even more convenient. Stations have a lot of interesting outlets and activities.

Kitpat (18 years) I like using the metro a lot. I use it all the time. It is very convenient.

Prasarn (72 years) When I come down to the station, the staff will offer me advice and assistance. Being quite old, I don't really remember the routes. When they see me confused, they would rush to help. I'm very glad they care about the elderly.

Poramet (19 years) Travelling is very convenient. I like how the schedule is shown so we can calculate the time. More importantly, there are student discounts.

Pemika (29 years) It is very convenient to get around without having to waste time in traffic. Especially now that I'm pregnant, the staff will always offer assistance and open a special lane for me. They take good care of me, I'm very impressed.

Nattanan (29 years) I've been using MRT as my main commuting route since I was a student. Now that I'm working, I just changed my route from university to the office. I like the convenience and rapidity. Precise timing is clearly informed. More routes should be developed.

BEM | 01 | JULY

LET'S TALK

HAPPY BIRTHDAY TO YOU
7 Representatives of Connection

March Siwawong Student
My friends and I use the expressway to commute to study every day because it is convenient. I can manage my time. Clear road signs make the drive easy and safe from home to the university. Please keep up your good service. HBD.

Nattaphon Sappanukroh PhD Student
I'm currently doing research and studying for my PhD in Bangkok. I like to use the expressway to get home as I live outside the city. When I come back, I use the Prachin Rathaya Expressway which is convenient and fast. I like how restrooms are provided along the route for long distance travelers.

Sureeporn Pichetvanichchok Representing Families
Excellent service. I like using the expressway when I travel out of town with my family. There should be rest areas and facilities like restrooms, shops for all family members to refresh and stretch after a long journey.

Piyya Rattanabutr BEM Rescue and Traffic Worker
Maintaining safety on the expressway is the heart of BEM. We are ready to improve and enhance the efficiency of our services for the safety of our users 24 hours a day.

Nopkamol Chatchawanwong Personal Business
I work in real estate, so I travel a lot. It saves a lot of time when I go out of town, to Nakhon Pathom, Ratchaburi. Even in Bangkok, I always use the expressway because I want to get home and have time to rest.

Kamonwan Chanchu BEM Toll Collector
The smiles from expressway users on the 'route of happiness' is what keeps us committed to providing service with sincerity.

BEM | 01 | AUGUST

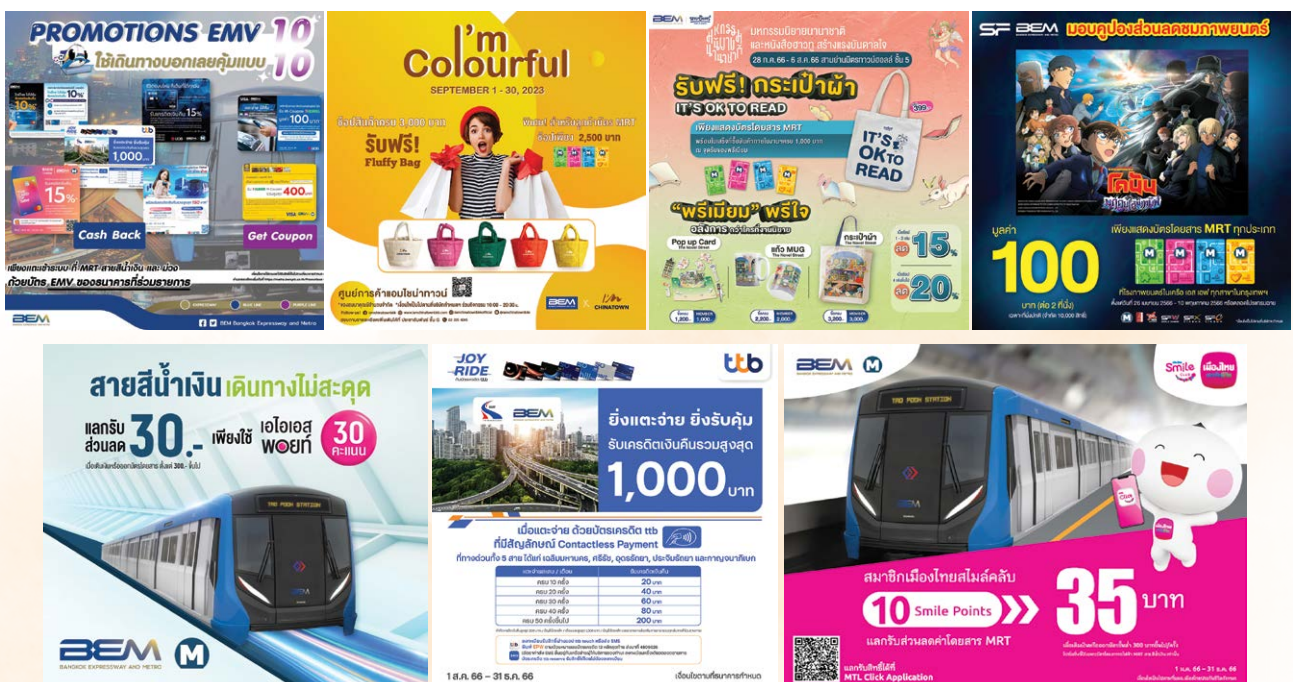
EMV Contactless Payment

BEM has developed the EMV Contactless payment system for users/passengers to provide convenience and offer a new payment option which reduces the use of and contact with cash. In 2023, there were more than 23 million EMV Contactless transactions, accounting for 6% of total payments. EMV Contactless transactions are expected to reach 7% by 2024.



Benefits and Promotions for Customers Project

BEM carries out various activities and projects offering benefits to create customer satisfaction while building and maintaining good relationships, which lead to loyalty in order to maintain its old customer base and gain new customers. In 2023, the Company sets the target to organize more than 25 activities, which resulted in a total of 42 activities. Accordingly, the Company has collaborated with business partners to offer benefits, such as cashback promotions and movie ticket discounts, to align activities with the project's objectives and the needs of customers as much as possible. The project's operating results are reported on a monthly basis to monitor performance and improve activities to create satisfaction, respond to customer needs, and deliver good services to customers in an uninterrupted manner.



Passenger Congestion Management Project

As the COVID-19 pandemic began to subside, people have returned to public transport and passenger volume has recovered to near normal. In order to meet customer expectations, BEM manages congestion within the stations by increasing train frequency in the rush hour. Additionally, during periods of activity along MRT routes, BEM also increases the number of employees to provide convenience within the station when there is a particularly crowd of passengers in order to ensure safety and prevent overcrowd on the platform level. In such cases, the Company will issue MRT paper tickets for passengers to reduce the waiting time at the ticket office.

Issuing MRT paper tickets, payable at the destination, when the departure station is congested



Managing the congestion of passengers using the system



Recommending the use of ticket vending machines (TVM)



Facilitating passengers on platform level



Opening special lanes to relieve passenger congestion



Summary of 2023 Performance



Corporate Governance



Performance Highlights 2023



"Excellent"

('5-star' rating) in Corporate Governance from the Thai Institute of Directors Association (IOD)

SET
ESG Ratings

"AA"

rating in the Service sector of the SET ESG Ratings

ESG100
Environmental • Social • Governance

Successively selected as one of the ESG 100 securities companies by Thaipat Institute



Zero

corruption and bribery



100%

BEM executives and employees had self-learning and signed acknowledgement of the Corporate Governance and the Company's Code of Conduct



100%

Board directors and employees communicated and received training on the Corporate Governance and the Company's Code of Conduct

BEM's Key Performance Indicators and Targets



Short-term Targets, by 2023



Zero

corruption and bribery



Communicate and train of Board directors and employees on the Corporate Governance and the Company's Code of Conduct

100%



Long-term Targets, by 2030



Zero

corruption and bribery



Communicate and train of Board directors and employees on the Corporate Governance and the Company's Code of Conduct

100%

Impact on Business and Stakeholders

Corporate governance and business ethics under the principles of governance, transparency, fairness and respect for human rights are crucial contributors to the achievement of long-term goals and objectives. They can minimize the risk of reputation loss due to breaches to the Code of Conduct, which may lead to loss of income and effect trust of investors, society and community that are important to business operations. Corporate governance and business ethics also establish confidence and a positive corporate image among customers, shareholders, creditors and investors as well as cater to the expectations of all stakeholders.

Commitment, Challenges and Opportunities

BEM is committed to operating businesses in accordance with the principles of sustainability that consider good corporate governance as well as social and environmental responsibility. The Company adheres strictly to the Company's Code of Conduct while requiring implementation by employees at all levels. The Company annually reviews the Corporate Governance Policy and the Company's Code of Conduct to ensure consistency with laws and international standards. Furthermore, the Company oversees that assessments and performance reports are performed regularly in order to align the Company's operations with laws and internal regulations. Such efforts will lead to the long-term creation of added economic value and fairness to all stakeholders across the value chain.

Management Guidelines and Practices

BEM has developed and announced the implementation of the Corporate Governance Policy, and the Corporate Governance and the Company's Code of Conduct, which are in line with the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), as a framework for conducting business with responsibility, fairness, transparency, and verifiability to all stakeholders.

Board Composition

In 2023, BEM's Board of Directors consisted of 17 directors, namely five non-executive directors, six executive directors, and six independent directors in accordance with BEM's Qualifications of Independent Directors and the Notification of the Capital Market Supervisory Board under the Securities and Exchange Commission (SEC).

The Board of Directors must be fully qualified and have no prohibited characteristics under laws and any other relevant regulations. They must also possess diversified knowledge, expertise, skills and experiences as well as be gender and age appropriate to lead the Company to achieve corporate objectives and goals. In addition, BEM has stipulated that each directors may not hold mandate in more than five listed companies to ensure that they are capable of performing their duties fully and efficiently.

In 2023, BEM held six Board of Directors Meetings to oversee the Company's compliance with laws, objectives, and regulations. Details are available in Form 56-1 One Report 2023.

BEM established the Corporate Governance, Risk Management and Sustainable Development Committee to oversee the adequacy and suitability of policies. Meanwhile, executive management is responsible for overseeing the overall enterprise risk management process and perform daily duties on behalf of the Corporate Governance, Risk Management and Sustainable Development Committee in monitoring, evaluating and preparing reports to the Board of Director on a quarterly basis.



Corporate Governance: Corporate Governance Policy and Anti-Corruption Policy



Corporate Governance Policy

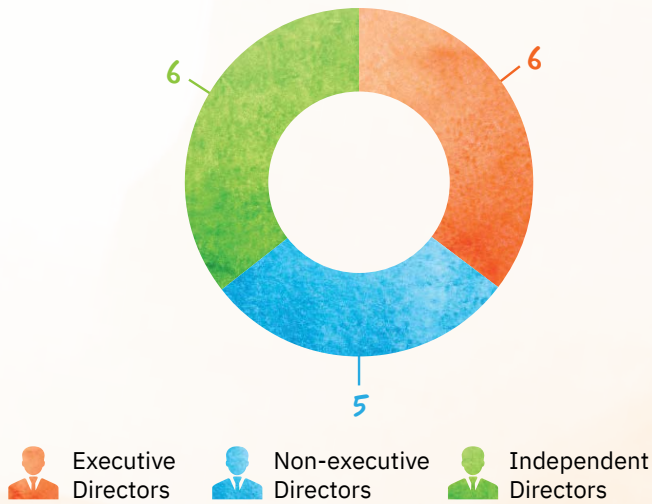


Code of Conduct

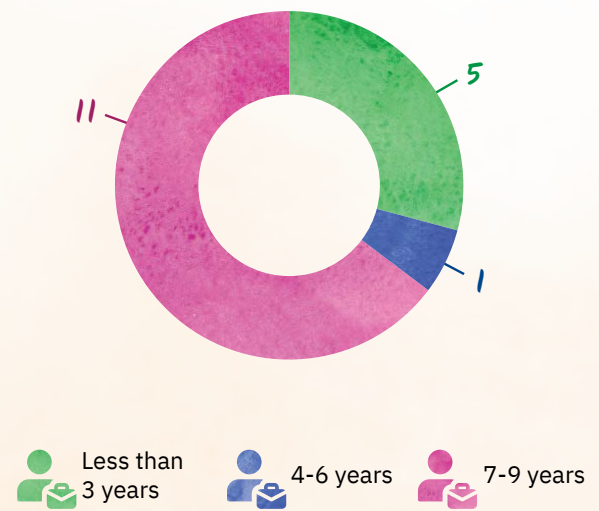


Board of Directors

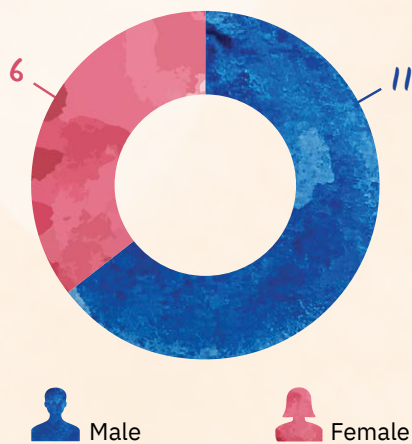
Board Composition (persons)



Tenure (persons)



Gender (persons)



Average Tenure

6 years

BEM requires that new Board Directors be elected to replace those who retire by rotation under transparent, fair criteria and procedures for nomination and appointment of Board Directors, which consider appropriate qualifications in terms of skills, experience, and specializations according to the Board Skills Matrix as well as Board Diversity. Details on the nomination procedures of Directors are outlined in the Corporate Governance Principles under the topic of Regulations of the Directors and Executives.

Board Performance Evaluation

BEM conducts an evaluation of the Board's performance on an annual basis using two assessment formats, namely Group Evaluation and Self-Evaluation. The Company monitors and deliberates on the evaluation results of the Board of Directors and sub-committees in the Board of Directors meetings. The Board and sub-committee assessment forms are also reviewed regularly.

Board Performance Assessment Results



Group Evaluation

98.5%



Self-Evaluation

97.2%

Corporate Governance Policy

BEM adheres to the Corporate Governance Policy in an effort to ensure that the Company's management system is efficient, transparent, verifiable, and respects rights and equality. This establishes confidence among shareholders, investors, stakeholders, and all related parties, leading to the Company's sustainable growth. A review of the Corporate Governance Policy is carried out on an annual basis.



Roles and Responsibilities
of the Board of Directors
as Leadership



Business Objectives and
Goals of the Company
for Sustainability



Strengthening the Board
of Directors Effectively



Nomination and
Development of
High-Ranking Executives
and Human Resource
Management



Nurturing Innovation
and Business Operation
Responsibly



Appropriate Internal
Control and Risk
Management Systems



Financial Reliability
and Disclosure



Encouraging Participation
and Communication with
Shareholders

Code of Conduct

BEM operates its businesses in accordance with the Company's Code of Conduct. The Board of Directors, executives and employees at all levels are required to adhere to and perform their duties in strict accordance with the Company's Code of Conduct, Anti-Corruption Policy, and the Corporate Governance Principle. The Company has communicated the Company's Code of Conduct via website, intranet, e-mail, etc., and organized training for all employees in a bid to continuously create awareness, knowledge, understanding and corporate culture.

BEM also established a whistleblowing mechanism via the Company's website (<https://www.bemplc.co.th/ContactCorp?lang=en>) to enhance management efficiency, analyze means of controlling and preventing corruption and actions that violate the Code of Conduct. Whistleblowing can be made directly to the Chairman of the Audit Committee, an independent director, or the Company Secretary via the following channels:



Bangkok Expressway and Metro
Public Company Limited
238/7 Asoke - Din Daeng Road, Bang Kapi,
Huai Khwang, Bangkok 10310 Thailand



+66 (0) 2641 4611



companysecretary@bemplc.co.th

Issues related to the Company's Code of Conduct



Motivating executives and employees to jointly create value to businesses



Providing assurance that the legal rights of stakeholders are protected



Providing honest, transparent, and fair treatment to all stakeholders



Encouraging all executives and employees to take responsibility and comply with the Code of Conduct and other relevant policies

Anti-Corruption

BEM formulated the Anti-corruption Policy which shall be strictly observed by employees at all levels. In addition to establishing measures to follow up, monitor, and assess risks, the Company also regularly provides training about the Company's Code of Conduct and anti-corruption. Furthermore, the Company requires that directors and employees disclose information and avoid activities that are illegal or may cause conflicts of interest.

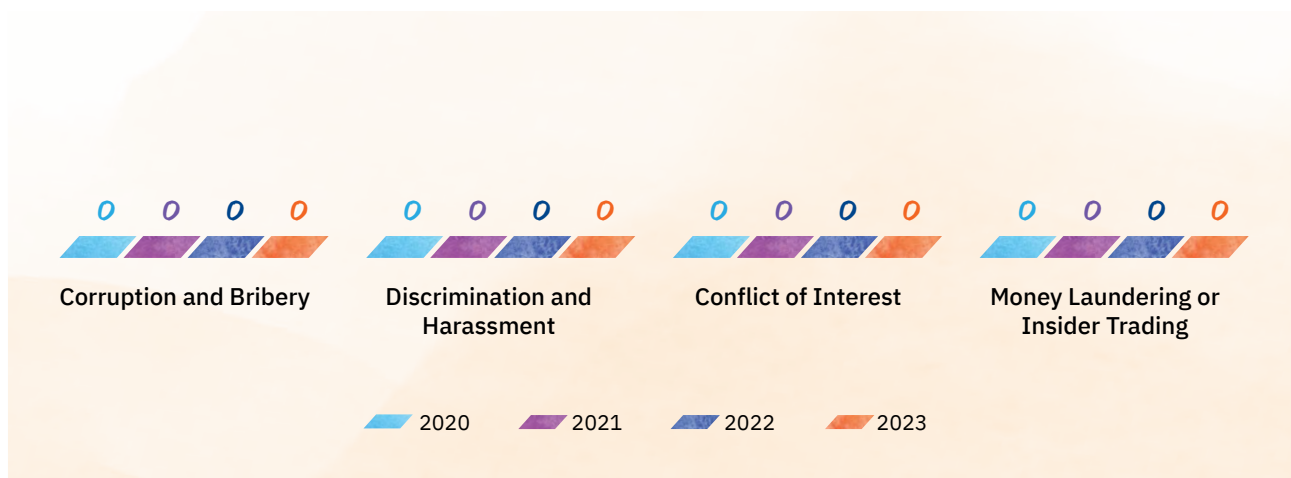
Participation in the Corporate Governance Assessment of Thai Listed Companies

BEM has obtained continuous Excellent CG Scoring or 5-star rating in the Corporate Governance Assessment of Thai Listed Companies conducted by the Thai Institute of Directors Association (IOD) with support from the Stock Exchange of Thailand (SET) in conducting the Corporate Governance Survey of Thai Listed Companies 2023, which was participated by 782 listed companies. This accomplishment reflects the Company's intention to create business growth on the basis of corporate governance and sustainable development as well as the interests of all stakeholders.



Summary of 2023 Performance

Breaches to Code of Conducts (cases)



Contributions to External Organizations

External Organization	Type of Organization	Contribution (million THB)			
		2020	2021	2022	2023
1. Community of Metros (COMET)	Community of metro service providers (As a member of COMET, BEM attends meetings and exchanges information, opinions, and knowledge on metro services)	1.27	1.28	1.37	1.37
2. International Association of Public Transport (UITP: Union Internationale des Transports Publics)	International public transport association (As a member of UITP, BEM attends meetings and exchanges information, opinions, and knowledge on metro services)	0.57	0.63	0.66	0.69
Total		1.84	1.91	2.03	2.06

Risk And Crisis Management



Performance Highlights 2023



Integration of ESG risk criteria into the enterprise risk management process



Executives and employees received training on risk management

177 persons

Impact on Business and Stakeholders

BEM is aware that uncertainties arising from internal and external factors, including emerging risks, may hinder or disrupt business operations and have negative effects on stakeholders' satisfaction. Therefore, effective risk management according to international standards is the key process to strengthen the confidence of stakeholders, which will influence investment decisions and cooperation of shareholders, suppliers or contractors, employees, creditors, and regulatory authorities and public sector, by providing stakeholders with the assurance that risks are being handled appropriately through the processes of planning, strategy formulation, monitoring, and control to mitigate and prevent negative impacts. These factors are crucial to the enhancement of competitiveness and value creation to support the Company's sustainable business operations.

Commitment, Challenges and Opportunities

Amidst constantly changing global situations, customer expectations and technological advancement, BEM strives to comprehensively manage risks and crises along with good corporate governance, social and environmental responsibility, as well as taking into account the rights and impacts on all group of stakeholders to achieve corporate objectives and provide customers with quality and safe services. BEM systematically conducts risk management and regular risk reviews, defines policies and surveillance measures, and seeks new business opportunities from the changing landscape to develop technology and services in order to better respond to expectations of customer and other stakeholders. The Company allows employees at all levels to participate in identifying risk issues, which provide prompt response to any potential risks and increased competitive opportunities for the Company. In addition, communication with stakeholders to acknowledge the Company's practices or guild lines, is an important factor in building trustworthiness, adding value and sustainable long-term returns to the Company's shareholders.

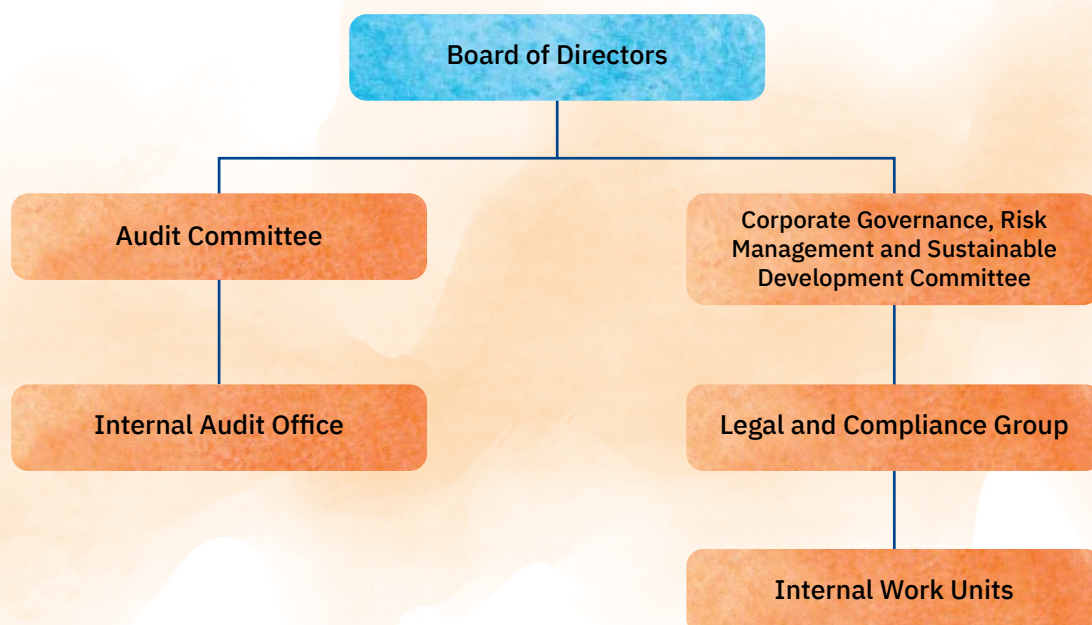
Risk Management Policy

Risk management helps BEM to recognize potential risks, enabling appropriate, immediate preparations and response to changes in business conditions. To that end, the Company has established the Risk Management Policy and the Enterprise Risk Management (ERM) Framework in accordance with international standards as part of the Company's business planning, with involvement of all employees. In addition, the Company prepares an annual risk management plan and a risk management manual to ensure that significant risks are mitigated within acceptable risk appetite, and that business decision-making have considered the risks.

Risk Management Structure

The risk management structure defines the duties and responsibilities of stakeholders at all levels. The Board of Directors has appointed the Corporate Governance, Risk Management and Sustainable Development Committee, which is structurally independent from the Company's business lines, to oversee and approve the organization's risk management policy and framework. Meanwhile, the Company's executive management, i.e., Legal and Compliance Office, Internal Audit Office, and other relevant work units, has been assigned to implement the overall enterprise risk management process while monitoring, evaluating, and reporting performance to the Board of Directors.

In this regard, the person with highest responsibility in enterprise risk management is the Assistant Managing Director of the Legal and Compliance Office while the person with highest responsibility in internal audit is the Director of the Internal Audit Office.



Corporate Governance:
Risk Management Policy



Risk Management Policy



Corporate Governance, Risk
Management and Sustainable
Development Committee

Enterprise Risk Management Process

In order to ensure that risks are effectively managed at an acceptable risk appetite, BEM has established the following risk management process:

1. Communication and Consultation

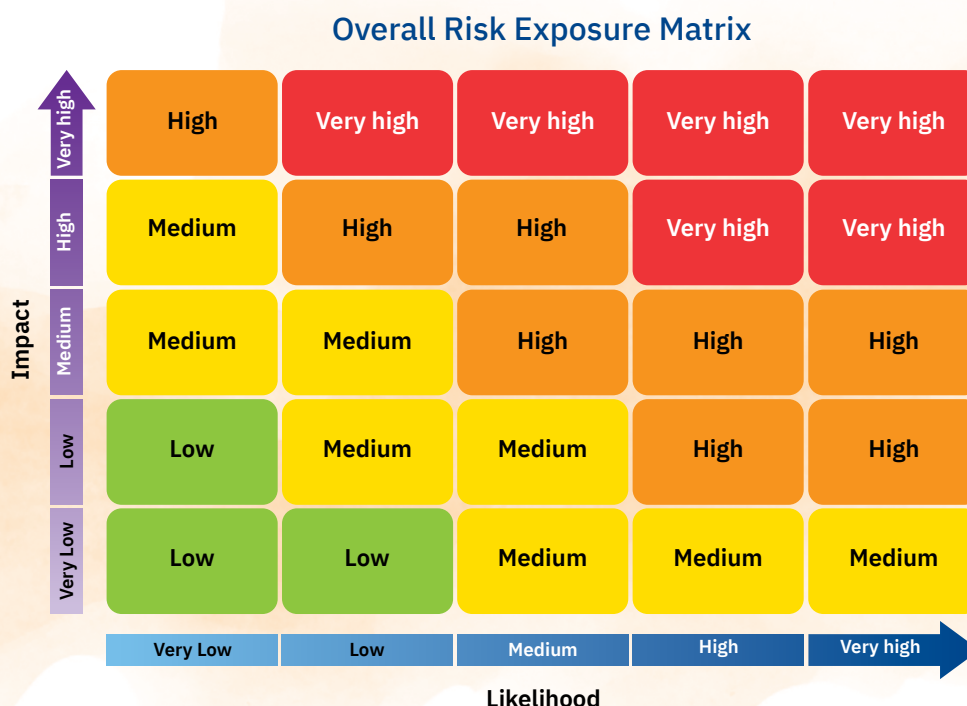
A joint discussion between stakeholders on issues related to contexts and risks to obtain information, opinions, knowledge, and understanding of the risks as well as making informed and appropriate risk management decisions.

2. Establishing the Context

Defining the Company's overview, internal and external environment, core processes and important changes that may affect business operations, policies, and future operational plans.

3. Risk Assessment

Comprising risk identification that takes into account internal and external environment or factors to analyze and evaluate risks by considering risk likelihood, level of impact and overall risk exposure, while integrating ESG risk criteria as part of the enterprise risk assessment process, and risk prioritization, based on a risk map with a four-level classification, namely very high, high, medium, and low.



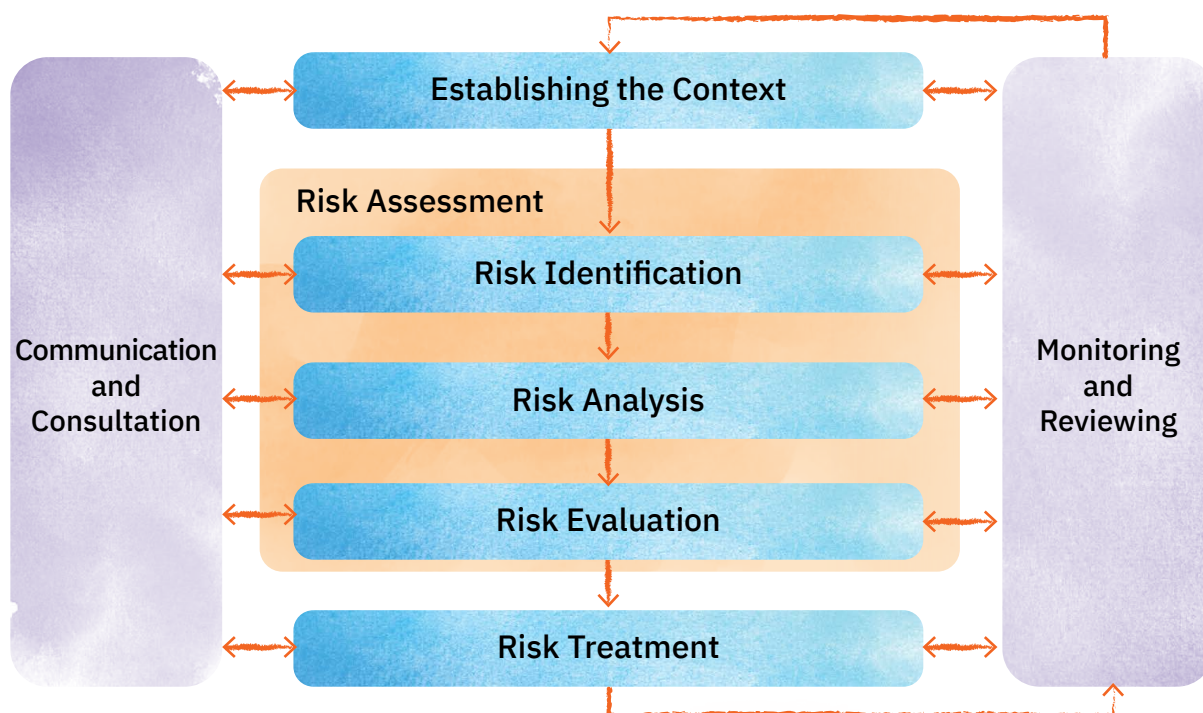
4. Risk Treatment

BEM has established risk management measures and Key Risk Indicators (KRI) to minimize residual risks to an acceptable risk appetite. The Company has also set up a process to continuously monitor the situations and trends of external factors, which is divided into five areas according to the STEEP Analysis.

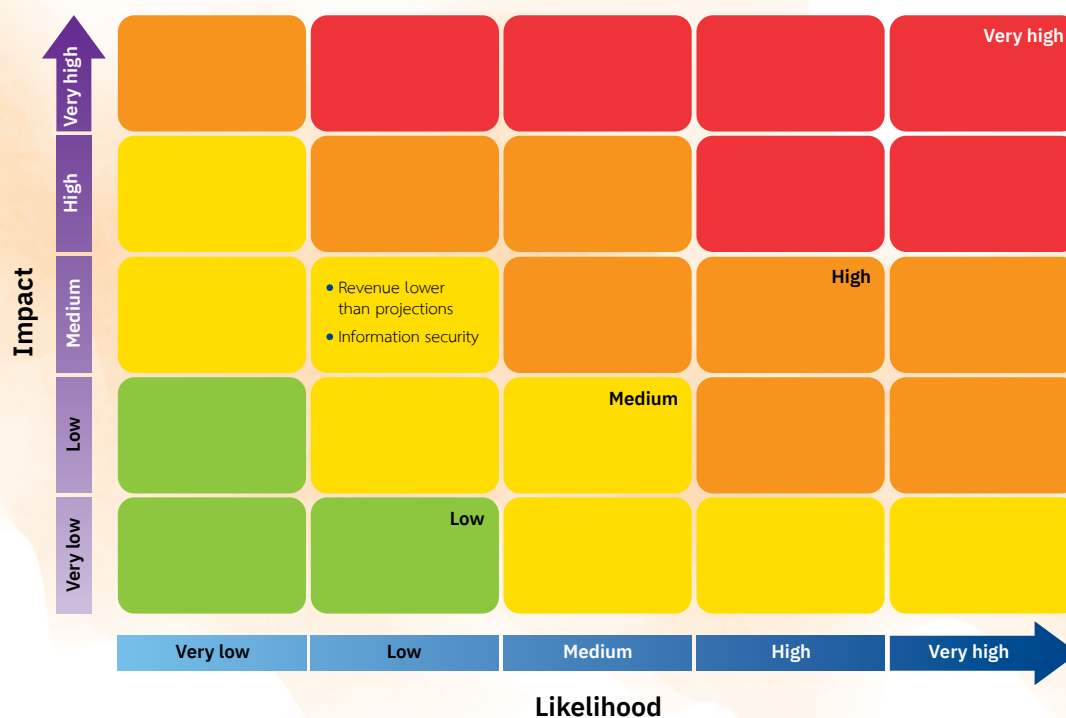
5. Monitoring and Reviewing

BEM monitors performance of the risk management measures to ensure that they are effective and capable of managing risks to an acceptable risk appetite. The Company has determined that risks shall be reviewed on an annual basis. Meanwhile, the Company shall constantly monitor, review, communicate and provide consultation on measures and risks to enable continuous improvement.

Risk Management Process Framework



Overall Risk Exposure Matrix



Risk Management

Risk Factor	Impact to Business	Mitigation Measures	Risk Appetite
 1. Risk relating to revenue being lower than projections (Medium Risk)	Affect liquidity management and the ability to pay obligations to lending financial institutions or creditors according to the mutually agreed schedule	- Establish a unit to monitor any potential impact and formulate appropriate strategies - Develop and expand businesses to increase revenue - Implement strict cost management and expenditure control	Actual revenue can be less than within 10% when compared with projections
 2. Risk regarding information security (Medium Risk)	- Cause delays in service provision and waste resources in problem-solving - Lawsuits for compensation of damage in cases of personal data leakage whereby the data is used to cause damage to the individual	- BEM establishes relevant policies in accordance with the ISO/IEC 27001 : 2013 standard framework - Formulate emergency plans and personnel training plans	0 case of breaches to IT security that can affect service provision 0 case of data leakage with lawsuits or complaints from regulatory authorities

Emerging Risk

BEM keeps a close eye on and monitors emerging risks occurring over the next 3-5 years in order to enhance our capability to cope with future changes and develop proactive prevention measures.

Emerging Risks

Risk Factor	Impact to Business	Mitigation Measures
 1. Cyber Attack Information technology is being used increasingly in business operations while large amounts of personal data are being collected in the process.	- Inability to utilize the information system in daily operations - Errors in service provision - Loss, modification, or inability to utilize data stored in the information system, and possible leakage of personal data - Loss of money due to ransom	- Formulate an Information Security Policy that is up to date and consistent with the law - Develop a system to prevent/control access to the information system - Require the risk identification, risk assessment and establishment of risk management measures regarding information technology security related to the Company's services

Risk Factor	Impact to Business	Mitigation Measures
As a result, cyber threats can have an escalating impact. Therefore, the Company places importance on managing risks from cyber threats and personal data security.	• Damage to corporate image and confidence • Potential impact on budget and revenue due to inability to provide services to meet customers' expectations	• Schedule system/data recovery drills and exercises to take place at least once a year in cases of impact on service provision or financial information • Inspect, monitor and improve information security processes in accordance with ISO/IEC 27001, apply to the Company's core systems, and contract a third party to inspect the internal control information system • Communicate, organize training, create knowledge and understanding for employees
2. Risk of flooding due to climate change The intensifying severity of the impact of climate change may lead to natural disasters. Forecasts have indicated that by 2050, certain areas, especially Bangkok and surrounding areas, and the lowlands are likely to face risk from flooding. This will affect private entities and companies in their business conduct, requiring them to modify business operations as there may be the need to suspend operations or implement a remote working policy.	• Difficulty in controlling the efficiency, convenience, and safety of expressway and metro services due to complexity of logistics to deliver goods/services or essential spare parts for maintenance, or temporary personnel shortage as employees and contractors are obstructed from travelling to the work site. • Decreased revenue as a result of the decline in expressway user/passenger numbers • Increased management costs to maintain the efficiency of services, facilitation, and security in service provision • Increased service and maintenance costs due to the adjustment of product and service prices, higher shipping costs, and closure or temporary suspension of existing suppliers. In such cases, the Company must seek substitute suppliers and products • Increased costs or expenditures as a result of compliance with management measures, requirements, laws and government regulations and additional measures established by the Company to manage greenhouse gases and deal with flood disasters	• Improve service provision processes, systems, and equipment to yield efficiency, convenience and safety under all circumstances • Develop a logistics management system and access to flooded work sites • Develop processes and alternatives for managing products and spare parts warehouses to support maintenance work • In the case of new transportation projects for which the Company has been granted concession to design structures, systems, and prevention and protection equipment to keep the service areas safe under all circumstances, such as positioning entrance-exit structures higher than past flood levels and installing flood boards/stop logs and flood doors at the entrance-exit to metro stations. Such systems have already been designed, constructed, and installed in projects that are currently in service, namely MRT Blue Line and MRT Purple Line. • Develop efficient and eco-friendly service systems, equipment, and processes that comply with relevant requirements and laws throughout the value chain • Reduce the corporate greenhouse gas emissions

Crisis Management and Business Continuity

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.



Risk Management Culture

BEM strengthens the risk management culture through training programs aimed at raising employees' awareness of risks that can occur in business operations. In addition, the Company has determined that risk management is the responsibility of employees at all levels so that risk management is taken into consideration in the process of business planning and business operations. In 2023, the Company organized various training programs for employees. Highlight training programs are as follow:

Training Programs

Course	Objective	Participants (persons)
 Risk Management for Employees	To enable relevant employees at supervisory and operating levels to comprehend their role in the risk assessment process, understand the Company's risk management process, and evaluate preliminary risks.	68
 Intermediate Risk Management	To enable employees at the manager and supervisory levels as well as hazard controllers to understand and assess risks according to the Company's guidelines and enhance risk assessment knowledge for hazard controllers.	14
 Advanced Risk Management	To enable employees at the manager and supervisory levels, as well as hazard controllers, to assess environmental and safety risks and employ risk assessment tools.	8
 Enterprise Risk Management and Strategic Management for Supervisors	To equip employees at the section manager level and up to executive management, including supervising engineers, with knowledge and understanding of enterprise risk management and corporate strategic management.	87

In addition, BEM regularly communicates information and knowledge related to risk management through various platforms as well as establishing channels to receive inputs from employees and concerned individuals to participate in the enterprise risk management process.

Improvement of Enterprise Risk Management Process

As each business employs different internal processes to manage enterprise risks, BEM has therefore made improvements to align enterprise risk management throughout the Company in order to oversee and monitor operations as well as to confirm that business risks remain within the Company's acceptable risk appetite. The Company has enhanced and aligned all internal enterprise risk management processes and updated relevant manual, procedures, and forms in accordance with ISO 31000: Risk Management. The Company has communicated with all concerned work units to enable their risk understanding and the implementation of the established risk management measures to assure that risks have been managed to an acceptable level. As such, enterprise risk management processes can be implemented under the same guidelines throughout the Company.

Improvement of Manual and Procedures on Business Continuity Management Process

As the Company has adopted ISO 31000: Risk Management and ISO 22301: Security and Resilience in internal management, BEM has made improvements to the business continuity management process in order to comply with the modified requirements of the standards. The Company has developed a Business Continuity Management Plan to address incidents, taking into account relevant stakeholders, their roles according to the business ecosystem, and the needs and expectations of each stakeholder group. The Company has also enhanced strategic options for various issues and adjusted resource management for different time frames to suit the Business Continuity Management Plan, which will be finalized and put into effect in 2024.





E

Eco-Friendly Commute

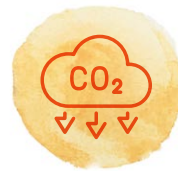
- Climate Strategy and Energy Management
- Environmental Management
- Biodiversity



Climate Strategy and Energy Management



Performance Highlights 2023 ^{1/ 2/}



Greenhouse gas emissions
(Scope 1, 2 and 3)

143,834

tons CO₂e



Energy consumption

233.90

GWh



Energy consumption
decreased by

1.6%

compared to 2022

BEM's Key Performance Indicators and Targets



Short-term Targets



GHG emissions to decrease by

4% per year

(compared to base year 2023)



Energy consumption to
decrease by

4% per year

(compared to base year 2023)



Long-term Targets



Achieve Carbon Neutrality
by 2050



Net Zero GHG Emissions
by 2065



Energy consumption to
decrease by 2030

28%

(compared to base year 2023)

Remarks :

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

^{2/} BEM's GHG emissions increased in 2023 due to the expansion of the reporting scope and the reporting of Scope 3 emissions for the first time

Impact on Business and Stakeholders

The impact of climate change, such as global warming, disasters, and floods, has led to the loss of natural balance and damage to living things, homes, and infrastructure. For this reason, both public and private organizations over the world are obliged to take measures to mitigate climate change, such as issuing carbon tax or inventing greenhouse gas (GHG) emissions capture technology, which must be closely monitored by BEM. Therefore, if BEM lacks effective climate change mitigation and adaptation measures, it will face increased risks, such as high energy costs and higher costs from damage to infrastructure due to extreme weather events, which may even cause delay or disruptions to business operations. As a result, the Company may lose the confidence of communities, society, suppliers, and investors.

Commitment, Challenges and Opportunities

BEM's businesses, especially the rail business, which consumes high amount of energy to operate and thus indirectly contribute to GHG emissions. Therefore, the Company strives to reduce energy consumption by optimizing the efficiency of eco-friendly tools, equipment, and technology employed in business operations. The Company also promotes the use of renewable energy by setting a policy and reviewing relevant goals every year, in order to be a guideline for managing the company in the same direction, including raising employee awareness, and promoting projects, activities, and measures essential to the achievement of the Net Zero GHG Emissions Target by 2065. This is in line with and responds to the expectations of investors and other stakeholders. It also mitigates future climate-related risks and demonstrates the Company's responsibility towards government agencies, communities and society while encouraging customers to use low-carbon transportation services.

Management Guidelines and Practices

BEM operates in compliance with its Environmental Policy covering climate-related issues. Accordingly, the Company has determined climate change and energy management goals and strategies covering all activities across the supply chain in order to achieve aligned and effective implementation of GHG reduction efforts. The Company has established the Quality Management System Committee, the Safety Committee, and the Quality and Efficiency Management Committee to supervise internal quality and environmental management. The Energy Management Working Group has also been appointed to oversee and carry out operations to reduce GHG emissions and consumption of energies, such as fuel, electricity, water, and paper.

In 2023, BEM has enlisted TUV NORD (Thailand) Co., Ltd., or TUV NORD, a third-party auditor, to validate all three scopes of GHG emissions by the Company and certified by the Thailand Greenhouse Gas Management Organization (Public Organization), or TGO.

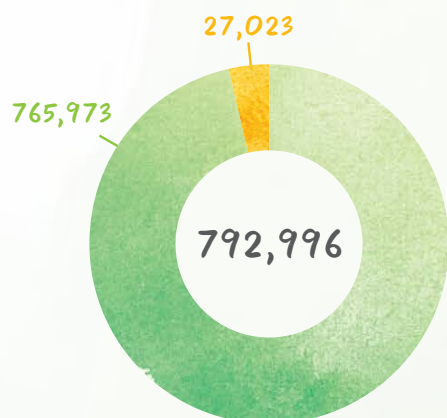


Environmental and Climate Policy



2023 Energy Consumption and Greenhouse Gas Emissions^{1/}

2023 Energy Consumption (GJ)

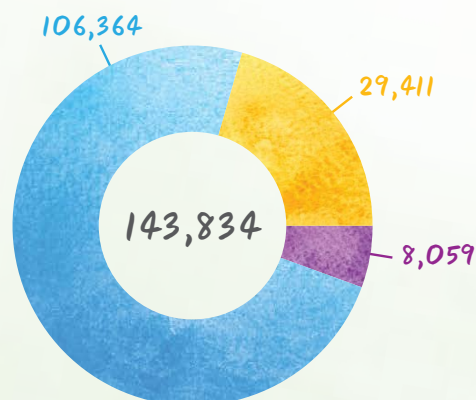


Electricity
Consumption



Fuel
Consumption

2023 Greenhouse Gas Emissions (GJ)



Scope 1

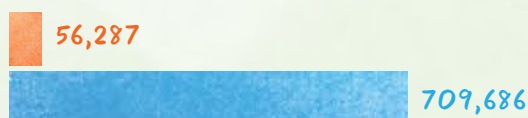


Scope 2

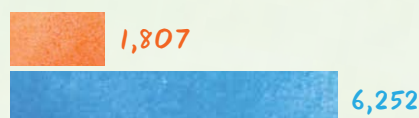


Scope 3

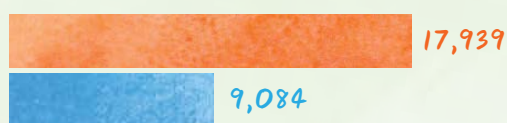
Electricity Consumption (GJ)



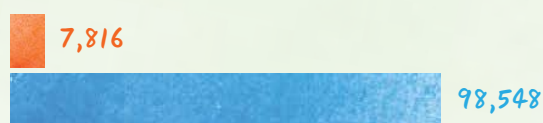
Direct Greenhouse Gas Emissions (Scope 1)
(tons CO₂e)



Fuel Consumption (GJ)



Indirect Greenhouse Gas Emissions (Scope 2)
(tons CO₂e)



Other Indirect Greenhouse Gas Emissions (Scope 3)^{2/}
(tons CO₂e)



Expressway
Business



Rail
Business

Remarks :

^{1/} In 2023, the Company has only collected GHG emissions data from the expressway and rail businesses.

^{2/} Other indirect GHG emissions (Scope 3) include Category 1 - Purchased goods and services, Category 3 - Fuel and energy related activities, Category 5 - Waste generated in operations, Category 7 - Employee commuting, and Category 13 - Downstream leased assets.

Energy Management from Electricity and Fuel Consumption

Overall, in 2023, BEM implemented three energy management projects with an investment budget of approximately 15.9 million THB. Compared to the previous year, the Company was able to reduce energy costs by 18.5 million THB, reduce total energy consumption by 3,975,959 kWh, and reduce GHG emissions by 1,987 tons CO₂e.



Investment in Energy Management Projects

15.9

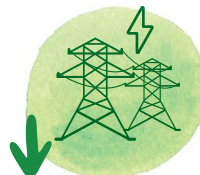
million THB



Reduced Energy Costs

18.5

million THB



Reduced Energy Consumption

3.98

GWh



Reduced Greenhouse Gas Emissions

1,987

tons CO₂e

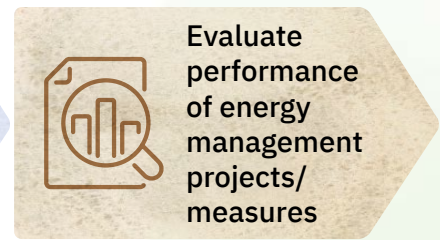
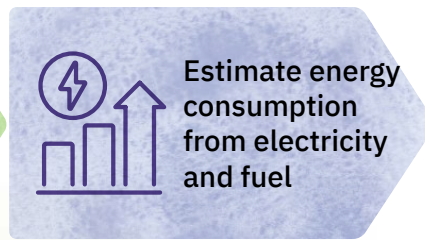
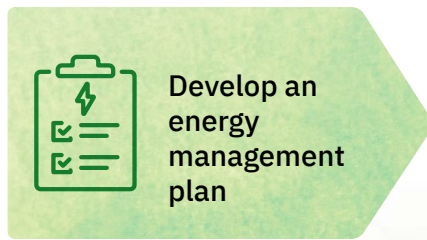
BEM's energy consumption consists mainly of electricity and fuel. Placing importance on reducing the use of electricity in the expressway and rail businesses, the Company has considered adopting modern and appropriate technology to support continuous business operations. In 2023, electricity consumption intensity of the rail business was 0.048 kWh per passenger-km, or equivalent to 0.024 kg CO₂e per passenger-km, showing a decrease of 29.41% from the previous year. At the same time, BEM was also able to cut down electricity consumption in the expressway business by 1,188,398 kWh, or 7.06% from the previous year as a result of system improvement to increase energy efficiency of equipment on the expressways, office buildings and other operating areas, for example, replacing to LED

bulbs and installing solar panels on rooftops to generate 637,587 kWh for the Company's internal use.

With regards to fuel consumption in other parts, BEM has developed a fuel reduction plan that focuses on conducting daily vehicle condition checks, choosing vehicles of the right size to match usage, adjusting driving behavior, e.g., requiring employees to drive at a speed below 80 km per hour, and planning journeys. In addition, BEM has replaced existing internal combustion engine vehicles with electric vehicles in an effort to use eco-friendly technology to reduce fuel consumption and air pollution. Such change has also contributed to enhancing efficiency and reducing energy costs.



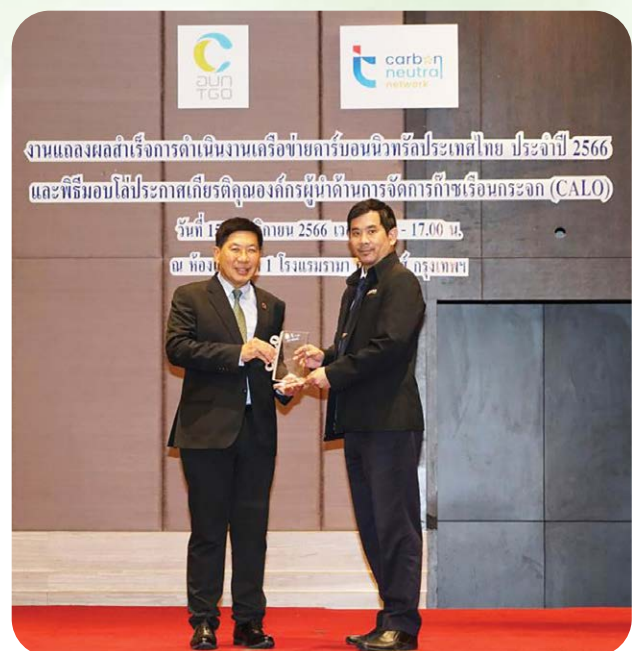
Guidelines for Energy Management



In this regard, BEM has launched a campaign to raise the awareness of all employees and concerned parties about the importance of energy conservation while communicating on how to conserve energy and how to participate in such endeavors. The Company also prepares reports on energy consumption.



BEM received the Climate Action Leading Organization (CALO) Plaque of Honor from the Thailand Carbon Neutral Network (TCNN) under the Thailand Greenhouse Gas Management Organization (Public Organization), or TGO, for gold level of the implementation of GHG reduction projects and for bronze level of the measurement of 2023 GHG emissions. This award reflects BEM's commitment to reducing GHG emissions.



Climate Risk Management

BEM has integrated climate change as part of the corporate risk assessment criteria. All concerned employees are required to annually identify, assess, manage, and monitor risks in order to define plans to appropriately mitigate risks and the impacts of climate change in a timely manner.

Risk	Climate change leads to climate variability and potential flooding, which affects tunnel structures, underground stations or other systems associated with the rail business.
Impact	● Inability to operate the rail service or partial service provision ● Suppliers' inability to deliver necessary key products or spare parts, etc. for business operations in the event that traffic is blocked by flooding ● Revenue loss and additional costs from incident management or service shutdowns ● Damage to assets, and physical harm to employees, passengers, contractors, and victims ● Contractors and employees' inability to access operating areas
Mitigation Measures	● Develop business continuity plans for the following scenarios: flooding of tunnel entrance areas, depots, and other systems associated with rail system services as well as damages to station structures, tunnels, viaducts or piers. ● Design station entrance-exit and depot structures to be higher than previous flood levels. Install flood boards, stop logs, and flood doors. Verify equipment and employee readiness for operations on an annual basis. ● Establish procedures for coordination with the National Disaster Warning Center to monitor the flood situation ● Establish procedures for inspecting tunnel structures, tracks, architectural structures, track supporting columns, and track structures as well as defining crack repair methods ● Establish an incident management process detailing the management structure, incident response, resource management, incident management, root cause investigation, etc. ● Acquire insurance to cover all types of risks, including natural disaster risks that affect the MRT system



BEM's Electricity Consumption Reduction Project

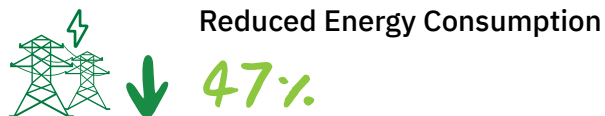
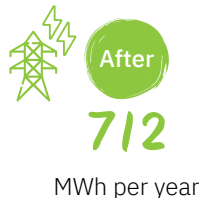
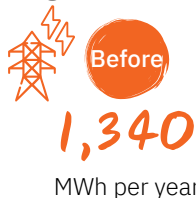
BEM places priority on reducing energy consumption. To that end, the Energy Management Working Group and relevant work units have adopted policy guidelines to manage and invest 14 million THB in energy reduction initiatives, which is expected to reduce approximately 17.5 million THB in energy costs.

- The expressway business has implemented the LED Bulb Replacement Project along on- and off-ramps.
- The rail business has executed the LED Bulb Replacement Project at Rama 9 Depot, Khlong Bang Phai Depot, Kallapaphruek Depot, and within 25 MRT stations.
- The commercial development business has carried out the LED Bulb Replacement Project in the public areas of the retail level at 9 stations, etc.



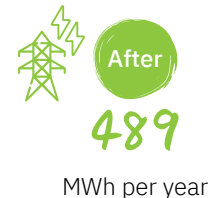
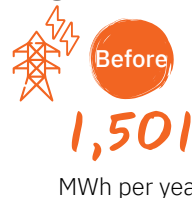
Replacement of HPS lamps with 82-watt LED lamps at on- and off-ramps of the Second Expressway System (SES)

Energy Consumption



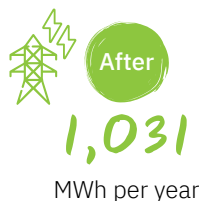
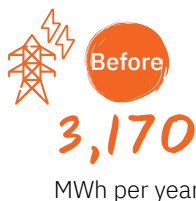
Replacement of fluorescent bulbs with LED bulbs in MRT Blue Line, including the MRT stations and Kallapaphruek Depot

Energy Consumption



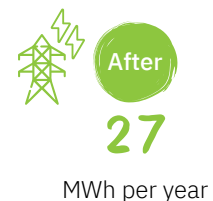
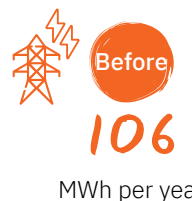
Replacement of fluorescent bulbs with LED bulbs in MRT Purple Line, including the MRT stations, Khlong Bang Phai Depot, and Administrative Building

Energy Consumption



Replacement of fluorescent bulbs with LED bulbs in MRT Blue Line, including the MRT stations, public corridors, retail floors

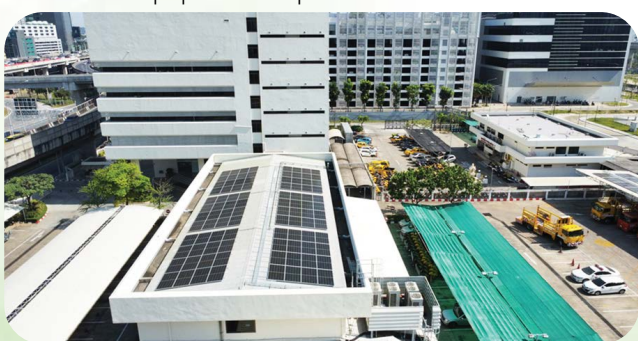
Energy Consumption



Solar Rooftop Panel Installation on the Building

In order to reduce the purchase of electricity from the Metropolitan Electricity Authority (MEA), reduce GHG emissions, and increase the proportion of renewable energy consumption, BEM has installed solar panels on the building of Si Rat Expressway Control Center (CCB2), which holds a maximum production capacity of 100 kWp. The system features an on-grid connection that allows the Company to utilize self-generated solar energy before harnessing electricity from MEA power lines. It also enables the regular monitoring of energy consumption in order to define plans for subsequent projects. The Company expects to generate no less than 10,950 kWh of renewable energy monthly, or 131,400 kWh per year, under a budget of 4.35 million THB. (Investment was made in 2022 and actual energy reduction commenced in 2023). The project is forecasted to save more than 0.7 million THB per year. The Company plans to expand the solar rooftop installation to the following areas in 2024:

- **Expressway Business:** Toll gate building areas and Si Rat-Outer Ring Road Expressway Control Center (CCB7) office building
- **Rail Business:** Rama 9 Administrative Building, Rama 9 Depot, Khlong Bang Phai Depot, and Kallapaphruek Depot



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

Energy consumption from fuel for corporate vehicles is likely to increase. Therefore, in order to reduce GHG emissions, the Company has plans to replace 24 internal combustion engine vehicles with electric vehicles by 2030. The Company initiated the process by substituting four existing cars with electric vehicles in June 2023. Such action has led to a reduction of 8,441 liters in fuel consumption and lowered energy costs by 262,694 THB. It is estimated that once all 24 cars have been replaced with electric vehicles, fossil fuel consumption will decrease by 50,646 liters per year, reducing energy costs by approximately 1.58 million THB per year and GHG emissions by 140 tons CO₂e per year.



Summary of 2023 Performance

Performance



Energy saving from
LED Project
627,339 kWh



Reduced fuel
8,441 liters



Solar energy generation
149,533 kWh



Replaced internal combustion
engine vehicles with electric
vehicles (EV)
4 cars

Targets 2023



Save energy from
LED Project

333,504
kWh per year



Achieve solar energy
generation at Si Rat Expressway
Control Center (CCB2)

131,400
kWh per year



Replace internal combustion
engine vehicles with electric
vehicles (EV)

3 cars

Long-term Targets



Solar energy generation,
by 2030

↑ Increased

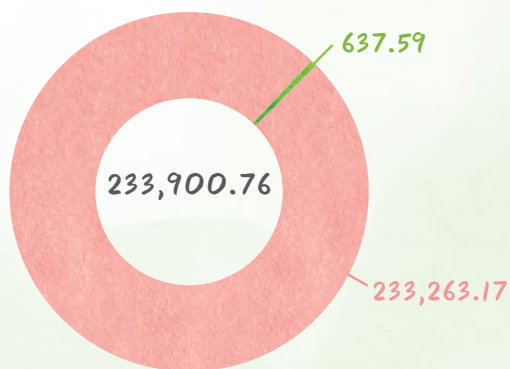


Replace internal combustion vehicles with
electric vehicles (EV), by 2030

24 cars



Energy Consumption (MWh)



Non-renewable Energy Consumption



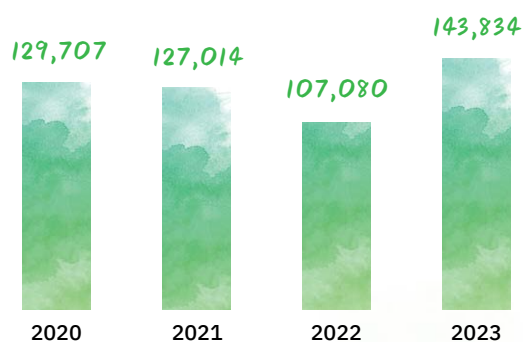
Renewable Energy Consumption ^{1/}

Remarks :

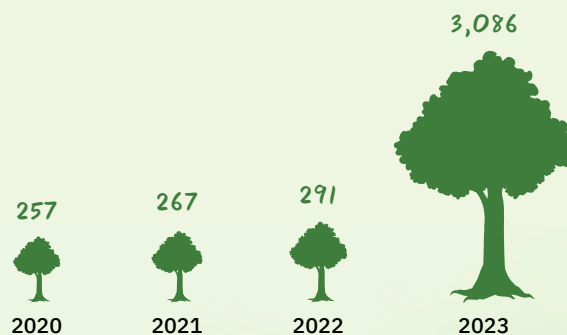
^{1/} Using renewable energy from solar energy, the Company has installed solar cells at the Si Rat Expressway Control Center (CCB2), Udon Rattaya Expressway Control Center (CCB5), Si Rat Expressway - Outer Ring Road Control Center (CCB7), and toll gate buildings. There will be additional installations in the future.

Greenhouse Gas Emissions

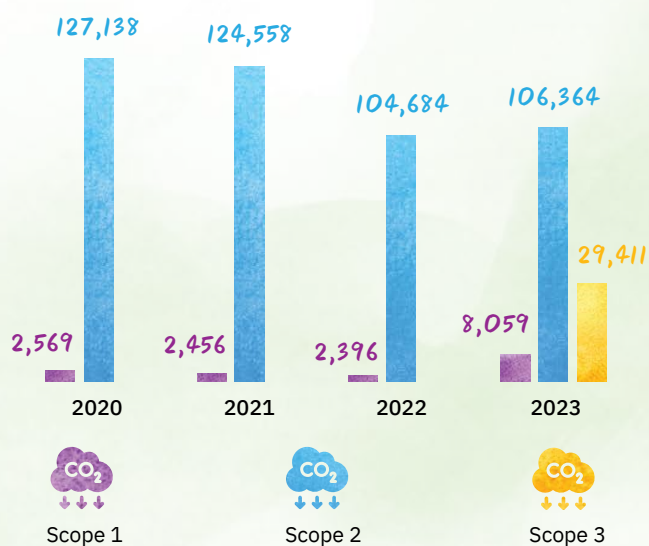
Greenhouse Gas Emissions (Tons CO₂e)



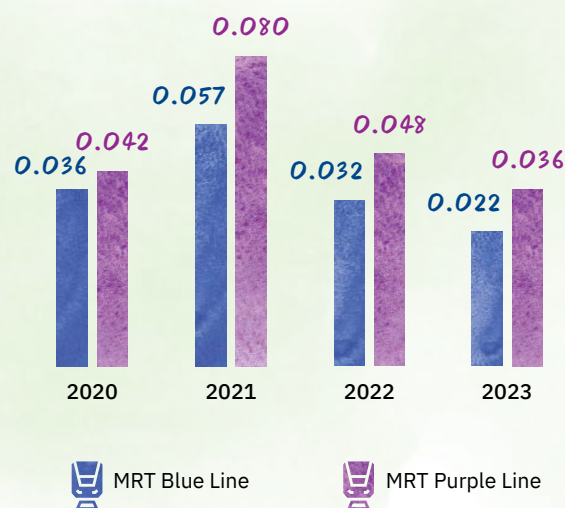
Greenhouse Gas Emissions Reduction (Tons CO₂e)



Greenhouse Gas Emissions (Tons CO₂e)



Greenhouse Gas Emission Intensity (kg CO₂e / passenger - km)



Remarks : Data specific to Expressway Business and Rail Business

In 2023, the Other Indirect Greenhouse Gas Emissions (Scope 3) has commenced to be collected

Data in 2023 is used as the base year data for reporting GHG reduction results by calculating the amount of GHG emissions and absorption from environmental promotion activities, such as Thailand Voluntary Emission Reduction (T-VER) Program, which relates to increasing efficiency of lighting systems project in Blue Line and Purple Line Projects.

Environmental Management



Performance Highlights 2023



Reduced water used for washing trains

4,368 m³ per year



The amount of recycled water consumption

5,610 m³
(Increased 41%)



Paper reduction

111,883 sheets per year



Paper consumption

18,926 kg.



Violation of pertinent environmental laws and regulations

0 case



Complaints from neighboring communities and third parties regarding environmental impacts

0 case

BEM's Key Performance Indicators and Targets



Short-term Targets, by 2024



Violation of pertinent environmental laws and regulations

0 case



Reduce water consumption

4% per year
(compared to base year 2023)



Reduce waste for disposal

4% per year
(compared to base year 2023)



Long-term Targets, by 2030



Violation of pertinent environmental laws and regulations

0 case



Reduce water consumption

4% per year
(compared to base year 2023)



Reduce waste for disposal

4% per year
(compared to base year 2023)

Remarks : In 2023, the scope of data collection and reporting of water volume was expanded from 2022 to cover retail floor areas of the commercial development business. It also serves as base year data collection.

In 2023, the scope of data collection and reporting of waste volume was expanded to cover Rama 9 Depot, Khlong Bang Phai Depot, Kallapaphruek Depot, MRT Blue Line stations, and MRT Purple Line stations, etc. It also serves as base year data collection.

BEM uses 2023 data on water and waste volume as base year data.

Impact on Business and Stakeholders

The intensifying environmental problems and the deterioration of natural resources caused by lack of proper management have resulted in widespread damage to the economy and quality of life for people in the country. Recognizing its role in being a part of society and the country and driving the economy, BEM strives to enhance the environmental management system to achieve appropriate and effective reduction of environmental impact to avoid effects on confidence and image or disputes regarding environmental issues. The Company stands ready to develop its potential in environmental management according to international standards and deliver services that cater to stakeholder expectations.

Commitment, Challenges and Opportunities

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.

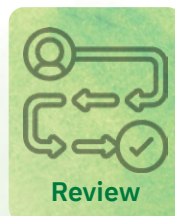
Management Guidelines and Practices

BEM operates its businesses with a commitment to environmental responsibility while also taking environmental impacts into account. Such an approach is consistent with the Company's Mission and Sustainability Policy, which focuses on conducting business in accordance with sustainability principles. Accordingly, the Environmental and Climate Policy and Practices have been established to enable efficient and effective environmental operations, which are in line with international principles and standards, such as ISO 14001. The policy covers all operational processes, and it is the responsibility of every BEM employee and contractor to implement it strictly and consistently.

Guidelines for Implementing the Environmental and Climate Policy



Protect against environmental impacts and climate change while aiming towards net zero greenhouse gas emission.



Review to enable continuous improvement of pollution prevention and control measures, ensure their implementation, and use resources efficiently and effectively.



Conduct business in accordance with the law and other relevant environmental requirements.



Strengthen the knowledge and awareness of environmental management and climate change among employees, contractors, business partners, and related stakeholders.



Environmental and Climate Policy

Environmental Management Structure

BEM regularly reviews the policy and reports environmental performance and problems to the Quality Management System Committee four times a year and to the Safety Committee six times a year to review, improve, and explore means of preventing and correcting environmental issues.

Quality Management System Committee Structure



Safety Committee Structure



BEM regularly communicates and raises awareness of environmental issues to everyone, within the Company, including relevant contractors and suppliers through various channels, such as communicating through the Contractor Safety Subcommittee, cooperating with contractors in environmental management, separating waste, participating in 5S activities and the Big Cleaning Day with contractors working on the Company's premises, and providing knowledge development training.

In 2023, BEM launched the Daily Management training program to enhance knowledge about quality and the environment for 75 employees. A post-training test was also conducted to evaluate knowledge and understanding of the course to enable employees to comprehend the importance of acknowledging and complying with applicable regulations, laws, relevant quality and environmental risks, as well as to recognize and follow established operating procedures and risk management measures. The test results indicated that 100 percent of attendees passed the specified criteria.

Water Management

BEM is committed to managing water at the source by exploring clean, safe, and adequate water sources for business operations. The Company adheres to the principle of economic use and focuses on efficiently recycling water for business use. Standardized wastewater management is also implemented in order to prevent environmental impact upon release into the public drainage system according to ISO 14001.

Guidelines and Procedures for Water Management



Through public relations signs, BEM continually raises employees' awareness and campaigns for internal water conservation. The Company also inspects and improves equipment integrity and efficiency while keeping detailed water usage records to facilitate planning and management.

BEM utilizes water from service providing authorities, namely the Metropolitan Waterworks Authority (MEA) and Provincial Waterworks Authority (PWA). In addition, the Company recycles water for use in various activities, e.g., watering plants around office buildings with treated wastewater. However, due to the expansion of data collection and reporting scope to cover areas such as retail floor areas, etc., it cannot directly compare changes in water consumption and wastewater volumes with the previous year. In 2023, the volumes of water consumption and treated wastewater utilization were 866,928 m³ and 5,610 m³, respectively.

 Water Consumption (m ³)		 Wastewater (m ³)		 Reutilization of Treated Wastewater (m ³)	
Expressway Business	Rail Business	Expressway Business	Rail Business	Expressway Business	Rail Business
52,387	814,541	42,710	651,633	0	5,610

Remarks : In 2023, new data sources and reporting scopes are reviewed, so it is not possible to make a direct year-on-year comparison of changes in water consumption and wastewater volumes between 2022 and 2023.

Waste Management

BEM endeavors to manage waste by minimizing waste generation at the source. In doing so, the Company adheres to the 7R principle, comprising Reduce, Return, Replace, Reuse, Repair, Recycle, and Refill. In addition, the Company also promotes awareness of environmental conservation and personnel participation to enhance knowledge and understanding of the waste management process, which includes storage, separation of general waste, compostable waste, hazardous waste, infectious waste, and recyclable waste, waste reduction, resource optimization, and waste disposal cost reduction. The Company also reuses usable solid waste by, for example, making biofertilizers. In this regard, BEM has piloted the Green Office Project at the Rama 9 Administration Building as a model for environmental management in buildings and will expand such efforts to other offices in the future. At present, an efficient process has been implemented to manage waste occurring from the expressway, rail, and commercial development businesses, which may impact the environment. This management process aligns with international standards and aims to prevent potential environmental impacts.

In 2023, BEM carried out numerous waste management projects according to the waste disposal process, such as the One Cap One Dream to Share Prosthetic Leg Project and the Send Plastic Home Project to reduce waste generation at the source and optimize the reutilization of waste from production processes and activities. As a result, 44,344 kg. of waste was recycled, equivalent to 5.3 percent of the total waste generated. The projects also contributed to reducing waste management costs by 249,823 baht and CO₂ emissions by 1,110 tons CO₂e.

 Total Waste (kg.)		 Total Waste for Disposal (kg.)		 Total Waste Reutilized (kg.)	
Expressway Business ^{1/}	Rail Business	Expressway Business ^{1/}	Rail Business	Expressway Business ^{1/}	Rail Business
55,253	778,350	55,253	693,541	0	44,344

Remarks : Due to a review of new data sources and reporting scope in 2023, it cannot make a direct year-on-year comparison of changes in the volume of waste generation between 2022 and 2023.

^{1/} Dust generated by the expressway air suction system has been excluded in the total amount of waste generated and the total amount of waste for disposal.

BEM continuously reduces paper usage in the office to foster a culture of optimal resource consumption. In 2023, BEM reduced 30,200 sheets of paper, equivalent to a decrease of 0.88 percent from the previous year and a cost-saving of approximately 6,696 baht.

Environmental Complaints Management

BEM provides channels to receive comments on environmental issues, such as via telephone, e-mail, employees and QR codes at MRT stations, social media, and others. The MRT Information Service Center compiles and submits comments to relevant personnel to carry out root cause analysis and corrections/improvements. The Center will inform the complainant of the results and courses of action taken by the Company, whereas the Safety & Quality Group reports suggestions, analysis, and results of corrections/improvements to the Managing Director and Deputy Managing Directors.

As a result of the Company's environmental operations and strict compliance with relevant laws and regulations as well as the process of regularly developing and improving the environmental management system, BEM has received no complaints regarding safety or the environment in the past year. In addition, no fines due to environmental issues have been imposed for the past four years.

Water Recycling System Project for Train Washing Plants



BEM has made efforts to minimize the use of water resources and the release of wastewater from the system into the environment by recycling wastewater from train washing into the system. Since more than 5,000 m³ of water is required in the train cleaning process each year, guidelines have been established to reuse wastewater from the Train Washing Plants in train washing activities. These automatic Train Washing Plants are located within all three Depots of the MRT Blue Line and MRT Purple Line, namely Rama 9 Depot, Khlong Bang Phai Depot, and Kallapaphruek Depot. As a result, water consumption decreased by 4,368 m³ per year, accounting for 75 percent of the total water consumed in train washing.

Location	 Water Consumption per Year (m ³)	 Recycled Water Consumption per Year (m ³)
Train Washing Plants	5,809	4,368

Waste Management Projects within the Company

BEM carries out activities to reduce waste generated on the Company's premises, including offices and operating areas such as MRT stations, through various forms of cooperation from employees, customers, and other external organizations in various activities. Besides stimulating the awareness of BEM employees, the project aims to maximize efficiency in managing garbage and waste to enable correct and appropriate disposal of waste, create value, reduce disposal costs, and minimize the amount of non-hazardous waste for landfills.





Plastic Home Delivery Project

Collect and transform plastic waste, such as water bottles, into recycled plastic pellets to produce new plastic for manufacturing monk robes.



Produced
monk robes

763 sets

Plastic Waste Collected (kg.)

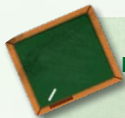
687

CO₂ Reduction
(ton CO₂e)

0.71

Garbage Gang Project

Collect and recycle beverage cartons, including milk cartons and juice cartons, into Braille script to facilitate tactile communication and serve as educational equipment for the visually impaired, and greenboards to produce furniture, such as tables and chairs for students, in collaboration with the Beverage Carton Recycling Center.



Produced
green
boards

3 boards

Beverage Carton
Waste Collected
(kg.)

63

CO₂ Reduction
(ton CO₂e)

0.27



Reduced
cutting

103 trees

Paper Waste
Collected (kg.)

6,860

CO₂ Reduction
(ton CO₂e)

24.35

Mai Tae Ruam (Don't Mix Food Waste) Project

BEM cooperated with the Environment Department to collect and send organic waste, i.e., food waste, from the Company's cafeteria to food waste collectors to be used as fish food.



Organic Food
Waste (kg.)

5,340



CO₂ Reduction
(ton CO₂e)

2.458

One Cap One Dream to Share Prosthetic Leg Project

Collect and contribute aluminum and zinc waste, such as aluminum cans, to produce prosthetic leg material for people with mobility disabilities in collaboration with the Prostheses Foundation of HRH the Princess Mother.



Produced
approximately
prosthetic legs

160 legs

Aluminum and
Zinc Waste
Collected (kg.)

160

CO₂ Reduction
(ton CO₂e)

1.43

Reduction of Internal Resource Consumption Project

BEM places importance on minimizing the use of resources. The Environmental Policy and Guidelines are communicated to all internal work units for acknowledgment and implementation in management in order to reduce resource consumption appropriately as follows:

1. Apply the Line application to communicate information to train controllers to support train inspections, record results of activities such as maintenance vehicles entering-exiting depot, trains and maintenance vehicles entering-exiting washing plants, train trial runs, requests to change duty roster, etc. As a result, 17,990 sheets of paper per year were reduced, amounting to 4,461 baht per year.
2. Development of an application for technicians' maintenance operations, such as recording results of preventive and corrective maintenance, etc., including system maintenance, such as water pumping systems, structure and track systems, and automatic revenue collection systems. As a result, 87,413 sheets of paper per year were reduced, amounting to 21,678 baht per year.
3. Development of an application for inspecting areas within the Depots. The application is used for performing inspections to ensure the safety and availability of equipment installed in various areas within the three depots, namely Rama 9 Depot, Kallapaphruek Depot, and Khlong Bang Phai Depot. As a result, 6,480 sheets of paper per year were reduced, amounting to 1,607 baht per year.

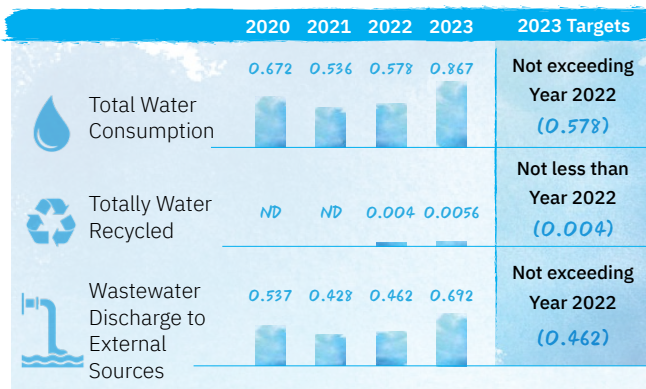
The development of these applications covers all BEM operating areas. Such effort has contributed to work acceleration and serves as another means of reducing paper consumption and expenditure. Based on 2023 performance, the Company reduced the use of 111,883 sheets of paper per year, accounting for 27,746 baht per year. At the same time, it also decreases the amount of general waste to be sent for disposal.



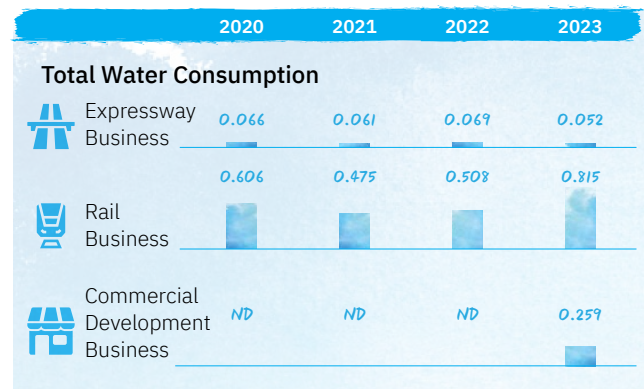
Summary of 2023 Performance

Water Consumption within the Company

Unit: million m³

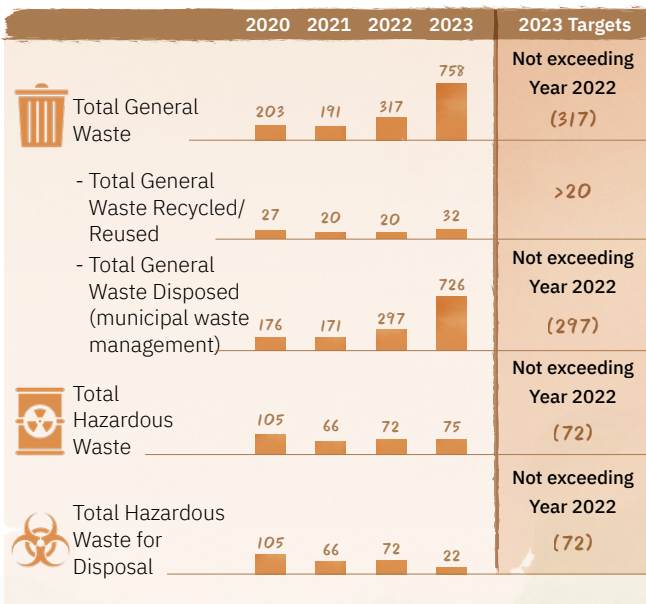


Unit: million m³

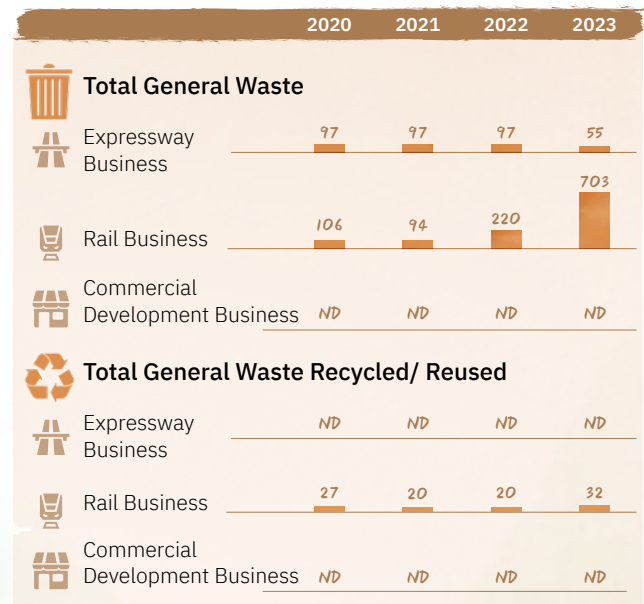


General and Hazardous Waste

Unit: tons



Unit: tons



Environmental Complaints

	2020	2021	2022	2023	2023 Targets
Number of environmental complaints (cases)	9	5	4	1	0
Number of resolved environmental complaints (cases)	9	5	4	1	100% of complaints received in 2023 have been resolved
Violation of environmental laws or regulations (cases)	0	0	0	0	0
Fines for violation of environmental laws or regulations (THB)	0	0	0	0	0
Fines for violation of environmental laws or regulations are expected to be paid by the end of the year (THB)	0	0	0	0	0

Remarks: Year 2020 to 2022, BEM did not collect data on the total water consumption of the commercial development business.
Year 2020 to 2023, BEM did not collect data on the total general waste of the commercial development business.
Year 2020 to 2023, BEM did not collect data on total general waste recycled/reused in the expressway and commercial development businesses.
ND = No Data

Biodiversity



Performance Highlights during Construction



Bridge Crossing the Conservation Canal
Construction project

"Bangkok Noi Canal"

To reduce the impact on aquatic ecology from the operation of the Prachin Ratthaya Expressway (Si Rat Expressway - Bangkok Outer Ring Road)



Sung Canal "Monkey Cheek" Improvement Project

Due to the construction of the Prachin Ratthaya Expressway Control Center (Si Rat Expressway - Bangkok Outer Ring Road), which has its foundations installed in Sung Canal



Performance against
Targets

100%

BEM's Key Performance Indicators and Targets



Key Performance
Indicators



Short-term
Targets,
by 2023



Long-term
Targets

(Implement
continually every year)



All BEM operating areas have implemented the Environmental Impact Mitigation Measures and Monitoring Program (EMP)

100%

100%

Impact on Business and Stakeholders

BEM is the concessionaire for infrastructure transportation systems, including expressways and rail systems, providing services in urban and surrounding areas allocated by concession providers or government agencies. Therefore, the Company's operations do not affect forest areas, protected areas, areas with important biodiversity, or areas in close proximity to the aforementioned. In the construction process or after the expressways and rail systems opened, the Company implemented the Environmental Impact Mitigation Measures and Monitoring Program (EMP), approved by the Office of Natural Resources and Environmental Policy and Planning (ONEP) and the National Environment Board.

However, the overall loss of biodiversity may impact the supply chain. As a result, BEM faces complexities related to ecosystem degradation and possible service interruptions. Therefore, the Company has managed biodiversity risks by collaborating with stakeholders to take action in accordance with the above measures and providing support for the protection of ecosystems, natural resources, and human rights. Besides aiming for the Company's sustainability, this collaborative effort drives Thailand towards a bioeconomy and green economy.

Commitment, Challenges and Opportunities

BEM recognizes the significance of biodiversity and ecosystems, including environmental impacts, as they are the source of life and resources essential to human life. The Company, therefore, conducts business considering environmental impacts and remains committed to maintaining the target of No Net Loss of biodiversity values and ecosystem balance while promoting Net Positive Impact in business operations and No Net Deforestation according to the corporate policy.

Management Guidelines and Practices

BEM's endeavors to maintain biodiversity are based on operating guidelines that are consistent across the organization throughout the business value chain. This is in accordance with the Biodiversity and Preventing Deforestation Policy based on the following guidelines:

Operating Framework



Adopt the Mitigation Hierarchy approach



No Net Loss of biodiversity under a manageable scope and No Net Deforestation



Thoroughly study the Environmental Impact Assessment (EIA), which incorporates biodiversity impacts



Comply with the Environmental Impact Mitigation Measures and Monitoring Program (EMP)



Employ technology and innovation in conducting projects to reduce environmental impact and biodiversity



Encourage stakeholders to participate in the conservation and protection of biodiversity

BEM places importance on every stage of project design and construction. Therefore, the Company operates with awareness of negative impacts that may occur on communities and the environment by strictly and carefully complying with regulations, laws, and measures for prevention, correction, and rehabilitation according to the Environmental Impact Assessment (EIA). Effective technology and innovation are employed in operating processes, while regular monitoring and inspection measures are also implemented to mitigate and avoid severe impacts on biodiversity.

In 2023, BEM did not find any form of encroachment on reserved forest areas, natural world heritage sites, and International Union for Conservation of Nature (IUCN) Category I-IV protected areas.



Biodiversity and Preventing
Deforestation Policy

Performance

Biodiversity Risk Assessment

In 2023, BEM commenced a study to assess biodiversity risks using the WWF Biodiversity Risk Filter of the Worldwide Fund for Nature (WWF) to plan appropriate future biodiversity risk management.

Study of Environmental Impact Assessment (EIA) and Preventive Measures and Management Guidelines

BEM has studied the Environmental Impact Assessment (EIA) received from the concession provider, which covers biodiversity in terms of terrestrial and aquatic ecology at every step associated with the Company in the implementation of new or extension projects in strictly compliance with the law, such as the Wildlife Preservation and Protection Act B.E. 2535 (1992), the Royal Decree on Restricted Timber Species B.E. 2530 (1987), the International Union for Conservation of Nature (IUCN), etc. Although BEM operates mostly in urbanized areas with Land biomes: Intensive land-use systems (T7) - Urban and industrial ecosystems¹, the Company still adheres to the Environmental Impact Mitigation Measures and Monitoring Program (EMP) approved by the Office of Natural Resources and Environmental Policy and Planning (ONEP) and the National Environment Board. This has contributed to mitigating impacts from the Company's activities in various areas in order to minimize the effects of natural risks on businesses, such as soil erosion, protection against erosion and sedimentation, drainage problems, flood prevention, etc. The EIA was conducted across an area of approximately 154,500,000 m² throughout the Company's service routes, 5,119,200 m² of which are designated as operational areas. Based on past performance results, BEM has prepared reports for the environmental impact reduction action plan and inspection plan for all projects according to the Environmental Impact Mitigation Measures and Monitoring Program (EMP). Furthermore, no projects were found in conservation areas and natural world heritage sites, nor were there any operations that impacted biodiversity in the Company's operating areas.

Guidelines for Natural Resources Conservation

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

Remark :

¹ TNFD, Version 1.0 (September 2023), Guidance on biomes : Guidance_on_biomes_v1.pdf (tnfd.global)

Biodiversity Mitigation		Mitigation Measures Implemented by the Company
	Avoid	- Control the design process to minimize disturbance to tree and animal resources along the routes as well as aquatic ecology. - Avoid cutting perennial trees by digging around the trees, lifting them out, and replanting them in other areas (No Net Deforestation).
	Reduce	Ensure contractors proceed with careful consideration for potential impacts that may occur on the ecosystem, ensure that the Company's activities carried out near water sources do not cause an impact on water quality, and prevent shallowing or blocking of water sources, which are the habitat of aquatic animals.
	Regenerate	Improve operational areas to be suitable for the surrounding environment.
	Restore	Replant trees under and along the Company's operating routes.

Performance of Relevant Operations/Projects



Bridge Crossing the “Bangkok Noi” Conservation Canal

The Prachin Ratthaya Expressway (Si Rat – Bangkok Outer Ring Road) is an expressway project constructed in the format of six elevated traffic lanes, covering a distance of 17 km. The construction is based on international standards in terms of structure and engineering, according to the American Association of State Highway & Transportation Officials. The construction of the mainline employed the Segmental Box Girder technology, which is a modern method of assembling prefabricated segments and creates minimal impact on ground traffic.

BEM is aware of the issue of environmental conservation upon carrying out construction in the conservation area of “Bangkok Noi Canal”. Therefore, the Company has leveraged the Balanced Cantilever technology to construct a bridge across the canal. This is a popular technology for building long-span bridges that help to reduce the number of piers in rivers and canals. Based on this technique, there are no piers in the Bangkok Noi Canal, which efficiently reduces impacts in terms of natural water flow obstruction and disturbance to the aquatic ecosystem during the operation period.

Sung Canal “Monkey Cheek” Improvement Project

BEM constructed the Prachin Ratthaya Expressway Control Center (Si Rat Expressway - Bangkok Outer Ring Road) with its foundations installed in Sung Canal around Sung Canal Water Gate and ‘monkey cheeks’ flood protection line along the bank of the Chao Phraya River in Bang Sue district. Environmental impacts had been taken into consideration during its construction and after its opening on August 22, 2016. Thus, the Company implemented guidelines and measures to prevent pollution according to the standards and regulations set by the National Environmental Board and other related laws. The Company is aware of the importance of the environment for the quality of life and the environment surrounding the expressway. Therefore, the Company has outlined a new design for Sung Canal renovation to provide greater net water storage volume compared to the existing canal and a retaining wall along the canal to prevent soil erosion on the canal banks and avoid impact on the ecosystem due to the increased amount of sediment from erosion into water sources.



Pre-construction



Present



Prachin Ratthaya Expressway Control Center



Retaining Wall along Sung Canal

Construction of Footbridge Connecting Communities and Agricultural Areas

Biodiversity is connected to the provision of natural services, the way of life, and the occupations of communities. BEM realizes the importance of this and has thus considered mitigating impacts on the commutes and occupations of people in the communities. After completing the construction of the Udon Ratthaya Expressway Project, which is a structure that cuts through communities with a high volume of agricultural activities, the Company constructed a bridge to facilitate communities and local livestock operators in safely herding cattle, buffalos, or other animals to and from their communities in search of food. The footbridge also serves to preserve the livelihoods and traditional way of life of the communities.





BANGKOK EXPRESSWAY AND METRO





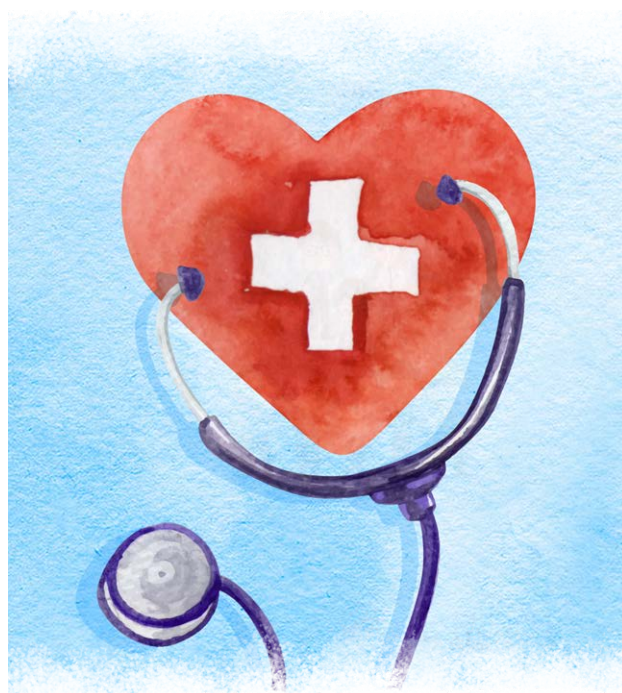
Metropolitan Social Harmony

- Health and Safety
(Employees' occupational health & safety and customers' safety)
- Human Capital Development
- Corporate Social Responsibility
- Stakeholder Engagement
- Human Rights



Health and Safety

(Employees' occupational health & safety and customers' safety)



Performance Highlights 2023



Fatality for passengers, Work-related fatality for employees and contractors

0 case



Lost-Time Injury Frequency Rate (LTIFR) for employees

(cases per 1 million hours worked)

0.27 case



Lost-Time Injury Frequency Rate (LTIFR) for contractors

(cases per 1 million hours worked)

0.14 case

High-consequence injuries for passengers
Rail Business

0 case

per 1 million passengers

High-consequence work-related injuries rate for employees and contractors

0 case

per 1 million hours worked

BEM's Key Performance Indicators and Targets



Short-term Targets, by 2023

Fatality for passengers

0

case per year

Work-related fatality for employees

0

case per year

Work-related fatality for contractors

0

case per year



LTIFR for employees

0.13 case per year



LTIFR for contractors

0 case per year



High-consequence injuries rate for passengers

(cases per 1 million passengers)

0.01 case per year



High-consequence work-related injuries rate for employees and contractors

(cases per 1 million hours worked)

0.25 case per year



Long-term Targets, by 2030

Fatality for passengers

0

case per year continuously

Work-related fatality for employees

0

case per year continuously

Work-related fatality for contractors

0

case per year continuously



LTIFR for employees

0 case per year



LTIFR for contractors

0 case per year



High-consequence injuries rate for passengers (cases per 1 million passengers)

less than 0.01 case per year



High-consequence work-related injuries rate for employees and contractors

(cases per 1 million hours worked)

0.25 case per year

Remarks : Data specific to Expressway Business and Rail Business

Impact on Business and Stakeholders

Ineffective safety operations and lack of appropriate personal protective equipment can result in work-related accidents and injuries that may lead to business disruption, increase in costs related to medical treatment and compensation for losses, and damage to corporate reputation. It may also involve violation of human rights of employees or contractors and may lead to accidents that are fatal to customers. Therefore, BEM conducts its businesses by taking into account the health, safety and well-being of all stakeholders. In this regard, the management's focus on occupational health and safety and the creation of a corporate safety culture are vital in preventing and minimizing the number of injuries and fatalities relevant stakeholders as well as reducing damage to physical infrastructure and impacts on the environment in the event of an accident.

Commitment, Challenges and Opportunities

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.



Corporate Governance:
Health and Safety Policy



Health and Safety Policy

Management Guidelines and Practices

BEM has developed an occupational health and safety policy and management system to supervise and prevent work-related injuries and illnesses of all employees, contractors, and suppliers within the workplace responsible for by the Company. The Company also reviews and closely follows up on the performance of relevant operations. In order to maximize operational efficiency, BEM has established the Safety Committee to be responsible for implementing, giving directions, coordinating, monitoring and reviewing of occupational health and safety management system to ensure compliance of with relevant policies, laws and standards. The Safety Committee also monitors the performance of subcommittees established under the Safety Committee structure, such as the Safety, Occupational Health and Working Environment Committee, to ensure compliance with the Ministerial Regulation for the Administration and Management of Occupational Safety, Health and Environment B.E. 2549 (2006) of the rail business, and the Ministerial Regulation regarding Arrangement of Safety Officer, Department, or Group of Person to Conduct Safety Operation in the Workplace B.E. 2565 (2022) of the expressway business. Both Ministerial Regulations require that employee representatives constitute a part of the Safety Committee in order to promote active participation from employee as well as being an important channel to communication about occupational health and safety processes to other employees. The Safety Committee meets on a bi-monthly basis to report on its performance while the Contractor Safety Committee and the Safety, Occupational Health and Working Environment Committee on a monthly basis. Supervisors or executives must receive training to perform the duty of Supervisor Level Safety Officer or Management Level Safety Officer in consistent with the Ministerial Regulation for the Administration and Management of Occupational Safety, Health and Environment.

Health and Safety Policy, and Occupational Health & Safety Management System

BEM has established the Health and Safety Policy and the occupational health and safety management system covering the operations of all employees, contractors, and suppliers within workplace under the supervision of the Company. Such policy and management system were developed in compliance with the Occupational Safety, Health and Working Environment Act B.E. 2554 (2011). Furthermore, the occupational health and safety management system of the rail business has received ISO45001 certification. BEM plans to obtain ISO45001 certification for the expressway business in 2025.



Establishment of Policy and System

BEM has developed a policy and management system for occupational health and safety, covering employees, contractors, and suppliers working in workplace under supervision of the Company.



Compliance with Applicable Laws and Standards

Developing the occupational health and safety system in compliance with the Occupational Health, Safety and Environment Act B.E. 2554 (2011) and obtaining ISO45001 certification.



Procurement Contract Requirements

Defining occupational health and safety criteria and requirements in contractor and supplier contractual requirements.



Setting Annual Targets

Accident and injury reduction target based on safety performance indicators and zero high-consequence accident target.



Risk Management

Controlling risks to As Low As Reasonably Practicable (ALARP), regularly reviewing and updating the hazard log.



Record and Evaluation

Recording data based on success indicators and evaluating performance are important procedures.



Improvement

Reviewing work plans and performing immediate adjustments if performance does not meet goals.

In addition, occupational health and safety criteria and requirements are specified in contractor and supplier contractual requirements to ensure that third-party persons working within workplace under supervision of the Company comply with the occupational health and safety policy and management system as well as cooperate in reducing risks and impacts that may also affect him/herself, the Company's employees, and all concerned parties:



Under the occupational safety and health management system, BEM has set annual targets associated with hazard and risk identification, namely the number of fatalities or major/high-consequences injuries and the number of occurrences classified by severity as well as minor injuries. In this regard, BEM's ultimate goal is to have zero accidents with high-consequences.

In 2023, BEM targeted to achieve zero passenger fatalities and work-related fatalities of employees and contractors. The Company also aims to maintain the rate of high-consequence passenger injuries (cases per 1 million passengers) at less than or equal to 0.01 and high-consequence work-related injuries of employees and contractors (cases per 1 million hours worked) at less than or equal to 0.25.

BEM has developed its annual work plan in accordance with annual goals, taking into account the need for additional safety training or consistency with new risks, internal safety inspection and external audit, review of expectations and participation of concerned parties, and compliance with standard requirements and applicable laws, etc. As a result of operations, BEM shall record data based on the performance indicators in order to evaluate performance according to important annual goals. The Company shall review and take immediate action to improve the work plan during the year if performance does not meet the target.

Occupational Health and Safety Risk Management Process

BEM has established the occupational health and safety risk management process to identify hazards and assess risks of hazards arising from the Company's business operations, covering the operations of employees and contractors in order to control risks to an acceptable level. In doing so, the Company takes into consideration conditions and use of infrastructure, characteristics of activities, human factors, organizational structure, applicable regulations and laws, and economic and social contexts, etc. The Company relies on data used to identify and assess risks from employee reports, incident reports, investigation reports, and stakeholders' complaints. All employees have the opportunity to participate by reporting or identifying hazards to the Safety Management Department which is directly responsible for managing occupational health and safety.

In addition, the Company communicates changes, such as changes in the organization's structure, changes in the management system, policies, regulations, infrastructure, equipment, or operating system, etc., to keep all employees and contractors informed and to ensure that any change affecting occupational health and safety has been systematically assessed and adopt appropriate preventive measures.

The extension of the expressway and rail businesses that may consist of construction, installation and testing of various systems may bring about additional risks. Therefore, BEM has established the succession of risk and safety management to enable the employee in charge to continually report and deliver all performance results and define future plans.

BEM has established work procedures regarding safety inspection, which require that Working Safety Inspection be carried out at least once every quarter for the expressway business and at least four times a month for the rail business. Meanwhile, the Workplace Safety Inspection shall be conducted at least twice a month for both the expressway and rail businesses. Such processes enable the inspection of operational readiness, safety of tools, equipment, and safety management systems, which is critical in hazard prevention as well as ensure that the occupational health and safety management system is consistent with relevant policies and standards. If any deficiency is found during the internal audit, the Company will issue an order to immediately stop the activity before taking corrective action and establishing measures to prevent reoccurrence. Then, a safety inspection report shall be developed and submitted to the concerned departments.

In addition, executives from the manager level to the assistant managing director level are assigned to visit employees under their supervision to learn about problems and provide assistance to employees in terms of safety, solution to work-related obstacles, and workplace well-being. This is also a chance for executives to meet, communicate and commend employees.



Incident Management and Investigation Process

BEM has established an incident management and investigation process covering scope definition, evidence collection, data analysis, sequence of events review, root cause analysis, and risk assessment. The acquired information is then compared with the Hazard Log. Meanwhile, the responsible person shall perform additional risk assessment if the incident presents a new hazard that does not yet exist in the Hazard Log. Once the cause and risks are known, the Company shall propose preventive and corrective measures according to the SMARTER Corrective Action principle prior to preparing an investigation report to request approval from the Risk Control Subcommittee for corrective actions, which shall then be disseminated to relevant agencies for acknowledgement and/or action.

If an incident has been confirmed as an emergency, the Company shall require relevant employees to respond immediately in accordance with the Incident Management Procedure. Meanwhile, a business continuity plan has also been formulated to accommodate emergency situations and pandemics, specifying response guidelines and joint operating procedures for concerned agencies to ensure business continuity.

Safety and Hygiene of Employees and Contractors

BEM emphasizes participation and promotion of an occupational health and safety culture among employees and contractors through communication and training. The Company requires all employees to receive basic safety training, basic firefighting and first aid training, along with additional training as deemed appropriate for their respective duties, responsibilities, and risks, such as working at heights, safety in electrical work and rescue procedure, and forklift operation, etc. These communications and training are carried out on a regular basis. The Company also conducts an occupational health and safety culture survey every three years to evaluate and analyze opportunities for improvements.

In addition to work safety, BEM also promotes and monitors employee health on a regular basis in order to minimize health risks. Accordingly, the Company provides pre-placement health assessments for employees. The results of the health assessment, which are considered confidential employee information, are used as basic information for surveillance of work-related diseases and illnesses. Furthermore, the Company offers annual health check-up services to track and monitor health problems caused by personal and work-related factors in compliance with specified laws. The Company also publicizes health knowledge, organizes health promotion activities, and educates employees and contractors about health care and prevention of general and work-related diseases. In addition, the Company arranges common relaxation areas for employees and contractors, such as a sports field and a cafeteria with food safety standards from the Bangkok Metropolitan Administration (BMA).



Safety and Hygiene of Passengers and Expressway Users



Communicating and creating understanding about the use of equipment in the system



Publicizing rules, regulations, and procedures for emergencies



Collecting accident statistics to analyze and improve safety measures



Organizing communication activities through various channels to create awareness and understanding in safety



Training employees regarding service provision, security, and rescue



Installing first aid equipment and Automated External Defibrillator (AED) at every station



Promoting and enhancing the capacity of communications staff who liaise with rescue units and the police



Establishing expressway control centers with communications staff as coordinators



Promoting and enhancing the capacity of employees associated with service provision, security, and rescue

The safety and health of passengers, expressway users, and customers of retail shops within the MRT stations are the Company's priority. Therefore, the Company implements safety measures, such as communication to create understanding of how to use equipment in the system, and publicizing rules, regulations, and emergency procedures to the customers to ensure correct and safe practice. The Company also collects accident statistics from the customers for analysis and planning of safety communication to shape appropriate user behavior and encourage awareness for risky behaviors that may cause accidents. Furthermore, the Company organizes safety communication activities through various communication channels, for example, organizing campaign activities within MRT stations, creating public bulletin boards at MRT stations/on expressways, advertising via digital media within MRT stations and social media channels, such as website, Facebook, Line Official, etc., in order to raise awareness and understanding about safety, appropriate and safe user behaviors, "Do and Don't" as well as reporting procedure and channels when an incident or probability of an accident is encountered in order to promote a safety culture.



Additionally, BEM also promotes and enhances the capacity of employees associated with service provision, security, and rescue workers so they can effectively providing assistance and maintenance of safety. For the expressway business, expressway control centers have been established and staffed with communications officers to liaise with emergency responders and police officers working on the expressways and on the ground in order to facilitate service to drivers 24 hours a day. The Company has continuously organized a variety of relevant training programs, such as assistance to people with disabilities, first aid, and emergency response, etc. as well as making first aid equipment available.

High-Consequence Injuries and Fatalities of Expressway Users / Passengers 2023

	High-Consequence Injuries (cases)	Fatalities (cases)
 Expressway Business	54	2
 Rail Business	0	0
 Commercial Development Business	0	0

SQM TALK

SQM TALK was organized to raise awareness about occupational health and safety among employees and enable them to effectively participate in the promotion of safety. The project focuses on providing knowledge in the form of safety games to make the activity more attractive. The content of the activity covers how to use personal protective equipment, making two-way communications, and reviewing operating procedures. This activity was organized under the cooperation of the Expressway Operations Group, the Expressway Engineering Group, and the Project Management and Development Group (Expressway), totaling 15 groups, 239 people participated in the activity, which received an excellent overall satisfaction assessment level of 92.87 percent. As a result, the contractor's Total Recordable Injury Rate (TRIR) is on a continuous decreasing trend and is in line with the goals established by the Company.



Interviewee: Mr. Paitoon Jit-ampai
Department: Intelligent Traffic System Engineering Division

“This activity enables employees to easily understand safety. Its informal setting allows learning without stress and engages employees to participate with fun games and prizes throughout the activity.”



Interviewee: Mr. Thanakorn Suksuphiew
Department: Rescue and Traffic Division (SOE/C+)

“This fun activity provides knowledge in a format that does not require memorization and allows you to easily understand safety. It is a good activity, one that you can recommend to others. I would like to see more activities like this in the future.”

Suggest For Success Contractor

Suggest for Success Contractor is a project that aims to encourage contractors to report and propose solutions to safety problems encountered during work via an online channel. The proposals are evaluated by a panel of judges based on creativity and practicability criteria. Proposals that pass these criteria are forwarded to relevant departments for further action. Through the cooperation of contractors, BEM can improve the safety of work processes and working environment, reduce accidents, cut costs, and avoid delays in business operations due to injuries. The results of the proposals' implementation are reported to the Contractor Safety Subcommittee meeting each month to ensure that the approved proposals have been implemented to correct errors. Out of the 12 proposals submitted by contractors, a total of 9 proposals were considered and three of them were completed.



Safety Vibe, to Enhance Supplier Capacity

This project was created to commend employees of contractors in an effort to boost their morale and encouragement in safety awareness. All contractors are eligible to nominate their employees and provide details of incidents, which are presented to the Contractor Safety Committee meeting. This activity has contributed to the positive image of the Company's contractor safety operations that, in turn, has resulted in good cooperation in the promotion of safety. The criteria consists of the following:



Performing tasks with consideration
for safety and potential impacts on
train operations



Contractor's attention
to the task



Positive working
attitude



Safety leadership, offering useful
recommendations to others



Accomplishing tasks according
to targets and demonstrating
responsibility for duties

Summary of 2023 Performance

Work-related Fatalities

2020
2021
2022
2023

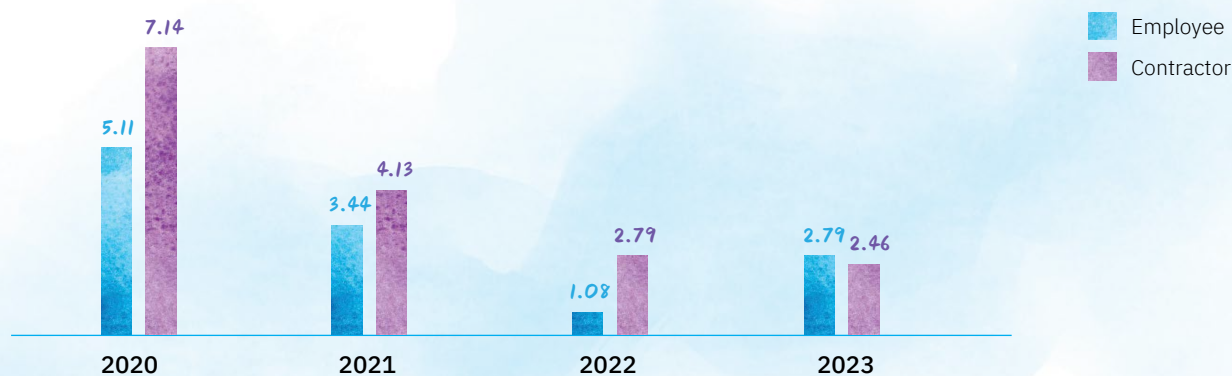
= 0 case
per 1 million hours worked

Target 2023

0 case
per 1 million hours worked

Total Recordable Injury Rate (TRIR)

(cases per 1 million hours worked)



Target 2023

Employee 0 case per 1 million hours worked

Target 2023

Contractor 0 case per 1 million hours worked

Lost Time Injury Frequency Rate (LTIFR)

(cases per 1 million hours worked)



Target 2023

Employee < 0.13 case per 1 million hours worked

Target 2023

Contractor 0 case per 1 million hours worked

Remarks : Data specific to Expressway Business and Rail Business

Human Capital Development



Performance Highlights 2023



Total employee training costs

4.15 million THB

Average employee training costs

1,074 THB/person



The proportion of filling vacancies with internal employees

39.30%



Employees responded to the employee engagement and happiness survey

92.96%



New hires

363 persons/year



Employee engagement and happiness score

76.90%



Average recruitment cost per person

12,200 THB/person/year



Average employee training hours

43 hours/person/year
535 Training courses



The average salary for new hires

238,000 THB/person/year

BEM's Key Performance Indicators and Targets



Short-term Targets,
by 2023



Employees respond to the employee engagement and happiness survey

85%



Employee engagement and happiness score

75%



Average employee training hours

40 hours/person/year



Long-term Targets,
by 2030



Employees respond to the employee engagement and happiness survey

85%



Employee engagement and happiness score

75%



Average employee training hours

40 hours/person/year

Impact on Business and Stakeholders

BEM realizes that employees are important in driving the Company to achieve its targets. They are also a major contributing force to the Company's growth in conducting business efficiently and creating continuous growth by rendering maximum customer satisfaction and generating appropriate returns for investors and shareholders. Therefore, the Company places importance on human resource management to empower employees with proper skills, knowledge, and abilities to perform their tasks, as well as capacity and preparedness for business growth and changing work styles to keep up with changes in technology and innovation. This will promote the Company's competitiveness and stable growth in the long run. The Company encourages employees to develop their potential. It incentivizes employees to work and grow in their careers to retain high-quality employees and reduce the rate of talent loss. Nevertheless, improper labor practices may negatively impact the Company's image and affect employees' decisions to work with the Company, which may lead to other undesirable consequences.

Commitment, Challenges and Opportunities

BEM has established human resource policies and strategies aligned with the organization's management direction to enable the Company to operate according to its objectives and targets and be a leading, fully-integrated transportation service provider in Thailand and ASEAN by its vision. Such an effort also accommodates the challenges of an increasingly complex business environment, which poses difficulties in implementing strategies to drive the organization to its full efficiency in terms of recruitment, retention, and employee development. BEM emphasizes cultivating a robust BEM Culture within the Company, aligning with its vision, mission, and strategy to shape employees' attitudes. The Company stresses respect for physical and

generational diversity while considering compensation and welfare that provide employees with suitable and equitable benefits. This approach enhances competitiveness in the labor market, fosters employee engagement, and mitigates employee turnover rates.

An essential mission is the regular capacity development of all employees to enable excellent performance. The Company thus implements career path management covering all lines of work, which not only boosts employees' work efficiency but also bridges competency gaps, raising the standard of working for the Company. This is a worthwhile investment for employees and increases the Company's business competitiveness while creating a future that allows employees and the Company to grow together.

Management Guidelines and Practices

One HROD (Human Resource and Organization Development) is BEM's human resource management system to support and align human resource management, starting with recruiting, determining remuneration, defining procedures, developing capacity, evaluating performance, planning and reviewing internal communications, and reviewing training curriculum to ensure consistency and suitability to the line of work and enhance abilities.



Personnel Development Policy



Corporate Governance:
Guidelines for Personnel Development

Human Capital Development Framework

BEM has implemented the Human Capital Development Framework, which covers six aspects, as the basis for continuous operations:

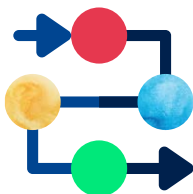


Human Resource Management Strategy

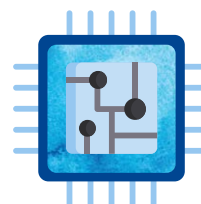
In 2023, BEM reviewed and defined the Human Resource Management Strategy 2024-2028 to empower the Company's current and future competitiveness. The Company has set strategic guidelines for human resources in line with its management direction and established action plans and relevant sub-plans to enable comprehensive human resource management and development. This is an essential process in promoting and developing the capabilities of individuals within the Company based on five major principles under three strategic drivers, namely People, Process, and Technology.



People



Process



Technology

1. Developing operational processes and work systems for all business groups to have the same standard (One HROD)
2. Strengthening Organizational Culture
3. Strengthening the Managerial Skills
4. Promoting Career Opportunities and Happy Workplace
5. Enhancing the technical skills of employees

Employee Capacity Development

Employees are a key factor in driving business. To accommodate changes and business expansion as well as create competitive advantages, BEM, therefore, places importance on developing the competency of employees at all levels according to the corporate capacity development plan. 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.



1 Work Skill

Enhancing functional competency to meet the Company’s expected standards will encourage personnel to undertake their responsibilities with high standards.



2 People Skill

Focusing on developing collaboration skills, team management, and leadership through knowledge, management, and leadership developments.



3 Keeping Pace with the World

Promoting knowledge and organizing study tours for personnel to learn about modern technologies, enabling personnel to handle and manage changes in their jobs and daily lives.



4 Organization Demand Fulfilment

Promoting and developing personnel’s core competencies, contributing to the Company’s achievement of its most vital target, sustainability.

In order to optimize the efficiency of capacity development and achieve clear operational direction, the Company has created a training matrix that is consistent with the competencies, knowledge, and skills of each functional group and organizational structure in conjunction with exploring employee competency gaps to analyze training needs and design the Individual Development Plan (IDP) to enhance employee capacity and equip them with knowledge and abilities suitable to their job positions. The IDP is a guideline for organizing employee training and development to provide knowledge, understanding, and skills while increasing employees’ operational capacity to meet the Company’s demands. The training curriculum undergoes a revision at least every two years or when there is a change to the organizational structure. The revision considers specialization courses according to profession, courses according to legal requirements, and courses to develop knowledge and skills to provide employees with modern and up-to-date training suitable to their duties and line of work and consistent with the Company’s businesses.

In 2023, BEM arranged various comprehensive training courses for executives and employees at all levels via appropriate formats and channels, totaling more than 535 courses, with a budget of 4.15 million baht. The Company targets to provide 40 hours of training/employee/year. Nevertheless, the average employee training hours reached 43 hours/employee/year, higher than the established target. Post-training evaluations were also conducted to ensure employees acquired more knowledge and skills after training (HRD). The Company also assessed participant satisfaction. In 2023, the average training satisfaction was at an excellent level, with a score of 95 percent. As a result, there were improvements in employee engagement, progress factors, and work satisfaction compared to the previous year.

In this regard, BEM also offers managerial competency development for executives to equip them with knowledge and personnel management abilities to better lead the organization in accomplishing its targets.



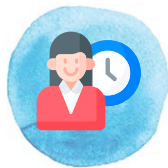
The average hours of training and development

43 hours/FTE/year



The average training hours of male employees

48 hours/FTE/year



The average training hours of female employees

40 hours/FTE/year

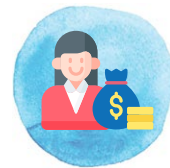
The average amount spent on training and development

1,074 THB/FTE



The average amount spent for male employees

752 THB/person



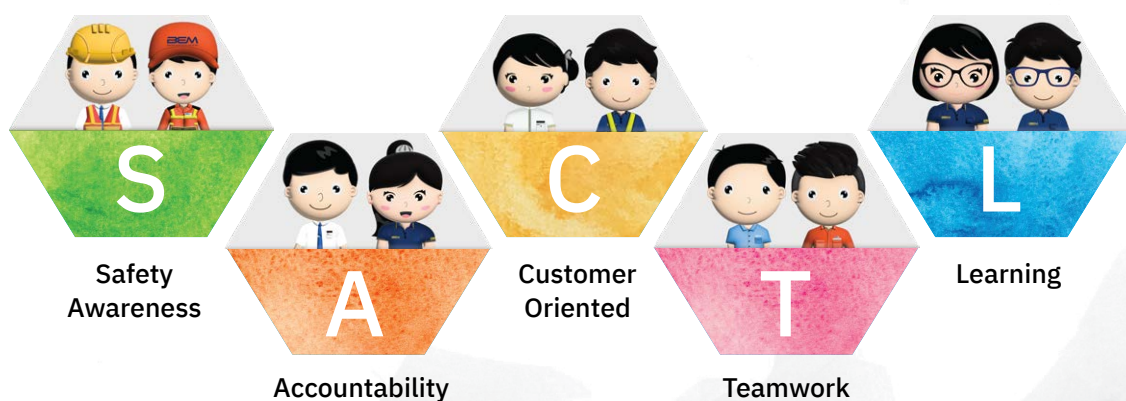
The average amount spent for female employees

322 THB/person

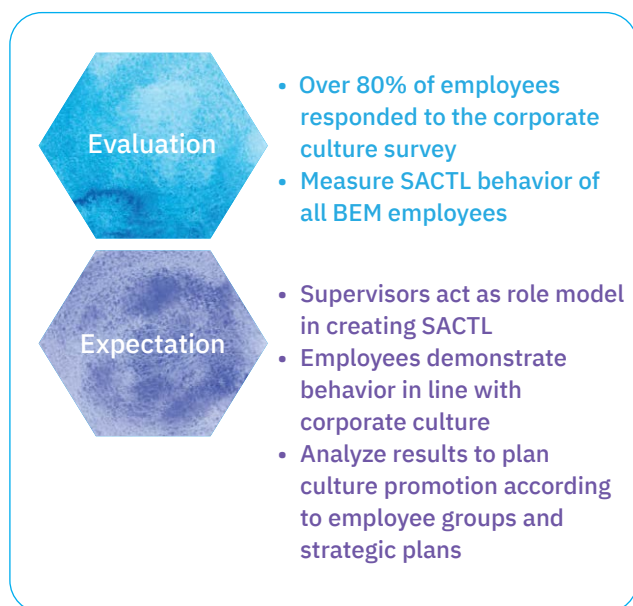
Remarks : Data specific to Expressway Business and Rail Business

Corporate Culture

Corporate culture is the key that contributes to establishing a unified overall perspective for the Company's targets that steers all employees towards a common target. It is also essential in driving the organization forward with stability and sustainability. The Company has developed the S A C T L corporate culture, covering the topics of safety, service provision, operational efficiency, and promotion of learning behavior as follows:



Human resource development based on the S A C T L principles promotes awareness and maintain safety, responsibility for work, good customer service, effective teamwork, and continuous learning and self-development to achieve excellent professionalism in the Company.

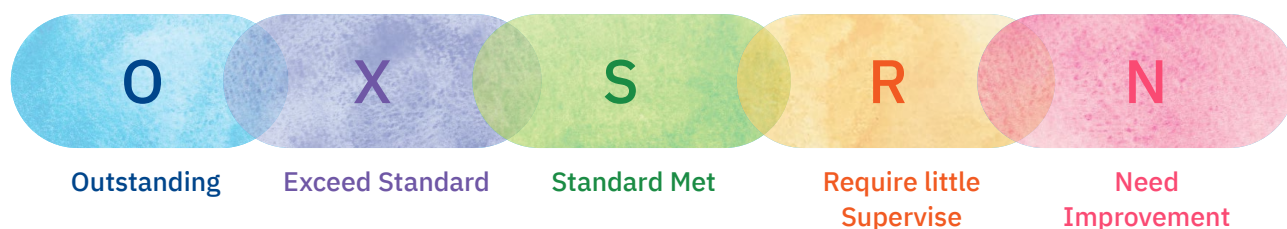


BEM is committed to fostering the corporate culture and has thus appointed the iCulture Team, comprising representatives from each work unit, to be the key driver in communicating with and stimulating employees from all work units to participate constructively in corporate culture-building activities. The iCulture Team meets to discuss and receive comments bimonthly through various activities, such as S A C T L in Action to work with supervisors in determining desired work behaviors in line with the corporate culture and communicating them through operation manuals, as well as the development of S A C T L work guidelines for the management to create role models and influence employees to have behaviors that are line with the corporate culture. In this regard, the Company conducted an S A C T L assessment throughout the organization. The assessment results determined corporate culture communication planning according to employee groups and strategic plans.

Performance Appraisal

BEM conducts employee performance appraisals once a year based on a 90-degree evaluation from direct supervisors. The Company has implemented a Performance Management System (PMS), Team-based performance appraisal, and agile conversations to manage personnel performance and achieve good operating results continually. The appraisal criteria consists of key performance indicators (KPIs) that rely on the SMART principles in defining indicator targets, core competency incorporating S A C T L as a measurement criterion, managerial competency, and functional competency. The appraisal criteria are disclosed transparently and allow employees to be informed of capacity development guidelines consistent with the corporate culture and their respective levels and line of work.

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



Apart from being used to analyze and define training programs according to the “Academy Framework”, the results of employee performance appraisal are also employed to determine remuneration, e.g., salary increases and annual bonuses, to provide incentives for employees in capacity development and boost their morale and encouragement.

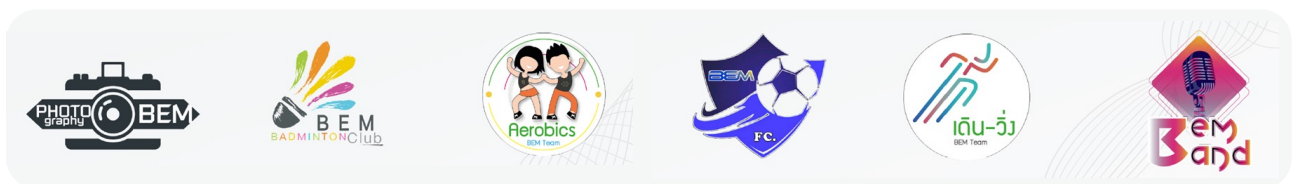
In addition, BEM has prepared the Individual Development Plan for employees whose performance has been evaluated as “unacceptable, below standard, and needs improvement.” Accordingly, such employees are required to collaborate with their respective supervisors to devise a plan to improve their performance, enhancing work efficiency and yielding better performance.

Personnel Attraction and Retention

BEM makes every effort to retain talented personnel and attract capable individuals to support business growth, maintain the Company's competitive advantages, and achieve objectives. In this regard, the Human Resources Department and the employees' respective departments shall analyze needs, manpower, and capabilities to recruit and select high-capacity candidates to cater to the Company's demands. At the same time, the Company must retain talented personnel by offering employees the opportunity to transfer to appropriate job positions and encouraging them to plan a career path. The Company takes continuous action to prepare and review the career path of each functional group as well as Talent & Succession Management, which focuses on the development of knowledge, abilities, and skills required by each job position. The Company also provides a platform for this personnel group to demonstrate their potential and creates opportunities for relevant career advancement. In addition, the Company supports and emphasizes quality of life and employee welfare to attract employees.

Employee Welfare, Quality of Life and Working Conditions

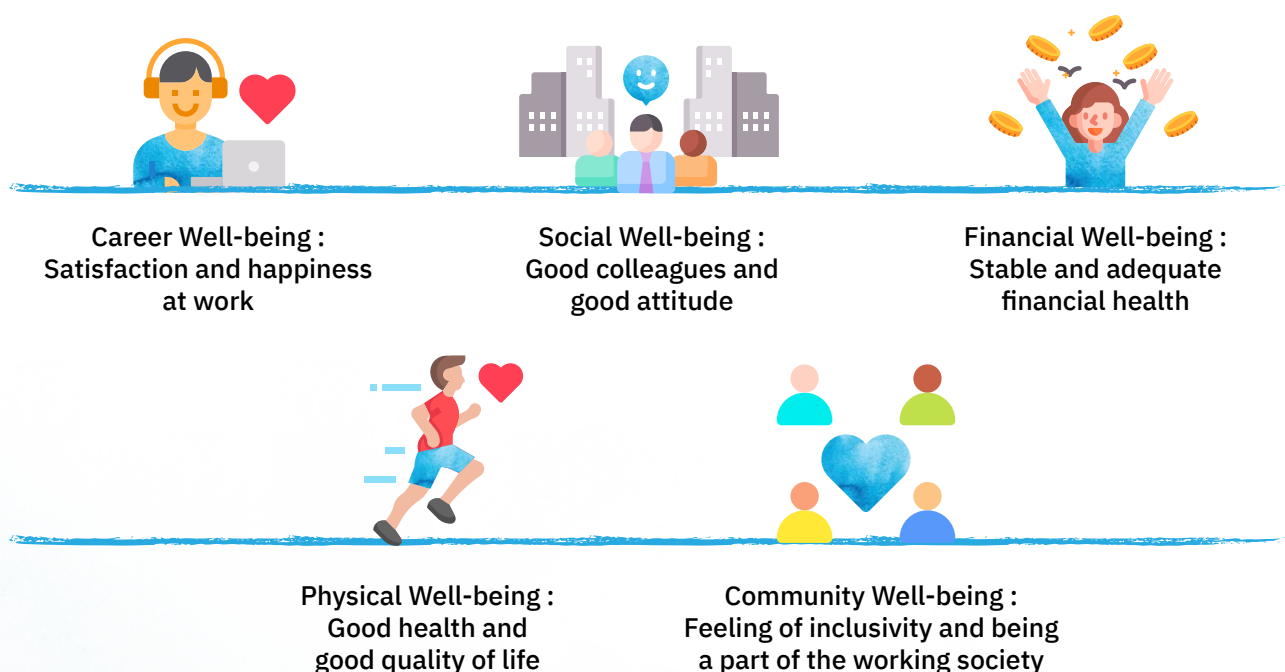
BEM strives to support employees' quality of life, create a good working environment, and provide appropriate welfare based on human rights and labor rights. Employee benefits and welfare include bonuses based on employee performance/business performance, life insurance, accident insurance, provident fund, medical welfare benefits, physical health care in the forms of annual health check-up activities and health promotion activities, e.g., BEM Burn Your Fat Get Your Health Season 7, fitness room, medical treatment room in MRT station areas, and maintenance areas, covering six areas so employees can receive treatment for illnesses and consult on health problems. The Company also promotes and cares for employees' mental health by providing access to online consultations with psychologists. In addition, the Company recognizes the importance of the family institution. Hence, the Company provides a baby bonus for newborns, which is eligible for both female and male employees, and a designated space for breast milk pumping, etc. In addition, the Company has established the Welfare Committee, which employees elect, and various clubs to encourage sports activities, recreation, and promotion of good health for employees. Such efforts also promote a unified corporate culture.



Employee Engagement and Happiness

BEM has organized activities and provided welfare to create employee happiness and engagement, such as onsite visits to communicate about welfare and the Company's operational direction, establishing good relationships, and addressing employees' concerns. The Company regularly conducts employee engagement and happiness surveys annually to ensure that employees are well taken care of and can grow with the Company in the long run. The survey results are jointly discussed in the HRS Weekly Meeting to explore means of creating engagement, satisfaction, well-being & happiness for employees.

In 2023, 92.96 percent of BEM employees took part in answering the employee engagement and happiness survey. The survey, conducted via an online questionnaire, was structured into five topics: Engagement, Satisfaction, employee Net Promoter Score (eNPS), Happiness, and Well-Being. The survey on well-being at work evaluated the following issues :



The 2023 Employee Engagement and Happiness Survey results indicated that the respondents yielded an engagement and happiness score of 76.90 percent, higher than the targeted 75 percent. Data from each year's employee engagement survey is used to analyze the trend of engagement and happiness, as well as factors affecting the scores. It is also used to develop projects to enhance employee care in the following year, such as reviewing redundant work processes, improving the workplace environment, adjusting the appearance and image of employees at the operating level, etc. The survey results and development guidelines are communicated throughout the Company via e-mail or the line of work from the Assistant Management Director for Human Resources and Organization Development Group.

Personnel Development according to Professional Standards

BEM recognizes the need to develop employees and provide them with knowledge, abilities, and skills according to work safety standards and in accordance with applicable laws. Therefore, the Company has developed personnel development projects based on professional standards to equip employees with knowledge according to such standards to acquire professional licenses in various fields related to operations in the expressway and rail businesses.

In this regard, the Company has also prepared guidelines for managing different types of licenses by collecting information on professional standards required for relevant job positions and preparing supporting documents on the topic of Professional Standards. The Company then determines positions that require a license based on the Professional License Matrix to enable concerned personnel to follow up and verify which positions require a license or a license renewal by consulting the Professional License Register. Employees can validate their qualifications and procedures in the Work Instruction section under the Issuing License Card. Employees registered for professional licenses are eligible to request capacity development according to professional standards. Employees who have received professional standard certification will have more opportunities to advance in their careers.

As a result of 2023's performance; reviewing, evaluating and monitoring training results, and personnel development according to professional standards, the Company offered 24 additional courses that are necessary and beneficial to employees. 1,029 employees took part in these new courses, which helped reduce the risks of violating legal regulations.



Mental Health Check

The Mental Health Check Project was conceived from a proposal made by employees to the Welfare Committee in the Workplace. The proposal was in line with the Company's employee care guidelines that recognize the importance of providing support for both physical and mental health. Nowadays, people are at risk of falling under high pressure in their daily lives as well as in their work, especially those who work in the service sector. Employees' determination to accomplish tasks rapidly and render good service quality can bring about work-related stress. To express concern for employees, the Company offers mental health counseling from specialists and online lectures to provide knowledge by experts. The Company also creates educational media and establishes the HR4U Platform to allow consultation on mental health issues and work-related stress.

In 2023, five lectures were held, and 39 employees utilized the mental health consultation platform. Consequently, the employee well-being survey results throughout the Company reached 80.06 percent, higher than the targeted 75 percent.

Lectures on Mental Health



Mental Health Counselling Platform



Employee Development Project

BEM recognizes the importance of developing employees' capacity and providing them with knowledge. Accordingly, the Company centers its focus on various areas of training, including holistic development and development of specialized skills suitable to roles and responsibilities according to professional level, as well as the promotion of knowledge management in the Company to groom employees who render efficient performance. In 2023, there were a number of outstanding employee training programs that targeted for executive-level employees, relating to managing human resources under their supervision and promoting soft skills in offering opinions or reflecting on work performance systematically, which contributes to the overall of the Company's employee development.

In this regard, employee development courses are derived from the Company's policy that focuses on enhancing the management ability of executives, especially in the aspect of work quality and safety, as well as the behavioral expression of employees according to the SACTL corporate culture. Thus, the corporate strategy was established to develop the knowledge, abilities, and skills of supervisors, who are considered major players in the effective management of different work units.

Leadership Development Program for Managers

Mid-level executives are the key persons receiving policies from the senior management and putting them into implementation, as well as coordinating and overseeing the tasks under their responsibility to meet the targets set. Therefore, the Company organizes Leadership Development Program for Managers to enable the middle management at the division manager level to understand the role of a good leader who is capable of managing a team and performing duties and responsibilities correctly. The training contents include 360-degree Assessment, Personal Profile Assessment, Executive Capacity Development Program, and Project Assignment. A total of 37 mid-level executives attended the training.

Leadership Development Program for First Management Level of MNG

First management level executives in the Maintenance Group deal with a complex work process that must manage personnel, spare parts, equipment and tools, information, and work processes to ensure safe, efficient, and effective provision of train operation services. Therefore, the Company organizes training courses to enable these first management level executives at the manager level and chief engineers of the Maintenance Group to understand the role of a good leader who can manage a team and perform duties and responsibilities correctly to achieve operational efficiency and meet specified targets. The training contents include 360-degree Evaluation, Leadership Development for the First Management Level (Communication, Team Feedback, Coaching, and Monitoring Program), and Do-Don't Commitment. A total of 25 managers and chief engineers attended the training course.

Leadership Development Program for First Management Level

Leadership Development Program for the First Management Level focuses on understanding the roles, duties, and responsibilities of supervisors, fostering one's attitude, and creating incentives for subordinates, as well as planning, teamwork, problem-solving, and decision-making in order to establish confidence and ability to apply such knowledge to efficient and effective team management.

The target group participating in this training program are the expressway and rail business department managers. The program offered four training courses:

- 1) Skills of a quality supervisor, giving directions, assignments, and follow-up
- 2) Communications, incentives, and conflict reduction
- 3) Techniques for planning work to meet targets, and problem-solving & decision-making
- 4) Training, consulting, and feedback



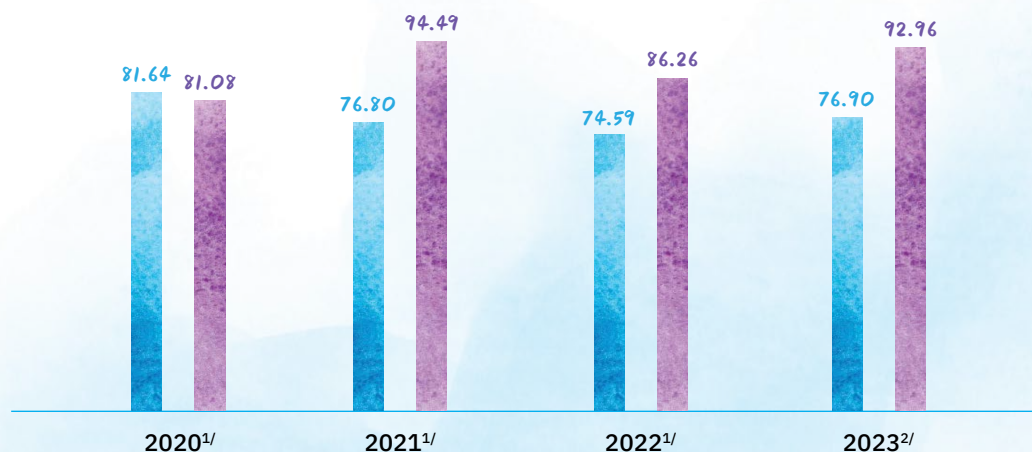
Training Program	Budget (THB)	Level	No. of Participants		Post-training Benefits
			Persons	Percent	
Leadership Development Program for Managers	227,500	Middle management	37	100	Employee: Gain managerial competency to enable knowledge and ability in task management and people management Company: High-capacity executive-level personnel with an understanding of roles and responsibilities, the ability to manage a team, and the ability to perform duties correctly to achieve the Company's mission.
Leadership Development Program for First Management Level of MNG	-	First-level management (Managers and chief engineers - Maintenance Group)	25	100	Employee: Gain knowledge and understanding of roles and duties as well as necessary management skills which can be applied to tasks under one's responsibility; the opportunity to exchange opinions and experiences with one another, leading to effective collaborative problem-solving. Company: High-quality personnel with the ability to efficiently manage the provision of train operation services, maintenance operations, and assets and effectively reduce risks, losses, and costs.
Leadership Development for First Management Level	214,000	First management level (Department managers of the rail business and division heads of the expressway business)	141	100	Employee: Gain knowledge, understanding, and useful management concepts as a supervisor and in the development of subordinates, which can be applied to actual practice Company: Personnel with managerial competency, knowledge, and ability in task management and people management, as specified by the Company.

Remarks : Data specific to Expressway Business and Rail Business

Summary of 2023 Performance

Employee Engagement and Happiness

(Unit: Percentage)



Targets 2023



Total employee engagement in 2023, KPI

≥ 75%

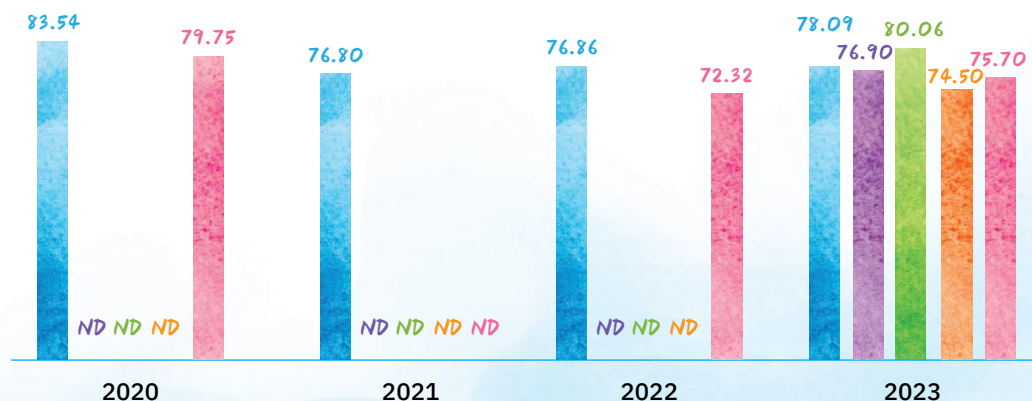


Employees responding to the 2023 Engagement Survey, KPI

≥ 85%

Employee Well-being Trend

(Unit: Percentage)



Targets 2023



Employee Engagement



Satisfaction



Well-Being



eNPS



Happiness

≥ 75%

Remarks : ND No data

^{1/} Data specific to Rail Business

^{2/} Data specific to Expressway Business and Rail Business

Average Hours of Training and Development

(Unit: Hours/FTE)



Average Amount Spent on Training and Development

(Unit: THB/FTE)



Employee Turnover Rate^{1/}

(Unit: Percentage)



Remarks : ND No data

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

Corporate Social Responsibility



Performance Highlights 2023



Complaints from communities along MRT routes and Depots

0 case per 100,000 passengers



0

Fatal accidents



13 communities

participated in CSR activities with BEM



CSR project budget

>18.85 million THB



Community satisfaction with community relations promotion activities

96%

BEM's Key Performance Indicators and Targets



Short-term Targets, by 2023



Community satisfaction with community relations promotion activities

≥ 80%



Complaints from communities along MRT routes and Depots

≤ 0.10 cases per 100,000 passengers



Fatal accidents

0



Communities participate in CSR activities with BEM

≥ 20 communities



Long-term Targets, by 2030



Community satisfaction with community relations promotion activities

≥ 98%



Complaints from communities along MRT routes and Depots

≤ 0.10 cases per 100,000 passengers



Fatal accidents

0



Communities participate in CSR activities with BEM

≥ 100 communities

Remarks : Data specific to Expressway Business and Rail Business

Impact on Business and Stakeholders

Corporate social responsibility (CSR) is an integral process in building good relationships and improving the quality of life of society and local communities, including all groups of stakeholders. It also enhances the Company's business operations by considering a wider dimension that does not focus only on profit-making, but also on enabling society, communities, and environment to grow together in a sustainable manner. In addition, it plays an important part in supporting the creation of sustainable businesses and shared values in terms of economy, society, and environment.

Throughout the past, BEM has been well aware of its responsibilities to society, communities and environment, which affect the organization and stakeholders in both direct and indirect manner. Besides establishing positive reputation and confidence, such responsibilities can create mutual values to business and society through better understanding and meeting the stakeholder expectations. CSR also helps the Company to gain society's confidence and serves as a good basis for sustainable development.

Nowadays, stakeholders are more likely to support businesses that are socially and environmentally responsible. The Company therefore encourages employees to engage and take part in building good relationships through CSR implementation, which will lead to greater efficiency in work and services. Impacts of CSR projects enhance society, communities, and environment to grow together with the Company in a sustainable way.

Commitment, Challenges and Opportunities

The Company believes that by operating in line with expectations of stakeholders, the Company can operate sustainably under the support of society and communities. Therefore, the Company places importance on projects related to social responsibility and

community relations along the routes of expressway and rail businesses as well as in the commercial development business. Such efforts will enable the development and improvement of the Company's business operations while continuously creating social and environmental benefits and building good relationships with local communities. Gaining communities' license to operation can then lead to higher the confidence of other stakeholders.

The Company targets to create maximum benefits for all groups of stakeholders by promoting activities and projects aimed at improving the quality of life, education, economy, culture, and well-being of the local communities, and reducing impacts and concerns. The Company's CSR projects can create opportunities for communities to self-empowerment through leveraging support and expertise from the Company. The Company's CSR projects also considers the mitigation of impacts from business operations as well as climate change by announcing its support for the national target to achieve Carbon Neutrality in 2050, which establish confidence and positive reputation for the Company.

Management Guidelines and Practices

BEM operates under the Corporate Social Responsibility and Sustainable Development Policy, and the Environmental and Climate Policy. The Company executes various forms of social and community development projects that are in line with the corporate strategy and business direction as well as engaging with all groups of stakeholders to create shared value between the Company, communities, and society.



Corporate Governance:
Corporate Social Responsibility and
Sustainable Development Policy

Corporate Social Responsibility (CSR) Strategy

In 2023, 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 HAPPY JOURNEY, HAPPY LIVING SOCIETY, and HAPPY PLANET. 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.



Grievance Channels



BEM's CSR activities

BEM places importance on implementing CSR projects in accordance with the CSR Roadmap by adhering to stakeholder engagement, respect for diversity, equality and inclusion, and cooperation with all partners. Continuous evaluations and reviews of the projects' performance and impacts are continuously conducted.



Objectives

Focusing on maintaining quality and safety in service provision as well as promoting safety culture, health and public health for communities and society

Examples

- Safety Culture Creation with MRT Project, focusing on the elderly group
- Healthcare for the Elderly Project (Samyan Mitrtown)
- Smart Drive by BEM



Objectives

Improving quality of people's life in communities and society through participation in issues relating to education, youth, art, culture, religion and tourism, and support for the elderly and disabled groups, including building good relations with stakeholders.

Examples

- TCAS Education Project, focusing on schools along BEM's routes
- Happy Journey, promoting tourism along BEM's routes to promote community economy
- Metro Art (To Art Hub @ Phahon Yothin MRT Station)
- Creative Space, Small/Community Markets Project



Objectives

Reducing environmental impacts and climate change through innovation and technology for the environment, clean energy, and efficient waste management with the target to support the achievement of the national Carbon Neutrality Target in 2050.

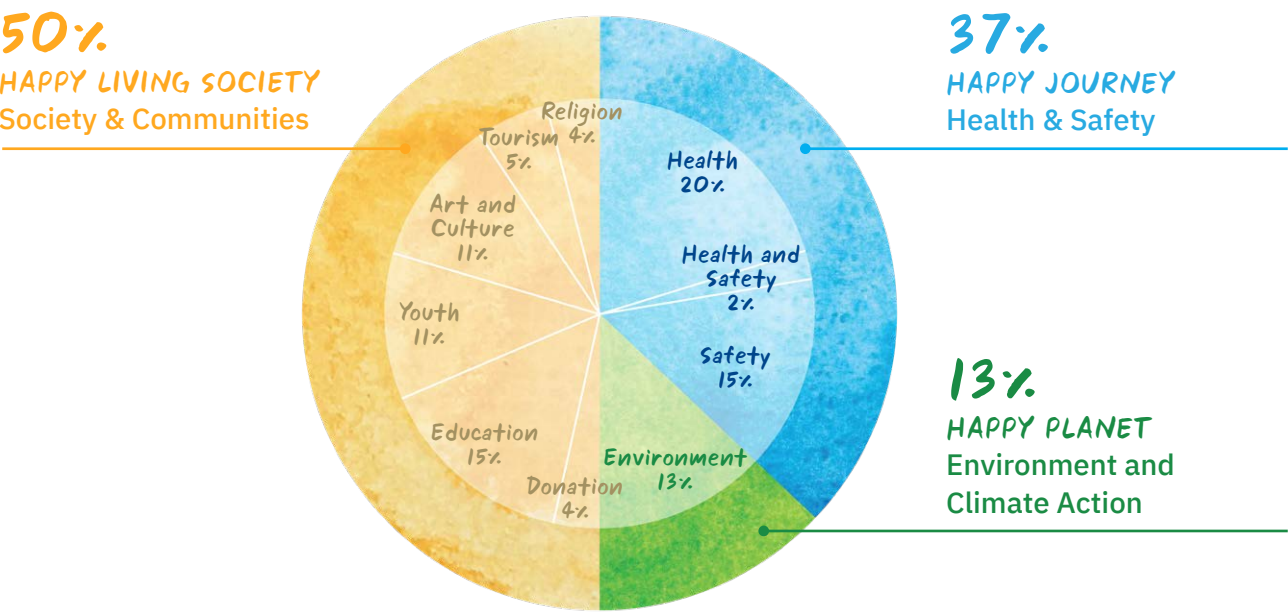
Examples

- Waste management / recycling
- BEM Anniversary Grow Sustainably Together



Corporate Social Responsibility (CSR)

In 2023, BEM implemented a total of **54 CSR activities**, under the Happiness Promotion strategy in three aspects as follows:



Receiving and Managing Complaints from Communities

BEM attaches importance to feedback, especially problems and complaints, from customers, society, and communities in order to improve the efficiency of services, create satisfaction, and reduce conflicts or impacts that may arise from disputes relating to the Company’s operations. The Company offers eight well-defined grievance channels and processes. The community grievance process is also similar to that for customers, e.g., grievance channels via BEM’s website, telephone and e-mail. Upon the receipt of complaints, the Company will take action by gathering and verifying facts to find appropriate courses of action, including impact mitigation measures. The results are then reported to the Audit Committee, independent directors, related individuals, or the complainant. The Company will protect and treat data on the complainants, including those who cooperated in the investigations, as confidential data. If stakeholders wish to contact or lodge complaints, they can contact the directors directly or provide information through the Company Secretary or other channels as follows:

1. MRT Information Service Center

Tel : +66 (0) 2624 5200
2. E-mail : crc@bemplc.co.th
3. MRT stations receive comments and suggestions
4. Electronic comment box (QR Code) in MRT stations
5. Service users, expressway users, passengers and/or external agencies
6. Internal personnel
7. Social media
8. Company website : www.bemplc.co.th/Contact

According to the Company’s comments and complaints procedures, once the complainant has been informed of the results, the Company shall conduct a problem-solving satisfaction survey before closing the complaint. The Company prepares monthly reports to summarize feedback in order to improve services and prevent recurrence.

HAPPY JOURNEY

“Good Health and Safe Life”

Thailand Healthcare 2023

BEM recognizes the importance of the elderly as vulnerable groups in communities along the MRT and expressway routes. The Company has therefore conducted opinion surveys on personal health promotion in four communities close to the expressway in Chatuchak area, Bangkok. The survey found that the elderly in these communities were concerned about their health, especially specific diseases and cancer. Thus, the Company organized community relations activities to provide free health check-up close to such communities in an event called “Thailand Healthcare 2023, Retirement Club” which focused on promoting access healthcare, including free health check-ups for general diseases from leading hospitals in Thailand.

In addition, BEM collaborated with Banphaeo Hospital (Public Organization) to offer free eye examinations by specialized ophthalmologists and cataract surgeries to 50 patients as well as free lung cancer screening using AI innovation to interpret results within 3 minutes in order to provide accurate screening for early stage lung cancer. Both activities provide social benefits valued at over 1 million THB. The Company also set up the “Safety for Elderly” booth, which featured activities to promote general information, and special privileges offered to elderly customers when utilizing the expressway and metro. The activity was targeted at the elderly in communities along BEM’s routes and MRT users.

Social and Environmental Benefit Indicators

Number of participants

368 persons

Number of participating communities

4 communities

Number of service users participating
in health promotion projects

350 persons



Results

PR value

3.5 million THB

Participants’ satisfaction

95%

Financial support for community
health cost reduction

1 million THB

Business Benefit Indicators

Number of hospital partners/other agencies

60 agencies

Number of participating employees

18 persons

Number of accesses to PR media
(Total engagement)

15,699 times



Smart Drive by BEM

BEM is aware of the importance of road safety, road accident reduction, and emergency procedures. Accordingly, the Company organized the “Smart Drive by BEM” activity at the Prachin Ratthaya Expressway Control Center (CCB7), Bangsue, Bangkok, to provide safe driving knowledge and techniques to expressway users covering topics such as the differences between driving on the expressway and on the highway, maintenance of EV and gasoline vehicles, and emergency procedures.

The activity hosted Mr. Peerapong Klankrong, a world-class experienced car tester and well-known car guru, as a special speaker together with a team from BEM’s expressway business. The activity was filled with knowledge and fun activities for participants. The topics that were discussed include:

1. Causes of accidents and prevention
2. Safe driving techniques in different situations
3. Pre- and post-use inspection of vehicle condition (theory and practice)
4. Additional useful knowledge, such as what to do in an accident, resolving emergency situations in the event of an accident, knowledge regarding law and insurance



Interviewee:

Mr. Teetat Chongsukphathee, Automotive Sales and Product Trainer

Where did you hear about the activity? :

BEM fan page

What did you learn from the activity? :

“Many of the topics discussed are basic knowledge that is known but not understood, neglected, or overlooked. A lot of people talk about safety, but very few actually practice it. Thank you, BEM, for reminding us that safety should begin with ourselves. Only then will the society around us will also be a safe place.”

Speaker :

“Personally, I was already impressed with the speaker. I have been following his work ever since he was a track master at Bira Circuit.”

Activity Overview :

“I have three words for the activity: warmth, confidence, trust.

‘Warmth’ from the warm welcome of BEM employees, right from when I turned my car into the driveway, in the parking lot, up to when I entered the building. ‘Confidence’ from observing the management system from the Expressway Control Center, rescue teams and other information that can give us peace of mind when using the expressway.

‘Trust’ that every baht paid for the services will definitely bring comfort as well as smiles of drivers behind the wheel.”



Interviewee:

Ms. Natthida Chaodee, Housewife

What did you learn from the activity? :

"Very useful knowledge for daily life. As a woman, I have very little technical knowledge. I mostly only drive. This activity has educated me on things I should check before leaving the house and all the small points I might have overlooked."

Speaker :

"He's very good. He teaches us knowledge, techniques, and tricks about certain blind spots that we have yet to know or have neglected, all of which can be applied to everyday life, when taking long journeys, and when performing check-ups. It is knowledge that can be shared with others."

Activity Overview :

"Since I arrived, I was already impressed. I was picked up by a car from the parking lot. The service and staff were very good; they were smiling and greeting. The facility and the restrooms are clean, the tables and chairs are well-organized. The management introduced themselves politely. The staff were very nice. The food was very good. Even better than expected."

Business Benefit Indicator

Number of business partners (Speaker)

1 person

Number of participating BEM employees

15 persons

Social and Environmental Benefit Indicator



Number of participants

48 persons



Results

Participants' satisfaction

98.60 %



Results

PR value

170,040 THB



Results

Customers' access to PR Media (Total engagement)

31,997 times



HAPPY LIVING SOCIETY

“Good Quality of Life and Well-Being”

Happy Journey with BEM

BEM conducted Happy Journey with BEM, a key project that has been implemented continuously, with the objective of supporting the government’s tourism policy and focusing on increasing income for communities and community enterprises along BEM’s routes. It can also contribute to raising the number of passengers/service users for the expressway and rail businesses, and increase values of the retailing space for the commercial development business, which will increase the Company’s revenue. In addition, the Company is committed to developing sustainable tourism by creating happiness, impression, and good memories for customers, including expressway users and MRT passengers.

In 2023, BEM collaborated with Bangkok Metro Networks Co., Ltd. (BMN), a provider of advertising media and event space in the MRT system, under a budget of 30 million THB to launch the “Metro Art” at Phahon Yothin MRT Station, which converted an area of more than 1,000 m² into a new urban landmark serving as an art tourist destination under the concept of Art Journey through activities, such as art workshops, to publicize and encourage people to access artwork.

The highlight of the Metro Art at Phahon Yothin MRT Station is the monthly rotation of rare modern and classic artworks by famous artists. In 2023, BEM organized a total of 10 workshops, consisting of guided tour activities, e.g., “Wat Mangkorn Station ‘ART JOURNEY’”, and weekly art workshop hosted by specialists in different art disciplines, which comprise of 12 courses and a total of 52 sessions per year. These activities aim to encourage people to take part in useful activities free of charge and promote knowledge and exchange experiences in art.



In addition, Metro Art at Phahon Yothin MRT Station also serve as an Art Learning Center that provides free lessons and daily workshops to enhance art learning skills for students and teachers, while also providing free space for emerging artists and aspiring students can conduct live art and music performances. Therefore, the Metro Art at Phahon Yothin MRT Station is the first art performance platform within Thailand’s metro system that target students along the routes and MRT users.



Interviewee:

Papon Ruengmondop and Tanada Rueangmondop (Siblings, Students)

Workshop 2

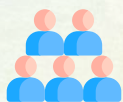
“Unlock Chicness with Colorful Artists”

“Our mother found out about this free activity on BEM’s Facebook Page, so she encouraged us to give it a try. We usually make art, so we were even more interested since we had never made this type of art before. The transformation of Phahon Yothin MRT Station into an art space is a very good thing and will allow MRT users to have more access to art. When we learnt that our work would be displayed in the exhibition area within the MRT, we became even more excited. So, I would like to invite everyone to come and see our work as well.”



Superstitious Art Activity - Enhance Good Fortune and Cure Bad Luck

at Wat Mangkorn Station: BEM collaborated with the BANGKOK SKETCHERS to hold a community sketching workshop in the Yaowarat area. All sketches from the activity are put on display at Metro Art at Phahon Yothin Station.



Participants

Year 2023	Target 2023
45 persons	50 persons



Satisfaction

Year 2023	Target 2023
93.30%	80%

Metro Art Workshop

at Phahon Yothin Station in collaboration with well-known artists from various art fields, e.g., painting, photography, and handicrafts. Outstanding artworks are selected for exhibition at Metro Art at Phahon Yothin Station. 18 activities were organized.



Participants

Year 2023	Target 2023
67 persons/session on average	70 persons/session



Satisfaction

Year 2023	Target 2023
84.41%	80%

Business Benefit Indicator

Number of business partners
3 partners

Number of participating BEM employees
10 persons/session

Social and Environmental Benefit Indicator

Number of schools under the tourist route/visiting art exhibitions
19 schools

Number of participants/participating artists
984 persons

Results



Participants' Satisfaction
85.00%



PR value
44 million THB



Total engagement
334,864 times

MRT Helps Students Conquer TCAS Year 15 by BEM

BEM recognizes the importance of youth education in promoting Thailand's key driver of future economic development. Therefore, the Company conducted the MRT Helps Students Conquer TCAS (Thai University Central Admission System) for the 15th consecutive year. From the beginning until now, more than 80,000 students have participated in the project. In 2023, the project provided both onsite and online tutoring sessions to offer more convenience and opportunities for students throughout the country to participate. A live broadcast of the tutoring program was also transmitted to Lampang Kanlayanee School (Lampang province), Nakhon Khon Kaen School (Khon Kaen province), Phatong Wittaya Foundation School (Songkhla province), and Chaloem Phrakiat Somdej Phra Srinagarindra School (Kanchanaburi province). Over 4,000 high school students registered to participate in this activity in 2023. Participants were eligible to receive up to 40 scholarships for special tutoring from the organizers and teaching institutions. The tuition program was led by highly qualified tutors, including Teacher Somsri Thammasarnsophon, Teacher Ae - Wiset Keesukphan, and Teacher Yu - Surachet Phichitphongphao.



Interviewee: Kantheera Tantajiranuwat

"I hurried to apply right after being informed by the school and being recommended by friends. I normally take supplementary classes focusing on the specific subjects required by each university and A-Level Mathematics. This project is very interesting as many tutors are here to impart knowledge. Finding knowledge outside of the classroom is like opening your world to new experiences. It makes students more relaxed and the tutoring more interesting. This tuition program is free of charge, giving opportunities to many more students. Thank you, BEM, for organizing such a good activity with expert tutors, intensive contents, and a relaxed atmosphere that allows students to study together happily."



Interviewee: Nannapat Phetcharat

"I want to study in the Faculty of Medicine. This requires very high determination, so I decided to join this project to prepare for the TCAS. I am afraid that I will not be able to handle it. As a student from a temple school, I may not be able to keep up with others. Therefore, I wanted to make advanced preparations. This project is interesting, and I want to gain more knowledge outside of the classroom. What I have right now is not enough to prepare for the exam. Today's opportunity helps to reduce educational inequality because everyone can gain the same level of knowledge with the same content and techniques for the TCAS examination. I hope that this type of activity continues every year, especially next year when I will be in Grade 12. I believe that good activities like this will strengthen skills for students. It can definitely help me to get into the faculty of my dream."

Business Benefit Indicator

Number of business partners,
artists, and tutors
11 partners

Number of participating
BEM employees
40 persons

Social and Environmental Benefit Indicator



Number of participating schools
153 schools



Number of participating students
4,089 students



Results

Total household education
expenses decreased
(Scholarship)

73,000 THB



Results

PR value

11.5 million THB

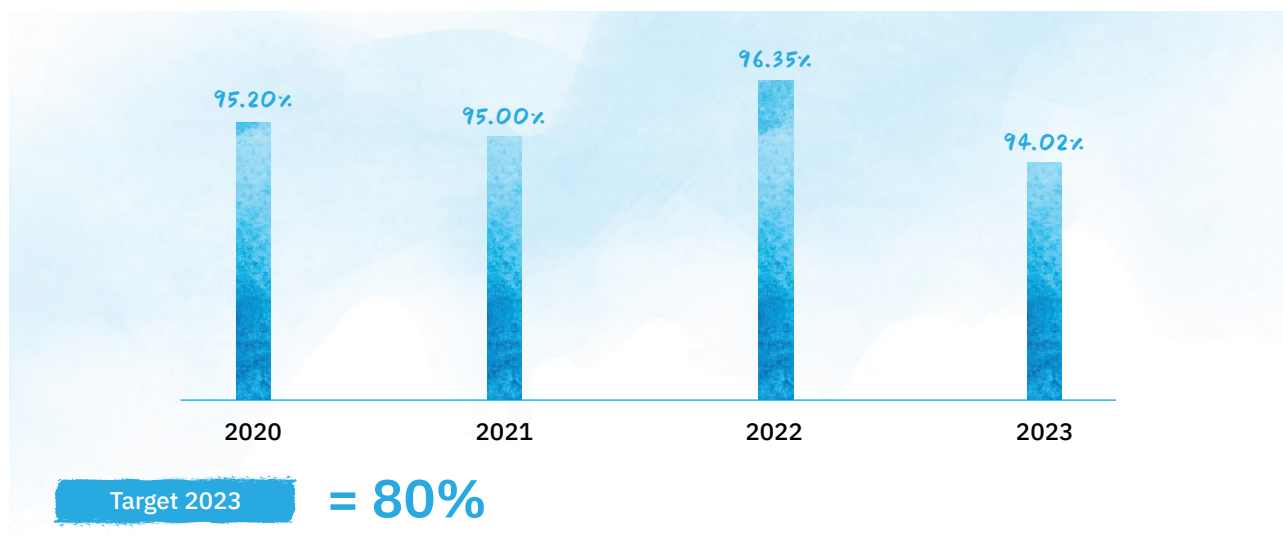


Results

Increased commercial
development income

0.75 million THB

Satisfaction in MRT Helps Students Conquer TCAS



HAPPY PLANET

“Climate and Environmental Care”

BEM Anniversary Grow Sustainably Together

BEM is well aware of the importance of the environment and taking part in promoting environmental quality. Therefore, the Company has carried out tree planting activities on the anniversary of both the expressway and MRT services. The project was carried out internally and in continuous engagement with external agencies. Benefits from this project include reducing air pollution, providing shades and aesthetic value, strengthening engagement between the employees and the Company, and encouraging employees’ participation in environmental protection, etc. In addition, this project also promotes biodiversity of ecosystems by selecting native plants to increase biodiversity and serve as a habitat or food source for living organisms.

In 2023, executives and employees took part in the “BEM Anniversary Grow Sustainably Together” project by planting a total of 1,353 trees, which can absorb approximately 12,200 kilograms CO₂ per year. The Company also concerted efforts with partners and government agencies, such as Huai Khwang District Office, the Public Cleansing and Public Park Section (BMA), the Tree Planting and Maintenance Unit (BMA), under the “Plant A Million Trees” project, etc.



Performance
(Jun - Dec)

1,525 trees

Target ≥ 1,019 trees

100%

Summary of 2023 Performance

Member of Complaints along MRT routes

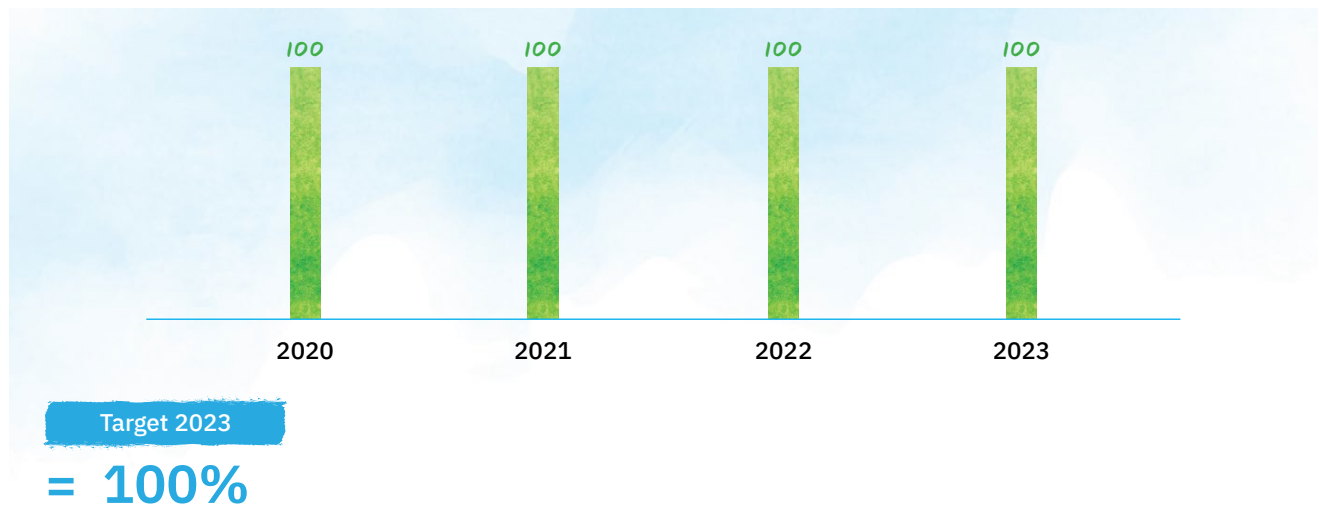
Complaints along MRT routes
(cases per 100,000 passengers)



Complaints
(cases)



Percentage of resolved complaints



Other CSR Activities

In addition to the aforementioned CSR activities, the Company also implemented activities to support society in other aspects in 2023. The focus of these activities still centered on quality of life and well-being enhancement, safety, and climate and environmental care, comprising activities that support education, art, safety culture, and traditions, as follows:

1. Education

1.1 National Children's Day Activity : "BEM Happy Children's Day 2023"

The National Children's Day Activity 2023 at Museum Siam featured PR booths to provide knowledge concerning the correct and safe use of public transportation to participating children, youths, and citizens. The event also offered recreational activities to enhance various areas of development and learning outside the classroom. Prizes, food, snacks, and beverages were handed out to participants who took part to celebrate and have fun on National Children's Day.



1.2 BEM for Smart Kids

Activities to promote educational development for children and youths to learn about the MRT system, try out services, and promote learning outside the classroom. The project invited the Yommarat Railway Curve Community and communities along the Paet Riw railway line to travel by MRT to visit Sanam Chai Station, the National Discovery Museum, Museum Siam, and Metro Art The Inspiring District, a new art space in the heart of the city at Phahon Yothin MRT Station, to take part in painting work shop activities (painting fabric bags).



2. Art

2.1 Happy Journey with BEM : Metro Art @ Phahon Yothin MRT Station

The Metro Art @ Phahon Yothin MRT Station was officially launched on 25 January 2023. BEM invited schools along the MRT route to visit the Metro Art The Inspiring District, a new art space in the heart of the city at Phahon Yothin MRT Station, to take part in an art workshop activity to create inspiration and enhance the knowledge of art for youths.



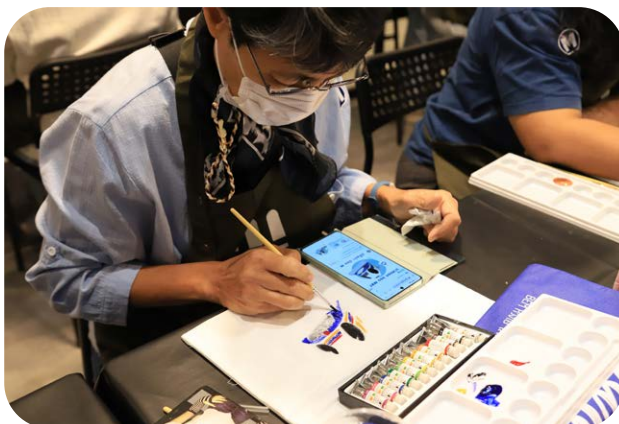
2.2 Art Training

BEM sponsored art training courses to students with artistic abilities to develop their skills. Accordingly, the Company offered 4 courses per year, which were conducted on every Saturday and Sunday, totalling 48 sessions per year. The project was open to applicants with an interest in watercolor art.



2.3 Art Contest

The BEM Art Contest is a watercolor painting contest for youths, students, and the general public. Applications were open to 100 contestants who participated in painting at Phahon Yothin MRT Station.



3. Safety Culture

3.1 Safety Culture Creation with MRT

BEM aims to promote a safety culture in MRT stations to reduce the risk of accidents from traveling. The Company focuses on the elderly and disabled groups by assessing risks and opportunities of accidents among these groups in the MRT system based on data collection on the number of service users and the results of satisfaction surveys on a quarterly or annual basis. The Company collects data on passenger behavior and the station, as well as carries out campaigns which are communicated via social media channels or onsite PR media, especially for the elderly group. The target group can be classified into two groups, namely 1) the general public who may suffer from general accidents, and 2) the elderly group who require special care and certain groups of people with disabilities who are able to help themselves. Examples include the safe elevator use for elderly campaign.



4. Tradition

4.1 Buddha Relics Celebration Ceremony

BEM, represented by the Assistant Managing Director, together with executives and employees attended the Buddha Relics Celebration Ceremony at the Nang Chi Temple's Buddha Image Parade 2023 at Bang Phai MRT Station to bring good fortune and to jointly prolong valuable Buddhist cultures and traditions.



4.2 Buddhist Monk Robe Offering (Kathin) Ceremony 2023 at Mai Yai Paen Temple at Bang Khun Non Station

BEM has continued the long traditional ceremony to preserve Buddhism and strengthen good relationships between the Company, temples, and communities by organizing the Buddhist Monk Robe Offering (Kathin) Ceremony at Mai Yai Paen Temple (located near Bang Khun Non MRT Station). The monetary contribution donated through this ceremony was 1,715,999 THB.



Stakeholder Engagement



Performance Highlights 2023



100%
Stakeholders are engaged in relationship building with the Company



Stakeholder identification and prioritization process is conducted



Long-term Targets



Conduct stakeholder identification and prioritization process, and review every three years or when there are changes to BEM's business operations

Impact on Business and Stakeholders

Stakeholder engagement is a key process that may affect the BEM's relationship with stakeholders and business operations. Therefore, it is imperative to manage business in a way that is inclusive to stakeholders by identifying and mitigating problems in the earliest stages to improve services and gain the license to operate from stakeholders. Inefficient stakeholder engagement and not meeting their expectations may cause higher management costs and delays, affecting overall stakeholder satisfaction and sparking other conflicts. This may produce a negative impact on reputation and confidence that can affect investment decision of creditors, shareholders, regulatory authorities and public sector. It will also affect the fulfilment of financial obligations, thus posing potential risks to creditors and long-term operations.

Commitment, Challenges and Opportunities

Stakeholder engagement in the transportation sector can unlock opportunities for innovation and sustainable practices for the society. Therefore, BEM is committed to establishing good relationships with stakeholders throughout the business value chain and strives to conduct business with accountability, fairness, and social and environmental responsibility in line with the Company's Code of Conduct. The Company permits stakeholders to take part in decision-making and discloses up-to-date information on a regular basis. It implements guidelines for managing stakeholders

according to their legal rights and ensures that stakeholder rights are not violated. Compensation measures have been defined to support cases where stakeholders are damaged by violation of rights. Furthermore, the Company manages needs and expectations while focusing on respect for human rights in its operations. The Company continues to explore means of enhancing relationships with stakeholders by seizing the opportunity to promote positive impacts on operations and engagement, deal with challenges, and continually maintain commitments to stakeholders.

Management Guidelines and Practices

Stakeholders' issues of interest are the main factors used to improve and develop the Company's operational efficiency. The Company therefore places importance on such issues and established the Stakeholder Engagement Policy and Practices as part of the Corporate Governance Principles. The Stakeholder Engagement Policy and Practices require that expectations, engagement approaches and channels, policies and measures in response to stakeholder expectations are reviewed on an annual basis to enable cooperation in promoting mutual benefits for all stakeholders and in engaging stakeholders who may be affected by the Company's operations. This also ensures that the Company has provided opportunities for all groups of stakeholders to participate and express their opinions in a transparent and appropriate manner.



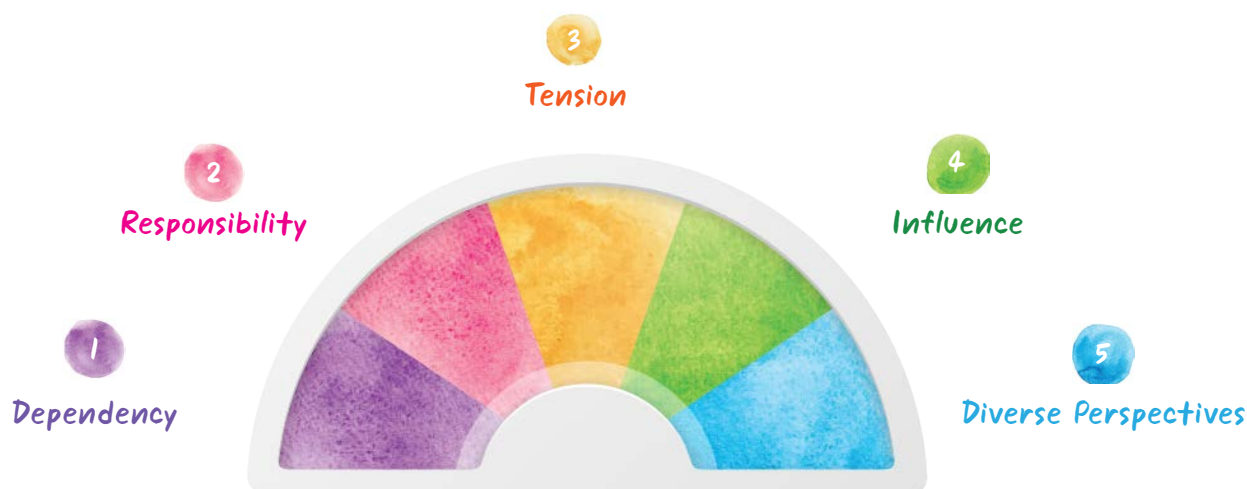
Corporate Governance:
Stakeholder Engagement Policy
and Practices

Stakeholder Identification and Prioritization Process

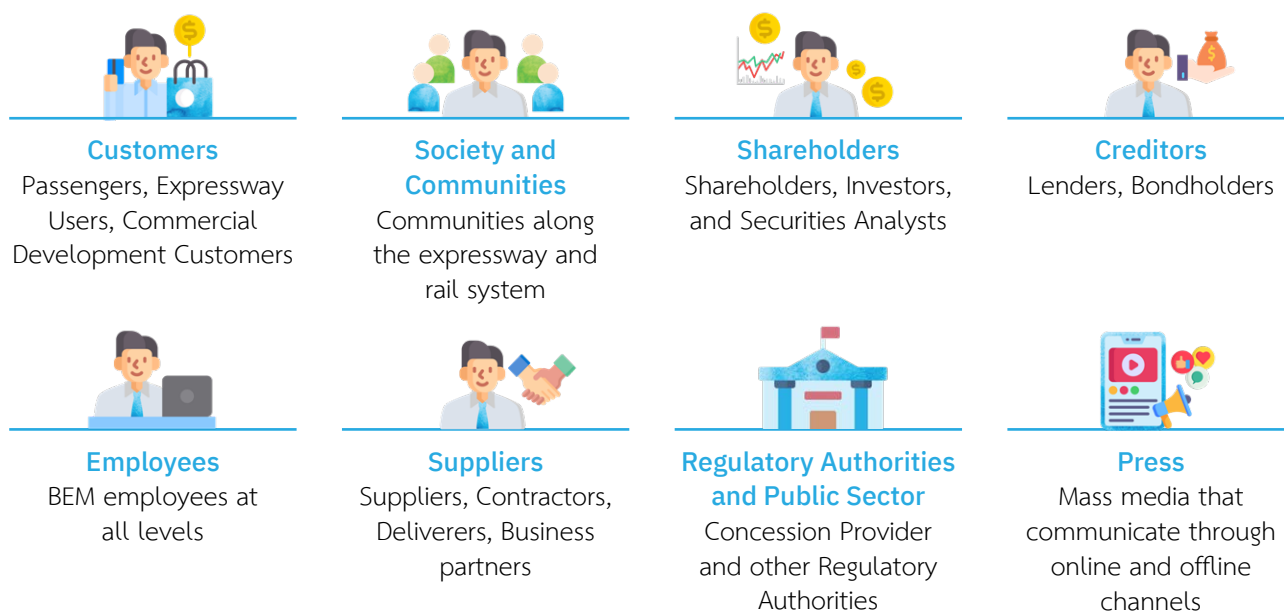
BEM conducts the stakeholder identification process by taking into account stakeholders who are positively and negatively affected by the Company's operations. This is in line with the operating principles of the Stakeholder Engagement Standard (AA1000SES), which consider stakeholders based on the nature of their engagement with the Company, i.e., dependency, responsibility, tension, influence, and diverse perspectives.

In addition, BEM implements a risk management process for each stakeholder group in accordance with international principles and standards by defining preventive guidelines, operational framework, and resource allocation in order to effectively mitigate impacts that may occur to each stakeholder group.

Stakeholder identification based on the nature of their engagement with the Company



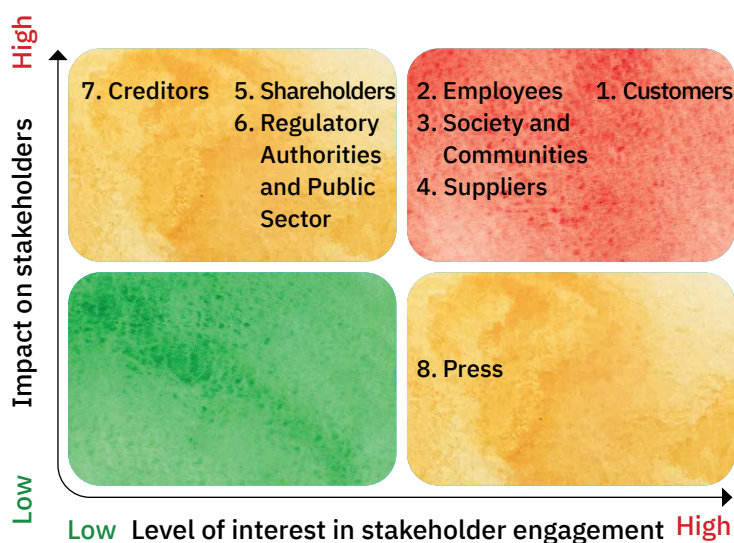
Stakeholders can be classified into eight groups:



Stakeholder
Engagement Policy

Prioritization

BEM has established the criteria for analyzing and prioritizing stakeholders, namely the level of interest in stakeholder engagement and the level of impact from the Company's operations on the stakeholders.



BEM's top three stakeholder groups are *customers, employees, and society and communities.*



Without customer relations, problems that occur in service provision may have impacts on customers, trigger complaints and/or negative experiences in traveling on the expressway or MRT system to the extent that these customers may not wish to use BEM's services again.



Employees are the main stakeholders of BEM. If the Company does not establish good relationships with employees, when problems arise, work-related pressure may cause employees to lose motivation, has lower efficiency and may altogether quit their jobs. Building good relationships with employees will boost motivation as well as the willingness to monitor and prevent potential and actual problems, thus making positive contributions to the overall performance of the Company.



BEM's businesses encompass the provision of transportation services with routes in the expressway and rail systems that concern society and local communities. The lack of good relationship with these society and local communities can raise uncertainties in services or cause a lack of confidence in the Company's businesses, leading to an escalation of conflict between the Company and society and communities. On the other hand, good relationships with society and local communities will earn the Company good neighbors who are always ready to help, encourage and support each other's businesses.

Encouraging Sustainability within the Company through Active Participation

BEM believes that employees, who are one of the Company's stakeholders, are integral assets that drive the organization towards sustainability. Therefore, employees are encouraged to take part in proposing ideas for sustainability operations via the iCulture Team and executives who welcome comments and suggestions that support the Company's sustainability, such as energy saving, work process improvement through SACTL in You projects or HR4U Channel, etc.

Creative Poster Design Contest: “The Pride of SACTL Season 3” under the Theme “SACTL Save Energy”

BEM continuously organizes corporate culture promotion activities. Between September and December 2022, BEM held “The Pride of SACTL Season 3”, which provided employees with the opportunity to participate in a creative poster design contest under the theme “SACTL Save energy”. The contest enabled employees to leverage their knowledge, abilities or interest to present energy saving creative contents from their own perspectives and ideas in adherence with the SACTL corporate culture.

Accordingly, the Company offered training courses to serve as guidelines for designing posters as well as training on corporate culture in terms of “Do” behaviors in order to develop a common understanding about energy saving and enable the application of such knowledge to design posters for the contest. A total of 21 teams participated in the contest with 51 poster design submissions. A panel of judges selected posters and teams to receive the Winning Prize and other prizes, including 1st Runner Up, 2nd Runner Up, Popular Vote, and honorable mentions.

The selected posters were continuously utilized to promote and motivate the creation of SACTL in energy saving throughout the Company in 2023. Energy saving is an activity that promotes the sustainability of the Company, society, and environment as a whole.



All Entries Submitted to the Competition



Soft Talk Inside by...HR4U Channel



BEM organized the Soft Talk Inside by ... HR4U Channel Project using video clips of interviews with the executives of each work unit to communicate about job descriptions and action plans that are in line with sustainability guidelines and the corporate culture to enable all employees to be informed of and gain understanding about the work of each work unit, support and align inter-operational work to mutually drive sustainability. Soft Talk Inside by...HR4U Channel utilizes the Company's intranet and @Core @Work application to communicate every 2nd Friday of the month.

In 2023, a total of 11 work units/11 topics were broadcast, including “The Heart of Sustainable Safety Management” and “The Role of Sustainable Toll Revenue”. BEM plans to continue Soft Talk Inside by...HR4U Channel further in 2024.

Stakeholder Engagement

BEM has assigned the Sustainability Development Department, which reports directly to the Deputy Managing Director for Business Development and Expressway Operations, to be responsible for issues relating to stakeholder engagement. The Sustainability Development Department is also in charge of coordinating with other internal departments associated with the eight stakeholder groups based on the Stakeholder Engagement Policy. It also enables the Company to deliver services and respond to the expectations of all stakeholder groups. Stakeholder engagement can take various approaches, including informal discussions, meetings, seminars, evaluation surveys, and questionnaires. If stakeholders wish to contact the Company or submit complaints, they may contact the Company's directors via the MRT Information Service Center +66 (0) 2624 5200 or provide information through the Sustainability Development Department at SDD@bemplc.co.th or the Company Secretary at companysecretary@bemplc.co.th.

Comments and suggestions received will be reported to the Corporate Governance, Risk Management, and Sustainable Development Committee for acknowledgement and the development of engagement guidelines in considering improvements and corrections. Meetings are held on an annual basis.

BEM places importance on planning engagement with stakeholders related to the Company's business value chain and sustainability issues. Stakeholder engagement not only helps to create better understanding and gain acceptance from society and stakeholder groups, but also contributes to establishing the Company's credibility and fairness. It also affects the development and operations of the Company in a sustainable direction.

Thematic reporting, e.g., efficient energy consumption, GHG emissions reduction, or environmental management, acts as an important tool for communicating with stakeholders, helping them to understand the Company's efforts and commitment to operate in a socially and environmentally responsible manner.

Additionally, the Company has proposed outstanding practices and projects that foster strong relationships and participated with each stakeholder group to drive sustainability actions in line with material sustainability issues in order to enable better communication and establish stakeholder trust in the Company.

	 Creditors	 Shareholders	 Regulatory Authorities and Public Sector	 Customers	 Society and Communities	 Employees	 Suppliers	 Press
Corporate Governance	✓	✓	✓			✓	✓	
Supply Chain Management							✓	
Innovation				✓		✓	✓	
Risk and Crisis Management	✓	✓				✓		
IT Security and Data Privacy				✓		✓	✓	✓
Climate Strategy and Energy Management	✓	✓	✓	✓	✓	✓	✓	✓
Biodiversity			✓		✓		✓	
Environmental Management			✓		✓			
Human Capital Development						✓		
Health and Safety				✓	✓	✓	✓	
Corporate Social Responsibility					✓			
Customer Relationship Management				✓				
Stakeholder Engagement			✓					
Human Rights	✓	✓	✓	✓	✓	✓	✓	✓

Investor and Analyst Satisfaction Survey

BEM conducts a satisfaction survey regarding the provision of information and investor relations services while taking note of recommendations or suggestions from investors and analysts once a year in May to develop and improve investor relations operations to better respond to the demands of investors and analysts who are one of the Company's key stakeholders. The Investor Relations Division must closely attend to this group of stakeholders and understand their demands in order to correctly and appropriately respond to such needs and enhance performance. Despite targeting to achieve a satisfaction score of 85 percent, the satisfaction level in 2023 exceeded the established target at 92.04 percent. Overall, investors and analysts were satisfied with the Company's consistent disclosure of information.

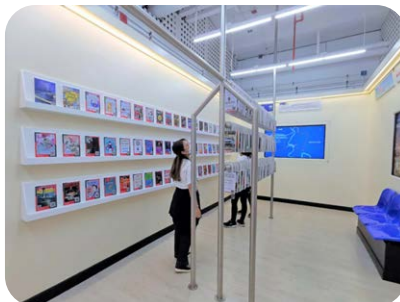
MRT Games 2023

MRT Games 2023 was organized to strengthen the relationship between the Company, suppliers, and business partners. The event also enables the exchange of information, which may develop into future cooperation. MRT Games have been held for six consecutive years. Employees and executives from the Mass Rapid Transit Authority of Thailand (MRTA), Bangkok Expressway and Metro Public Company Limited (BEM), and relevant agencies participated in sports competitions, such as football, basketball, table tennis, pétanque, rowing, chair ball, and E-Sport ROV between 29 November and 20 December 2023.



Public Learning Center

BEM joined hands with the Subcommittee on the Development of Public Learning Centers according to the National Reform Guidelines, the Mass Rapid Authority of Thailand (MRTA), CH. Karnchang Public Company Limited (CK), Bangkok Metro Networks Company Limited (BMN), Chulabhorn Royal Academy, the Office of Knowledge Management and Development (OKMD), and Thailand Knowledge Park (TK Park) in launching the “PUBLIC LEARNING CENTER” under the concept of “Endless Learning Journey” to collaborate on the reformation of culture, sports, labor and human resource development. The Public Learning Center invites MRT users to indulge in new learning and inspirational experiences on the retail floor of Chatuchak Park MRT Station. The Public Learning Center has been in continuous operation since its official opening on Tuesday 9 August 2022. In 2023, the Public Learning Center welcomed 4,960 visitors.



Human Rights



Performance Highlights 2023



0 case

Human rights violation
throughout the value chain



Employees instilled with
human rights awareness

100%



Human rights risk assessment
covering of Significant Tier-1
suppliers and contractors'
operations

100%

BEM's Key Performance Indicators and Targets



**Short-term Targets,
by 2023**



0 case

Human rights violation
throughout the value chain



Human rights risk assessment
covering of Significant Tier-1
suppliers and contractors'
operations

100%



**Long-term Targets,
by 2030**



0 case

Human rights violation
throughout the value chain
continually



Human rights risk assessment
covers of suppliers and
contractors' operations

100%

Impact on Business and Stakeholders

In today's rapidly changing world, human rights issues are becoming more complex and challenging. Human rights violations from discrimination and harassment pose risks that may unintentionally involve stakeholders in every sector and affect the Company's reputation, confidence, or revenues. Therefore, the Company attaches priority to respecting human rights principles and related laws to prevent and mitigate risks from adverse events on stakeholders and vulnerable groups, such as children, pregnant women, the elderly, and persons with disabilities, in order to strengthen service provision that covers all groups of people as well as boost internal management efficiency across the value chain.

Commitment, Challenges and Opportunities

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.

Management Guidelines and Practices

BEM recognizes the importance of and respects the human rights of stakeholders throughout the value chain. Therefore, the Human Rights Policy has been established. The Company's directors, executives, and employees, as well as contractors, suppliers, and affiliates, have a duty to comply with the laws and human rights principles without discrimination or exclusion based on race, skin color, gender, language, religion, society, assets, place of origin, political opinion, or other status. They must also be aware of their own rights, duties, and responsibilities towards society and others and oppose all forms of human trafficking, slavery, and child labor. All new employees must undergo training and acknowledge the Company's Code of Conduct, which covers human rights issues in the Orientation of New Employees. Accordingly, they must comply strictly with the Company's Code of Conduct.



Human Rights Policy



Corporate Governance:
Human Rights Policy



Supplier Code of Conduct

Guidelines on Respect of Laws and Human Rights Principles



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



Treat all employees equally



Allow all employees to enjoy equal rights at work

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.

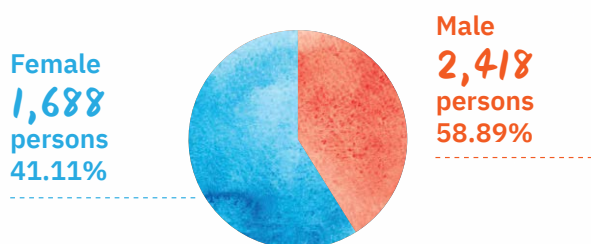
BEM recognizes the importance of health care and coverage for disabilities. The Company is also aware of the need to uplift the quality of life development for people with disabilities and to provide them with the opportunity to demonstrate their abilities in order to generate income and become self-reliant, 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 35 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, fair compensation and benefits, and the right to organize and collective bargaining for each and every employee by, for example, providing staff rooms, employee uniforms, fitness facilities, medicines, and medical supplies, which are currently available in more than 200 points, etc.

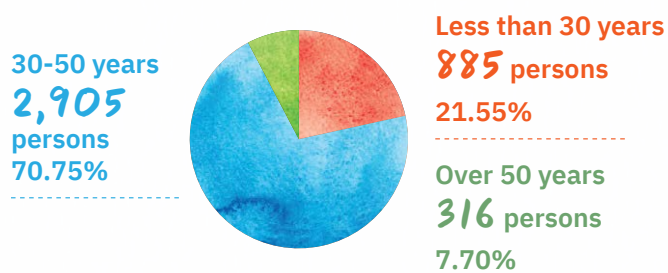


Personnel Diversity in 2023

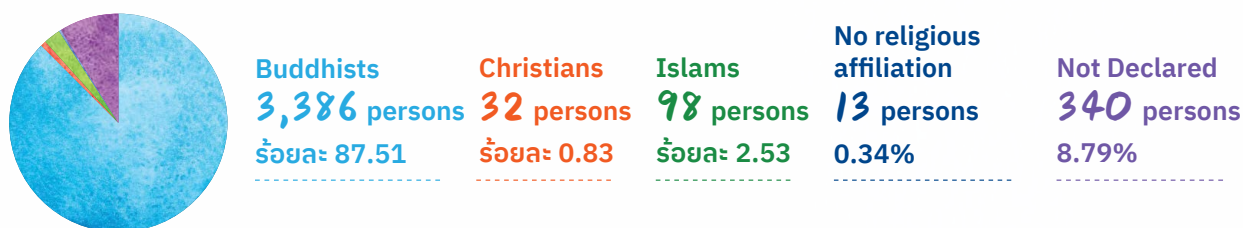
Gender Diversity



Age Diversity

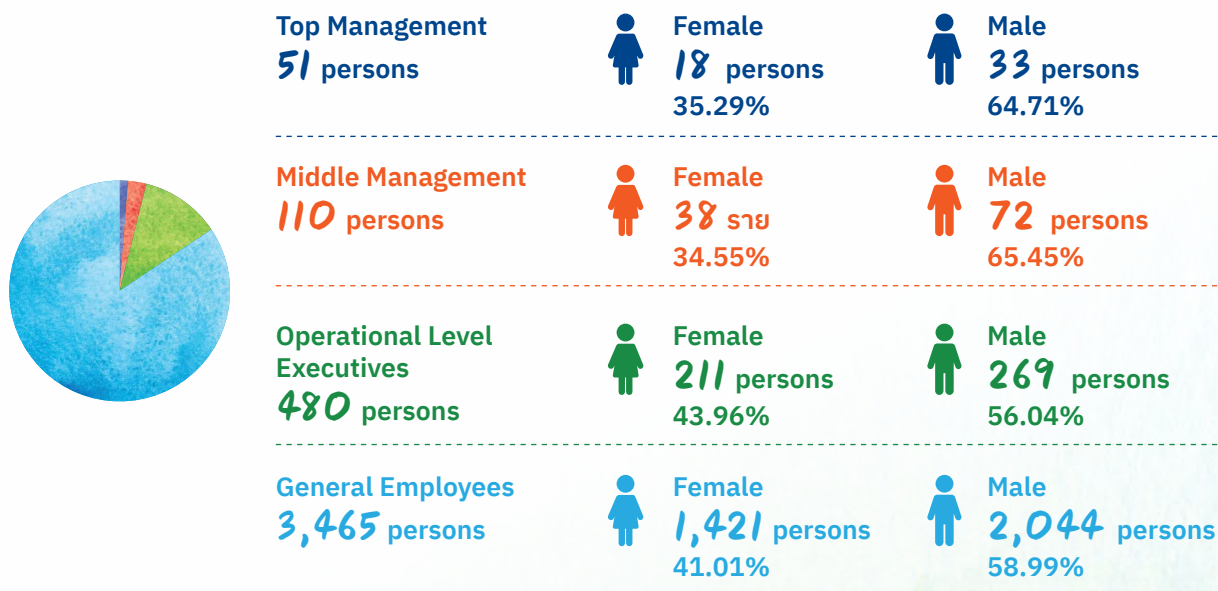


Religious Diversity

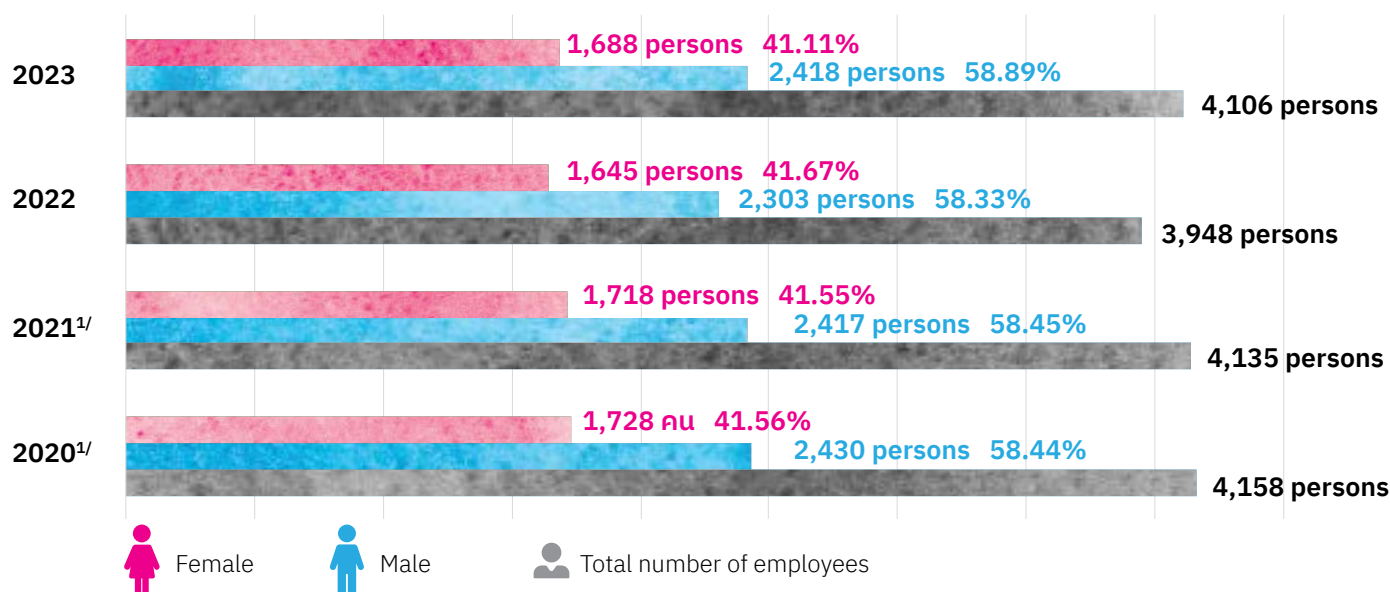


Remarks : Data on religious diversity is specific to Expressway Business and Rail Business

Employee Level



Number of Employees



Remarks: ^{1/} Data specific to Expressway Business and Rail Business (2020-2021)

National Diversity



Thai
4,102 persons



Singaporean
2 persons



American
1 person



Japanese
1 person

Equal Access to Services

BEM aims to deliver good services to all groups of users equally in order to create equality for both the general public and people who require assistance, such as children, the elderly, and all types of people with disabilities. The Company attaches importance to the universal design of infrastructures and service provision facilities in MRT station areas and on trains, such as passenger lifts, stair lifts, ramps, parking space for wheelchairs on board trains, warning blocks for people who are visually impaired, waiting areas for people with disabilities in MRT stations and on trains, accessible restrooms for people with disabilities and the elderly, parking, signs and symbols as well as the delivery of service, convenience and safety from staff at MRT stations to thoroughly and equally create impression and confidence for users. The Company also permits guide dogs for the visually impaired to enter the station areas and allows passengers to bring foldable bicycles on board to promote traveling by public transport as well as providing other forms of facilities.



Ramp for wheelchair users



Passenger Lift



Tactile surface indicating changes in level



Wheelchairs at MRT station



Service for people with disabilities or requiring assistance



Signage & Symbol

The Company also listens to opinions, complaints about service provision and convenience, and other concerns covering all groups of service users, which will be used to improve facilities and services to enable the delivery of good services to all groups of users equally.

Welfare Committee

The Welfare Committee and the promotion of human rights in the organization are essential to creating a friendly and fair environment in the workplace. All employees are eligible to apply for the election of members of the four Welfare Committees, composed of employee representatives from each group of work from all areas. The committees represent all employees and provide opportunities for employers and employees to regularly engage in discussions regarding working conditions, welfare, and labor rights at least three times a year. The committees' main roles are:



Welfare Arrangement

The committees can analyze and participate in formulating policies regarding employee welfare, which should be in line with employees' needs to enable happiness and competency at work.



Promotion of Human Rights

The committees support and protect employees' human rights, especially by establishing policies and procedures that enable a friendly work environment without rights violations.



Dispute Settlement

When problems regarding welfare or human rights arise, the committees will be involved in resolving them and acting as mediators in settling the disputes.



Promotion of Good Corporate Culture

The committees promote the development of a friendly and fair corporate culture, express opinions on changes in regulations that affect employees, and propose constructive projects that enable greater employee happiness and efficiency at work.

Grievance Investigation and Settlement

As part of the grievance process, the Company will provide clarification to the complainant within 15 days after receipt of the complaint. If no clarification is provided within the timeframe, the complainant may file another complaint about the same matter. The Company implements a process to define measures to prevent reoccurrence. The complainant and related parties are assured that the complaint will be treated as confidential information and will not become grounds for dismissal or punishment (in the case that the complainant is an employee) or cause the employee to be subjected to any action with serious consequences.

Grievance Mechanism

BEM offers channels to receive human rights grievances and suggestions regarding human rights issues from stakeholders. Grievances can be made through the following channels:



Contact BEM

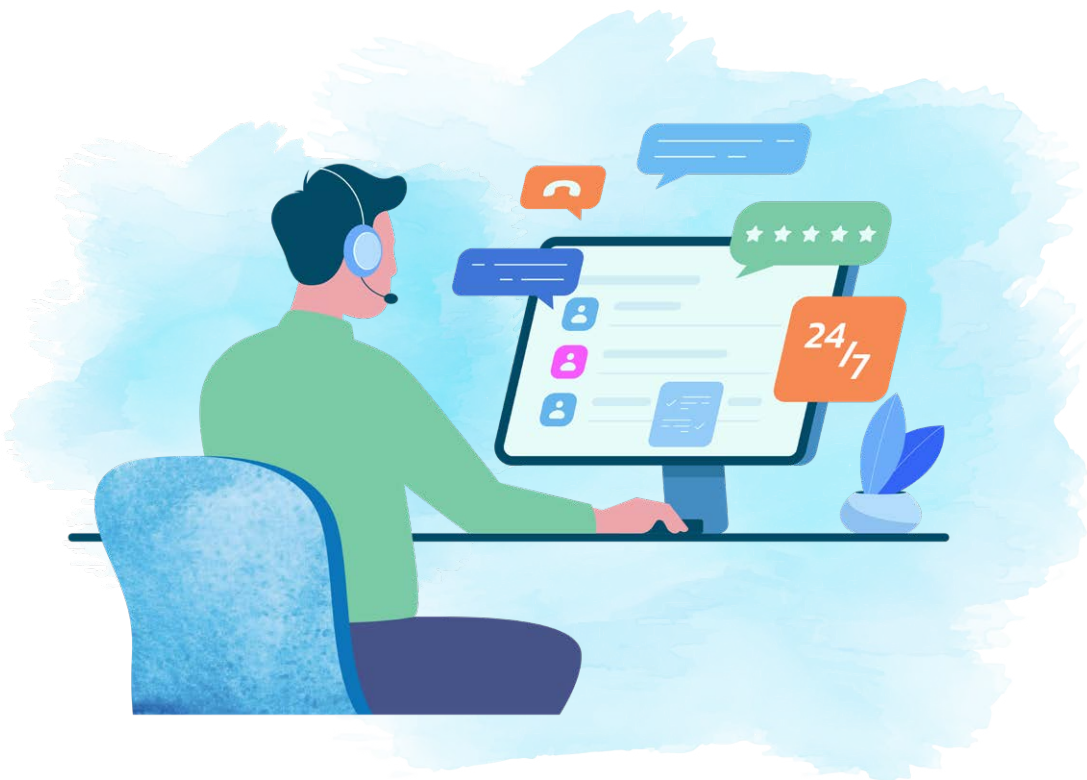
 **Information Service Center** : +66 (0) 2624 5200

 **BEM Website** : <https://www.bemplc.co.th/Contact?lang=en>

 **E-mail:** : SDD@bemplc.co.th

 **Sealed letter addressed to** : Bangkok Expressway and Metro Public Company Limited
(Branch Office 2)
189 Rama 9 Road, Huai Khwang, Bangkok 10310 Thailand

In 2023, there were no complaints arising from violating any human rights issue or non-compliance with human rights laws.



Human Rights Awareness Promotion Project

To enable the understanding and implementation of human rights principles and BEM's Human Rights Policy, the Company organizes training to enhance awareness and knowledge among employees, suppliers, contractors, and other related stakeholders. In 2023, 100 percent of employees were instilled with human rights awareness and fully informed about human rights issues in the Company's Code of Conduct and Human Rights Policy. The Company also conducted a human rights risk assessment covering 100 percent of the operations of Significant Tier-1 suppliers and contractors.

Autism Awareness Campaign Project

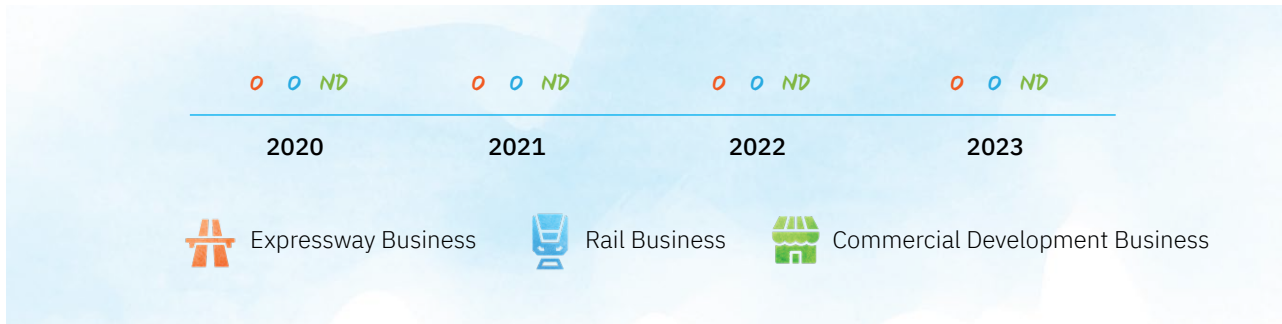
BEM's business policy takes into consideration social responsibility and recognizes the value of supporting activities that promote and develop the quality of life of people with autism. During 1 - 11 April 2023, the Company sponsored the retail floor space inside Phahon Yothin MRT Station to organize the "Autism Awareness Day Campaign" in collaboration with the Autistic Thai Foundation (ATF), led by Mr. Chusak Chantayanon, President of ATF, to exhibit works from ART STORY By Autistic Thai and sell souvenirs made by people with autism from ATF. The artworks are collaborative efforts that transform imagination and feelings into products and displays that can be perceived with all five senses. Such effort has been extended from ATF's art classroom to treat and rehabilitate children with autism, enabling them to hold jobs and have sustainable income, leading to a stable life, self-reliance, and social acceptance.

In 2023, the Company received a Plaque in recognition of its effort to promote and enhance the quality of life of individuals with autism from the Autism Parents Association in Thailand and the Autistic Thai Foundation on WORLD AUTISM AWARENESS DAY (WAAD), which raises society's awareness on supporting, accepting and empowering people with autism as well as focusing on giving the society the opportunity to support capacity development for this group of people to lead a career, generate income and acquire stability to lead a sustainable life.

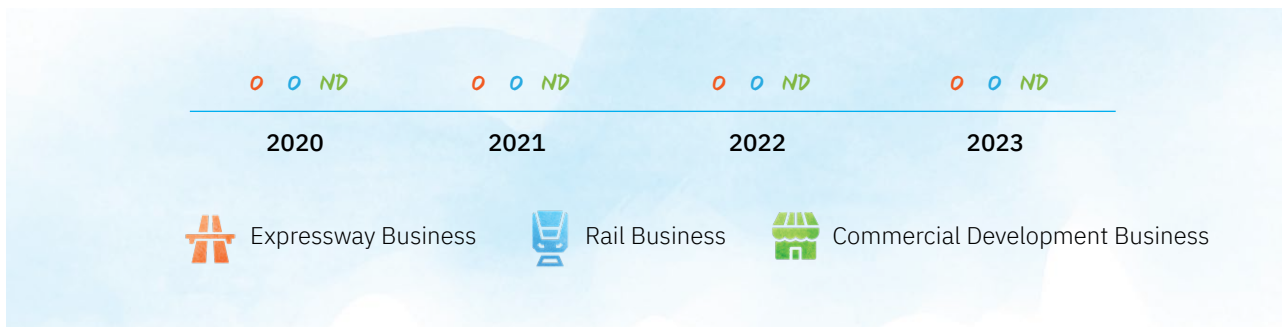


Summary of 2023 Performance

Complaints regarding Human Rights Violation (cases)



Complaints against Discrimination and Harassment (cases)



Remarks : ND No Data





BEM Sustainability Performance Data

	GRI	Indicators	Unit	Year			
				2020	2021	2022	2023
Corporate Governance and Economic Dimension							
Business Ethics	-	Total confirmed breaches of business ethics	Cases	0	0	0	0
	205-3	Corruption	Cases	0	0	0	0
		Corruption in which employees were dismissed or disciplined	Cases	0	0	0	0
		Corruption in which contracts with business partners were terminated or not renewed	Cases	0	0	0	0
		Public legal cases regarding corruption brought against the organization or its employees	Cases	0	0	0	0
	-	Discrimination and All types of harassment	Cases	0	0	0	0
	418-1	Breaches to customer privacy data	Cases	0	0	0	0
		External Organizations' Complaints	Cases	0	0	0	0
		Governance Agencies' Complaints	Cases	0	0	0	0
		Identified leaks, thefts, or losses of customer privacy data	Cases	0	0	0	0
	-	Conflict of interest	Cases	0	0	0	0
		Money laundering and Insider trading	Cases	0	0	0	0
	2-27	Significant cases of non-compliance with laws and regulations	Cases	0	0	0	0
		Significant cases for which fines were incurred	Cases	0	0	0	0
		Significant cases for which non-monetary sanctions were incurred	Cases	0	0	0	0
		Total cases of non-compliance with laws and regulations	Cases	0	0	0	0
		Total cases for which fines were incurred	Cases	0	0	0	0
		THB	0	0	0	0	
Policy Influence	-	Total Contributions and other spendings in Policy Influence	THB	0	0	0	0
	-	Lobbying, Interest representation, or similar	THB	0	0	0	0
		Local, regional or national political campaigns / organizations / candidates	THB	0	0	0	0
		Trade associations	MTHB	1.84	1.91	2.03	2.06
		Others	THB	0	0	0	0
		Cybersecurity	-	Total breaches to cybersecurity Note: Three cases of cyber attacks were detected in 2023, but the company was able to contain them effectively, with no impact on service delivery or the leakage of personal data.	Cases	0	0
	Total clients, customers and employees affected by the breaches		People	0	0	0	0
Supply Chain Management	-		Supplier identification and screening				
	-	Total tier-1 suppliers	Numbers	804	771	798	782
		Total significant suppliers in tier-1 and non tier-1	Numbers	ND	ND	14	15
		Significant suppliers in tier-1	Numbers	ND	ND	12	12
		Percentage of total spend on significant suppliers in tier-1	Percentage	ND	ND	69	46
		Significant suppliers in non tier-1	Numbers	ND	ND	2	3
		308-1	Percentage of new suppliers that were screened using environmental criteria	Percentage	ND	ND	0
	-	Supplier assessment					
	-	Total number of suppliers assessed via desk assessments/ on-site assessments	Numbers	0	0	12	463
		Percentage of significant suppliers assessed	Percentage	ND	ND	100	100
		Number of suppliers with substantial actual/potential negative impacts	Numbers	ND	ND	0	0
		Percentage of suppliers with substantial actual/potential negative impacts with agreed corrective action plan	Percentage	ND	ND	0	0
		Number of suppliers with substantial actual/potential negative impacts that were terminated	Numbers	ND	ND	0	0
		-	Supplier development				
	-	Number of suppliers supported in corrective action plan implementation	Numbers	ND	ND	0	0
		Percentage of suppliers with substantial actual/potential negative impacts with agreed corrective action plan	Percentage	ND	ND	0	0
		Number of suppliers in sustainability capacity building programs	Numbers	ND	ND	ND	42
		Percentage of significant suppliers in sustainability capacity building programs	Percentage	ND	ND	0	0

	GRI	Indicators	Unit	Year			
				2020	2021	2022	2023
Environmental Dimension							
Environmental Management System	-	Return on environmental investments					
		Environmental investment expenses	MTHB	4.55	10.62	22.87	15.70
		Violations to environmental laws and regulations	Cases	0	0	0	0
		Fines/penalties paid for violations to environmental laws and regulations	THB	0.00	0.00	0.00	0.00
		Environmental liability accrued at year-end	THB	0.00	0.00	0.00	0.00
Energy	302-1	Total energy consumption within organization	MWh	222,242.55	217,619.27	218,782.39	233,900.76
		Total non-renewable energy consumption	MWh	221,924.26	217,178.70	218,295.06	233,263.17
		Stationary combustion	MWh	57.50	45.27	33.61	423.88
		Classified by types of fuel					
		Natural gas	MWh	0.00	0.00	0.00	0.00
			GJ	0.00	0.00	0.00	0.00
			kg	0.00	0.00	0.00	0.00
		Diesel	MWh	ND	ND	ND	373.73
			GJ	ND	ND	ND	1,345.44
			Liter	ND	ND	ND	36,942.00
		Diesel B7	MWh	ND	ND	ND	0.00
			GJ	ND	ND	ND	0.00
			Liter	ND	ND	ND	0.00
		Liquefied petroleum gas: LPG	MWh	57.50	45.27	33.61	50.14
			GJ	207.00	163.80	121.00	180.52
			kg	4,198.00	3,323.00	2,454.00	3,661.00
		Mobile combustion	MWh	9,474.15	9,051.94	8,851.66	7,082.77
		Classified by types of fuel					
		Diesel	MWh	8,630.27	8,289.72	7,925.00	6,708.23
			GJ	31,069.00	29,843.00	28,530.00	24,149.64
			Liter	853,067.00	819,423.00	783,370.00	663,081.00
		Diesel B7	MWh	0.00	0.00	0.00	0.00
			GJ	0.00	0.00	0.00	0.00
			Liter	0.00	0.00	0.00	0.00
		Gasoline	MWh	843.88	762.22	926.66	374.54
			GJ	3,038.00	2,744.00	3,336.00	1,348.38
			Liter	96,513.00	87,172.00	105,979.00	42,836.00
		Natural gas for vehicles: NGV	MWh	0.00	0.00	0.00	0.00
			GJ	0.00	0.00	0.00	0.00
			kg	0.00	0.00	0.00	0.00
		Liquefied petroleum gas: LPG	MWh	0.00	0.00	0.00	0.00
			GJ	0.00	0.00	0.00	0.00
			kg	0.00	0.00	0.00	0.00
		Non-renewable electricity generation and consumption within the organization					
		Non-renewable electricity generation and consumption within the organization	MWh	0.00	0.00	0.00	0.00
			GJ	0.00	0.00	0.00	0.00
		Electricity purchased from outside the organization					
		Electricity purchased from outside the organization	MWh	212,392.61	208,081.49	209,409.79	225,756.51
			GJ	764,613.00	749,093.00	753,875.00	812,723.04
			MTHB	732.13	703.37	821.06	964.99
		Total renewable energy consumption	MWh	318.29	440.57	487.33	637.59
		Classified by types of renewable energy					
		Solar energy	MWh	318.29	440.57	487.33	637.59
			GJ	1,145.84	1,586.05	1,754.39	2,295.32
		Wind energy	MWh	0.00	0.00	0.00	0.00
			GJ	0.00	0.00	0.00	0.00
		Hydropower	MWh	0.00	0.00	0.00	0.00
			GJ	0.00	0.00	0.00	0.00
		Other	MWh	0.00	0.00	0.00	0.00
			GJ	0.00	0.00	0.00	0.00

	GRI	Indicators	Unit	Year			
				2020	2021	2022	2023
	302-3	Energy intensity Note: Only for Rail business, because the average distance of Expressway users cannot be calculated.	MWh / passenger-km	0.000203	0.000345	0.000191	0.000138
GHG	305-1	Total GHG emissions scope 1	tCO ₂ e	2,569.00	2,456.00	2,396.00	8,059.00
		Stationary combustion	tCO ₂ e	12.00	11.00	8.00	111.33
		Classified by types of fuel					
		Natural gas	tCO ₂ e	0.00	0.00	0.00	0.00
		Diesel	tCO ₂ e	ND	ND	ND	100.03
		Diesel B7	tCO ₂ e	0.00	0.00	0.00	0.00
		Liquefied petroleum gas: LPG	tCO ₂ e	12.00	11.00	8.00	11.30
		Mobile combustion	tCO ₂ e	2,557.00	2,445.00	2,388.00	1,911.09
		Classified by types of fuel					
		Diesel	tCO ₂ e	2,338.00	2,246.00	2,147.00	1,813.77
		Diesel B7	tCO ₂ e	0.00	0.00	0.00	0.00
		Gasoline	tCO ₂ e	219.00	199.00	241.00	97.32
		Natural gas for vehicles: NGV	tCO ₂ e	0.00	0.00	0.00	0.00
		Liquefied petroleum gas: LPG	tCO ₂ e	0.00	0.00	0.00	0.00
		Refrigerants	tCO ₂ e	ND	ND	ND	1,280.82
		Refrigerant R134a	tCO ₂ e	ND	ND	ND	717.14
		Refrigerant R32	tCO ₂ e	ND	ND	ND	34.53
		Refrigerant R410a	tCO ₂ e	ND	ND	ND	529.15
		Refrigerant R407C	tCO ₂ e	ND	ND	ND	0.00
		Sulfur hexafluoride: SF6	tCO ₂ e	ND	ND	ND	4,582.50
		Methane (CH₄) from septic tank	tCO ₂ e	ND	ND	ND	166.92
		CO₂ fire extinguisher (training)	tCO ₂ e	ND	ND	ND	6.15
		Biogenic emissions	tCO ₂ e	0.00	0.00	0.00	0.00
		Stationary combustion: Diesel B7	tCO ₂ e	0.00	0.00	0.00	0.00
		Mobile combustion: Diesel B7	tCO ₂ e	0.00	0.00	0.00	0.00
	305-2	Total GHG emissions scope 2: Location-based	tCO ₂ e	127,138.00	124,558.00	104,684.00	106,364.00
		Total GHG emissions scope 2: Market-based	tCO ₂ e	0	0	0	0
	305-3	Total GHG emissions scope 3	tCO ₂ e	ND	ND	ND	29,411
		Category 1 Purchased goods and services	tCO ₂ e	ND	ND	ND	646.95
		Category 2 Capital goods	tCO ₂ e	ND	ND	ND	0.00
		Category 3 Fuel- and energy-related activities	tCO ₂ e	ND	ND	ND	21,000.43
		Category 4 Upstream transportation and distribution	tCO ₂ e	ND	ND	ND	0.00
		Category 5 Waste generated in operations	tCO ₂ e	ND	ND	ND	2,255.92
		Category 6 Business travel	tCO ₂ e	ND	ND	ND	0.00
		Category 7 Employee commuting	tCO ₂ e	ND	ND	ND	4,019.54
		Category 8 Upstream leased assets	tCO ₂ e	ND	ND	ND	0.00
		Category 9 Downstream transportation and distribution	tCO ₂ e	ND	ND	ND	0.00
		Category 10 Processing of sold products	tCO ₂ e	ND	ND	ND	0.00
		Category 11 Use of sold products	tCO ₂ e	ND	ND	ND	0.00
		Category 12 End of life treatment of sold products	tCO ₂ e	ND	ND	ND	0.00
		Category 13 Downstream leased assets	tCO ₂ e	ND	ND	ND	1,487.34
		Category 14 Franchises	tCO ₂ e	ND	ND	ND	0.00
		Category 15 Investments	tCO ₂ e	ND	ND	ND	0.00
	305-4	GHG emissions intensity					
		Rail business	tCO ₂ e / passenger-km	ND	ND	ND	0.000092
		Rail business	tCO ₂ e of the electric train propulsion system / passenger-km	0.000044	0.000078	0.000034	0.000024
		Expressway and Rail businesses	tCO ₂ e / trip	ND	ND	ND	0.00026
		Percentage of electric rail fleet	Percentage	100	100	100	100

	GRI	Indicators	Unit	Year			
				2020	2021	2022	2023
	305-5	Avoided GHG emissions	tCO₂e	257	267	291	3,086
		Avoided GHG emissions by renewable energy generation	MWh	430.00	446.00	486.00	454.00
		Grid emission factor	tCO ₂ e / MWh	0.5986	0.5986	0.5986	0.4999
	305-6	Refrigerant R22	tCO ₂ e	0.00	0.00	0.00	4,476.38
			kg	0.00	0.00	0.00	2,543.40
	305-7	Other air emissions					
		Nitrogen Oxide: NOx	ppm	0.00	0.00	0.00	0.00
			kg	0.00	0.00	0.00	0.00
		Sulfur Oxide: SOx	ppm	0.00	0.00	0.00	0.00
			kg	0.00	0.00	0.00	0.00
		Persistent organic pollutants: POP	kg	0.00	0.00	0.00	0.00
		Volatile organic compounds: VOC	kg	0.00	0.00	0.00	0.00
		Hazardous pollutants: HAP	kg	0.00	0.00	0.00	0.00
		Particulate matter: PM	ppm	0.00	0.00	0.00	0.00
			kg	0.00	0.00	0.00	0.00
Water	303-3	Total water withdrawal from all areas	Million cubic meters	0.67231	0.54	0.58	0.87
			Million liters	672.31	536.34	577.95	866.93
		Classified by sources					
		Surface water	Million cubic meters	0.00	0.00	0.00	0.00
			Million liters	0.00	0.00	0.00	0.00
		Ground water	Million cubic meters	ND	ND	ND	ND
			Million liters	ND	ND	ND	ND
		Recycled/Reused water	Million cubic meters	0.00	0.00	0.00	0.00
			Million liters	0.00	0.00	0.00	0.00
		Recyled water treatment expense	THB	0.00	0.00	0.00	0.00
		Third-party water/Municipal water supplies	Million cubic meters	0.67	0.54	0.58	0.87
			Million liters	672.31	536.34	577.95	866.93
		Total water withdrawal from areas with water stress	Million cubic meters	0.00	0.00	0.00	0.00
			Million liters	0.00	0.00	0.00	0.00
		Classified by sources					
		Surface water	Million cubic meters	0.00	0.00	0.00	0.00
			Million liters	0.00	0.00	0.00	0.00
		Ground water	Million cubic meters	0.00	0.00	0.00	0.00
			Million liters	0.00	0.00	0.00	0.00
		Recycled/Reused water	Million cubic meters	0.00	0.00	0.00	0.00
			Million liters	0.00	0.00	0.00	0.00
		Third-party water/Municipal water supplies	Million cubic meters	0.00	0.00	0.00	0.00
			Million liters	0.00	0.00	0.00	0.00
	303-4	Total water discharge to all areas	Million cubic meters	0.67	0.54	0.58	0.87
		Remark: Assumed to be 80% of water withdrawal and has TDS of less than or equal to 1,000 mg/L in accordance with buildings and industrial standards	Million liters	672.31	536.34	577.95	866.93
		Classified by destination					
		Surface water	Million cubic meters	0.04	0.04	0.03	0.05
			Million liters	40.87	37.50	31.69	49.78
		Ground water	Million cubic meters	0.00	0.00	0.00	0.00
			Million liters	0.00	0.00	0.00	0.00
		Third-party water/Municipal water supplies	Million cubic meters	0.63	0.50	0.55	0.82
			Million liters	631.44	498.83	546.26	817.15
		To the same source of extraction at similar or higher quality as raw water extracted	Million cubic meters	0.00	0.00	0.00	0.00
			Million liters	0.00	0.00	0.00	0.00
		Total water discharge to areas with water stress	Million cubic meters	0.00	0.00	0.00	0.00
			Million liters	0.00	0.00	0.00	0.00
		Classified by sources					
		Surface water	Million cubic meters	0.00	0.00	0.00	0.00
			Million liters	0.00	0.00	0.00	0.00

	GRI	Indicators	Unit	Year			
				2020	2021	2022	2023
		Ground water	Million cubic meters	0.00	0.00	0.00	0.00
			Million liters	0.00	0.00	0.00	0.00
		Third-party water/Municipal water supplies	Million cubic meters	0.00	0.00	0.00	0.00
			Million liters	0.00	0.00	0.00	0.00
	303-5	Total water consumption from all areas	Million cubic meters	0.67	0.54	0.58	0.87
			Million liters	672.31	536.34	577.95	866.93
		Total water consumption from all areas with water stress	Million cubic meters	0.00	0.00	0.00	0.00
			Million liters	0.00	0.00	0.00	0.00
Waste	306-3	Total waste generated	Metric tons	308.00	258.00	351.00	833.60
		Hazardous waste generated	Metric tons	105.00	66.00	72.00	75.00
		Non-hazardous waste generated	Metric tons	203.00	192.00	279.00	758.60
	306-4	Total waste diverted from disposal	Metric tons	ND	ND	ND	44.35
		Hazardous waste diverted from disposal	Metric tons	ND	ND	ND	12.40
		Hazardous waste diverted from disposal on-site	Metric tons	ND	ND	ND	0.00
		Preparation for reuse	Metric tons	ND	ND	ND	0.00
		Recycling	Metric tons	ND	ND	ND	0.00
		Other recovery operations	Metric tons	ND	ND	ND	0.00
		Hazardous waste diverted from disposal off-site	Metric tons	ND	ND	ND	12.40
		Preparation for reuse	Metric tons	ND	ND	ND	0.00
		Recycling	Metric tons	ND	ND	ND	12.40
		Other recovery operations	Metric tons	ND	ND	ND	0.00
		Non-hazardous waste diverted from disposal	Metric tons	ND	ND	ND	31.95
		Non-hazardous waste diverted from disposal on-site	Metric tons	ND	ND	ND	12.24
		Preparation for reuse	Metric tons	ND	ND	ND	0.00
		Recycling	Metric tons	ND	ND	ND	0.00
		Other recovery operations	Metric tons	ND	ND	ND	12.24
		Non-hazardous waste diverted from disposal off-site	Metric tons	ND	ND	ND	19.71
		Preparation for reuse	Metric tons	ND	ND	ND	0.00
		Recycling	Metric tons	ND	ND	ND	19.71
		Other recovery operations	Metric tons	ND	ND	ND	0.00
	306-5	Total waste directed to disposal	Metric tons	ND	ND	ND	748.79
		Hazardous waste directed to disposal	Metric tons	ND	ND	ND	22.14
		Hazardous waste waiting for disposal off-site	Metric tons	ND	ND	ND	40.47
		Hazardous waste directed to disposal on-site	Metric tons	ND	ND	ND	0.00
		Incineration with energy recovery	Metric tons	ND	ND	ND	0.00
		Incineration without energy recovery	Metric tons	ND	ND	ND	0.00
		Landfilling	Metric tons	ND	ND	ND	0.00
		Other disposal operations	Metric tons	ND	ND	ND	0.00
		Hazardous waste directed to disposal off-site	Metric tons	ND	ND	ND	22.14
		Incineration with energy recovery	Metric tons	ND	ND	ND	0.00
		Incineration without energy recovery	Metric tons	ND	ND	ND	0.00
		Landfilling	Metric tons	ND	ND	ND	22.14
		Other disposal operations	Metric tons	ND	ND	ND	0.00
		Non-hazardous waste directed to disposal	Metric tons	ND	ND	ND	726.65
		Non-hazardous waste directed to disposal on-site	Metric tons	0.00	0.00	0.00	0.00
		Incineration with energy recovery	Metric tons	0.00	0.00	0.00	0.00
		Incineration without energy recovery	Metric tons	0.00	0.00	0.00	0.00
		Landfilling	Metric tons	0.00	0.00	0.00	0.00
		Other disposal operations	Metric tons	0.00	0.00	0.00	0.00
		Non-hazardous waste directed to disposal off-site	Metric tons	ND	ND	ND	726.65
		Incineration with energy recovery	Metric tons	ND	ND	ND	0.00
		Incineration without energy recovery	Metric tons	ND	ND	ND	0.00
		Landfilling	Metric tons	ND	ND	ND	726.65
		Other disposal operations	Metric tons	ND	ND	ND	0.00

	GRI	Indicators	Unit	Year				
				2020	2021	2022	2023	
Social Dimension								
Employees	2-7	Total number of employees	FTEs	4,158	4,135	3,948	4,106	
		Male	FTEs	2,430	2,417	2,303	2,418	
			Percentage	58.44	58.45	58.33	58.89	
		Female	FTEs	1,728	1,718	1,645	1,688	
			Percentage	41.56	41.55	41.67	41.11	
		Bangkok Metropolitan Region	FTEs	3,936	3,921	3,588	3,896	
			Percentage	94.66	94.82	90.88	94.89	
		The North	FTEs	25	24	14	15	
			Percentage	0.60	0.58	0.35	0.37	
		The Central region	FTEs	80	76	59	68	
			Percentage	1.92	1.84	1.49	1.66	
		The North East	FTEs	60	58	36	64	
			Percentage	1.44	1.40	0.91	1.56	
		The South	FTEs	13	12	5	16	
			Percentage	0.31	0.29	0.13	0.39	
		The East	FTEs	22	22	18	25	
			Percentage	0.53	0.53	0.46	0.61	
		The West	FTEs	22	22	15	22	
			Percentage	0.53	0.53	0.38	0.54	
		Total number of employees - Classified by type of hiring		FTEs	4,158	4,135	3,948	4,106
		Permanent employees		FTEs	4,142	4,130	3,944	4,103
		Male	FTEs	2,418	2,413	2,300	2,416	
			Percentage	58.38	58.43	58.32	58.88	
		Female	FTEs	1,724	1,717	1,644	1,687	
			Percentage	41.62	41.57	41.68	41.12	
		Bangkok Metropolitan Region	FTEs	3,921	3,916	3,584	3,893	
			Percentage	94.66	94.82	90.87	94.88	
		The North	FTEs	25	24	14	15	
			Percentage	0.60	0.58	0.35	0.37	
		The Central region	FTEs	80	76	59	68	
			Percentage	1.93	1.84	1.50	1.66	
		The North East	FTEs	60	58	36	64	
			Percentage	1.45	1.40	0.91	1.56	
		The South	FTEs	13	12	5	16	
			Percentage	0.31	0.29	0.13	0.39	
		The East	FTEs	22	22	18	25	
			Percentage	0.53	0.53	0.46	0.61	
		The West	FTEs	21	22	15	22	
			Percentage	0.51	0.53	0.38	0.54	
		Temporary employees		FTEs	16	5	4	3
		Male	FTEs	12	4	3	2	
			Percentage	75.00	80.00	75.00	66.67	
		Female	FTEs	4	1	1	1	
			Percentage	25.00	20.00	25.00	33.33	
		Bangkok Metropolitan Region	FTEs	15	5	4	3	
			Percentage	93.75	100.00	100.00	100.00	
		The North	FTEs	0	0	0	0	
			Percentage	0.00	0.00	0.00	0.00	
		The Central region	FTEs	0	0	0	0	
			Percentage	0.00	0.00	0.00	0.00	
		The North East	FTEs	0	0	0	0	
			Percentage	0.00	0.00	0.00	0.00	
		The South	FTEs	0	0	0	0	
			Percentage	0.00	0.00	0.00	0.00	

	GRI	Indicators	Unit	Year			
				2020	2021	2022	2023
		The East	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		The West	FTEs	1	0	0	0
			Percentage	6.25	0.00	0.00	0.00
		Non-guaranteed hours employees	FTEs	0	0	0	0
		Male	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Female	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Bangkok Metropolitan Region	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		The North	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		The Central region	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		The North East	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		The South	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		The East	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		The West	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Total number of employees - Classified by working hours		4,158	4,135	3,948	4,106
		Full-time employees	FTEs	4,158	4,135	3,948	4,106
		Male	FTEs	2,430	2,417	2,303	2,418
			Percentage	58.44	58.45	58.33	58.89
		Female	FTEs	1,728	1,718	1,645	1,688
			Percentage	41.56	41.55	41.67	41.11
		Bangkok Metropolitan Region	FTEs	3,936	3,921	3,588	3,896
			Percentage	94.66	94.82	90.88	94.89
		The North	FTEs	25	24	14	15
			Percentage	0.60	0.58	0.35	0.37
		The Central region	FTEs	80	76	59	68
			Percentage	1.92	1.84	1.49	1.66
		The North East	FTEs	60	58	36	64
			Percentage	1.44	1.40	0.91	1.56
		The South	FTEs	13	12	5	16
			Percentage	0.31	0.29	0.13	0.39
		The East	FTEs	22	22	18	25
			Percentage	0.53	0.53	0.46	0.61
		The West	FTEs	22	22	15	22
			Percentage	0.53	0.53	0.38	0.54
		Part-time employees	FTEs	0	0	0	0
		Male	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Female	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Bangkok Metropolitan Region	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		The North	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		The Central region	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		The North East	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		The South	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00

	GRI	Indicators	Unit	Year			
				2020	2021	2022	2023
405-1		The East	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		The West	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Total number of employees - Classified by employee positions		4,158	4,135	3,948	4,106
		Top management	FTEs	54	53	51	51
		Male	FTEs	35	35	32	33
			Percentage	64.81	66.04	62.75	64.71
		Female	FTEs	19	18	17	18
			Percentage	35.19	33.96	33.33	35.29
		Middle management	FTEs	107	106	110	110
		Male	FTEs	72	71	74	72
			Percentage	67.29	66.98	67.27	65.45
		Female	FTEs	35	35	36	38
			Percentage	32.71	33.02	32.73	34.55
		Junior management	FTEs	475	468	471	480
		Male	FTEs	266	260	267	269
			Percentage	56.00	55.56	56.69	56.04
		Female	FTEs	209	208	204	211
			Percentage	44.00	44.44	43.31	43.96
		All management	FTEs	636	627	632	641
		Male	FTEs	373	366	375	374
			ร้อยละ	58.65	58.37	59.34	58.35
		Female	FTEs	263	261	257	267
			ร้อยละ	41.35	41.63	40.66	41.65
		Staff/ Non-management	FTEs	3,522	3,508	3,316	3,465
		Male	FTEs	2,057	2,051	1,928	2,044
			Percentage	58.40	58.47	58.14	58.99
		Female	FTEs	1,465	1,457	1,388	1,421
			Percentage	41.60	41.53	41.86	41.01
		Management in revenue-generating functions	FTEs	511	505	488	489
		Male	FTEs	337	332	321	324
			Percentage	65.95	65.74	65.78	66.26
		Female	FTEs	174	173	167	165
			Percentage	34.05	34.26	34.22	33.74
		Science, Technology, Engineering & Mathematics: STEM	FTEs	743	763	679	837
		Male	FTEs	468	479	431	557
			Percentage	62.99	62.78	63.48	66.55
		Female	FTEs	275	284	248	280
			Percentage	37.01	37.22	36.52	33.45
405-1		Total number of employees - Classified by age group	FTEs	4,158	4,135	3,948	4,106
		Less than 30 years	FTEs	876	918	925	885
			Percentage	21.07	22.20	23.43	21.55
		30-50 years	FTEs	2,975	2,924	2,753	2,905
			Percentage	71.55	70.71	69.73	70.75
		Over 50 years	FTEs	307	293	270	316
			Percentage	7.38	7.09	6.84	7.70
		Top management - Classified by age group	FTEs	54	53	51	51
		Less than 30 years	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		30-50 years	FTEs	22	21	24	25
			Percentage	40.74	39.62	47.06	49.02
		Over 50 years	FTEs	32	32	27	26
			Percentage	59.26	60.38	52.94	50.98

	GRI	Indicators	Unit	Year			
				2020	2021	2022	2023
		Middle management - Classified by age group	FTEs	107	106	110	110
		Less than 30 years	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		30-50 years	FTEs	81	80	80	75
			Percentage	75.70	75.47	72.73	68.18
		Over 50 years	FTEs	26	26	30	35
			Percentage	24.30	24.53	27.27	31.82
		Junior management - Classified by age group	FTEs	475	468	471	480
		Less than 30 years	FTEs	3	3	3	2
			Percentage	0.63	0.64	0.64	0.42
		30-50 years	FTEs	415	409	412	412
			Percentage	87.37	87.39	87.47	85.83
		Over 50 years	FTEs	57	56	56	66
			Percentage	12.00	11.97	11.89	13.75
		All management - Classified by age group	FTEs	636	627	632	641
		Less than 30 years	FTEs	3	3	3	2
			Percentage	0.47	0.48	0.47	0.31
		30-50 years	FTEs	518	510	516	512
			Percentage	81.45	81.34	81.65	79.88
		Over 50 years	FTEs	115	114	113	127
			Percentage	18.08	18.18	17.88	19.81
		Staff/Non-management - Classified by age group	FTEs	3,522	3,508	3,316	3,465
		Less than 30 years	FTEs	873	915	922	883
			Percentage	24.79	26.08	27.80	25.48
		30-50 years	FTEs	2,457	2,414	2,237	2,393
			Percentage	69.76	68.81	67.46	69.06
		Over 50 years	FTEs	192	179	157	189
			Percentage	5.45	5.10	4.73	5.45
	405-1	Total number of employees - Classified by nationality	FTEs	4,158	4,135	3,948	4,104
		Thai	FTEs	4,156	4,133	3,946	4,102
			Percentage	99.95	99.95	99.95	99.95
		Singaporean	FTEs	0	0	0	2
			Percentage	0.00	0.00	0.00	0.05
		Japanese	FTEs	1	1	1	1
			Percentage	0.02	0.02	0.03	0.02
		American	FTEs	1	1	1	1
			Percentage	0.02	0.02	0.03	0.02
		Other nationalities	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Top management - Classified by nationality	FTEs	54	53	51	48
		Thai	FTEs	53	52	50	47
			Percentage	98.15	98.11	98.04	97.92
		Singaporean	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Japanese	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		American	FTEs	1	1	1	1
			Percentage	1.85	1.89	1.96	2.08
		Other nationalities	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Middle management - Classified by nationality	FTEs	107	106	110	110
		Thai	FTEs	107	106	110	110
			Percentage	100	100	100	100
		Singaporean	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Japanese	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00

	GRI	Indicators	Unit	Year			
				2020	2021	2022	2023
		American	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Other nationalities	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Junior management - Classified by nationality	FTEs	475	468	471	480
		Thai	FTEs	475	468	471	480
			Percentage	100	100	100	100
		Singaporean	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Japanese	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		American	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Other nationalities	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		All management positions - Classified by nationality	FTEs	636	627	632	641
		Thai	FTEs	635	626	631	640
			Percentage	99.84	99.84	99.84	99.84
		Singaporean	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Japanese	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		American	FTEs	1	1	1	1
			Percentage	0.16	0.16	0.16	0.16
		Other nationalities	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Staff/Non-management - Classified by nationality	FTEs	3,522	3,508	3,316	3,465
		Thai	FTEs	3,521	3,507	3,315	3,462
			Percentage	99.97	99.97	99.97	99.91
		Singaporean	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Japanese	FTEs	1	1	1	1
			Percentage	0.03	0.03	0.03	0.03
		American	FTEs	0	0	0	0
			Percentage	0.00	0.00	0.00	0.00
		Other nationalities	FTEs	0	0	0	2
			Percentage	0.00	0.00	0.00	0.06
Gender Pay Ratio	405-2	Ratio of female to male employees					
		Executive level - base salary only	Ratio female to male	ND	ND	ND	ND
		Executive level - base salary and other cash incentives	Ratio female to male	ND	ND	ND	ND
		Management level - base salary only	Ratio female to male	1 : 1.31	1 : 1.29	1 : 1.22	1 : 1.29
		Management level - base salary and other cash incentives	Ratio female to male	1 : 1.24	1 : 1.34	1 : 1.24	1 : 1.25
		Non-management level -base salary only	Ratio female to male	1 : 1.16	1 : 1.17	1 : 1.57	1 : 1.30
Contractors	2-8	Total number of contractors/non-employees whose work is controlled by the organization	FTEs	4,083	4,051	4,012	4,083
Freedom of Association and Collective Bargaining	S&P Global	Percentage of employees represented by welfare committee in the workplace	Percentage	100	100	100	100
Hiring	401-1	Numbers and rate of new employee hires	FTEs	ND	101	277	451
			Percentage of total employees	ND	2.44	7.02	10.98

	GRI	Indicators	Unit	Year				
				2020	2021	2022	2023	
		Classified by gender						
		Male	FTEs	ND	79	147	244	
			Percentage of total employees	ND	1.91	3.72	5.94	
		Female	FTEs	ND	22	130	207	
			Percentage of total employees	ND	0.53	3.29	5.04	
		Classified by region						
		Bangkok Metropolitan Region	FTEs	ND	68	130	262	
			Percentage	ND	67.33	46.93	58.09	
		The North	FTEs	ND	6	5	21	
			Percentage	ND	5.94	1.81	4.66	
		The Central region	FTEs	ND	8	29	56	
			Percentage	ND	7.92	10.47	12.42	
		The North East	FTEs	ND	13	27	63	
			Percentage	ND	12.87	9.75	13.97	
		The South	FTEs	ND	1	10	24	
			Percentage	ND	0.99	3.61	5.32	
		The East	FTEs	ND	2	12	11	
			Percentage	ND	1.98	4.33	2.44	
		The West	FTEs	ND	3	5	14	
			Percentage	ND	2.97	1.81	3.10	
		Classified by age group						
		Less than 30 years	FTEs	ND	80	226	339	
			Percentage of total employees	ND	1.93	5.72	8.26	
		30-50 years	FTEs	ND	21	50	111	
			Percentage of total employees	ND	0.51	1.27	2.70	
		Over 50 years	FTEs	ND	0	1	1	
			Percentage of total employees	ND	0.00	0.03	0.02	
		S&P Global	Numbers and rate of internal hires/open positions filled by internal candidates	FTEs	ND	ND	ND	235
				Percentage	ND	ND	ND	5.72
				Percentage total new employee hires	ND	ND	ND	52.11
Turnover	401-1	Numbers and rate of employee turnover	FTEs	104	263	417	316	
			Percentage of total employees	2.50	6.36	10.56	7.70	
		Classified by gender						
		Male	FTEs	78	169	226	141	
			Percentage of total employees	1.88	4.09	5.72	3.43	
		Female	FTEs	26	94	191	175	
			Percentage of total employees	0.63	2.27	4.84	4.26	
		Classified by region						
		Bangkok Metropolitan Region	FTEs	87	214	305	248	
			Percentage	83.65	81.37	73.14	78.48	
		The North	FTEs	2	6	5	16	
			Percentage	1.92	2.28	1.20	5.06	
		The Central region	FTEs	4	16	12	19	
			Percentage	3.85	6.08	2.88	6.01	
		The North East	FTEs	4	16	20	21	
			Percentage	3.85	6.08	4.80	6.65	
		The South	FTEs	1	3	9	6	
			Percentage	0.96	1.14	2.16	1.90	

	GRI	Indicators	Unit	Year			
				2020	2021	2022	2023
		The East	FTEs	3	4	8	3
			Percentage	2.88	1.52	1.92	0.95
		The West	FTEs	3	4	9	3
			Percentage	2.88	1.52	2.16	0.95
		Classified by age group					
		Less than 30 years	FTEs	43	113	187	136
			Percentage of total employees	1.03	2.73	4.74	3.31
		30-50 years	FTEs	58	132	207	153
			Percentage of total employees	1.39	3.19	5.24	3.73
		Over 50 years	FTEs	3	18	23	27
			Percentage of total employees	0.07	0.44	0.58	0.66
	S&P Global	Numbers and rate of voluntary employee turnover	FTEs	83	237	381	276
			Percentage	79.81	90.11	91.37	87.34
			Percentage of total employees	2.00	5.73	9.65	6.72
Parental Leave	401-3	Total number of employees entitled to parental leave	FTEs	1,728	1,718	1,555	1,580
		Male	FTEs	0	0	0	0
		Female	FTEs	1,728	1,718	1,555	1,580
		Total number of employees that took parental leave	FTEs	63	83	71	62
		Male	FTEs	0	0	0	0
		Female	FTEs	63	83	71	62
		Total number of employees that returned to work after parental leave ended	FTEs	63	82	69	61
		Male	FTEs	0	0	0	0
		Female	FTEs	63	82	69	61
		Total number of employees that are still working 12 months after parental leave ended	FTEs	61	75	61	57
		Male	FTEs	0	0	0	0
		Female	FTEs	61	75	61	57
		Return to work rate of employees that took parental leave	Percentage	0	0	0	0
		Male	Percentage	0	0	0	0
		Female	Percentage	100	99	97	98
		Retention rate of employees that took parental leave	Percentage	0	0	0	0
		Male	Percentage	0	0	0	0
		Female	Percentage	97	90	88	92
	S&P Global	Duration of parental leave offered to the majority of employees		14	14	14	26
		Mothers and primary caregivers	Weeks	14	14	14	26
		Fathers and non-primary caregivers	Weeks	0	0	0	0
Training	S&P Global	Average hours of training and development for employees	Hours/FTE	28.72	42.74	42.93	42.85
		Classified by gender					
		Male	Hours/FTE	31.13	47.08	45.53	46.34
		Female	Hours/FTE	25.34	36.64	39.30	37.84
		Classified by position level					
		Top management		12.45	6.73	18.08	9.11
		Middle management	Hours/FTE	17.41	21.59	15.71	19.43
		Junior management		21.06	41.37	40.02	30.82
		Officer/ Non-management		30.33	44.10	44.31	45.12
		Average amount spent on training and development for employees	THB/FTE	ND	ND	657.46	2,093.03
		Classified by gender					
		Male	THB/FTE	ND	ND	563.15	1,805.72
		Female	THB/FTE	ND	ND	789.50	2,504.59

	GRI	Indicators	Unit	Year			
				2020	2021	2022	2023
		Classified by position level					
		Top management	THB/FTE	ND	ND	7,898.65	7,266.62
		Middle management		ND	ND	2,345.36	1,535.99
		Junior management		ND	ND	537.14	413.60
		Officer/ Non-management		ND	ND	265.96	1,157.67
		Human Capital Return on Investment: HCROI		-	2.848	2.454	3.183
Employee Engagement	S&P Global	Employee engagement					
		Percentage of actively engaged employees from total employees	Percentage	81.08	94.49	86.27	92.96
Customer Safety	-	Fatalities for passengers	Cases	0	0	0	0
		High-consequence injuries for passengers	Cases	0	0	0	0
			Cases/1 million passengers	0	0	0	0
Occupational Health and Safety	403-8	Occupational health and safety management system					
		Employees covered by the company's OHS management system	Percentage	100	100	100	100
		Internal audit of the employees covered by the company's OHS management system	Percentage	100	100	100	100
		Third-party audit of the employees covered by the company's OHS management system	Percentage	100	100	100	100
		Contractors covered by the company's OHS management system	Percentage	100	100	100	100
		Internal audit of the employees covered by the company's OHS management system	Percentage	100	100	100	100
		Third-party audit of the employees covered by the company's OHS management system	Percentage	100	100	100	100
	403-9	Total hours worked					
		Employees	Hours worked	7,833,768.00	7,566,411.00	7,420,794.00	7,528,845.00
		Contractors	Hours worked	7,000,094.30	7,025,250.80	6,816,899.30	6,898,989.00
		Work-related fatalities					
		Employees	Cases	0	0	0	0
			Cases/1 million hours worked	0	0	0	0
		Contractors	Cases	0	0	0	0
			Cases/1 million hours worked	0	0	0	0
		High-consequence work-related injuries					
		Note: Workers cannot fully recover within 6 months.					
		Employees	Cases	0	0	1	0
			Cases/1 million hours worked	0	0	0.13	0
		Contractors	Cases	0	0	0	0
			Cases/1 million hours worked	0	0	0	0
		Recordable work-related injuries					
		Employees	Cases	18	22	5	4
			Cases/1 million hours worked	2.30	2.91	0.67	0.53
		Contractors	Cases	8	6	9	8
			Cases/1 million hours worked	1.14	0.85	1.32	1.16
		Loss-time injury frequency rate: LTIFR					
		Employees	Cases	8	8	2	2
			Cases/1 million hours worked	1.02	1.06	0.27	0.27
		Contractors	Cases	2	0	1	1
			Cases/1 million hours worked	0.29	0.00	0.15	0.14

	GRI	Indicators	Unit	Year			
				2020	2021	2022	2023
	403-10	Work-related ill health fatalities					
		Employees	Cases	0	0	0	0
		Contractors	Cases	0	0	0	0
		Recordable work-related ill health					
		Employees	Cases	0	1	0	0
		Contractors	Cases	0	0	0	1
	SASB -	Total recordable incident rate: TRIR					
		Employees	Cases	40	26	8	21
			Cases/1 million hours worked	5.11	3.44	1.08	2.79
		Contractors	Cases	50	29	19	17
			Cases/1 million hours worked	7.14	4.13	2.79	2.46
		Near miss frequency rate: NMFR					
		Employees	Cases	25	14	5	18
			Cases/1 million hours worked	3.19	1.85	0.67	2.39
		Contractors	Cases	39	20	13	11
			Cases/1 million hours worked	5.57	2.85	1.91	1.59
		Data coverage					
		Employees	Percentage	100	100	100	100
		Contractors	Percentage	100	100	100	100

Remark : GRI = Global Reporting Initiative
SASB = Sustainability Accounting Standards Board
S&P Global = Global credit rating agency

ND = No data available
0 = Data collected shows zero
GHG = Greenhouse Gases
TDS = Total dissolved solids

For Social Dimension
Year 2020-2021: Data from Expressway business and Rail business
Year 2022: Data from Expressway business, Rail business, and Commercial Development business (except classified by region)
Year 2023: Data from Expressway business, Rail business, and Commercial Development business
FTEs = Number of Full Time Employees

GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION		OMISSION			
		CHAPTER	PAGE NUMBER/ WEBSITE URL	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
General Standard Disclosure							
GRI 2: General Disclosures 2021							
Organization and its reporting practices							
GRI 2: General Disclosures 2021	2-1	Organizational details	About this Report, Business Overview	6, 11-13			
	2-2	Entities included in the organization's Sustainability Reporting	About this Report, Business Overview	6-7, 11-13			
	2-3	Reporting period, frequency and contact point	About this Report	6			
	2-4	Restatements of information	-	-	2-4 a	Not applicable	This is the first sustainability reporting by the Company to be in alignment to GRI Standards.
Activities and workers							
GRI 2: General Disclosures 2021	2-6	Activities, value chain, and other business relationships	Business Value Chain, Business Overview	11-13, 18-21			
	2-7	Employees	Performance Data	173-175			
	2-8	Workers who are not employees	Performance Data	173-175			
Governance							
GRI 2: General Disclosures 2021	2-9	Governance structure and composition	Corporate Governance	67-68			
			56-1 One Report 2023	131-134			
			Charter of the Board of Directors	https://www.bemplc.co.th/Charter?lang=en			
	2-10	Nomination and selection of the highest governance body	Corporate Governance	68			
			Criteria on Nomination of Directors	https://www.bemplc.co.th/CorporatePolicy?lang=en			
			Corporate Governance Principles	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf			
	2-11	Chair of the highest governance body	Corporate Governance Principles	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf			
	2-12	Role of the highest governance body in overseeing the management of impacts	56-1 One Report 2023	138			
			Charter of the Corporate Governance, Risk Management and Sustainable Development Committee	https://www.bemplc.co.th/Charter?lang=en			
	2-13	Delegation of responsibility for managing impacts	56-1 One Report 2023	76-77			
	2-14	Role of the highest governance body in Sustainability Reporting	56-1 One Report 2023	76-77, 138			
	2-15	Conflicts of interest	Prevention of a Conflict of Interest Policy, Policy on Reporting of the Conflict of Interest	https://www.bemplc.co.th/CorporatePolicy?lang=en			
	2-16	Communication of critical concerns	Corporate Governance	69-71			
	2-17	Collective knowledge of the highest governance body	56-1 One Report 2023	118, 138			

GRI STANDARD	DISCLOSURE		LOCATION		OMISSION		
			CHAPTER	PAGE NUMBER/ WEBSITE URL	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	2-18	Evaluation of the performance of the highest governance body	Corporate Governance	68-69			
			Corporate Governance Principles	https://admin.bemplc.co.th/Upload/CorporateGovernance_EN.pdf			
	2-19	Remuneration policies	56-1 One Report 2023	152-154			
	2-20	Process to determine remuneration	56-1 One Report 2023	152-154			
	2-21	Annual total compensation ratio	-	-	2-21 a,b,c	Confidentiality constraints.	Annatal total compensation of the Managing Director and of employees are confidential information.
Strategy, policies and practices							
GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy	Message from the Managing Director	8-9			
	2-23	Policy commitments	Corporate Governance	67-70			
			Corporate Governance Policy, Human Rights Policy	https://www.bemplc.co.th/CorporatePolicy?lang=en			
			Code of Conduct	https://www.bemplc.co.th/CodeofConduct?lang=en			
	2-24	Embedding policy commitments	Corporate Governance	66-70			
	2-25	Processes to remediate negative impacts	Stakeholder Engagement Policy, Human Right Policy	https://www.bemplc.co.th/CorporatePolicy?lang=en			
	2-26	Mechanisms for seeking advice and raising concerns	Corporate Governance	69-70			
	2-27	Compliance with laws and regulations	Corporate Governance, Performance Data	66-70, 168			
	2-28	Membership associations	Corporate Governance	71			
Code of Conduct			https://www.bemplc.co.th/CodeofConduct?lang=en				
Stakeholder engagement							
GRI 2: General Disclosures 2021	2-29	Approach to stakeholder engagement	Business Value Chain	21-28			
			Stakeholder Engagement Policy	https://www.bemplc.co.th/CorporatePolicy?lang=en			
	2-30	Collective bargaining agreements	Human Rights, Performance Data	163, 177			
Material Topics							
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Materiality Assessment	29-36			
	3-2	List of material topics	Materiality Assessment	35-36			
Climate Strategy and Energy Management							
Material Topics							
GRI 3: Material Topics 2021	3-3	Management of material topics	Climate Strategy and Energy Management	83-92			
Energy							
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Performance Data	169			
	302-2	Energy consumption outside of the organization	-	-	302-2 a,b,c	Not applicable	The Company does not have energy consumption outside of the organization.
	302-3	Energy intensity	Performance Data	170			

GRI STANDARD	DISCLOSURE		LOCATION		OMISSION		
			CHAPTER	PAGE NUMBER/ WEBSITE URL	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	302-4	Reduction of energy consumption	Climate Strategy and Energy Management	89-91			
	302-5	Reductions in energy requirements of products and services	-	-	302-5 a,b,c	Not applicable	The Company's services do not have energy requirements.
Emissions							
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Performance Data	170			
	305-2	Energy Indirect (Scope 2) GHG emissions	Performance Data	170			
	305-3	Other Indirect (Scope 3) GHG emissions	Performance Data	170			
	305-4	GHG emissions intensity	Performance Data	170			
	305-5	Reduction of GHG emissions	Performance Data	171			
Environmental Management							
Material Topics							
GRI 3: Material Topics 2021	3-3	Management of material topics	Environmental Management	93-101			
Water and effluents							
GRI 303: Water and Effluents 2018	303-3	Water withdrawal	Performance Data	171-172			
	303-4	Water discharge	Performance Data	171-172			
	303-5	Water consumption	Performance Data	171-172			
Emissions							
GRI 305: Emissions 2016	305-6	Emissions of ozone-depleting substances (ODS)	Performance Data	171			
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Performance Data	171			
Waste							
GRI 306: Waste 2020	306-3	Waste generated	Performance Data	172			
	306-4	Waste diverted from disposal	Performance Data	172			
	306-5	Waste directed to disposal	Performance Data	172			
Biodiversity							
Material Topics							
GRI 3: Material Topics 2021	3-3	Management of material topics	Biodiversity	102-106			
Biodiversity							
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity	104			
	304-2	Significant impacts of activities, products and services on biodiversity	Biodiversity	104			
Health & Safety (OHS and Customer Safety)							
Material Topics							
GRI 3: Material Topics 2021	3-3	Management of material topics	Health & Safety (Occupational Health & Safety, and Customers' Safety)	109-118			

GRI STANDARD	DISCLOSURE		LOCATION		OMISSION		
			CHAPTER	PAGE NUMBER/ WEBSITE URL	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Health & Safety (Occupational Health & Safety, and Customers' Safety)	110-112			
	403-2	Hazard identification, risk assessment, and incident investigation	Health & Safety (Occupational Health & Safety, and Customers' Safety)	113-114			
	403-3	Occupational health services	Health & Safety (Occupational Health & Safety, and Customers' Safety)	114-115			
	403-4	Worker participation, consultation, and communication on occupational health and safety	Health & Safety (Occupational Health & Safety, and Customers' Safety)	110-111	302-2 a,b,c	Not applicable	The Company does not have energy consumption outside of the organization.
	403-5	Worker training on occupational health and safety	Health & Safety (Occupational Health & Safety, and Customers' Safety)	111, 116-117			
	403-6	Promotion of worker health	Health & Safety (Occupational Health & Safety, and Customers' Safety)	114-115			
	403-7	"Prevention and mitigation of occupational health and safety impacts directly linked by business relationships"	Health & Safety (Occupational Health & Safety, and Customers' Safety)	114-115	302-5 a,b,c	Not applicable	The Company's services do not have energy requirements.
	403-8	Workers covered by an occupational health and safety management system	Performance Data	180			
	403-9	Work-related injuries	Performance Data	180-181			
	403-10	Work-related ill health	Performance Data	180-181			
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Health & Safety (Occupational Health & Safety, and Customers' Safety)	109			
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Health & Safety (Occupational Health & Safety, and Customers' Safety)	116			
Human Capital Development							
Material Topics							
GRI 3: Material Topics 2021	3-3	Management of material topics	Human Capital Development	119-132			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Performance Data	177-179			
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Capital Development	125-126			

GRI STANDARD	DISCLOSURE		LOCATION		OMISSION		
			CHAPTER	PAGE NUMBER/ WEBSITE URL	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Performance Data	179-180			
	404-2	Programs for upgrading employee skills and transition assistance programs	Human Capital Development	122-124, 127, 129-130			
	404-3	Percentage of employees receiving regular performance and career development reviews	Human Capital Development	124			
Human Rights							
Material Topics							
GRI 3: Material Topics 2021	3-3	Management of material topics	Human Rights	158-166			
GRI 401: Employment 2016	401-3	Parental leave	Performance Data	179			
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Performance Data	175-177			
	405-2	"Ratio of basic salary and remuneration of women to men"	Performance Data	177			
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Human Rights	166			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights, Performance Data	163, 177	407-1 a,b	Information unavailable	The Company's Welfare Committee cover all employees and contractors, and do not cover suppliers' business operations.
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	-	-	408-1 a,b,c	Not applicable	The Company does not have any significant risks for child labor.
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	-	-	409-1 a,b	Not applicable	The Company does not have any significant risks for forced labor.
Corporate Citizenship and Philanthropy (CSR)							
Material Topics							
GRI 3: Material Topics 2021	3-3	Management of material topics	Corporate Citizenship and Philanthropy (CSR)	133-149			
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Corporate Citizenship and Philanthropy (CSR)	133-135			
	203-2	Significant indirect economic impacts	Corporate Citizenship and Philanthropy (CSR)	133-135			
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Corporate Citizenship and Philanthropy (CSR)	137-149			
	413-2	Operations with significant actual and potential negative impacts on local communities	Corporate Citizenship and Philanthropy (CSR)	133-145			
Stakeholder Engagement							
Material Topics							
GRI 3: Material Topics 2021	3-3	Management of material topics	Stakeholder Engagement	150-157			

GRI STANDARD	DISCLOSURE		LOCATION		OMISSION		
			CHAPTER	PAGE NUMBER/ WEBSITE URL	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 413: Local Communities 2016	413-2	Operations with significant actual and potential negative impacts on local communities	Corporate Citizenship and Philanthropy (CSR)	133-145			
Customer Relationship Management							
Material Topics							
GRI 3: Material Topics 2021	3-3	Management of material topics	Customer Relationship Management	60-65			
GRI 2: General Disclosures 2021	2-29	Approach to stakeholder engagement	Customer Relationship Management	21-28			
Innovation							
Material Topics							
GRI 3: Material Topics 2021	3-3	Management of material topics	Innovation	54-59			
Supply Chain Management							
Material Topics							
GRI 3: Material Topics 2021	3-3	Management of material topics	Supply Chain Management	47-53			
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Supply Chain Management, Performance Data	47, 168			
	308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management	50-53			
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Supply Chain Management, Performance Data	47, 168			
	414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management	50-53			
IT Security and Data Privacy							
Material Topics							
GRI 3: Material Topics 2021	3-3	Management of material topics	IT Security and Data Privacy	39-46			
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Performance Data	168			
Corporate Governance							
Material Topics							
GRI 3: Material Topics 2021	3-3	Management of material topics	Corporate Governance	66-71			
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Corporate Governance	70			
	205-2	Communication and training about anti-corruption policies and procedures	-	-	205-2 a,b,c,d,e	Information unavailable.	
	205-3	Confirmed incidents of corruption and actions taken	Corporate Governance	168			
Risk and Crisis Management							
Material Topics							
GRI 3: Material Topics 2021	3-3	Management of material topics	Risk and Crisis Management	72-80			



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