



MANAGEMENT DISCUSSION AND ANALYSIS  
(MD&A) Q3/2021  
DON MUANG TOLLWAY PUBLIC COMPANY  
LIMITED

9 NOVEMBER 2021



## Executive Summary

The coronavirus 2019 disease outbreak (COVID-19) in Q3/2021 is still relatively severe. Since the beginning of July, the government has issued measures to control activities in the “Maximum and Strict Controlled Zone” effective on 12 July 2021 and imposed night-time curfew from 21:00-04:00 hours for the efforts to reduce number of infections by restricting travel movements, increasing social distancing, postponing school opening, and closing down business with COVID-19 risk as well as urging for cooperation to work from home at 100% rate. In addition, expansion of the high risk zones to other provinces in Thailand by restrictions of cross province travels between red zone areas. While the government increasing the vaccine inoculation rate to the people along with the strict measures imposed, the number of infections has drastically reduced. On 1 September 2021, the government has released the easing of lockdown measures by allowing cross province travels, activities and businesses to resume operations under the regulations set forth by the government for the designated control areas. The traffic volumes in Q3/2021 was considered the lowest as impacted by COVID-19 thus far due to the lockdown measures to restrict travels in the 2-month period (July and August). Since then, in September, the traffic volumes have been increasing in line with the easing of lockdowns, declines in number of infections and over 27.93% of population has completed 2 doses of vaccines at the ending of Q3/2021.

The Company has been directly affected on traffic volumes and revenue, with decreases of 45% and 67% when compared to the previous quarter and same quarter of the previous year respectively. Even though the Company has received less revenue, the management has still been able to efficiently manage the financial costs and has managed to lower/control expenses and extend or postpone projects using the case study from year 2020 as guidelines. For the past 9 months, the Company has lowered the costs and expenses to a total of Baht 369 million or 39% when compared to the previous year while operated to ensure sustainability in the future. On 10 May 2021, the Company has paid short-term and long-term loans, amounting to Baht 1,683.78 million, using cash flows from the registration of common shares with the Stock Exchange of Thailand (SET). After registering with the Stock Exchange of Thailand, the liabilities of the Company have decreased significantly and only a promissory note totaling to Baht 300 million remains. The D/E Ratio has decreased from 0.40 to 0.10 and Current Ratio was improved from 0.27 to 0.76 when compared between 31 December 2020, and 30 September 2021, respectively. For working capital, as of 30 September 2021, the Company has remaining credit line in the total amount of Baht 620 million (31 December 2020: Baht 350 million) and under the process for requesting additional credit line of Baht 350 million. From the aforementioned financial plan, the level of current liabilities has been significantly lowered resulting in significant improvement in the Company’s liquidity in 2021 to counteract the COVID-19 impact in the long



run and expand its business by participating in many projects per invitation to bid by the government in the Public Private Partnership scheme at the end of 2021 to 2022.

Unit: Million Baht

Operating results	3Q2020	2Q2021	3Q2021	% Increase/ (Decrease)		9M2020	9M2021	% Increase/ (Decrease)
				QoQ	YoY			
Toll Revenue	562.02	251.44	182.88	(27)	(67)	1,475.81	817.59	(45)
EBITDA	393.02	118.99	90.56	(24)	(77)	992.19	465.29	(53)
Net Profit	224.49	63.15	42.27	(33)	(81)	543.72	248.51	(54)
Earnings/share (Baht per Share)	0.22	0.06	0.04	(33)	(82)	0.52	0.22	(58)

In the third quarter of 2021, DMT reported Toll revenue, EBITDA and Net Profit equal to Baht 182.88 million, Baht 90.56 million and Baht 42.27 million, respectively decreased from the second quarter of 2021 and the third quarter of 2020. For the period of January to September 2021, DMT reported Toll revenue, EBITDA and Net Profit equal to Baht 817.59 million, Baht 465.29 million and Baht 248.51 million, respectively decreased from the same period last year which is in line with the decreasing in traffic volume according to government measures to lift up the intensity of epidemic control in the third wave of the pandemic.

In the fourth quarter, according to the government's forecast of the COVID-19 to turn out in positive direction along with lockdown measures reduced in controlled areas issued on 30 October 2021 per Regulation Issued under Section 9 of the Emergency Decree on Public Administration in Emergency Situations B.E. 2548 (2005) (No. 37 Order of the Centre for the Administration of the Situation due to the Outbreak of the Communicable Disease Coronavirus 2019 (COVID-19) No. 19/2021 "Re: COVID-19 Zoning Areas Categorized as Maximum and Strict Controlled Areas, Maximum Controlled Areas, Controlled Areas and High Surveillance Areas" based on Regulations Issued under Section 9 of the Emergency Decree on Public Administration in Emergency Situations B.E. 2548 (2005) Order of the Centre for the Administration of the Situation due to the Outbreak of the Communicable Disease Coronavirus 2019 (COVID-19) No. 20/2021 "Re : Guidelines based on Regulations Issued under Section 9 of the Emergency Decree on Public Administration in Emergency Situations B.E. 2548 (2005) (No.18)". Including the cancellation of curfew, reopening the country and partially open some well-prepared schools by 1 November 2021 which will be a positive impact to the economy with the expectation of operating performance of Q4 better than Q3.



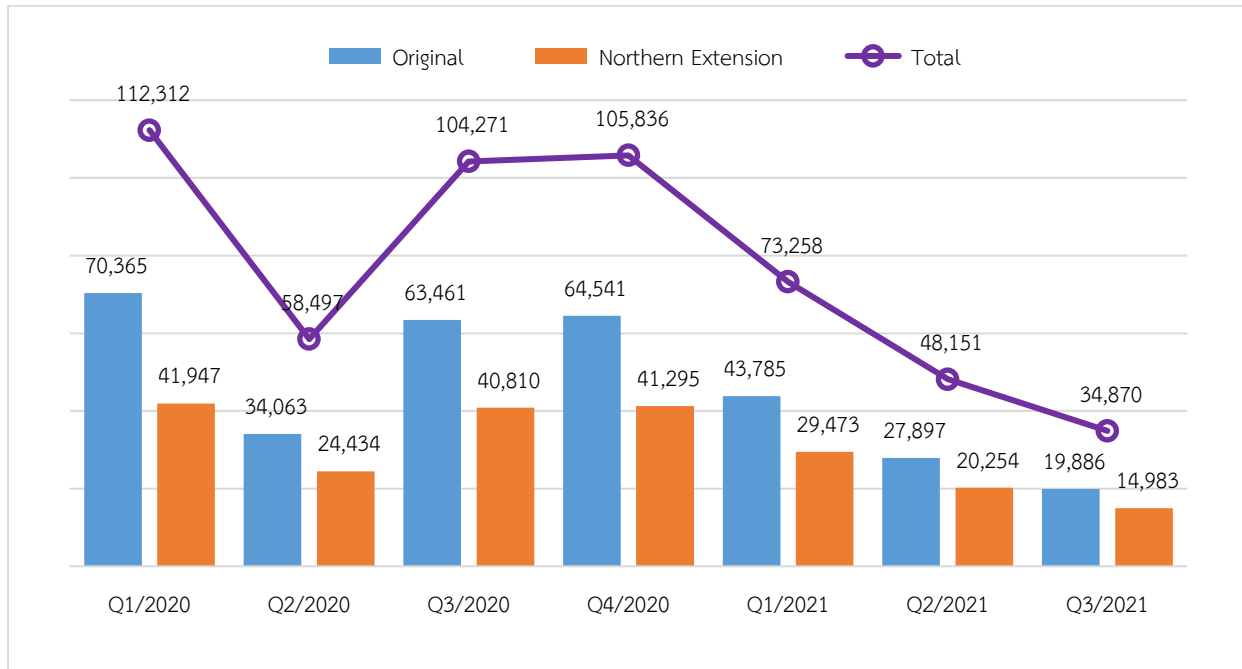
### **Important events for Q3/2021 to present**

- **Testing and Installation of M-Flow System at Din Daeng Toll Plaza for 2 Lanes**

The Company is in the process of demo lane testing and installing of M-Flow System at Din Daeng Toll Plaza for 2 lanes. On 11 October 2021, the Company has submitted a letter to Department of Highways to inform of the toll plaza renovation design to support M-Flow system and readiness of the Company for the installation of the system which began in November 2021.



### Traffic Volumes and Effects from COVID-19



Remarks: Traffic Volume for Northern Extension Section includes Outbound Laksi Toll Plaza

Past information from 2020 revealed the facts that first wave of COVID-19 outbreak (first wave was in January to December 2020 with a total of 11.5 months) which escalated in the end of March prompted the government to impose lockdown measures by closing down high-risk businesses. These events significantly caused the traffic volumes during the period in Q2/2020 the lowest point of last year. The government containment measures worked effectively reflecting in the traffic volumes in Q3/2020 and Q4/2020 to rebound back to normal travel activities. Therefore, the tollroad industry deems to recover at a fast pace in terms of revenue and traffic volumes.

However, at the end of 2020 continued into 2021, a second wave of COVID-19 outbreak had occurred (second wave in January 2021 with a total of 3.5 months) pushing the traffic volumes for Q1/2021 lower than the Q4/2020. In Q4/2020, traffic volumes per day on the Tollway's Original Section was 64,541 vehicles and on the Northern Extension Section was 41,295 vehicles whereas in Q1/2021 vehicles per day in the Original Section decreased to 43,785 vehicles and the Northern Extension Section decreased to 29,473 vehicles or decreased by 32.16% and 28.63%, respectively.

The outbreak was still obviously seen in the Q2/2021, the third wave of COVID-19 outbreak had occurred (third wave in April 2021). On 18 April 2021, the government had announced the



new wave of COVID-19 outbreak identified as Alpha variant (UK) with 50% quicker transmissible than the original variant. Moreover, on 21 May 2021, the Delta variant (India) was detected at the Laksi construction campsite (Delta variant spread 60% faster than Alpha variant). Until 26 June 2021 the order per Section 9 of Emergency Decree on Public Administration in Emergency Situations B.E. 2548 (2005) (No. 25) to control the travel activities and reduce interpersonal contact resulting in traffic volumes in Q2/2021 to decrease from Q1/2021. In Q1/2021, traffic volumes per day on the Original Section was 43,785 vehicles and on the Northern Extension Section was 29,473 vehicles whereas in Q2/2021 traffic volumes per day on the Original Section decreased to 27,897 vehicles and on the Northern Extension Section decreased to 20,245 vehicles or decreased by 36.29% and 31.28%, respectively. To compare with the lowest point in Q2/2020 when lockdown measures and curfew were imposed, it was found that Q2/2021 had lower traffic volumes than Q2/2020 where traffic volumes per day on the Original Section was 34,063 vehicles and on the Northern Extension Section was 24,434 vehicles or decreased by 18.10% and 17.11%, respectively. The impact was caused by the third wave which had significantly higher number of infection cases than the previous year.

Later in the Q3/2021, the government had released stricter measures due to the increasing number of infections. On 10 July 2021, the government imposed regulations Issued under Section 9 of Emergency Decree on Public Administration in Emergency Situations B.E. 2548 (2005) (No. 27) to control the activities within the highest level of outbreak effective on 12 July 2021 and Night-Time Curfew between 21:00-04:00 hours aiming to reduce the travel movements and strengthen social distancing for people gathering to subdue the number of infections. Also, widely expanded the Strict Controlled Areas (Red Zone) into many provinces across Thailand prohibiting crossing between red zone provinces while the government actively accelerated the inoculation of vaccines. Nonetheless, the confirmed cases were still on the rise until 13 August 2021 when the number of infections reached 23,418 cases per day which was the highest point but consistently decreased since then. Until on 1 September 2021, the government announced easing of lockdowns allowing travel across provinces. As a result, the traffic volumes in Q3/2021 was decreased from Q2/2021. In Q2/2021, traffic volumes per day on the Original Section was 27,897 vehicles and on the Northern Extension Section was 20,254 vehicles decreased to 19,886 vehicles on the Original Section and 14,983 vehicles on the Northern Extension Section or decreased by 28.72% and 26.02%, respectively.

When compared with Q3/2020, it was found that Q3/2021 had lower traffic volumes than Q3/2020 where traffic volumes per day on the Original Section was 63,641 vehicles and on the Northern Extension Section was 40,801 vehicles or 68.66% and 63.28%, respectively. The traffic volumes in Q3/2021 were considered the lowest as impacted by COVID-19 caused by the lockdown measures restricting traveling for 2 consecutive months (July and August). Ever since,



the traffic volumes have been gradually increasing along with the easing of lockdowns by the government in September.

### Outlook for Tollroad Usage in the Fourth Quarter of 2021

From the lockdown measures, the restrictions on general transportation within and across provinces to prevent the spread of COVID-19 have been in place for a period of 2 months, in July 2021 and August 2021, and has impacted the traffic volumes on the Tollway for Q3/2021 to be the lowest point. However, in September, the traffic volumes have started to increase following the easing of lockdown restrictions placed by the government. The traffic volumes in October increased continually and higher than September.

For the trend of traffic volumes for Q4/2021, there are factors that support the rapid rebound of traffic volumes according level of the easing of government restrictions, the acceleration of vaccinations to all citizens, which includes students so the education system can return to normal situations, and the statistics of citizens receiving vaccine and those who are fully immune with 2 doses are increasing as well as Booster Dose being continuously inoculated. It is anticipated for the 2nd or 3rd generation of vaccines will be available in the future with higher quality and effectiveness. The government's plan of reopening of the country for tourists to enter without the mandatory quarantine was effective on 1 November 2021, as well as schools to be resumed, which will support travel activities and increase the traffic volumes of the Tollway more than Q3/2021 because the Company's business is about tollroad infrastructure related to the travel activities. Therefore, this industry is expected to recover at a faster pace than other industry because all sectors still rely on transportation activities or transportation is constantly needed. When considering travel modes by comparing traveling by private vehicle, public transit and metro rail, it can be seen that private vehicle provides better Social Distancing than public transit, metro rail and other public mass transits which is a positive factor to travel by private vehicles. The development of transportation system around Tollway and sounding communities are still constantly growing while the forecast of infections and the government control measures still need to be closely monitored.



Summary of operating results of third quarter of 2021

Unit: Million Baht

	3Q2020	2Q2021	3Q2021	% Increase/ (Decrease)		9M2020	9M2021	% Increase/ (Decrease)
				QoQ	YoY			
Toll Revenue	562.02	251.44	182.88	(27)	(67)	1,475.81	817.59	(45)
Cost of toll road operations	206.02	131.52	93.33	(29)	(55)	569.03	371.75	(35)
<b>Gross profit</b>	<b>356.00</b>	<b>119.92</b>	<b>89.55</b>	<b>(25)</b>	<b>(75)</b>	<b>906.78</b>	<b>445.84</b>	<b>(51)</b>
Investment income	2.40	1.79	1.38	(23)	(43)	10.55	5.49	(48)
Other income	2.61	0.12	1.18	883	(55)	3.24	2.19	(32)
Distribution costs	4.35	3.80	4.03	6	(7)	19.62	13.64	(30)
Administrative expenses	50.54	48.44	33.32	(31)	(34)	137.93	122.77	(11)
Financial costs	25.34	6.92	2.14	(69)	(92)	83.34	22.74	(73)
Tax expense (income)	56.29	(0.48)	10.35	2,256	(82)	135.96	45.86	(66)
<b>Profit for the period</b>	<b>224.49</b>	<b>63.15</b>	<b>42.27</b>	<b>(33)</b>	<b>(81)</b>	<b>543.72</b>	<b>248.51</b>	<b>(54)</b>
<b>Total comprehensive income for the period</b>	<b>224.49</b>	<b>59.22</b>	<b>38.08</b>	<b>(36)</b>	<b>(83)</b>	<b>534.31</b>	<b>237.98</b>	<b>(55)</b>
<b>Basic earnings per share (Baht)</b>	<b>0.22</b>	<b>0.06</b>	<b>0.04</b>	<b>(33)</b>	<b>(82)</b>	<b>0.52</b>	<b>0.22</b>	<b>(58)</b>

Financial performance of the third quarter of 2021 (3Q2021) compared with the 2Q2021

Operating results for the third quarter of 2021, DMT had a profit for the period of Baht 42.27 million, decreased from the second quarter of 2021 by Baht 20.88 million or 33%. The key performance results of the third quarter of 2021 are as follows:

- Toll revenue

In the third quarter of 2021, DMT had toll revenue of Baht 182.88 million, decreased from the previous quarter by Baht 68.56 million or 27% due to the 3rd wave outbreak of the Delta variant (India), which spreads at a rate of 60% higher than the Alpha variant. Furthermore, the government has issued more intensive measures in line with higher infection rates as reported in part of traffic volume and impact of the COVID-19 epidemic as described above.

- Cost of toll road operations

In the third quarter of 2021, the cost of toll road operations was Bah 93.33 million, decreasing from the previous quarter by Baht 38.19 million or 29% because the amortization





expense of the concession cost was decreased as a result of lower actual traffic volume which is in line with the decrease in revenue. Employee expenses and maintenance costs (Maintenance Obligations) has also been reduced, as well as various cost reduction measures were enacted such as the postponement of some projects which does not affect the level of service for a period of time.

- Distribution costs and Administrative expenses

In the third quarter of 2021, distribution costs were Baht 4.03 million and administrative expenses were Baht 33.32 million, decreasing from the previous quarter by Baht 14.89 million or 28% due to the reduction in donations to fund scholarships for the Dream for Achievement Foundation and employee expenses. However, in the second quarter of 2021, the fee for the long-term loan was totally recognized as an expense because DMT had fully prepaid long-term loans from financial institutions (the loans are originally due in October and December 2022)

- Financial costs

In the third quarter of 2021, financial costs were Baht 2.14 million, decreasing from the previous quarter by Baht 4.78 million or 69% due to the repayment of short-term and long-term loans in an amount of Baht 1,449.19 million from cash flow from both of IPO and operations in the second quarter of 2021 resulting in lower financial costs.

- Tax expense

In the third quarter of 2021, tax expense was Baht 10.35 million, increasing Baht 10.83 million when compared with the second quarter of 2021.

**Financial performance of the third quarter of 2021 (3Q2021) compared with the 3Q2020**

In the third quarter of 2021, DMT had profit for the period of Baht 42.27 million, decreased from the same quarter last year by Baht 182.22 million or 81% due to the decreasing in toll revenue by Baht 379.14 million or 67%. However, DMT had managed to decrease operating costs totaling Baht 200.36 million or 58% when compared to the third quarter of 2020.

**Financial performance for the period January – September 2021 compared with the same period 2020**

In the period of January – September 2021, DMT had a profit for the period Baht 248.51 million, decreased from the same period last year Baht 295.21 million or 54% due to decreasing in toll revenue by Baht 658.22 million or 45%. However, DMT had managed to decrease operating costs totaling Baht 369.12 million or 39% when compared to the year 2020.



## Financial position

Unit: Million Baht

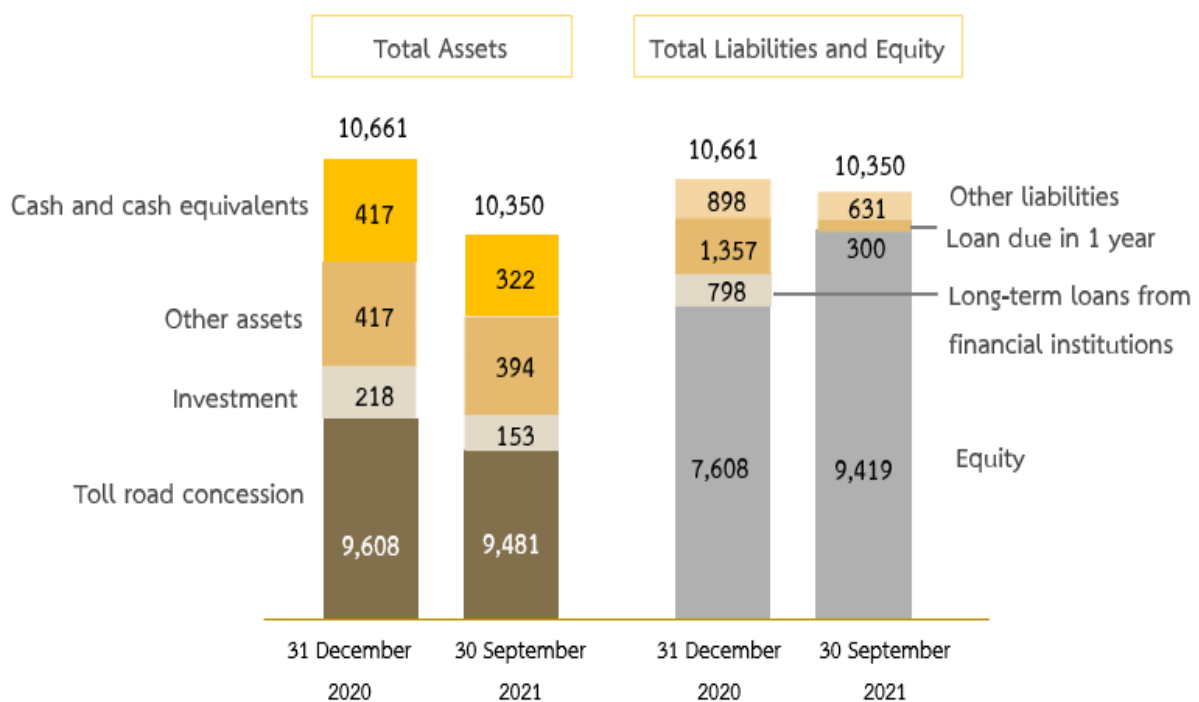
	2020 31 December	2021 30 September	Increase/(Decrease)	
			Million Baht	%
Total assets	10,660.76	10,349.74	(311.02)	(3)
Total liabilities	3,052.98	930.76	(2,122.22)	(70)
Total equity	7,607.78	9,418.98	1,811.20	24

Financial status as of 30 September 2021, DMT had total assets of Baht 10,349.74 million decreased by Baht 311.02 million or 3%. Total liabilities Baht 930.76 million, decreased by Baht 2,122.22 million or 70% mainly due to the reduction of short-term and long-term loans from the financial institutions from net repayment Baht 1,855.14 million.

Total equity of Baht 9,418.98 million, increased Baht 1,811.20 million or 24% when compared to 31 December 2020, mainly due to the increasing in registration of paid-up share capital and the share premium from newly-issued ordinary shares that were listed on the Stock Exchange of Thailand.

### As of 30 September 2021 compared to 31 December 2020

Unit: Million Baht





## Cash Flows

Unit: Million Baht

Statement of cash flows	30 September 2020	30 September 2021
Net cash from operating activities	748.52	172.10
Net cash from investing activities	240.76	46.56
Net cash used in financing activities	(1,133.79)	(313.83)
<b>Net decrease in cash and cash equivalents</b>	<b>(144.51)</b>	<b>(95.17)</b>
Beginning cash and cash equivalents	392.85	417.20
<b>Ending cash and cash equivalents</b>	<b>248.34</b>	<b>322.03</b>

As of 30 September 2021, DMT has net decrease in cash and cash equivalents equal to Baht 95.17 million or 23% when compared to 31 December 2020. There are net cash from operating activities of Baht 172.10 million, net cash from investing activities of Baht 46.56 million and net cash used in financing activities of Baht 313.83 million which comes from cash received from the issuance of shares after deducting expenses directly related to the IPO of Baht 63.48 million, the remaining amount is Baht 2,176.52 million, and made repayment under financial contracts, dividend paid to shareholders and lease agreements totaling Baht 2,490.35 million.

## Financial Ratios

Operating results for the first 9 months of 2021, DMT's profitability ratios were decreased when compared to the same period last year due to the reduction of toll revenue which was affected by the COVID-19 epidemic situation as reported in part of traffic volume and impact of the COVID-19 epidemic as described above. However, the liquidity ratios were improved when compared to the end of 2020, this was due to the use of some of the proceeds from the capital increase to repay loans to financial institutions resulting in the interest-bearing debt and the financial cost were significantly reduced.

Profitability ratios	2020 January – September	2021 January – September
Gross margin (%)	61.44%	54.53%
EBITDA margin (%)	67.23%	56.91%
Net Profit margin (%)	36.84%	30.40%
Earning per share (Baht per Share)	0.52	0.22



Liquidity ratios	31 December 2020	30 September 2021
Debt to Equity (D/E) (Time)	0.40	0.10
Current ratios (Time)	0.27	0.76
Quick ratios (Time)	0.25	0.64



## Major Development Projects

The Company has an action plan to achieve the goal of being a High Performance Organization (HPO) as demonstrated in various projects as follows:

### ISO 9001 and ISO 14001 Certifications

The Company is under the process for certification of ISO 9001:2015 Quality Management Standard and ISO 14001:2015 Environment Management Standards to support the sustainability development of the organization. The scopes cover business operations and tollway maintenance. The preparation process of ISO system has been completed. It will be officially announced in November 2021 to require all departments to operate by the work manual developed in accordance with the ISO standard system and later enter into the certification process.

### ERP system development project

DMT has set up an ERP system development plan to study the development of the system (System Improvement) to enhance the systems' efficiency, reduce unnecessary working processes and support future business plans. The study and operation process analysis will be completed in November 2021 as planned.

### The toll collection system "Free Flow (M-Flow)" development project

The Company has signed the Memorandum of Agreements (MOU) to study and development of the toll collection system "Free Flow (M-Flow)" in uniform and same standard (Single Platform System) on 14 September 2020 which the Transport Minister was the chairperson of the MOU signing ceremony for the collaboration in vehicle computer database sharing among 5 agencies including Department of Land Transport, Department of Highways, and Expressway Authority of Thailand and private sector concessionaires: Bangkok and Expressway Metropolitan PCL and Don Muang Tollway PCL.

The Company has been studying and designing M-Flow system in terms of integration of system work, operation management, and violation management and debt/ fine collecting/ handling system including related law enforcement issues to make the study in parallel with the policy set by Ministry of Transport and be ready for development and implement of M-Flow system in the near future. According to the Plan for 2021, the renovation of Din Daeng Toll Plaza has begun and ready for installing equipment and conducting vehicle detection test. Early 2022, Data transmission to the Department of Highways' Single Platform System will be tested. While improving Network System to support M-Flow System on all 9 toll plazas of the Uthumphimuk Elevated Tollway will be done in 2022 and ready to install the M-Flow system in 2023.



### The Feeder Transportation System project

The Company has been continuously studying new business expansions, after raising funds in the Stock Exchange of Thailand, with interest in participating in the development of the Feeder Transportation System of the Red Line suburban train project. The Office of Transport and Traffic Policy and Planning (OTP) has a policy for the private sector to participate in the development of a transport network development project connecting travel patterns to access the skytrains and airports in Bangkok and surrounding areas. Therefore, the Company and King Mongkut's Institute of Technology Ladkrabang (KMUTL) have cooperated to study and develop the Feeder Transportation System project connecting the transportation network between communities to a large mass transit system, such as skytrains and airports, by using Smart Feeder transportation system. The Smart Feeder System is a mass transit system ranging from EV Minibus, EV Full-Size Bus and Trambus using electric vehicle (EV) which is environmentally friendly, modern technologies such as Smart Card, QR Code, and EMV (Europay, Mastercard, and Visa) systems to support the Cashless Society for payment of fares, supporting WiFi communication, a CCTV system to monitor the safety of the people in the buses, mobile application, Smart bus stop using solar energy for convenience, speed and safety on traveling and in line with policies and action plans from the government. Starting from the study of the development of the Feeder Transportation System for the Red Line suburban train project that the government soft opened in August 2021 and other routes for Feeder System to connect to skytrains along with studies for Traffic Forecast and initial financial feasibility.

### Sustainable Organization Development

After the Company successfully registered on the Stock Exchange of Thailand and began trading (First Trading Day) on 7 May 2021, the business plans for adaptation and implementation were laid out for the Company's continuous growth with stability and sustainability. Therefore, the Corporate Governance (CG) Policy was revised to prepare the organization for future Risks and Opportunities by emphasizing on sustainable business plans in Economic, Environmental, Social, and Governance or ESG that the Company has been working on by implementing from building sustainability foundation to driving the business with sustainability as follows.

1. Revision of Corporate Governance (CG) Policy and announcement of the revised version of the policy to be effective on 10 August 2021 with the important policies in addition to 2020 version as follows:

- 1.1 Confidentiality and Safeguarding
- 1.2 Human Rights
- 1.3 Policies and Practices for Intellectual Properties



1.4 Policies and Practices for Efficient Resource

1.5 Policies for Environment

Complete information for the CG Policies can be found on the following website.

<http://www.tollway.co.th/th/corporate-governance/corporate-policy>

In addition, the Corporate Governance Working Team (CG Team) was reformed to Corporate Governance Sustainability (E/S/CG Working Team) on 19 August 2021 to drive the workforce in terms of economic, environmental, social, and governance.

2. Management meeting for all levels was held on 9 September 2021 to develop the Business Sustainability Development Plan for 2022 with the objective to establish the Company's sustainability by delivering values in 3 dimensions; Environment, Social and Governance (Economic) (ESG) to all stakeholders. As well as, adding on related ESG work plans through management workshop in order to set up projects and budgets to support sustainability plan for the year 2021. For environmental dimension, all departments were assigned to initiate projects related to environmental improvement including improving of work efficiency and applying technology for energy saving and alternative energy which is called 3Rs Project (Reduce, Reuse, and Recycle) under the 1 department:1 project scheme.

3. In Q3/2021, the 4 top management personnel from Company Secretary Officer and Investor Relations Team regularly attend seminars about Environment Social and Governance: ESG) to maintain the organization with the changes of ESG which is being recognized worldwide at the moment.

In addition, in Q4/2021, the Company continues to improve ESG work initiated in Q3/2021 for a sustainable business with Environment Social and Governance (ESG) carried out by the E/S/CG Working Team as follows.

1. For Risk Management, on 22 October 2021, the Risk Management Committee has considered the risk assessment for Q3/2021 with the resolution to include ESG aspects in the Risk Management Manual and to be monitored.

2. For the review of the Sub-Committee Charter, on 26 October 2021, the Business Development Committee No. 8/2021 has reviewed the roles and responsibilities for the Business Development Committee for the year 2021 and added an item to make support of sustainable business development policy in ESG.

3. The 3Rs Team for Reduce, Reuse, and Recycle was established on 29 October 2021 to drive projects in terms of environmental management, energy saving, waste management, and



material recycle including the goal to reduce the Greenhouse Gas to be an organization with awareness of the global climate which is a major concern in the world from now into the future.

4. For the review of the Audit Committee Charter for the year 2021, the roles and responsibilities for Audit Committee was added with corporate governance for sustainability (ESG) in the Audit Committee Meeting No. 8/2021 on 4 November and will be presented to the Board of Directors Meeting.

At the end of Q4, the Manual for Corporate Governance for Sustainability for 2021 is under review process. The other working groups of the Company who are related to E/S/CG will be added and will be presented to the Audit Committee Meeting for consideration.