

3. Business Sustainability Development

3.1 Policy and Goals of Sustainable Management

Bangkok Land Public Company Limited (“the Company”) is committed to conducting its business in accordance with the principles of sustainable development. The Company strictly adheres to good corporate governance, operates with responsibility toward society and the environment, and carefully considers the impact on all stakeholder groups. The Company seeks to balance internal and external environmental factors throughout the entire business value chain, covering governance, economic, social, and environmental aspects. In preparing and disclosing information, the Company aligns its reporting with the United Nations Sustainable Development Goals (UN SDGs) and refers to the Global Reporting Initiative (GRI) Standards 2018. The Company also ensures compliance with relevant laws, the principles of good corporate governance as prescribed by the Stock Exchange of Thailand, and the regulations of the Securities and Exchange Commission.

The Board of Director intends to manage the organization efficiently and achieve the objectives and believes that by maintaining a high standard of business ethics and by following good corporate governance practices will provide a strong background for the long-term success of the Group. The qualifications of the good corporate governance consist of:

- Honesty
- Transparency
- Independence
- Responsibilities to the duties,
- Fairness
- Social responsibilities

Sustainability Policy

Bangkok Land Public Company Limited and its group of companies conduct the business in accordance with the sustainable development guidelines under the corporate governance code, with sense of responsibility for society and environment considering economic impacts on all groups of stakeholders and creating balance between business operation and responsibility for environment across the business value chain covering environmental, social, and governance dimensions.

To develop the organization towards sustainability, the Company has established a Sustainable Development Policy to serve as a framework for sustainability management in alignment with the United Nations Sustainable Development Goals (UN SDGs) by setting policies and guidelines for sustainable development in three dimensions as follows:

Corporate Governance and Economic Dimension

- 1 Conduct business in accordance with good corporate governance code, business code of conduct and ethics, with transparency and fairness, considering all groups of stakeholders, while ensuring financial stability and continuous positive performance.
- 2 Develop the quality and standards of products and services and promote innovation and technology development to meet customer and business partner expectations and satisfaction in order to enhance market competitiveness as well as support green procurement by choosing products and services certified as environmentally friendly.
- 3 Maintain good relationships with business alliances and partners and promote participation from all groups of stakeholders to efficiently manage the business supply chain.
- 4 Manage risks systematically and standardize risk management across the organization to enhance stakeholder confidence.
- 5 Enhance investment opportunities to create value and ensure continuous business growth.

Social Dimension

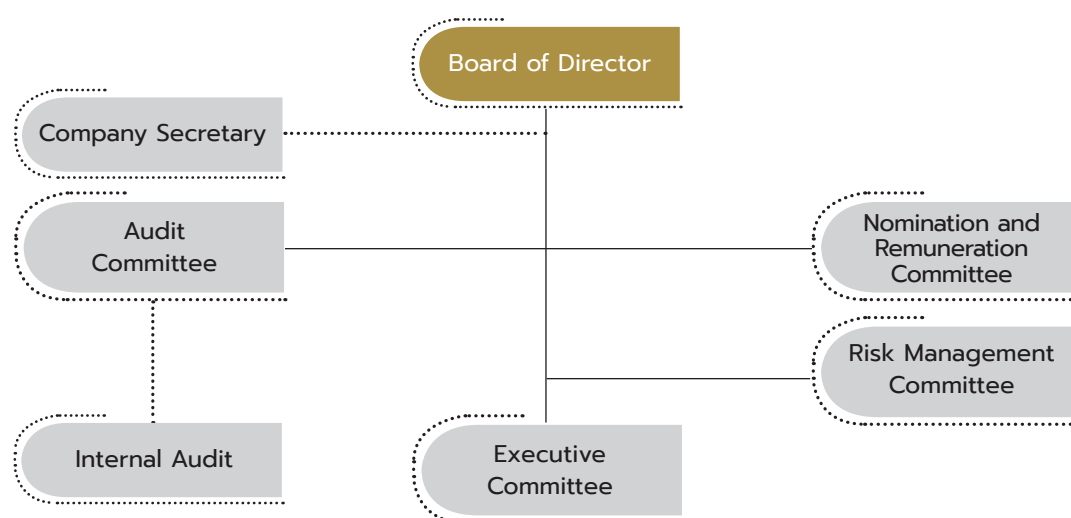
- 1 Conduct business while prioritizing equality and equity and respecting human rights.
- 2 Operate with social responsibility and considering impacts on stakeholders.
- 3 Develop products and services to ensure high quality and standards to meet customer needs, while enhancing customer satisfaction and trust.
- 4 Promote development of skills and potential of personnel, provide comprehensive welfare including fair and appropriate compensation, and ensure that working environment is safe to life and property for well-being of personnel.
- 5 Participate in social responsibility and improve the quality of life in community through supporting and promoting employment in local and neighboring areas including community economies and enhance education as a fundamental of society.

Environmental Dimension

- 1 Promote, provide knowledge, and cultivate a sense of responsibility for environmental conservation to the personnel, consider selecting materials derived from natural sources or biodegradable materials, and adopt technology to manage resources efficiently and sustainably.
- 2 Manage any activities through the entire business value chain to prevent negative impacts on communities and environment.
- 3 Support and advocate for the use of eco-friendly products and equipment, explore ways to reduce resource consumption, reuse, recycle, repair, and upcycle the resources as well as supporting the use of clean energy and energy conservation.

Sustainable Development Structure

The Board of Directors is committed to sustainable development and has therefore established an organizational structure comprising four sub-committees: the Audit Committee, the Nomination and Remuneration Committee, the Risk Management Committee, and the Executive Committee. In 2026, the Board of Directors assigned the Executive Committee to oversee the Company's sustainable operations and to be responsible for formulating policies, criteria, and operational guidelines in various areas. These responsibilities aim to ensure alignment with good corporate governance principles and to lead the Company towards long-term sustainable success.



3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Value Chain

Inbound Logistics	• Land and resource acquisition • Fundraising and financial sourcing • Quality assurance and inspection
Operations	• Lease, purchase, and sales contract management • Real estate development for convention centers, hotels, and exhibition halls
Outbound Logistics	• Office acquisition, sales, and leasing
Marketing and Sales	• Appropriate pricing strategy • Provision of product and service information • Advertising and public relations • Sales promotion and marketing
Customer services	• Utilities and juristic person management • Customer relationship management • Complaint and feedback channels

3.2.2 Engagement with stakeholders

Stakeholder Groups	Expectations	Channels of Communication and Participation
Internal Stakeholders		
1. Shareholders	• Good company performance • Business growth • Sustainable corporate management • Effective risk management	1) Annual/Extraordinary General Meetings of Shareholders 2) Company snapshot 3) Communication through online media or email 4) Channels for suggestions or complaints
2. Employees	• Job stability and career advancement • A positive working environment • Capacity, knowledge, and skill development • Workplace safety	1) Meetings with employees of the company and affiliated companies 2) Committee (welfare) meetings 3) Communication through intranet, online media, and email 4) Whistleblowing channels for suggestions or complaints 5) Annual employee engagement surveys
External Stakeholders		
1. Customers / Consumers	• High-quality after-sales service • Customer relationship management • Traffic and road safety management • Compliance with environmental laws, such as wastewater and waste management • Risk and emergency management • Data confidentiality • Security management	1) Annual customer satisfaction surveys 2) Customer relationship/marketing activities 3) Direct meetings with customers 4) Online communication/email 5) Whistleblowing and complaint channels

Stakeholder Groups	Expectations	Channels of Communication and Participation
2. Business Partners and/or Contractors	• Long-term business collaboration • Fairness in business practices • Transparent and fair procurement processes • Partner development	1) Meetings with business partners and contractors 2) Evaluation of business partners and contractors 3) Communication through online media or email 4) Whistleblowing and complaint channels
3. Community Society and Environment	• Safety and traffic problem resolution • Quality of water for usage and natural water sources • Compliance with environmental laws • Community and social development	1) Community engagement activities 2) Community satisfaction surveys 3) Meetings with company employees 4) Communication through online media, email, and others 5) Whistleblowing and complaint channels
4. Government Agencies and/or Regulatory Authorities	• Compliance with laws and regulations • Good corporate governance • Value creation for the economy and society • Disclosure of company performance	1) Joint meetings on various occasions 2) Cooperation in government-related projects 3) Communication through online media, email, and others 4) Disclosure or reporting of information
5. Creditors	• Compliance with loan and debenture agreements • Effective risk management • Appropriate capital structure management • Timely debt repayment	1) Meetings with creditors 2) Communication through online media, email, and others
6. Competitors	• Fair and lawful competition	1) Joint meetings within industry groups 2) Collaborative actions in response to government requests

Stakeholder Engagement Monitoring and Evaluation

On the stakeholder analysis assessment, the Company will monitor and evaluate the stakeholder engagement processes to continuously improve their effectiveness in the future. The Company will also develop an integrated plan based on feedback obtained from stakeholder engagement on key corporate issues. This approach reflects the Company's recognition of the value of stakeholder input in shaping its strategies and project implementations. Furthermore, the Company will publicly disclose relevant information to ensure transparency.

Materiality Assessment on Sustainability Issues

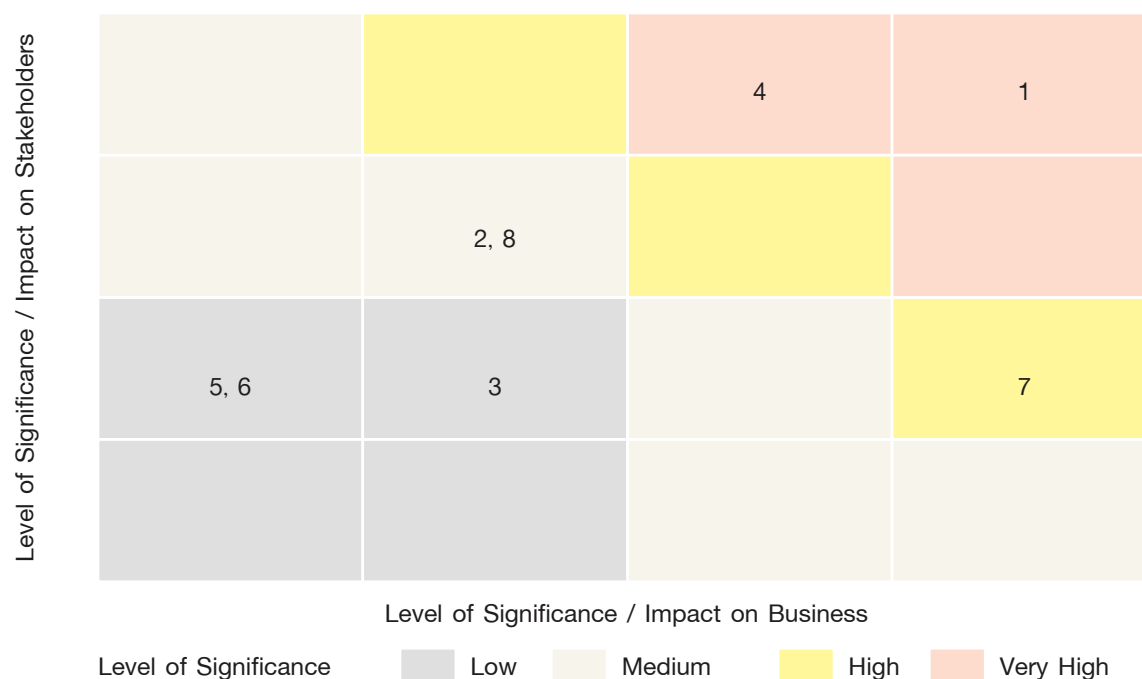
The Company has conducted a materiality assessment to identify issues significant to sustainable business operations. This assessment considers the level of impact on both stakeholders and the Company's business, analyzing key issues with regard to corporate governance, economic, social, and environmental dimensions. The assessment process is summarized as follows:

1. Identification of Material Issues: The Company compiled sustainability-related issues based on its operational framework, taking into account both stakeholder expectations and interests, as well as communication channels or methods for data collection.
2. Sustainability Materiality Assessment: The Company assessed sustainability issues significant to both the Company and its stakeholders, across three dimensions: corporate governance and economic, social, and environmental aspects.
3. Review of Material Issues: The Company reviewed and prioritized material issues in alignment with the Sustainable Development Goals (SDGs) and the Global Reporting Initiative (GRI) Standards for sustainability reporting.

Analyzing key issues of sustainability

Identify Key Issues	The Sustainable Development Working Group has compiled key sustainability issues by considering matters relevant to the Company's business operations and stakeholders. This assessment covers the dimensions of corporate governance, economic, social, and environmental aspects, which include: • The United Nations Sustainable Development Goals (SDGs) • The Global Reporting Initiative (GRI) Standards • Other material issues within the same or related industries, such as the real estate development sector, the real estate and construction sector, and the catering services sector.
Assessing Important Aspects of Sustainability	The Company preliminarily analyzed the material sustainability issues identified by various organizations and subsequently reviewed them through the Sustainable Development Working Group within the Group. The assessment considered the level of influence on stakeholders' and the organization's decision-making regarding material sustainability issues, as well as other relevant issues within related business sectors. Stakeholders, executives, and relevant company employees participated in this assessment process.
Verify the accuracy of key issues and review the issues for continuous improvement	The Sustainable Development Working Group presented the analyzed material sustainability issues to the Management Committee, which comprises representatives of the Board of Directors and senior management, for approval of prioritization. This was conducted by considering both the influence on stakeholders' and the organization's decision-making, and the significance of the impact on corporate governance, economic, social, and environmental dimensions. The process involved collecting stakeholder feedback and organizing internal meetings to review the data related to the materiality assessment process. The Management Committee has reviewed and approved the material sustainability issues for the year 2026, which are presented in the form of a materiality matrix.

Materiality Assessment



Corporate Governance and Economic Dimension	Level of Significance	Goal
1. Good Corporate Governance and Legal Compliance		- Achieve a passing result in the Corporate Governance Report (CGR) assessment. - Achieve a passing result in the AGM Checklist assessment.
2. Data Confidentiality		Receive no complaints regarding personal data protection.
3. Clear and Transparent Disclosure of Information		Disclose information in compliance with applicable legal and regulatory requirements.
Social Dimension		
4. Community and Social Quality of Life Development		Establish a database of participants in learning and development programs by 2027.
5. Human Rights Principles		Conduct human rights training programs.
6. Health and Safety		Provide no fewer than 40 safety and security training sessions annually.
Environmental Dimension		
7. Environmental and Surrounding		- Adopt the G-Green standard for residential buildings. - Establish a centralized and easily accessible database of environmentally friendly materials for shared use by 2029.
8. Waste Management		- Divert at least 10% of exhibition waste for beneficial reuse each year. - Reduce food waste sent to landfill by no less than 80%. - Establish a database on waste volumes in the Muang Thong Thani area by 2028.

3.3 Management of environmental sustainability



3.3.1 Environmental Policy and guidelines

Bangkok Land Public Company Limited and its group of companies are committed to conducting the business in accordance with the sustainable development guidelines and recognizing the importance of environment by focusing on creating balance between business operation and responsibility for environment in activities across the business value chain through responsible and mindful use of natural resources, reduction of energy consumption and maximization of resources, as well as planning and preparing guidelines to mitigate and solve greenhouse gas emissions problems and environmental impacts that may affect all groups of stakeholders, aligned with the Smart City concept by setting the environmental policy and guidelines as follows in Appendix 5

3.3.2 Environmental operating results

1. Management of Energy

The Company and its group companies have implemented various energy management systems through activities and projects aimed at reducing energy consumption and the use of resources that may lead to energy waste and the generation of waste materials. The Company has established energy control measures, including the management of electricity consumption and fuel usage, aligned with the Smart Energy concept. The results of the initiatives conducted over the past year can be summarized as follows:

In 2026, the Company recorded total electricity consumption of 60,680,177.81 units. The Company has designated 2023 as the base year, as it marked the period when the COVID-19 pandemic began to ease, for the purpose of comparing energy consumption resulting from business operations and event activities. In addition, the Company has promoted awareness and sought the cooperation of employees and relevant stakeholders in adopting behavioral changes in accordance with its energy conservation measures and control initiatives.

For 2026, the Company has set a target to reduce electricity consumption by at least 2% compared with the baseline year. The Company also continues to implement various measures and initiatives to improve energy efficiency and reduce electricity consumption on an ongoing basis.

Electricity Consumption

Year	Electricity Consumption (Units or kWh)
2026	60,680,177.81
2025	69,333,721.89
2024	182,879,131.38
2023 (Base Year)	121,235,363.42

* Note: Data collection methodology was revised beginning in 2025.

Overall, the Company's fuel consumption in 2026 decreased, comprising 40,828.97 liters of diesel fuel, 24,415.23 liters of gasoline, 11,344.25 liters of natural gas, and 210,911.71 kilograms of liquefied petroleum gas (LPG). The Company has designated 2023 as the baseline year for comparing fuel consumption performance.

Fuel Consumption

Year	Fuel Consumption			
	Diesel (Liters)	Gasoline (Liters)	Natural Gas (Cubic Feet)	LPG (Kilograms)
2026	40,828.97	24,415.23	11,344.25	210,911.71
2025*	77,059.19	24,598.42	3,691.76	109,425.00
2024	71,367.54	21,611.34	71.79	4,059,816.07
2023 (Base Year)	82,366.15	7,113.71	83.54	3,678,942.72

* Note: Data collection methodology was revised beginning in 2025.

Energy Management Activities and Projects

1. Solar Cell Installation Project: Promoting Clean Energy and Reducing Greenhouse Gas Emissions

As part of the Company's energy conservation initiatives, management has demonstrated its commitment to supporting and promoting the use of clean energy by investing in rooftop solar photovoltaic (Solar Rooftop) systems. The project converts natural solar energy into electricity, helping to reduce electricity costs while lowering greenhouse gas emissions. This initiative represents a sustainable clean energy solution that contributes to the Company's long-term environmental objectives.

The installation of solar cell systems has been implemented at the following locations:

- IMPACT CHALLENGER Building, IMPACT FORUM Building, IMPACT Indoor Parking 3, and The Portal Lifestyle, operated by IMPACT Exhibition Management Co., Ltd.
- COSMO Bazaar Phase 1 and COSMO Bazaar Phase 2, operated by Bangkok Land Agency Co., Ltd.

- COSMO Office Park, operated by Bangkok Airport Industry Co., Ltd.
- Beehive Lifestyle Mall, operated by Bangkok Land Public Company Limited.

2. Energy Conservation Initiative within Exhibition Areas

In response to the increasing severity of climate change, rising average temperatures, and increasingly unpredictable weather patterns which have affected daily life and contributed to higher energy costs—IMPACT Exhibition Management Co., Ltd. has implemented an energy conservation initiative across its exhibition facilities.

The project aims to reduce energy consumption while fostering awareness and encouraging personnel at all levels to participate in the efficient use of energy and comply with applicable legal requirements. These efforts help mitigate the impacts of climate change while reducing the Company's operating costs.

Key initiatives include replacing conventional lighting with energy-efficient LED lighting throughout buildings and exhibition halls, upgrading air curtains to minimize air exchange between indoor and outdoor environments and maintain stable indoor temperatures, optimizing building air-conditioning control systems such as the BBP system, and replacing split-type air-conditioning units with higher-efficiency models.

3. Electric Vehicle Charging Station Project

Recognizing the growing importance of electric vehicles (EVs) as an environmentally friendly innovation that helps reduce emissions from conventional fuel-powered engines, IMPACT Exhibition Management Co., Ltd. has established EV charging facilities as part of its commitment to sustainable business development and enhanced customer service.

The Company currently provides seven EV charging locations with a total of 21 charging bays, as follows:

HAUP	P1 Parking Area (Grid Line 27-28)	2 charging bays
HAUP	The Portal Parking Area	1 charging bay
HAUP	P3 Parking Area	1 charging bay
HAUP	Beehive Parking Area	2 charging bays
EGAT	Novotel Hotel Parking Area	4 charging bays
EGAT	P1 Parking Area (Grid Line 30-33)	9 charging bays
EV Station Pluz	P1 Parking Area (Grid Line 28-29)	2 charging bays

2. Water Management

The Company and group companies have implemented water usage control processes for essential operations, such as water consumption for personal use, cleaning of buildings and facilities, washing and preparing goods and raw materials, and wastewater treatment. The Company places significant importance on water management, which includes controlling water consumption, ensuring water quality, and monitoring wastewater. The Company has established strict operational plans to ensure efficient water usage and maximize its benefits.

In 2026, the Company recorded total municipal water consumption of 824,307.14 cubic meters, representing a decrease of 45,268.41 cubic meters, or 5.22%, compared with the baseline year. The decrease was primarily attributable to the nature of the service business, which requires high standards of hygiene and cleanliness for customers.

Total Water Consumption

Year	Total Water Consumption (Cubic Meters)
2026	821,307.14
2025	866,575.55
2024	5,843,738.35
2023 (Base Year)	2,959,129.89

Additionally, the Company emphasizes the importance of controlling the quality of municipal water used by regularly measuring the Biological Oxygen Demand (BOD) to ensure it remains within the standard levels required by law. This proactive approach helps control wastewater generation from the source. The measurement results in 2025 indicate that water quality remained within good and legally compliant standards.

Summary of Average Wastewater Quality in 2025

Unit: milligrams per liter

pH (5.5 - 9.5)	BOD (<20)	TSS (<30)	TDS (<1000)	SS (<0.5)	Sulfide (<1.0)	TKN (<35)	Oil & Grease (<20)	DO (>5)
8.5	7.3	5	228	0.1	0.5	7	3	7.7

Water Management Activities and Projects

2.1 Wastewater Management within the Muang Thong Thani Area

Given the extensive area of Muang Thong Thani, which encompasses residential buildings, office spaces, exhibition centers, and various retail outlets, the Company has designed and installed a centralized wastewater treatment system. This system ensures that wastewater discharged into the environment complies with legal standards and does not adversely impact the surrounding ecosystem. The treatment system has a maximum capacity of 7,500 cubic meters per day, reflecting the Company's commitment to efficient and sustainable water resource management.

2.2 Canal and Drainage Maintenance Project

As business activities within the Muang Thong Thani-Chaeng Watthana area continues to expand, the number of visitors and residents has increased significantly. During periods of heavy rainfall exceeding the original drainage design capacity, localized flooding may occur.

To mitigate such risks, the Company has implemented a canal and drainage dredging program throughout the Muang Thong Thani area and carried out improvements to the drainage infrastructure. These measures enhance rainwater drainage efficiency and help reduce flooding impacts, thereby supporting the well-being of the surrounding community and improving resilience against extreme weather events.

3. Waste, Pollution, and Waste Management

The Company and group companies have implemented waste, pollution, and by-product management systems in full compliance with legal requirements. Various projects and activities have been organized to support the Company's environmental policies and to foster environmental responsibility among all stakeholder groups.

With over 10 million visitors per year attending exhibitions, conferences, and events at IMPACT Muang Thong Thani, the Company has adapted its services and facilities to better accommodate customers by replacing single waste bins with separated waste bins. A systematic waste separation and collection process has been established to ensure that each type of waste is properly disposed of and managed to maximize its value, following the 4R principles: Reuse, Repair/Recover, Reduce, and Recycle. This approach helps minimize environmental pollution, enhances the Company's sustainability image, and aligns with the sustainable event management policy.

In 2025/2026, the Company generated a total of 242,757.37 kilograms of waste and solid waste. Waste generated from exhibition venues and other operational areas was segregated and managed for reuse and recycling as summarized below.

Waste Reused and Recycled

Year	Waste Reused / Recycled (Kilograms)
2026	242,757.37
2025	51,755.30
2024	51,184.40
2023 (Base Year)	N/A

Waste, Pollution, and Waste Management Activities and Projects

1. Smart Waste Management System

As a provider of venues and facilities for exhibitions and events, IMPACT has implemented a Smart Waste Management System to reduce waste generated across its operations. The initiative follows the principles of ISO 20121, aiming to minimize waste generation both directly and indirectly, maximize resource recovery, and promote a sustainable Circular Food System.

2. Zero Waste Project

As a food and beverage service provider, IMPACT places significant emphasis on food waste management. The Company utilizes Food Waste Composter technology to convert food waste into organic soil conditioner for landscaping and tree maintenance. Under this process, 720 kilograms of food waste can be transformed into approximately 180 kilograms of organic soil conditioner.

Year	Food Waste Processed (kg)	Organic Soil Conditioner Produced (kg)
2025	4,118	1,062.5
2024	4,118	1,062.5
2023	4,118	1,062.5
2022	4,118	1,062.5

3. “Doing Good with IMPACT” Campaign

Through the “Doing Good with IMPACT” initiative, employees are encouraged to donate used plastic bottles for recycling into plastic brooms. The recycled products are subsequently donated to Wat Sop Khiao School in Nakhon Nayok Province, creating both environmental and social value through resource recovery.

4. “Bottle Caps for Dreams, Sharing with Love” Project

IMPACT also promotes simple and practical environmental actions by encouraging the donation of used plastic bottle caps through the “Bottle Caps for Dreams, Sharing with Love” campaign. In collaboration with the Green Road initiative and the Pollution Control Department, the Company collected 118.5 kilograms of plastic bottle caps, which are recycled into school desks and chairs for distribution to schools affected by flooding or facing resource shortages.

5. Green Event Package

To reinforce its position as a national leader in sustainable event management and to support the United Nations Sustainable Development Goals (SDGs), IMPACT offers the Green Event Package, which incorporates environmentally responsible practices throughout event

operations. The initiative includes reducing the consumption of disposable materials, utilizing energy-efficient electrical equipment, providing food and beverage services with carefully selected quality ingredients, minimizing waste generation and carbon footprint, and ensuring that waste is managed and disposed of through environmentally sound and appropriate practices.

4. Greenhouse Gas Emission Reduction Management

The Company and its subsidiaries place great importance on addressing global warming caused by greenhouse gas emissions. The Company is committed to preparing for potential impacts and actively participating in greenhouse gas reduction efforts through various environmental activities and projects.

In 2025, the Company initiated the assessment of its organizational carbon footprint, which measures the total amount of greenhouse gases emitted from the Company's activities. The assessment includes the scopes of greenhouse gas emissions, the total volume of carbon emissions.

Scopes of Greenhouse Gas Emissions

Scope 1	Scope 2	Scope 3
• Diesel fuel (Company vehicles) • Gasoline (Company vehicles) • Refrigerant R-22 (Air conditioning systems)	• Electricity	• Diesel fuel • Water • LPG (Restaurant operations) • Office paper

Greenhouse Gas Emissions

Year	Greenhouse Gas Emissions Inventory (tCO ₂ eq/year)*			
	Scope 1	Scope 2	Scope 3	รวม
2026	1,471.58	12,712.97	201.75	14,386.30
2025	1,718.82	14,989.68	234.55	16,943.05

Note : The greenhouse gas emissions data have not yet been subject to external assurance. The calculations are based on the methodology and emission factors published by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO).

Activities and Projects for Greenhouse Gas Mitigation

1. Mangrove Reforestation Activity

The Company organized a mangrove tree planting activity at the Royal Thai Army Nature Study Center (Bang Pu) to support mangrove forest conservation while raising environmental awareness among employees and stakeholders regarding the importance of biodiversity and ecosystem preservation. On 25 July 2025, the Company planted 150 mangrove trees as part of its environmental stewardship efforts.

2. Paperless Documentation Initiative

The Company and its subsidiaries promote resource efficiency by adopting the 4R principles (Reduce, Reuse, Recycle, and Repair). Employees are encouraged to use electronic documents in place of printed materials and to print on both sides of paper whenever necessary in order to maximize resource utilization, reduce operating costs, and minimize paper waste.

In 2025, the Company also initiated the collection of paper consumption data to establish a baseline database in support of its Smart City objectives and long-term sustainability initiatives.

3. G-Green Environmental Management Standards Project

The G-Green Project serves as an important mechanism in advancing the City's Bio-Circular-Green Economy (BCG Economy) model in line with government policy. The project promotes the adoption of innovative building materials and smart building technologies to monitor and optimize resource consumption, thereby supporting efforts to reduce greenhouse gas emissions associated with building operations.

4. Green Construction Project

The Green Construction Project demonstrates that environmental sustainability and business value creation can be pursued in parallel through a systematic approach to project development. The initiative integrates modern technologies with the selection of environmentally friendly construction materials (eco-materials) to reduce greenhouse gas emissions throughout the project lifecycle.

Project investments are evaluated based on Life Cycle Cost (LCC) principles, ensuring that environmental performance and long-term economic efficiency are considered together in decision-making.

3.4 Social sustainability management



3.4.1 Social Policy and guidelines

The Company and its subsidiaries recognize the importance of contributing to the development and enhancement of the quality of life of surrounding communities in the areas where they operate. The Company is committed to fostering harmonious relationships with communities and society by promoting sustainable coexistence and shared prosperity.

The Company strives to improve the quality of life of residents within its developments, as well as the wider community, in line with the concepts of Smart Mobility, Smart People, and Smart Living. To achieve these objectives, the Company is committed to conducting its business responsibly, strengthening long-term relationships with communities and stakeholders, and promoting sustainable social development. Accordingly, the Company has established policies and guidelines on community engagement and development, as well as a Human Rights Policy.

3.4.2 Social operating results

The Company places great importance on the fair treatment of employees and workers by implementing a Human Rights Policy that covers both employees and stakeholders throughout the organization. Business operations are conducted in accordance with the principles of good corporate governance. During 2025, the Company continued to promote fairness, equality, and respect for human rights through various employee-focused initiatives and activities.

Employee Information

Description	2024	2025	2026
Male Employees (Persons)	834	860	907
Female Employees (Persons)	907	935	986
Total Employees (Persons)	1,741	1,795	1,893

Employee Compensation

Description	2024	2025	2026
Total Employee Compensation (THB)	695,185,003.83	872,866,606.08	969,084,902.65

Employee Training and Development

Description	2024	2025	2026
Average Training Hours per Employee (Hours/Person/Year)	10.59	9.78	11.87
Training and Development Expenditure (THB)	557,370.21	1,419,391.90	2,412,169.99

Employee Engagement

The Company is committed to fostering employee engagement and enhancing employees' quality of life by promoting a positive working environment that encourages participation, collaboration, and continuous professional development. Various activities and employee welfare programs are organized to strengthen morale, cultivate positive workplace relationships, and reinforce employees' sense of belonging and commitment to the organization.

Employment of Persons with Disabilities

The Company is committed to equality, diversity, and respect for human rights by promoting employment opportunities for persons with disabilities. As part of this commitment, the Company employs persons with disabilities in wellness massage services, supporting meaningful employment opportunities, social inclusion, and sustainable improvements in quality of life.

Activities and Projects for Social Responsibility

1. Employee Welfare Committee

The Company recognizes the importance of employee well-being and has established an Employee Welfare Committee in accordance with applicable legal requirements. In addition, dedicated working committees have been formed to oversee employee activities and welfare programs, ensuring comprehensive support for employees and promoting a positive workplace environment.

2. "Sharing Kindness, Caring for Society" Project 2025

The Company and its subsidiaries organized the "Sharing Kindness, Caring for Society" project, comprising a range of community initiatives, including:

- Collecting more than 600 used calendars from employees for conversion into Braille learning materials and donating them to the Educational Technology Center for the Blind in Pak Kret District, Nonthaburi Province.

- Organizing the “Bags of Kindness for Srithanya Hospital” campaign, collecting over 2,000 cloth and paper bags for reuse as medicine bags for patients. An additional 500 bags were donated to Ban Phaeo Hospital (Public Organization) in Samut Sakhon Province.
- Donating pet food to stray dogs and cats through the Disabled Animals Foundation of Nonthaburi Province.
- Delivering 100 bakery products from the IMPACT Bakery Kitchen to Rachawadee Home for Persons with Disabilities (Male) in Nonthaburi Province.
- Donating essential consumer goods, including fans, rice, tissue paper, cooking oil, and seasonings, to the Foundation for the Betterment of Children in Bangkok.
- Organizing the “Hope to Her” campaign, encouraging donations of essential items for female inmates at the Central Women’s Correctional Institution, including new underwear, toiletries, sanitary products, detergents, dishwashing liquid, floor cleaner, and bathroom cleaner.
- Delivering 3,200 food and drinking water sets to support flood victims in Nonthaburi Province.
- Donating bakery cookies for National Children’s Day 2026 to 15 schools and community organizations, helping bring joy and encouragement to children and youth.
- Supporting relief efforts for flood victims in Southern Thailand through Bangkok Land Agency Co., Ltd., which coordinated resources and cross-sector collaboration to provide humanitarian assistance and support community recovery.

2. “Revitalize, Plant, Share - Labour Day for Happiness and Volunteerism” Campaign 2025

IMPACT, in collaboration with the Nonthaburi Provincial Office of Labour Protection and Welfare and agencies under the Ministry of Labour, organized the “Revitalize, Plant, Share - Labour Day for Happiness and Volunteerism” campaign for 2025. The initiative aimed to raise awareness of the valuable contributions of workers to national development while strengthening solidarity and cooperation among employers and stakeholders. Activities included donating essential consumer goods, releasing fish into natural waterways, planting vegetables and trees, repainting buildings, and improving the landscape at the Nonthaburi Shelter for the Homeless.

3. “Nonthaburi Local Products Promotion” Initiative

IMPACT is committed to providing high-quality, safe, and delicious food through its IMPACT Catering services by implementing the ISO 22000 Food Safety Management System. In addition to maintaining high service standards, the Company seeks to support local economic development by promoting quality products from Nonthaburi Province. This initiative aligns with the Company’s strategic objective of conducting business professionally while emphasizing social responsibility and sustainable growth alongside local communities.

4. Intelligent Traffic Management System (ITMS): Transforming Muang Thong Thani into a Smart City

To accommodate future growth and realize its vision of making Muang Thong Thani “a livable city for everyone,” IMPACT has developed an Intelligent Traffic Management System (ITMS) as part of its Smart City initiative. The project leverages technology to enhance urban management across multiple dimensions, including public safety, environmental management, and improvements to residential living standards.

5. “IMPACT Shares Kindness with Our Four-Legged Friends” Initiative

The Company organized a donation campaign to support abandoned and disabled animals by collecting essential supplies such as dog and cat food, disinfectants, hand sanitizers, floor cleaning solutions, pet shampoo, and garbage bags. These items were donated to the Foundation for Disabled Animals (under the patronage of Luang Ta Maha Bua Nanasampanno), Bang Len Branch, Nakhon Pathom Province, to improve the welfare of disabled and abandoned dogs and cats.

6. IMPACT Partners with Chitralada Technology Institute to Enhance Education and Workforce Development

IMPACT and Chitralada Technology Institute entered into a Memorandum of Understanding (MOU) to strengthen academic collaboration and workforce development. The partnership promotes knowledge sharing, skills development, and internship opportunities for students through practical, real-world learning experiences, with the objective of enhancing educational quality and preparing graduates with competencies aligned with labor market demands.

7. “Growing Microgreens at Home: Creating Income Opportunities” Project

Muang Thong Services and Management, together with IMPACT, organized a community development initiative entitled “Growing Microgreens at Home: Creating Income Opportunities.” More than 80 community members participated in the training program, which combined theoretical knowledge with practical instruction on cultivating microgreens at home. The project encourages participants to establish a sustainable “Grow-Eat-Sell” cycle, enabling households to generate supplementary income while promoting self-sufficiency.

8. IMPACT Supports Equal Educational Opportunities Through Art at the “Art Speaks One Language” Exhibition

IMPACT participated in and supported the “Art Speaks One Language” exhibition as a partner promoting creative opportunities for children with special needs and artists with disabilities, including individuals with autism, visual impairments, and hearing impairments. More than 40 artists showcased their work under the concept that “although people may differ in physical abilities, perspectives, or ways of thinking, art is a universal language understood by all.” The exhibition aimed to bridge diversity, break down barriers, and foster a more inclusive and equitable society.

9. IMPACT Farm: Delivering Safe Fruits and Vegetables from Farms to Consumers

Through the IMPACT Farm initiative, the Company supports local farmers by purchasing organic fruits and vegetables directly from the Local Wisdom Network and New Theory Agriculture Learning Center in Chiang Mai Province. Since commencing operations in May 2022, the project has helped generate sustainable income for farmers while providing consumers with safe, high-quality agricultural products sourced directly from local communities.

10. Blood Donation Center Initiative

IMPACT Exhibition Management Co., Ltd., through its Human Resources Department, has partnered with the Thai Red Cross Society to host quarterly blood donation drives. These activities invite IMPACT staff, employees from Bangkok Land Group companies, and members of the public to contribute blood to help save lives. The initiative has received enthusiastic participation and continues to strengthen the Company’s commitment to social responsibility.

Year	Donors	Blood Volume (Units)
2025	818	709
2024	671	736
2023	756	651
2022	787	619

11. Cosmo Bazaar Muang Thong Thani Scholarship Program: “Building Dreams for the Future”

Bangkok Land Agency Co., Ltd., Muang Thong Services and Management Co., Ltd., the Muang Thong Thani Condominium Juristic Committee, and business operators jointly provide educational scholarships under the “Cosmo Bazaar Muang Thong Thani: Building Dreams for the Future” program to support students and promote access to education.

2025: Scholarships awarded to 139 students, with a total value of THB 695,000.

2024: Scholarships awarded to 130 students, with a total value of THB 650,000.

12. Vegetarian Festival in Pak Kret at Muang Thong Thani

The Company supported the annual Vegetarian Festival in Pak Kret by hosting vegetarian food vendors and facilitating religious activities, including worship ceremonies dedicated to Guanyin Bodhisattva and the Nine Emperor Gods. Donations collected during the event were contributed to the War Veterans Families Assistance Foundation. A total of 71 vendors participated in the festival, promoting local culture, community engagement, and charitable giving.

13. Merit-Making Ceremony in Remembrance of His Majesty King Bhumibol Adulyadej the Great

The Company organized a merit-making ceremony to commemorate the anniversary of the passing of His Majesty King Bhumibol Adulyadej the Great in recognition of his immeasurable contributions to the Kingdom of Thailand. The event brought together residents of Muang Thong Thani, employees, local business operators, and surrounding communities to pay tribute, strengthen community unity, and express loyalty and gratitude to the Thai monarchy.

14. “Pak Kret’s Finest Products” Market

The Company organized the Muang Thong Thani Community Market as a comprehensive marketplace that promotes local commerce while showcasing high-quality products from Pak Kret District, Nonthaburi Province. The initiative supports local entrepreneurs and increases public awareness of regional products, contributing to sustainable community economic development.

15. Lunch Donation Program for Children at the Foundation for the Welfare of the Disabled under the Royal Patronage (Pak Kret)

Bangkok Land Agency Co., Ltd. organized a lunch donation program for children at the Foundation for the Welfare of the Disabled under the Royal Patronage in Pak Kret. The initiative aims to share kindness, create opportunities for children with disabilities, foster a spirit of generosity, and strengthen positive relationships between the Company and the local community.

16. Supporting the Families of Veterans Through Community Donations

In response to unrest affecting Thailand’s border regions, Bangkok Land Agency Co., Ltd. organized a donation campaign to collect and deliver essential relief supplies to the families of veterans. The initiative was intended to alleviate hardship and provide encouragement and support to the families of those who have made sacrifices in service to the nation.

3.5 Sustainability Management in the Economic and Corporate Governance Dimension



3.5.1 Economic and Corporate Governance Policies and Practices

The Company and its subsidiaries conduct their business in strict compliance with applicable laws and regulations while adhering to the principles of good corporate governance. These principles serve as the foundation for executing the Company's strategies, policies, and business plans, ensuring sustainable growth and long-term value creation.

To further strengthen its governance framework and align with the concepts of Smart Economy and Smart Governance, the Company has established and continuously enhanced its Corporate Governance Policy and related practices to promote transparency, accountability, ethical conduct, and responsible business operations.

3.5.2 Economic and Corporate Governance operating results

The Company and its subsidiaries place great importance on full compliance with applicable laws and regulations, as well as adherence to the principles of good corporate governance.

In 2025, the Company successfully met the assessment criteria of the Corporate Governance Report of Thai Listed Companies (CGR) and the Annual General Meeting (AGM) Checklist evaluation. In addition, the Company established a dedicated Smart City Working Committee and entered into a collaboration agreement with the Pak Kret Municipality to implement Smart City initiatives in accordance with the guidelines of the Digital Economy Promotion Agency (Depa). These efforts reinforce the Company's commitment to integrating sustainability principles into its governance and business operations.

Activities and Projects for Economic and Corporate Governance

1. Structural Safety Inspection of IMPACT Exhibition and Convention Center

In April 2025, IMPACT commissioned an independent external engineering firm to conduct structural safety inspections of all six major facilities within the IMPACT Exhibition and Convention Center, namely:

- | | |
|-----------------------------|---------------------------------|
| 1. IMPACT Challenger | 4. IMPACT Forum |
| 2. IMPACT Exhibition Center | 5. Thunder Dome |
| 3. IMPACT Arena | 6. The Portal Lifestyle Complex |

2. ISO 22000 Surveillance Audit

IMPACT successfully underwent its annual Surveillance Audit for the ISO 22000 Food Safety Management System, conducted by SGS (Thailand) Co., Ltd. The recurring assessment ensures the continuous effectiveness of the Company's food safety management system and reinforces its commitment to delivering safe, high-quality food products and services while maintaining customer confidence.

3. keepME: Daily Workforce Management Platform

The Human Resources Department developed the keepME application to enhance the management of daily workforce operations. The platform received international recognition by winning the UFI HR Award 2025, demonstrating the Company's commitment to innovation and excellence in human resource management.

4. Emergency Preparedness and Safety Drills 2025

The Company conducted comprehensive emergency preparedness exercises during 2025 to strengthen organizational resilience and emergency response capabilities.

Key initiatives included:

- Annual Emergency Response Exercise 2025, featuring for the first time an earthquake evacuation simulation alongside three concurrent emergency scenarios: gas leakage incidents involving gas stations and pipelines, fire emergencies, and bomb threat response. The exercises covered customer and employee evacuation procedures, patient transportation within exhibition areas, and post-evacuation assistance.
- Concert Fire Evacuation Drill 2025, involving 105 operational personnel responsible for concert management. The exercise enhanced staff knowledge and preparedness to ensure the safety of employees, event organizers, and visitors during emergency situations.

5. Thailand Sustainable Event Management Standard (TSEMS) Certification

IMPACT continues its commitment to becoming a leading sustainable exhibition and convention venue by pursuing Level 3: TSEMS Leading, the highest level under the Thailand Sustainable Event Management Standard (TSEMS).

To achieve this certification, the Company demonstrates consistent environmental, social, and economic performance over a minimum three-year period, together with tangible sustainable event management practices and service delivery aligned with internationally recognized sustainability principles.

6. ASEAN MICE Venue Standard (AMVS) Assessment for Meeting Venues

In 2025, IMPACT underwent assessment under the ASEAN MICE Venue Standard (AMVS) for meeting venues. The certification reflects the venue's readiness across multiple dimensions, including facilities, service quality, and management systems, while reinforcing Thailand's reputation as a premier destination for meetings, incentives, conventions, and exhibitions in the ASEAN region.

7. Collaboration with the National Institute for Emergency Medicine on Concert Safety

IMPACT collaborated with the National Institute for Emergency Medicine (NIEM) to exchange knowledge and best practices relating to safety management and emergency medical systems for concert events. The collaboration supports research initiatives aimed at strengthening emergency preparedness and developing comprehensive safety planning frameworks for large-scale entertainment events. The insights gained are expected to contribute to enhancing safety standards for concert venues throughout Thailand.

8. Promoting Awareness of Food Allergens to Enhance Customer Confidence in Food Safety

IMPACT recognizes that food allergies and food intolerances can pose serious health risks and, in some cases, be life-threatening. Accordingly, the Company maintains stringent controls throughout its food production processes under its Food Safety Management System (FSMS) in accordance with ISO 22000 standards. Measures are implemented to prevent cross-contamination and to communicate relevant allergen information clearly to customers, ensuring that food products are safe and giving customers greater confidence in the quality and safety of the Company's offerings.

9. Partnership with the Department of Employment to Promote Career Opportunities for Students

IMPACT joined the Department of Employment in signing a Memorandum of Understanding (MOU) to promote employment opportunities for students during school breaks and academic recesses. As one of 34 leading participating organizations, the Company provides information on suitable job opportunities to the Department of Employment, enabling students to gain practical work experience and develop skills that enhance their future employability.

10. IMPACT Muang Thong Thani Achieves “Friendly Design for MICE Venue” Certification

IMPACT Muang Thong Thani has been certified under the Friendly Design for MICE Venue standard, demonstrating its commitment to creating event venues that are safe, accessible, and inclusive for all users. The certification enhances confidence among visitors and stakeholders by ensuring that facilities are designed to accommodate people of all abilities and promote equal access to services.

11. Supporting Geographical Indication (GI) Products to Strengthen Sustainable Community Economies

IMPACT Exhibition Management Co., Ltd. entered into a Memorandum of Understanding (MOU) with the Department of Intellectual Property, the Thai Chamber of Commerce, and related partners to promote distribution channels for Geographical Indication (GI) products. As one of Thailand’s leading exhibition and convention operators, IMPACT recognizes the potential of GI products to access broader commercial markets through its established business networks and sales channels. The initiative aims to create added economic value, generate income for local producers, and strengthen community development in a sustainable manner.

12. Establishment of a Smart City Working Committee

The Company and its subsidiaries have established a Smart City Working Committee to advance Smart City initiatives. In collaboration with the Pak Kret Municipality, IMPACT Muang Thong Thani signed a Memorandum of Understanding (MOU) to jointly study, analyze, and develop strategies for smart city planning and management.

The initiative is founded on the belief that a smart city is not defined solely by advanced technology, but by its ability to be effectively managed, data-driven, predictable, and capable of enhancing convenience, safety, and the overall quality of life for its residents.

13. “Transfer in a Hurry... Smile for the Scammer” Cybersecurity Awareness Campaign

The Company and its subsidiaries place great importance on cybersecurity awareness and digital literacy. Under the campaign “Transfer in a Hurry... Smile for the Scammer”, the Company organized training sessions on “Cyber Security for Everyday Life” to educate employees and participants about common cyber threats, fraud prevention, and responsible use of digital technologies.

The program also encouraged knowledge sharing and discussions on cybersecurity best practices, enabling participants to recognize and respond appropriately to evolving cyber risks.

14. G-Green Project

The Company and its subsidiaries are committed to promoting environmentally sustainable residential buildings through the implementation of the G-Green Project. As part of this initiative, the Company has set a target to adopt G-Green standards across all 30 residential buildings managed by Muang Thong Services and Management Co., Ltd. by 2027, reinforcing its commitment to environmental stewardship and sustainable urban development.