

## 2. Nature of Business Operations

### (1) Background

Bangkok Expressway Public Company Limited was founded on 23 December 1987 with registered capital of Baht 100,000. Since the Thai government wished to have the private sector to jointly invest in the development of the national transportation system, including the expansion of expressway network, the Expressway and Rapid Transit Authority of Thailand therefore invited interested parties to submit proposals for construction and operation of the Si Rat Expressway to connect to the Chalmr Mahanakorn Expressway, with the result that the Company's proposal was accepted by the Expressway and Rapid Transit Authority of Thailand and also adopted by the Council of Ministers on 20 September 1988. On 22 December 1988, the Company entered into the Second Stage Expressway Agreement with the Expressway and Rapid Transit Authority of Thailand for the construction and operation of the Si Rat Expressway and its extensions, including related businesses under said Agreement for a period of 30 years from 1 March 1990 until 28 February 2020.

In the year 1994, the current major shareholder, namely, Kumagai Gumi Company Limited, withdrew itself from the management, and thereafter, the group of local banks and CH. Karnchang Group entered into the management and accepted to purchase all shares held by Kumagai Gumi Company Limited. The Company went public on 23 June 1994 and its ordinary shares were registered as listed securities for trading on the Stock Exchange since 31 August 1995. The Company's present registered capital amounts to Baht 8,000 Million, Baht 7,700 Million of which has been paid up.

On 25 September 1996, the Company established Northern Bangkok Expressway Company Limited (the "Subsidiary"), with 99.99 percent of its registered capital of Baht 3,000 Million fully paid up on 24 December 1999, held by the Company. On 27 September 1996, Northern Bangkok Expressway Company Limited entered into the Bang Pa-in - Pak Kret Expressway Agreement with the Expressway and Rapid Transit Authority of Thailand for the construction and operation of the Udon Rattaya Expressway for a period of 30 years from 27 September 1996 until 26 September 2026. Thereafter, the Subsidiary's registered capital was increased by Baht 3,000 Million on 19 March 2003, 45 percent of which has been paid up. Therefore, the Subsidiary's present registered capital amounts to Baht 6,000 Million, Baht 4,350 Million of which has been paid up. The Company's shareholding percentage therein remains 53.33 percent.

On 17 April 1997, the Company entered into the Agreement for the Extension of the Second Stage Expressway, Sector D, for a period of 30 years, with the Expressway and Rapid Transit Authority of Thailand, for the construction and operation of Sector D of the Si Rat Expressway (Rama IX - Srinagarindra) from 17 April 1997 until 16 April 2027.

The Second Stage Expressway Project, the Bang Pa-in - Pak Kret Expressway Project and the Sector D Expressway Project are implemented on a BTO (Build, Transfer and Operate) basis, namely, the Company invests in the design, construction and management of the Expressway System, and the title to various permanent constructions relating to or used in the Expressway System shall be passed on to the Expressway and Rapid Transit Authority of Thailand. The Company is entitled to receive remuneration in the form of toll revenue sharing as specified in the Agreements.

## **(2) Overview of Business Operations of the Company and the Subsidiary**

### **(2.1) Overview of Business Operations**

The Company and the Expressway and Rapid Transit Authority of Thailand jointly invested in the Expressway System in Bangkok and its surrounding provinces. The Expressway and Rapid Transit Authority of Thailand invested in the construction and operation of the Chalmr Mahanakorn Expressway comprising 3 expressway routes, namely, Din Daeng - Port, Bang Na - Port, and Port - Dao Khanong, covering a total distance of 27.1 kilometers. The Company was responsible for investment in the construction and operation of the Si Rat Expressway, comprising 4 Sectors, namely, Sector A (Rama IX - Ratchadapisek), Sector B (Phayathai - Bangkhlo), Sector C (Ratchadapisek - Chaeng Watthana) and Sector D (Rama IX - Srinagarindra), covering a total distance of 38.5 kilometers. The Chalmr Mahanakorn Expressway and the Si Rat Expressway are connected at Makkasan Interchange and Bangkhlo Interchange. Expressway users shall pay tolls at the booths around the on-ramps of the Expressway. The Expressway and Rapid Transit Authority of Thailand is responsible for the collection of all tolls and share such toll revenue with the Company. In addition, the Expressway and Rapid Transit Authority of Thailand and the Department of Highways jointly constructed a connecting road between Sector D of the Si Rat Expressway and the Motorway at Srinagarindra Road. The Company and the Department of Highways were jointly responsible for the construction costs at the ratio of 54.036 percent and 45.964 percent.

Northern Bangkok Expressway Company Limited constructs and operates the Udon Rattaya Expressway comprising 2 Stages, namely, Stage 1, Chaeng Watthana - Chiang Rak, and Stage 2, Chiang Rak - Bang Sai, connecting to the Si Rat Expressway around Chaeng Watthana Road, covering a total distance of 32 kilometers. As for the inbound route, Expressway users shall pay tolls at the booths around the on-ramps of the Expressway while in respect of the outbound route, Expressway users shall pay tolls at the off-ramps. The Expressway and Rapid Transit Authority of Thailand is responsible to collect and deliver all tolls to the Company. At present, all Expressway routes of the Company and the Subsidiary are opened for service.

In respect of the revenue sharing between the Company and the Expressway and Rapid Transit Authority of Thailand as specified in the Second Stage Expressway Agreement with effect from the Priority Component Opening Date, the toll revenue from the Chalm Mahanakorn Expressway and the Si Rat Expressway shall be encompassed and shared as per rules of area zoning. This is to say that in the urban network, for the first nine years, the Company and the Expressway and Rapid Transit Authority of Thailand shall receive 60 percent and 40 percent, respectively. For the last nine years, the Company and the Expressway and Rapid Transit Authority of Thailand shall receive 40 percent and 60 percent, respectively. As for the period between the first nine years and the last nine years, the Company and the Expressway and Rapid Transit Authority of Thailand shall receive 50 percent each. For the suburban network, all toll revenue shall be paid to the Company and for the Udon Rattaya Expressway, all toll revenue shall be paid to the Subsidiary.

In the year 2002, the ratio of toll revenue sharing in respect of the urban network between the Company and the Expressway and Rapid Transit Authority of Thailand has changed from the Company and the Expressway and Rapid Transit Authority of Thailand receiving 60 percent and 40 percent, respectively, to receiving 50 percent each, commencing 2 September 2002.

Expressway	Area	Length (km.)	Opening Date	Revenue	Revenue Sharing Company : ETA
<b>Chalerm Mahanakorn</b>					
Din Daeng - Port	Urban	8.9	4 Jan 1981	Company and ETA	- first nine years 60:40
Bang Na - Port	Urban	7.9	17 Jan 1983	Company and ETA	- period between the first nine years and the last nine years
Port - Dao Khanong	Urban	10.3	8 Aug 1987	Company and ETA	50:50
<b>Si Rat</b>					
Rama IX - Ratchadapisek	Urban	12.4	2 Sept 1993	Company and ETA	- last nine years 40:60
Phayathai - Bangkhlo	Urban	9.4	6 Oct 1996	Company and ETA	
Ratchadaphisek - Chaeng Watthana	Suburban	8	2 Sept 1993	Company	
Rama IX - Srinagarindra	Suburban	8.7	First Section 2 Dec 1998 Second Section 1 Mar 2000	Company	
<b>Udon Rattaya</b>					
Chaeng Watthana - Chiang Rak	Suburban	22	2 Dec 1998	Subsidiary	
Chiang Rak - Bang Sai	Suburban	10	1 Nov 1999	Subsidiary	

With respect to the Chalerm Mahanakorn Expressway and the Si Rat Expressway, the toll rates and the revision of the toll rates every five years shall be in accordance with the relevant Agreements, and the calculation and revision shall be based on the most recent increase of the consumer price index for Bangkok as issued by the Ministry of Commerce. Each increase shall be rounded up to the nearest Baht 5, provided that such revision shall not increase by more than Baht 10 during the first 15 years of the Contract Period. If there is an unusually high rate of inflation or an occurrence of Force Majeure or Exceptional Event, the Company and the

Expressway and Rapid Transit Authority of Thailand shall consider the toll revision as appropriate, and the most recent toll revision was made on 1 September 2003. The next toll revision is scheduled to be made in the year 2008.

With respect to the Udon Rattahaya Expressway, the revision of toll rates every five years shall be based on the most recent increase of the consumer price index for Bangkok as issued by the Ministry of Commerce. Each increase shall be rounded up to the nearest Baht 5, provided that such revision shall not increase by more than Baht 15 during the first 15 years of the Contract Period. The first toll revision was made on 1 November 2003. Furthermore, for the purpose of promotion of use of this Expressway by regular customers, the Subsidiary arranged the sale promotion by way of immediate discount at the toll booths from July 2000. In the year 2006, discount was given at the rate between 12.5% - 50%.

The power to approve the toll revision is vested in the Minister of Transport. However, the Company was of the view that the toll revision on 1 September 2003 for the Chalem Mahanakorn Expressway and the Si Rat Expressway and on 1 November 2003 for the Udon Rattahaya Expressway were not in accordance with the provisions of the relevant Agreements.

## (2.2) Separation of Operations between the Company and the Subsidiary

The business operations of the Company and the Subsidiary are of the same nature, namely, execution of the Expressway Agreements with the Expressway and Rapid Transit Authority of Thailand for the construction and operation of the Expressways. In the year 1996, the Company established the Subsidiary, namely, Northern Bangkok Expressway Company Limited, to operate the Udon Rattahaya Expressway Project. Given the severe financial hardship due to the fact that the actual revenue failed to meet the forecast as affected by the competing road since the year 1998, the Subsidiary therefore reengineered the management to minimize expenditures by way of staff downsizing and hiring the Company to operate the Udon Rattahaya Expressway.

## (2.3) Shareholding Structure in the Subsidiary (As at 31 December 2006)

Registered capital of the Subsidiary	Baht	6,000,000,000	
Par value	Baht	10	per share
Paid up	Baht	4,350,000,000	
Ordinary shares		294,000,000	shares
Preferred shares		306,000,000	shares
	Total	600,000,000	shares
BECL holds shares in the Subsidiary		319,999,980	shares
Ordinary shares		154,000,000	shares
Preferred shares		165,999,980	shares

### (3) Revenue Structure

#### Comparison of Revenue of the Company and the Subsidiary for Years 2004 - 2006

Description	Operated by	Year 2006		Year 2005		Year 2004	
		Million Baht	%	Million Baht	%	Million Baht	%
Urban Expressway							
Chalerm Mahanakorn Expressway (First Stage Expressway)	ETA	2,800.07	40.32	2,751.78	40.98	2,727.21	41.64
Si Rat Expressway (Second Stage Expressway, Sector A)	Company	1,335.63	19.23	1,326.13	19.75	1,304.20	19.91
Si Rat Expressway (Second Stage Expressway, Sector B)	Company	649.87	9.36	645.31	9.61	634.88	9.69
Total		4,785.57	68.92	4,723.22	70.34	4,666.29	71.24
Suburban Expressway							
Si Rat Expressway (Second Stage Expressway, Sector C)	Company	660.35	9.51	624.31	9.30	628.30	9.59
Si Rat Expressway (Second Stage Expressway, Sector D)	Company	928.92	13.38	833.37	12.41	738.63	11.28
Udon Rattahaya Expressway (Bang Pa-in - Pak Kret Expressway)	Subsidiary	568.97	8.19	534.00	7.95	516.74	7.89
Total		2,158.24	31.08	1,991.68	29.66	1,883.67	28.76
Grand Total		6,943.81	100.00	6,714.90	100.00	6,549.96	100.00

### (4) Goals of Operations

In the year 2006, the Company set its goals for business operations in four areas as follows: Service, Survival, Image and Improvement.

**Service:** The Company is committed to playing a role in alleviating traffic problems in Bangkok and accordingly makes endeavor to improve on- and off-ramps of the Expressway to ensure better traffic flow. In the year 2006, the Company improved the service provision to facilitate more motorists using the Expressways, particularly from the opening of the Suvarnabhumi Airport in September 2006. Furthermore, the Company also added two toll booths at Srinagarindra Toll Plaza and two double-deck toll booths at Asoke 4 Toll Plaza (inbound), including installation of one reversible lane toll booth at Asoke 3 Toll Plaza (outbound) so as to resolve problems of accumulated queuing for paying tolls at the front of the Toll Plazas and accommodate the traffic volume to increase in the future. Concurrently, the Company also expanded the entrance of Bang Sue Toll Plaza and improved the exit of Ngam Wong Wan 2 Toll Plaza to facilitate motorists in conveniently making a u-turn to the Khae Rai Intersection.

Moreover, the Company has provided services for a traffic condition inquiries and emergency reports via telephone numbers 0-2664-6400 and 1543 which are operated by the Expressway and Rapid Transit Authority of Thailand, and arranged staff to provide services throughout 24 hours, so as to ensure services for the motorists.

**Survival:** The Company is determined to strengthen the Company's status so as to ensure its survival. During the national economic hardship, the Company strictly controlled its costs and endeavored to generate more income through the satisfaction of customers, construction of full Expressway services and modifications of on- and off-ramps as well as implementing marketing plans for motorists to become familiar with the service routes. These activities were



successful as evidenced by the continuously increased traffic volume, particularly the traffic volume in the suburban network, whereby revenue in the year 2006 was higher than that of the year 2005 by 3.4 percent.

**Image:** The Company intends to maintain its good image to all relevant parties, such as, customers, contractual parties, shareholders, staff and the general public. In this regard, the Company improved its communication and ensured proper understanding through various channels of media to directly and indirectly make known the Company's activities and joint responsibility towards society.

**Improvement:** In the early stage of operation, the Company focused on timely completion of construction. After the first mission was completed, the Company then emphasized the provision of quality services to Expressway users. Quality services entail continued developments and improvements. The Company initiated various quality programs, such as, ISO, 5S, Work Improvement, and Suggestion System, with the confidence that the development of work quality should be done continuously and simultaneously with the development of quality of staff.