

BTS GROUP HOLDINGS PUBLIC COMPANY LIMITED

SUSTAINABILITY REPORT

2018/19



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CITY SOLUTIONS...
FOR OUR CITY OUR FUTURE





BTS Group Holdings Public Company Limited

has been officially recognised as a member of

The Dow Jones Sustainability Index (DJSI) 2018

in Emerging Markets as the first-time member in the Transportation category.

We are also the first mass transit service provider in Thailand,
ranked among the world class DJSI Indices members.



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Message from Chairman



In 2018/19, it was another successful year of BTS Group with the business growth and expansion. As seen in mass transit business, the Green Line Extension, Bearing – Samutprakarn Section, was officially opened for service since 6 December 2018; the first new train lot from the total of 46 New 4-Car Trains, has been finished and delivered to Thailand in August 2018 and it expected all 46 trains will be completed and delivered in 2019. The 46 New 4-Car Trains will provide the necessary additional capacity to support the increasing ridership of the BTS SkyTrain System on the existing Sukhumvit Line from Mo Chit to Bearing stations and the Silom Line from National Stadium to Bang Wa stations, and on new line extensions to Samutprakarn and Ku Kot. For media business, VGI has invested in Kerry Express, famous parcel delivery service, and Plan B, a leading Out-of-Home Media in Thailand, to leverage “Data Centric Media Hypermarket”, an integrated offline-to-online media platform. For property business, U City expanded its hotel management business to Middle East, by signed the agreement with Nakheel, the world-leading Dubai-based master developer, to develop and operate a resort on Deira Islands, UAE. These successful stories came from the commitment to operate business with transparency, good governance, efficient human resources management, quality of services, and strong support from stakeholders.

In order to increment sustainable value, In May 2019, BTS Group has launching its Green Bond, offered to institutional and high-net-worth investors, which was considered as the first Thai Green Bond issued under the Thai SEC’s Green Bond Notification. This Green Bond, offering Thai institutional and high-net-worth investors the first opportunity to contribute to the environment conservation by investing in the securities that finance the low carbon transport projects, is dramatically successful owing the demand of institutional and high-net-worth investors expressing their intention to invest in the Green Bond is 8 times as much as the original Bond value to issue of 5,000 million baht. With this, the Company has increased the offering amount of Bond to 13,000 million baht. The propose of this bond issuance is for investment in Bangkok’s Pink Monorail Line (Khae Rai-Min Buri section) and the Yellow Monorail Line (Lat Phrao-Samrong Section)

that is under construction. The two lines is important projects to promote travel by public transportation with electric energy, reduce the use of private cars and greatly enhance emissions reduction in Bangkok.

As the commitment to operate business in accordance with the corporate sustainability policy, BTS Group Holdings Public Company Limited was ranked as one of the top 100 listed companies that have demonstrated outstanding environmental, social and governance (ESG) achievement in the year 2019, out of 717 listed companies. It also was ranked as one of 300 Best Public Companies of the Year 2019, organized by Money and Banking Magazine. It also granted Certified Companies of Thailand's Private Sector Collective Action Coalition Against Corruption for the second time by the Thailand's Private Sector Collective Action Coalition Against Corruption Council. BTS Group was granted the Sustainability Report Award 2018 in the 'Recognition' category by Securities and Exchange Commission (SEC), Thai Listed Companies Association, CSR Club and Thaipat Institution. This showcases the Company's focus on and responsibility for the environment, society and governance to create sustainable development.

For the international stage, BTS Group was honored as a member of The Dow Jones Sustainability Index (DJSI) 2018 in Emerging Markets as the first-time member in the Transportation category and the first mass transit service provider in Thailand, ranked among the world class DJSI Indices members, including is classified in the Bronze Class of the Transportation industry category by RobecoSam for the first year. The assessment results are published in RobecoSam Sustainability Yearbook 2019. Moreover, BTS Group is a constituent of FSTE4Good Emerging Index 2018. The FTSE4Good Index Series identify companies that better manage Environment, Social and Governance (ESG) risks which help investors and tracker funds use as a performance benchmark to incorporate into their investment decision making processes.

For the sustainability performances in the previous year, BTS Group has conducted business covering 3 aspects; social, environmental and economic aspects.

In social aspect, BTS Group improves its operational efficiency with an emphasis on safety, security, health, and environment as shown in Serious Employees and Contractors Injury Rate in 2018/19 was at zero continuously throughout the past five years. In environmental aspect, BTS Group is committed to maximizing in energy efficiency. The target is to control the electricity intensity used for traction power at not exceeding 2.8 kWh per distance car-km. BTSC was able to control the electricity intensity for Traction Power and energy at stations less than the set target of not exceeding 2.8 kWh per distance car-km. As shown in the energy efficiency performances throughout the past 5 years, it was found that the electricity intensity were in control level even though the increase of passengers and serviced route expansion. In economic aspect, BTS Group focuses on business potential synergy among business units to develop "Rabbit" to be not only BTS Sky Train and BRT Pass but also supports both offline and online payments through the collaboration with other business partners, aiming to meet the consumer need to cover the city lifestyle and promote the government policy to bring Thailand to Cashless Society.

For the above successes, BTS Group would like to thank all our stakeholders for their collaboration and continued support in all the undertakings. BTS Group is steadfast in our commitment to provide energy security and be socially and environmentally responsible for continued sustainable growth and stability for all. This is not only to generate long-term return on investment, but also to secure a sustainable society.



Mr. Keeree Kanjanapas
Chairman









Business Overview

BTS Group Holdings PCL (BTSG) has been conducted business by investing in 4 businesses namely Mass Transit, Media, Property and Services, through its more than 100 subsidiaries and affiliates. Listed on the Stock Exchange of Thailand (SET), BTSG is a constituent member of the SET50 “Bluechip” Index among the largest companies in Thailand. As of 31 March 2018, the Group has a market capitalization of THB 130,299 billion (USD 4,106 billion).
















BTS Group has implemented its business in accordance with the sustainability strategy by synergizing the power and potentials across the 4 Business Units by mainly driven by Mass Transit Business, the Group's core business and significantly affects a wide range of stakeholders. The Synergy aims to create perfect-fit products and services providing the responsive city lifestyle in align with the "City Solutions" Concept.



Business	Subsidiaries	Business Strategy	Existing Operation
	     	Developing the mass transit business to support the increasing needs of public transportation in Bangkok and the increasing number of passengers as well as expanding to other mass transit routes covering 515 kilometers by 2029 according to the government plans, including other rail systems in the future.	BTSC is the exclusive concessionaire and operator of the BTS SkyTrain Core Network, the Bus Rapid Transit system, the major shareholder of BTS Rail Mass Transit Growth Infrastructure Fund (BTSGIF) and the exclusive operator of certain extensions to the Core Network and future operator of the Pink and Yellow monorail lines.
	     	Expanding advertising network to various offline and online platforms, aiming to become a leading Out-of-Home media service provider in Thailand and Data Centric Media Hypermarket, the integrated online to offline media solution (O2O Solution).	VGI is the leading Out-of-Home Media company in Thailand covering various offline platforms and online platform, mainly payments-based data platform, the “Rabbit” ecosystem. With these integrated offline-to-online media platform, VGI provides “Data Centric Media Hypermarket” with online-to-offline solutions (O2O Solutions) that can meet the needs of customers in advertising and communication through the 360-degree through effective data analysis from the Rabbit.



Business	Subsidiaries	Business Strategy	Existing Operation
	     	Investing in land, residential and commercial property including hotel business along the existing and future mass transit routes through a joint venture with strong business partners who expertise in the property sector.	BTSG's overarching objective is to capture real estate opportunities predominantly in close proximity to - or directly connected with future or existing mass transit lines to benefit from the "mass transit premium". BTSG's direct activities in real estate are now limited to land acquisition and U City is now the designated property development and investment vehicle of BTSG.
	    	Services business provides strategic support for the rest of the BTS Group, aiming to create potentials for business growth in long term.	BTSG's Services business provides strategic support for the rest of the BTS Group and is an incubator for future businesses. Within this segment are companies engaged in an assortment of businesses such as the "Chef Man" Chinese restaurant chain, the "Rabbit Rewards" loyalty program, a software and systems developer and a construction contractor.

FY 2018/19 Operating Performances

Operating Revenues	THB 47,923 million
Net Profit	THB 2,873 million
Dividend Payment	THB 5,306.2 million
Income Tax	THB 866 million

FY 2018/19 OPERATING REVENUE BREAKDOWN (Percentage)	
Mass Transit	86
Media	11
Property	1
Services	2

Total Employees as of 31 March 2019

Total number of Employees	Persons	Percentage
Mass Transit	2,862	68.01
Media	727	17.28
Property	0	0.00
Services	497	11.81
BTS Group Holdings	122	2.90
Total	4,208	100.00



Mass Transit

BTS Green Line Extension

Operating Revenues	THB 2,277* million
Net income from investment in BTSGIF	THB 898 million
Total distance of service provided	48.9 km.
Current number of stations serviced	43 stations
Number of trains serviced	52 trains 208 carriages
Core Network Ridership	241.2 million trips

Yellow Line Monorail Project

Total distance of service provided	30.4 km.
Current number of stations serviced	23 stations
Number of trains serviced	30 trains
Open Service	October 2021



BRT

Operating Revenues	THB 59 million
Total distance of service provided	15 km.
Current number of stations serviced	12 stations
Number of bus serviced	25 buses

Pink Line Monorail Project

Total distance of service provided	34.5 km.
Current number of stations serviced	30 stations
Number of trains serviced	42 trains
Open Service	October 2021

Revenues from service operating and maintenance for the core network and expansion of the Green Line Project.



Media



Operating Revenues THB 5,123mn



Transit

- 30 BTS stations
- 208 carriages
- >20,000 static displays
- >2,000 digital screens
- 8,400 sq.m. commercial areas
- >1,100 merchandising space



Office

- 180 office buildings
- 317 residential buildings
- >2,100 digital screens



Outdoor

- >2,000 billboard
- 35 LED screens
- 180 static street furniture and 42 digital street furniture



Aviation

- 361 LCD screens in 14 airports
- 2,500 trolleys
- 51 jet bridges
- Sale agent for 70 aircrafts



Activation

- >1,000 stores
- Reach >40 million consumers per year



Digital Service

- 11 million Rabbit cards
- >5,700 Rabbit card readers
- 5.5 million Rabbit LINE Pay users
- >5,000 Rabbit LINE Pay online merchants



Property

Operating Revenues	THB 360 million
Property Book Value	THB 82,523 million
• Residential Property	THB 475 million
• Commercial Property	THB 3,396 million
• Land Bank	THB 9,653 million
• U City	THB 68,999 million



Services

Operating Revenues	THB 1,112 million
Chef Man Branches	8 Branches
Rabbit Rewards Members	3.2 million
Insurance Premium Value from Rabbit	THB 23.60 million
Aeon Rabbit Card Holders	81,172
Loan from Aeon Rabbit Card	THB 3.61 million
Be First Rabbit Holders	3.41 million



Vision

To provide the community with a unique and comprehensive range of City Solutions, that significantly contributes to an improved way of life.



Delivering Customer Satisfaction:
Our success is dependent on our ability to develop long-lasting customer relationships. This will be achieved by listening, understanding, and anticipating our customers' needs and delivering products or services that satisfy those needs. We are easy to do business with and always strive to be responsive and professional.



Mission

We aim to provide a sustainable and leading set of City Solutions to urban communities across Asia, supporting critical needs in our four principal business areas; Mass Transit, Media, Property and Services.



Value



Creating Shareholder Value:

We strive to deliver accretion of shareholder value through earnings growth and improvement in operational effectiveness. Specifically, we aim to deliver long-term shareholder returns to our investors that outperform returns from investment alternatives with a similar risk profile.



Supporting Sustainable Growth:

Our client base and shareholder value must be enhanced in a sustainable manner. We conduct our business upholding sustainable practices that reduce environmental impacts, compared to competing products and services.



Developing Communities:

We are an integral part of the communities in which we operate. We provide City Solutions that enhance our customers' sense of community. We contribute revenues and resources to work with local communities, supporting education and children's welfare and we promote the health and well-being of BTS employees and their families.

Strategy and Long-term Goals

BTS Group aims to be the leader in developing and operating Rail Mass Transit in Thailand, reinforce our position as the leading Out-of-Home (OOH) Media provider in the country and selectively expand our network across the ASEAN region, cautiously grow our Property business, and lead Bangkok's cashless society via smart purse e-payment solutions.

We have five key strategies as a foundation:

1. Experience in rail mass transit
2. Synergy across all four businesses with rail mass transit at our core
3. Financial strength
4. Innovations
5. Customer satisfaction

BTS Group will grow our four businesses in line with the urbanisation of Thailand, and provide communities with a unique and comprehensive range of City Solutions, which significantly contribute to an improved way of life.



About this Report

This is the fifth consecutive year in which BTS Group Holdings Public Company Limited has produced sustainability report in 2017/18, which is being lately published to the public in June 2018. BTS Group sustainability report for the fiscal year 2018/19 covers the BTS Group operations and the responses toward topics impacted to Economic, Social and Environmental aspects in accordance with the significant to both internal and external stakeholders, in order to show dedication to transparency in operations, as part of its commitment to stakeholders. The report disclosed the organization's significant economic, social, and environmental performance over the past year, covering 4 business units, namely Mass Transit, Media, Property and Services, from 1st April 2018 to 31st March 2019. The total economic and social data coverage is 100% of total revenues meanwhile the total environmental data coverage is 86% of total revenues.

The disclosed information in this report has been prepared in accordance with GRI Sustainability Reporting Standards (GRI Standards), and in compliance

with 'Core Option', including the international sustainability management framework, i.e. the Dow Jones Sustainability Indices (DJSI).

Processes to define the materiality

BTS Group has been prepared this report in accordance with the Principles for Defining Report Content of GRI Standards, consisted of Sustainability Context, Materiality, Completeness and Stakeholder Inclusiveness.

BTS Group prepared this report by considering both external and internal factors to identify material sustainability topics based on the Principles for Defining Report Content of GRI Standards, consisted of Sustainability Context, Materiality, Completeness and Stakeholder Inclusiveness, as well as the Principles for Defining Report Quality, consisted of Accuracy, Balance, Clarity, Comparability, Reliability and Timeliness with the following processes.

Step 1: Identification and Report Boundaries

BTS Group identified materiality topics by reviewing material topics disclosed in the Sustainability Report 2017/18, interviewing both internal and external stakeholders, and assessing corporate risks, business opportunities, global trends as well as sustainable development goals (SDGs).

Step 2: Prioritization

BTS Group assessed the identified material issues from step 1 by considering based on business trends and significant impact to business both in short and long term. The Group has also conducted interviews with internal and external stakeholders such as shareholders, investors, customers, employees and community, to understand their expectations, interests and impacts to them. Then BTS Group prioritized material issues for disclosing in this report and scoped reporting boundaries of each material issue based on impact to business operations and stakeholders.

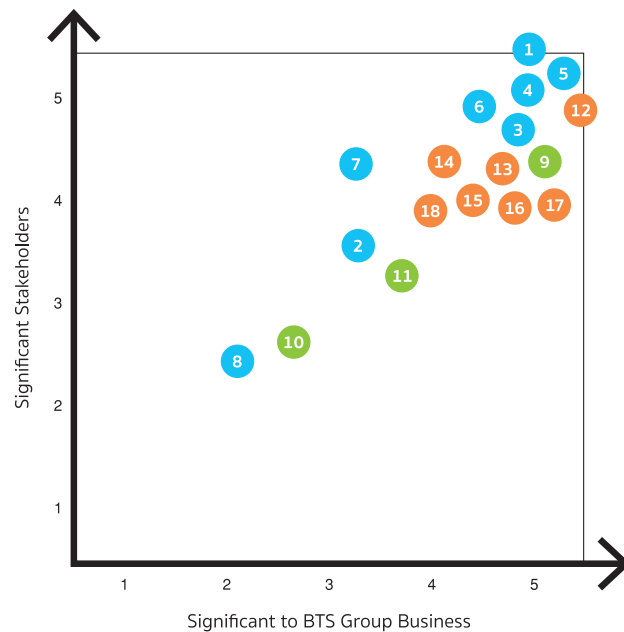
Step 3: Verification

BTS Group had verified the accuracy of material issue prioritization and proposed to the Corporate Governance Committee for review and approval the selected material issues. Then the report was proposed to the Board of Directors for acknowledgement.

Step 4: Continuous Improvement

BTS Group is focused on continuously developing the Sustainability Report and is open to suggestions and opinions from stakeholders through various channels for further improvement, including reviewing policies, objectives and goals of BTS Group.

Materiality Assessment









Materiality	
Economic Performance	
Governance & Risks	1 Corporate Governance
	2 Risk Management
Business Conduct	3 Business Conduct/Ethics
	4 Anti-Corruption and Bribery
Service Reliability	5 Service Reliability
Customer Relationship Management	6 Customer Care & Product Development
	7 IT Security and Data Privacy
Supply Chain	8 Supply Chain Management
Environmental Performance	
Energy Efficiency	9 Energy & Climate Change
Environmental Footprint	10 Water and Waste
	11 Regulatory Compliance
Social Performance	
Safety	12 Accidents & Safety Management
	13 Occupational Health & Safety
Working Conditions & Well-being	14 Working Conditions
	15 Labor Practice and Human Right
People Development & Talent Retention	16 Human Capital Development
	17 Talent Retention
Social & Community Development	18 Social & Community Development


Stakeholder Engagement

BTS Group focuses on the importance and power of stakeholders, respects their rights, and conducts towards the stakeholder with fairness and transparency. Stakeholders include people who are affected by the Group, those who may impact the Group business, as well as those interested in our businesses. The BTS Group has defined, identified and analyzed stakeholders as 7 categories of people and entities, consisted of 1) Government Agencies 2) Communities 3) Shareholders/

Business Partners 4) Customers 5) Suppliers/ Contractors 6) Employees 7) Civil Society/Media. BTS Group has formulated customized methods of participation, engagement channels, and disclosure of information, which meet particular needs to these different categories, in order to acknowledge and understand and suit their interests and expectations, as well as use feedback during decision making processes and in our operations.

Stakeholders	Engagement Channels	Key Stakeholder Interests	Performance in 2018/19
 Government Agencies	<ul style="list-style-type: none"> • Case-by-case meetings with government agencies • Performance and operation reports submitted to relevant government agencies based on the agency's reporting schedule • Communication with government officials for better understanding of their expectations • Regular participation in government agency activities and projects 	<ul style="list-style-type: none"> • Operations are in compliance with laws and regulations • Transparency of performance indicators 	<ul style="list-style-type: none"> • Strict compliance with law relating to business operation • Communication with government officials for better understanding of their expectations • 32 engagements with government agencies and organizations through various activities
 Communities	<ul style="list-style-type: none"> • Activities for the community and society • Complaints via various BTS Group channels 	<ul style="list-style-type: none"> • Sustainable coexistence • Community and social development 	<ul style="list-style-type: none"> • Community engagement through 26 activities • No complaints related to community and society
 Shareholders Investors Creditors Business Partners	<ul style="list-style-type: none"> • Quarterly announcement of performance indicators as well as annual performance, disclosure of information on the BTS Group website • Annual General Meeting • Analyst meetings • Shareholder and investor roadshows • Quarterly journals • Shareholder visits to the company • Communication channels including the website, email, telephone, mail and other methods 	<ul style="list-style-type: none"> • Transparent and auditable operations • Stable and sustainable operations • Good corporate governance and financial strength that are efficient • Disclosure of accurate and transparent information 	<ul style="list-style-type: none"> • Collaboration and provision of accurate information to relevant stakeholders through a variety of engagement activities • Organized shareholder and investor roadshows 19 times • Issued 4 quarterly journals

Stakeholders	Engagement Channels	Key Stakeholder Interests	Performance in 2018/19
 Customers	<ul style="list-style-type: none"> • Annual customer satisfaction survey • Customer relationship building activities such as sales promotions, marketing activities, etc. • Providing information through social networks • Complaints via various channels 	<ul style="list-style-type: none"> • Efficient service, timely, etc. • Providing information through social networks • The ability to solve problems correctly, appropriately and in a timely manner • Disclosure of accurate information • Customer Privacy and Data Security 	<ul style="list-style-type: none"> • Customer satisfaction score was at 75.60 • Communication information of products and services through Facebook, Instagram, YouTube, LINE Application, and Twitter 154 times • 250 complaints on services were solved • No complaint on customer data privacy
 Suppliers Contractors	<ul style="list-style-type: none"> • Selection process and regular assessment carried out on a regular basis • Risk assessment and evaluation of suppliers and contractors • Annual suppliers meeting 	<ul style="list-style-type: none"> • Procurement and hiring that is transparent, fair and auditable • Disclosure of accurate information and emphasis on safety during operation 	<ul style="list-style-type: none"> • 100% of suppliers were conducted satisfaction assessment • Engaged suppliers and contractors through 13 meetings and seminars related to safety during working in the BTS system
 Employees	<ul style="list-style-type: none"> • Chairman & CEO Talk • Annual performance evaluation. • Annual employee satisfaction survey • Complaints submitted via supervisor, and BTS Group complaint system • Communications via various channels and internal methods 	<ul style="list-style-type: none"> • Rights and benefits • Compensation • Employee retention • Employee development • Gender Equality and Career advancement 	<ul style="list-style-type: none"> • Chairman & CEO Talk in the corporate activities 4 times to communicate and share the Group business direction to employees. • Organize 3 annual activities to enhance relationship among employees and management in the BTS Group • Employee Engagement Level was at 78.50% • 2 cases against the company's business ethics and anti-corruption. All 2 cases were solved. • Communicate information to employees through e-mail, and Intranet 135 times

Stakeholders	Engagement Channels	Key Stakeholder Interests	Performance in 2018/19
 Civil Society Media Analysts/ Academia	<ul style="list-style-type: none"> • Communication platform and whistleblowing channels to gather suggestions, comments, complaints, etc. • Quarterly analyst meeting • Press Conference / Press Release • Exclusive interview • Media visit • Open House and Company visits 	<ul style="list-style-type: none"> • Join members of the public/private sector • Disclosure of accurate and transparent information • Adequate up-to-date information is required regularly 	<ul style="list-style-type: none"> • Company visit by external agencies 54 times • Press interview and press conference 28 times • Press release related to the company information through e-mail, LINE application and the company website 52 times • Occasional Press & Media visit 17 times

Communication Channels



BTS Group welcomes suggestions from all stakeholders in order to support sustainable operations. BTS Group can be contacted through the various channels below:



**Click to download this report: www.btsgroup.co.th
or additional information, contact: Corporate Communications**



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Performance Overview related to Materiality in 2018/19
















According to the BTS Group's Sustainability Framework, covering economic, social and environmental performances, which were revealed in accordance with the material issues, identified by the stakeholder

engagement process, BTS Group's performance overview related to material issues in 2018/19 are as follow;

Sustainability Topics	Sustainable Development Goals - SDGs	GRI Standards	Boundaries		Material to Business	Management Approach	Target of 2018/19	Performance in 2018/19
			Internal Stakeholders	External Stakeholders				
Corporate Governance and Risk Management	 	Governance (GRI 102-18, GRI 102-19, GRI 102-30)	•	•	Corporate governance principles with supervision policy and processes including proper risk management to mitigate negative impacts to business of the BTS Group to ensure sustainable returns in the long term as well as create confidence among its investors and various groups of stakeholders.	<ul style="list-style-type: none"> The Board of Directors, on behalf of shareholders, has established various corporate governance policies and business ethics Govern and communicate to management and employees to acknowledge and comply with the policies. Promote a strong risk culture throughout the organization, and expects employees to be aware of the risks inherent in their day-to-day business activities and take responsibility for managing them properly 	• Excellent in Corporate Governance Level (Measured by external agencies)	• Excellent Level in Corporate Governance Report of Thai Listed Companies by Thai Institute of Directors (IOD)
Business Conduct	 	Ethics and Integrity (GRI102-16) Anti-Corruption (GRI205)	•	•	Conducting business with integrity and transparency according to good corporate governance principles increases the company's trustworthiness in the eyes of investors, shareholders and all stakeholders.	<ul style="list-style-type: none"> Communication and broadcasting the message on corporate governance and business ethics, in order to spread the understanding and knowledge to all stakeholders both inside and outside the organization Encourage the subsidiaries of the BTS Group to adopt and follow good corporate governance principles and standards and adopt anti-corruption measures 	<ul style="list-style-type: none"> 70% of total employees attending in the self-assessment survey on corporate governance and business ethics Average scores of employees having knowledge and understanding the company's policy and ethics at 80 from total 100 scores Average scores of employees having ability to comply with the company's policy and ethics at 80 from total 100 scores 	<ul style="list-style-type: none"> 70.78% of total employees attending in the self-assessment survey on corporate governance and business ethics Average scores of employees having knowledge and understanding the company's policy and ethics at 89.60 Average scores of employees having ability to comply with the company's policy and ethics at 85.88 Granted the second renewal of Certified Companies of Thailand's Private Sector Collective Action Coalition Against Corruption

Sustainability Topics	Sustainable Development Goals - SDGs	GRI Standards	Boundaries		Material to Business	Management Approach	Target of 2018/19	Performance in 2018/19
			Internal Stakeholders	External Stakeholders				
Service Reliability	  	Product and Services (GRI 103)	●	●	Good practices reflect the organization's image of excellence in service and safety to the public, with the aim to be granted a license to operate and a significant opportunity to expand the business of the BTS Group.	Regarding train management, Central Control System and Signaling Control System, responsible by Operation Department, helps efficient train operations both in terms of being on time and passenger safety.	<ul style="list-style-type: none"> • Passenger Journey On-Time at 99.50% • Train reliability at 35,000 car kilometers per fault 	<ul style="list-style-type: none"> • Passenger Journey On-Time at 99.85% • Train reliability at 83,400 car kilometers per fault
Customer Relationship Management	   	Product and Services (GRI 103) Customer Privacy (GRI 103, GRI 418)	●	●	With over 900,000 BTS SkyTrain customers per day, offering products and services with the highest level of customer satisfaction and truly understanding their needs are important factors for business operation.	<ul style="list-style-type: none"> • Integrate the potential of the Group's businesses by utilization of technologies to develop products and services that are appropriate, convenient rapid and responsive to customers' needs • Regularly conduct customer satisfaction survey to help improve services • Safety of information and customer data privacy • Develop and create digital products and services to enhance cashless society. 	<ul style="list-style-type: none"> • Customer Satisfaction Scores at 70 from total of 100 scores • Less than 2 complaints per million trips-passengers • No complaint related to customer data leakage 	<ul style="list-style-type: none"> • Customer Satisfaction Scores at 75.60 • 0.97 complaints per million trips-passengers • No complaint related to customer data leakage • 11 million Rabbit card holders • 5.5 million Rabbit LinePay accounts
Supply Chain Management	 	Supply Chain (GRI 102-9) Environmental and Social Assessment to Suppliers (GRI 103, GRI 308, GRI 414)	●	●	Suppliers play an important part in sustainability throughout BTS Group's supply chain, which may be exposed to operational and reputational risks that may result in business disruption. Critical issues include ethics, legal compliance, environmental friendliness, accident and safety concerns.	<ul style="list-style-type: none"> • Communicate Supplier Code of Business Conduct defining the basic commitments required from BTS Group's suppliers concerning their Environmental, Social and Governance (ESG) • Conduct spend analysis, business risk assessment and ESG Criteria, taking into account business impact factors, to classify suppliers and frame a strategy and supplier development plan corresponding with the risk. 	<ul style="list-style-type: none"> • 100% of suppliers from critical Tier 1 & Non-Tier 1 suppliers signed the acknowledgement letter for the Supplier Code of Conduct, which integrated the governance, social and environment • 100% of suppliers from critical Tier 1 & Non-Tier 1 suppliers were annually assessed on ESG Risk Criteria 	<ul style="list-style-type: none"> • 100% of suppliers from critical Tier 1 & Non-Tier 1 suppliers signed the acknowledgement letter for the Supplier Code of Conduct, which integrated the governance, social and environment • 100% of suppliers from critical Tier 1 & Non-Tier 1 suppliers were annually assessed on ESG Risk Criteria

Sustainability Topics	Sustainable Development Goals - SDGs	GRI Standards	Boundaries		Material to Business	Management Approach	Target of 2018/19	Performance in 2018/19
			Internal Stakeholders	External Stakeholders				
Energy Efficiency		Energy Emissions (GRI 103, GRI 302, GRI 305)	•	•	Electricity is the main energy in the business operations. Energy Efficiency helps reduction of environmental pollution and cost of business. It also alleviates the risk of future energy shortages.	<ul style="list-style-type: none"> Establishing a working committee in 2014/15, responsible for determining energy conservation policy, evaluation of the ability to conserve energy, determine goals and conservation plans, audit and analyze operations to ensure goals and plans are met. Study and implement energy saving projects 	<ul style="list-style-type: none"> Total Electricity consumption at not exceeding 2.8 kWh per distance car-km Traction Power at not exceeding 50 kWh/1,000 passengers-km/month Total Electricity consumption at Train Station at not exceeding 63,000 kWh per day Total GHG Emission 67,771 Tonnes CO2e 	<ul style="list-style-type: none"> Total Electricity consumption at 2.73 kWh per distance car-km Traction Power at 41.40 kWh/1,000 passengers-km/month Total Electricity consumption at Train Station at 62,794 kWh per day Total GHG Emission 65,960 Tonnes CO2e
Environmental Footprint		Water, Effluent and Waste Legal Compliance (GRI 303, GRI 306, GRI 307)	•	•	Limited availability of natural resources is a key determinant driving all sectors to be aware of access and acquisition of raw materials. Consequently to slow down the shortage of natural resources in the future as well as reduce the volume of waste generated from business operations	Strictly follows the laws, rules and regulations related to the environment and safety, following international standards; ISO 14001: 2004 and OHSAS 18001: 2007 as well as best practices.	<ul style="list-style-type: none"> Total water consumption 154,000 Cubic meters Total waste dispose 99.34 Metric tonnes Total hazardous waste dispose 86.49 Metric tonnes Total other waste dispose 12.85 Metric tonnes 	<ul style="list-style-type: none"> Total water consumption 152,049 Cubic meters Total waste dispose 97.82 Metric tonnes Total hazardous waste dispose 85.81 Metric tonnes Total other waste dispose 12.01 Metric tonnes
Accidents and Safety Management		Occupational Health and Safety, Illness, Fatalities (GRI 403)	•	•	The mass transit business supports over 900,000 users a day, including commuters on the streets and communities around the BTS sky train. Safety is the primary goal of the organization to build confidence in the government sector, which awards the concessions, and for all stakeholders.	<ul style="list-style-type: none"> Realize the importance of Process Safety since the project construction, and Personal Safety covering passengers, employees and contractors through international safety management system, OHSAS 18001:2007. Create safety culture throughout the organization through training and communication. 	<ul style="list-style-type: none"> Serious injury rate of passengers at 0.04 times per million trips Lost-time frequency injury rate (LTIFR) of employees at 0.8 times per million working hours Disease-related illness rate of employees at 0 Lost-time frequency injury rate of contractors at 1.25 Times/million working hours 	<ul style="list-style-type: none"> Serious injury rate of passengers at 0 Lost-time frequency injury rate (LTIFR) of employees at 0.3766 times per million working hours Disease-related illness rate of employees at 0 Lost-time frequency injury rate of contractors at 0 Times/million working hours

Sustainability Topics	Sustainable Development Goals - SDGs	GRI Standards	Boundaries		Material to Business	Management Approach	Target of 2018/19	Performance in 2018/19
			Internal Stakeholders	External Stakeholders				
Working Conditions and Well-Being	   	Occupational Health and Safety (GRI 403) Employment (GRI 401) Labor/ Management Relations (GRI 402) Diversity and Equality Opportunity (GRI 405) Human Rights Assessment (GRI 412)	•	•	Employees are the key foundation to the company's success when they are treated with fairness and equality, as well as proper remuneration.	<ul style="list-style-type: none"> Promote the quality of life and well-being of employees on a basis of equality, fairness, and human rights, Enhance occupational health and safety in life, the working environment of the employees Enhances the culture and atmosphere of good work and promotes team work, creating a sense of unity within the workforce that everyone advances together towards the shared target and success. 		
People Development and Talent Retention	   	Training and Education (GRI 404)	•	•	Employees are the most valuable resource of the organization and the key drive to the successful business.	Continuously developing employees' potential development and talent retention on the basis of equality, human rights and labor rights. Also offering equal opportunities for career paths to enhance employee's sense of commitment and pride in the organization.	<ul style="list-style-type: none"> 6.59 training hours per employee per year 75% of total employees cooperated in responding to the engagement surveys Employee Engagement level at 70% 	<ul style="list-style-type: none"> 77.85 hours of training per employee per year 93.42% of total employees cooperated in responding to the engagement surveys Employee Engagement level at 78.50%
Social and Community Development	      	Economic Performance (GRI 201)	•	•	Good living conditions in the community and society play an important role supporting the success of the business. Recognition of the community and society enhances the business expansion and sustainable growth, as well as stimulate community economic growth.	<ul style="list-style-type: none"> Improve the quality of life and well-being of the community on three areas: Public Health, Quality Education and Environmental and Ecosystem Protection, in order to respond to the needs of the community and society Provide opportunities for employees at all levels of BTS Group to participate and recognize the responsibility to the community and society through activities in order for all parties to grow together sustainably 		<ul style="list-style-type: none"> Total Expense of Social and Community Development of THB 26.05 million Employee volunteering during paid working hours of 3,328 working hours, equivalent to THB 575,280

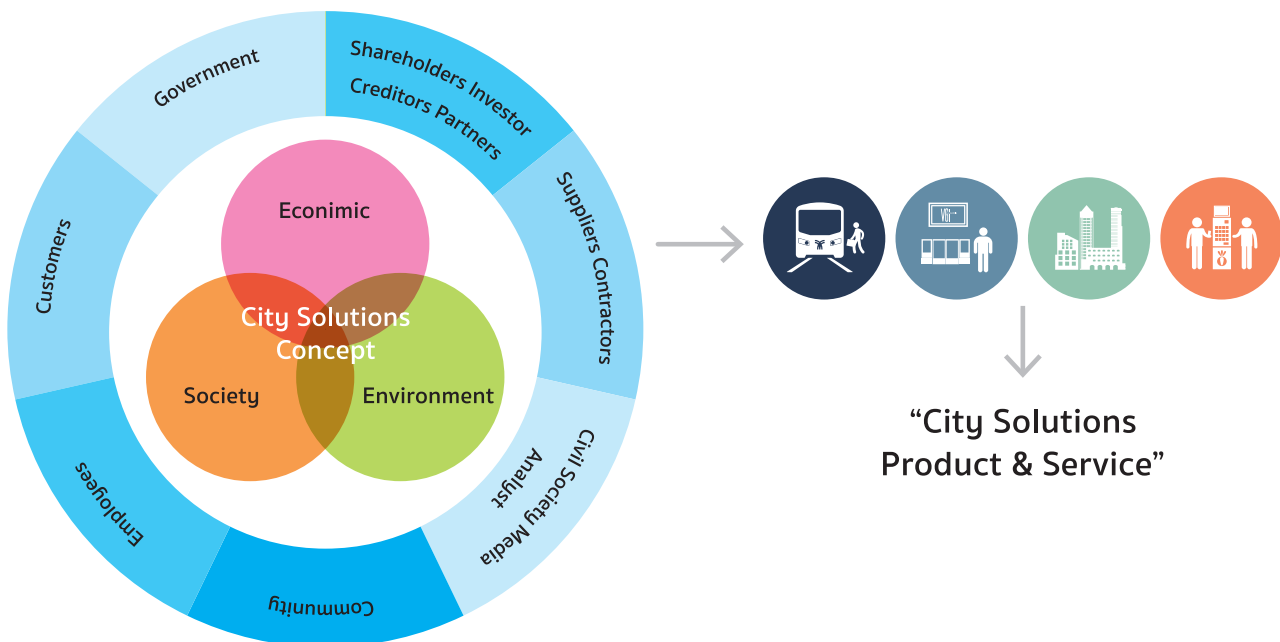


Sustainability at BTS Group

Throughout the past business operations, the BTS Group recognizes that conducting any businesses are complicated due to the rapid change in economic conditions and market mechanisms as well as consumer needs, and the most important thing is the expectations of the stakeholders that necessitates organizations to take more responsibility for the economic, society and environment. The BTS Group consequently announced its corporate sustainability policy as a guideline for the 4 business units to comply and implement. The guideline, covering the economic, social and environmental issues, is an important factor in the decision-making process in the business

operations, adhering to transparency in accordance with good corporate governance practices, responsibility to the economy, society and environment, and stakeholder's expectations. This is not only to generate long-term return on investment, but also to secure a sustainable society.

In accordance with the Corporate Sustainability Policy, the BTS Group has framed operation guidelines for the 4 business units in align with our Vision, Mission, Values, Strategies and Long-Term Goals under the "City Solutions" concept for sustainable business development.



"The City Solutions concept" is a sustainable corporate strategy for the BTS Group, covering in economic, social and environmental aspects. It aims to synergize power and potential of all 4 business units to develop products and services that perfectly fit and respond to the lifestyle of the city. The BTS Group has adopted this concept as the foundation of corporate culture as a guideline for business operations."



Economy

- Good Corporate Governance and Business Ethics
- Long-term value-added and sustainable returns
- Integrating the power of business units to develop products and services that truly serve the needs of customers
- Delivering on-time and reliable goods and services
- Effective risk management



Society

- Accident and Safety Management
- Enhancing well-being and fair treatment of employees
- Human resources development in the organization
- Supporting the quality of life and well-being of the community and society



Environment

- Efficient and effective energy management
- Conservation and reduction of natural resources, including waste management



Stakeholders

- Respecting the rights of stakeholders and treating them with fairness and transparency
- Listening and responding to the needs of stakeholders appropriately

BTS Group Sustainability Strategy aligned with the “City Solutions” Concept

“Synergizing the power and potentials across the 4 Business Units to encourage each one to enable business expansion and growth as appropriate to its expertise and resources by mainly driven by Mass Transit Business”

BTS Group has implemented its business in accordance with the sustainability strategy by synergizing the power and potentials across the 4 Business Units by mainly driven by Mass Transit Business, the Group's core business and significantly affects a wide range of stakeholders. The Synergy aims to create perfect-fit products and services providing the responsive city lifestyle in align with the “City Solutions” Concept.

Since commencing operations, the Bangkok Mass Transit System has proven itself by not only raising the international image of Bangkok, but also relieving traffic congestion and reducing transport energy consumption. Additionally with the principal role of Mass Transit, it supports in framing the direction of city expansion, as well as linking satellite suburban areas to the city center in a shorter-time transportation.

BTS Group has recognised the importance of participation at every level in the development of the city of the future, designed for living in balance and harmony. The city expansion helps facilitate more convenient urban lifestyles, which in turn forms part of the foundation for sustainable economic growth. Consequently, BTS Group has implemented and framed the Corporate Sustainability policies in a unified manner across the 4 core businesses of Mass Transit, Media, Property and Services, with all parties focused on achieving the same goals, as appropriate to their expertise and resources. All parties are required to conduct business with transparency and fair practice, giving importance to environmental management, living quality of employees, society and community, as well as providing a balance between the economy, society and the environment.

BTS Group contribution to the Sustainable Development Goals - SDGs



BTS Group supports the United Nations Sustainable Development Agenda. All 17 Sustainable Development Goals (SDGs) were considered and decided to focus on 6 SDGs relevant to our business and material issues, which will be accomplished and created a positive change significantly.



Goal 3: Good health and well-being

The BTS Group is committed to the safety, health and occupational health of employees, contractors and also the community in the area of the Group operations, namely community along the BTS SkyTrain and nearby, including remote communities which lack access to medical services. The BTS Group has provided assistance through social projects such as Sky Clinic Project, the Next Station “Happiness” by BTS Group Project.



Goal 8: Decent work and economic growth

BTS Group's business supports local employment everywhere we operate. The Group indirectly contributes to economic growth by paying taxes to the government and strengthening society as it is a foundation for national economic development through social projects that address basic needs also help improve living standards of the community.



Goal 11: Sustainable cities and communities

With the principal role of Mass Transit System in framing the direction of city expansion, as well as linking satellite suburban areas to the city center, BTS Group has recognized the importance of participation at every level in the development of the city of the future, designed for living in balance and harmony. The city expansion helps facilitate more convenient urban lifestyles, which in turn forms part of the foundation for sustainable economic growth.



Goal 13: Climate action

Volatility of both energy prices and limitation of energy sources, a trend towards higher electricity prices, and risks from international policies on the target of emissions reduction to keep rising global temperatures to well below 2 degrees Celsius, BTS Group, as a mass transit system operator, consuming electricity as the main energy for business operation, is committed to energy efficiency management to support the environmental pollution reduction.



Goal 16: Peace, Justice and Strong Institutions

BTS Group is committed to conducting business guided by rigorous good corporate governance and business ethics and continuously promotes transparency and human rights. The Group also advocates the anti-corruption policy for all stakeholders.



Goal 17: Partnerships for the goals

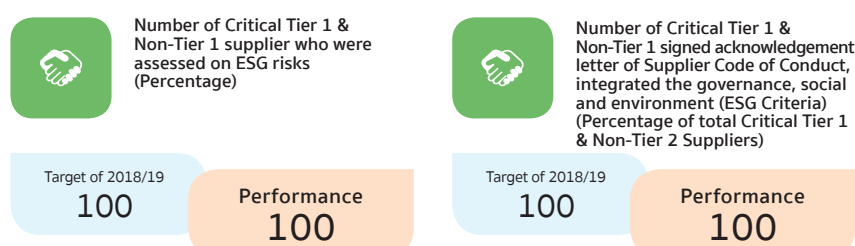
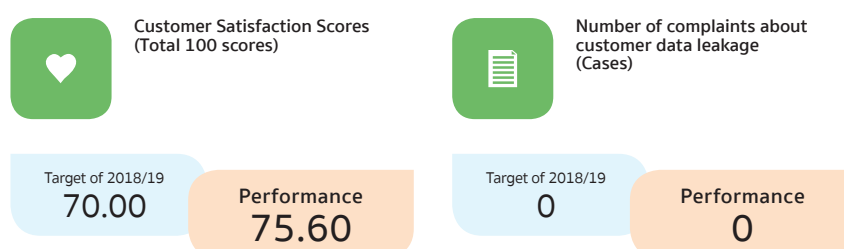
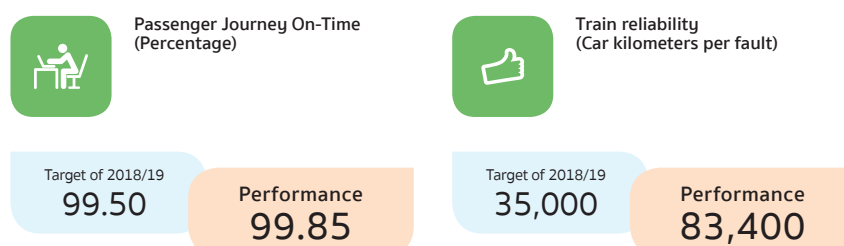
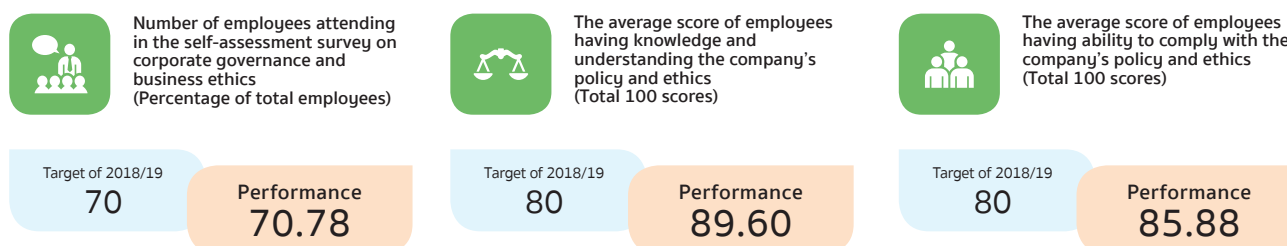
BTS Group believes that no one or any organization can do everything alone. The BTS Group has set its business strategy by integrating the power and expertise of each business unit, aiming to create perfect-fit products and services responding to the urban lifestyle in align with the City Solutions Concept. Furthermore, the Group is looking for business partners and opportunities offer for other businesses to contribute to sustainable development.



Growing Sustainable Business

BTS Group aims to grow its sustainable business by excellent management to deliver the best service to customers based on ethical business practices throughout the operation. BTS Group believes that our efforts will bring credibility to our products and

services as well as customer satisfaction. It also aims to manage the supply chain to link the potential and competitiveness of the BTS Group and its partners with the goal of sustainable growth under the responsibility of society and environment.



Sustainability Long-Term Target (2019/20-2023/24)

- Excellent in Corporate Governance Level (Measured by external agencies)

Target 2018/19

- Excellent in Corporate Governance Level (Measured by external agencies)

Performance 2018/19

- Excellent Level in Corporate Governance Report of Thai Listed Companies by Thai Institute of Directors (IOD)



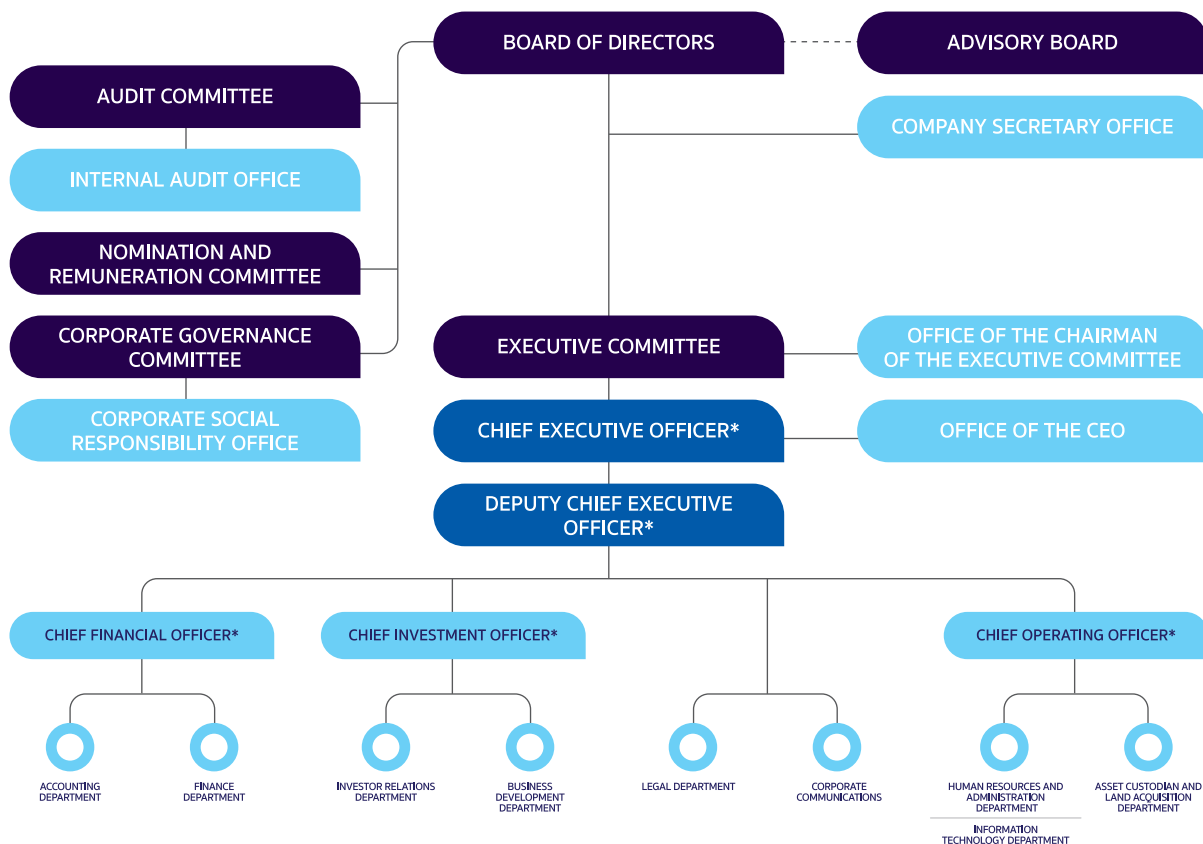
Corporate Governance

BTS Group values good corporate governance, as it realizes and ardently believes that good corporate governance will enable the Group to add value and provide maximum returns to long-term shareholders of the BTS Group, as well as create confidence among its investors and various groups of stakeholders. Therefore, the Group gives priority to developing its organization in relation to the following 5 areas: Rights of Shareholders, Equitable Treatment of Shareholders, Roles of Stakeholders, Disclosure and Transparency, and Board Responsibilities through its good management system and good corporate governance system, which composes of having a visionary and accountable Board of Directors and executives. The Company's management governance system clearly defines the separation of power, duties and responsibilities of the key governing bodies in their roles of (1) governance, (2) management and (3) operation within the Company, as well as creating a checks and balances mechanism, in order to ensure transparency and verifiability. Details of the power, duties and responsibilities of each governing body are set out in the Charters and the Policy on Delegation of Authority.

The Board of Directors, on behalf of shareholders, has established various corporate governance policies by incorporating principles and guidelines that are aligned with the principles of good corporate governance of the Stock Exchange of Thailand, the recommendations from the Thai Institute of Directors Association and other relevant regulations, in accordance with the Vision and Mission of the BTS Group of City Solutions Concept which has been business guidelines since its inception.

The Board of Directors is responsible for the operations of the BTS Group in accordance with the economic and social conditions through the management of the Executive Committee and various sub-committee. Corporate Governance Committee is assigned to consider, determine, review and update the Corporate Governance Policy, Code of Business and Employees Conduct to be in line with the international standard and to propose to the Board of Directors for consideration and approval, and to monitor the implementation of such Corporate Governance Policy and Code of Business and Employees Conduct.

Corporate Governance Structure



Composition of the Board of Directors and the Subcommittees

The Board of Directors shall consist of members in the number that is suitable for the size and business strategy of the Company, but shall be no less than 5 members. At least one-third (1/3) of the members shall be independent directors and in any case the independent directors shall not be less than 3 members. The Board of Directors has appointed subcommittees to supervise and monitor the business operations in accordance with the principles of good corporate governance, i.e., the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance Committee, and the Executive Committee.

The Audit Committee shall entirely consist of independent directors and shall not be less than 3 members whereas at least one member must be knowledgeable and experienced in reviewing the accountability of the financial statements. The Nomination and Remuneration

Committee shall consist of at least 3 members but shall not exceed 5 members where the majority of the members shall be independent directors. The Corporate Governance Committee shall consist of at least 4 members but shall not exceed 6 members. The Executive Committee shall consist of not more than 5 members where the members of the Executive Committee do not have to hold the position of director of the Company. Moreover, the Board of Directors has appointed the Advisory Board as part of its organization chart to have the role to provide useful advice and suggestions for the businesses of the Company and its subsidiaries.

Additional details on corporate governance are in the 2018/19 Annual Report under "Corporate Governance" at the following link: <http://www.btsgroup.co.th>

Risk Management

BTS Group recognizes the importance of risk management under uncertainties and considers risk management to be an important component of every business process linked among the 4 business units, namely (1) Mass Transit (2) Media (3) Property and (4) Services. BTS Group has defined a corporate risk management policy that all employees must follow and appointed Risk Management Working Group to be responsible for conducting a risk assessment of the Group, including supporting the implementation of risk management framework set up by the Board of Directors in order to ensure that the risk management guidelines are in accordance with the Group's objectives, goal and the strategic plan. Risk Management Working Group will assess the Group's risks by considering the changing circumstances both inside and outside, under constant analysis of the environment, such as political uncertainty, economic fluctuations, the diverse expectations of stakeholders, changed regulations, technology advances, and the impact on the environment as a result of doing business, as well as proposes suggestions, tracking guidelines and risk management outcomes to the Board of Directors in order to implement the maximum effectiveness.

The BTS Group has established a systematic risk management policy to ensure that relevant persons understand the principles of risk management and apply it appropriately. Risk management consists of "top down" and "bottom up" approaches in accordance with the Enterprise Risk Management of Committee of Sponsoring Organizations of the Treadway Commission (COSO). It also assesses and monitors the risk parameters through the implementation of the Risk Management Working Group, consisting of representatives from all business units in the BTS Group, to be responsible for analyzing and monitoring the risks associated with business operations, covering the various risk factors which impact on business operations. The BTS Group has divided risk assessment and management into 5 categories, namely, strategic risk, operational risk, financial risk, risks of compliance with rules and regulations and emerging risks.



Risk Culture

Risk culture is a key element of the Company's risk management framework. The Company seeks to promote a strong risk culture throughout the organization, and expect employees to be aware of the risks inherent in their day-to-day business activities and take responsibility for managing them properly. Moreover, every employee is encouraged to have the right attitude and behavior towards risk management in order to create a sound risk culture, which is underpinned by the following practices:

- Communicating a distinct and consistent tone from the Board and senior management in respect of risk taking and avoidance.
- Incorporating risk assessments into business decisions by considering the balance of risk and reward.
- Encouraging employees at all levels to identify and report potential risks in order to assign risk owners and develop treatment plans that will help to minimize losses.
- Including risk management in the ongoing training curriculum for all executives in order to strengthen their knowledge and understanding.

Emerging Risks

BTS Group assesses emerging risks to reduce uncertainty and mitigate the risk of volatile business results in the future. The recent assessment identified Disruptive

Technology and the establishment of government agencies to supervise (Department of Rail Transport, Ministry of Transport) as our emerging risks.

Disruptive Technology		
Description of Risk	Potential Business Impact	Mitigating Actions
Nowadays, technology has played an important role and becoming a part of the daily life of people in all aspects. Technology has been developing unceasingly to facilitate our way of living, whether it is communications technology, such as mobile phone, internet, social network; educational technology, such as satellite education, online education; or transportation technology, such as high-speed electric trains, applications for delivery services, etc.	These technological advances change our lifestyle. People are able to work, study, or communicate with each other from all over the world without the need to commute. Consequently, this may have an impact on the businesses and results of operations of the Group, particularly the mass transit business. With such change of lifestyle, there may be a corresponding decrease in the number of passengers which may affect the fare revenue, as well as the revenue from transit media, the Group's core revenues.	To prepare for the change from technological advances, the Group has determined the following business directions in order to maintain its revenue growth, <ol style="list-style-type: none"> (1) to develop products and services in response to the change of lifestyle, such as developing electronic payment system (e-payment) to support both offline payment through Rabbit Card and online payment through Rabbit LINE Pay (2) to synergize the business potential within the Group, such as the synergy between VGI and Rabbit Group, whose business operations are linked, to become the data centric media hypermarket by conducting consumer data analytics and media planning for customers (3) to diversify the Group's business to other potential businesses, such as Kerry Express, an express delivery business, which has continued growing prospects.

Establishment of government agencies to supervise (Department of Rail Transport, Ministry of Transport)		
Description of Risk	Potential Business Impact	Mitigating Actions
Pursuant to the promulgation of the Reorganisation of Ministry, Sub-Ministry, and Department Act (No. 18) B.E. 2562 (2019), the Department of Rail Transport, Ministry of Transport, was established in order to supervise and standardize the rail system of the country.	As such, the Department of Rail Transport may issue notifications and regulations that are relevant to the mass transit business of the Group. If BTS Group cannot fully comply with such notifications and regulations, it may have an impact on the business operations and business opportunities of the Group.	From the above risk, the Group has taken the following actions, <ol style="list-style-type: none"> (1) establish a special unit to study and closely monitor the progress and the enforcement of the notifications and regulations to be issued by the Department of Rail Transport in order to assess, prepare and set up plans and procedures in a timely manner (2) study the operations of other rail mass transit service providers in other countries, which meet the world-class standard and recognition, in order to apply to the operations of the Group.

Additional details on risk management are in the 2018/19 Annual Report at the following link: <http://www.btsgroup.co.th>

Long-Term Sustainability Target (2019/20-2023/24)

- 100% of total employees in BTS Group attending in the self-assessment survey on corporate governance and business ethics

Target 2018/19

- 70% of total employees attending in the self-assessment survey on corporate governance and business ethics
- Average scores of employees having knowledge and understanding the company's policy and ethics at 80 from total 100 scores
- Average scores of employees having ability to comply with the company's policy and ethics at 80 from total 100 scores

Performance 2018/19

- 70.78% of total employees attending in the self-assessment survey on corporate governance and business ethics
- Average scores of employees having knowledge and understanding the company's policy and ethics at 89.60
- Average scores of employees having ability to comply with the company's policy and ethics at 85.88
- Granted the second renewal of Certified Companies of Thailand's Private Sector Collective Action Coalition Against Corruption



Business Conduct

BTS Group is committed to conducting business with integrity and transparency, in accordance with the Chairman's "Do it Right" motto, which reminds us that whenever we conduct business according to good corporate governance principles we increase the company's trustworthiness in the eyes of investors, shareholders and all stakeholders. This is an important key to sustainable growth in the organization. BTS Group places emphasis on encouraging directors, executives and employees of the organization to perform their duties responsibly and under good corporate governance.

Management Approach

Business Ethics

BTS group adheres to operating business under the principles of good corporate governance and business ethics, aiming to achieve business success and make sustainable profits for all stakeholders. In accordance with the guidelines set for good corporate governance by the Office of the Securities and Exchange Commission, Thai Institute of Directors Association, and international standards which directors, executives and employees of BTS group and its subsidiaries must strictly adhere to in applying corporate governance policy and business ethics.

BTS Group has a clear governance structure and a mechanism to monitor operations, in accordance with policies and regulations set by the internal audit committee, which is independent and reports directly to the audit committee. This provides the necessary support and supervision for the company to have an effective internal control system, also to undertake risk assessments at every operational step of a particular working unit, ensuring that operations are efficient and comply with the policy and plan of the BTS Group as well as the law and all relevant regulations. The internal audit process is responsible for monitoring operations and reporting recommendations to the audit committee, also to uncover any fraud or corruption during routine work, in accordance with plans approved by the audit committee.

In 2018/19, BTS Group also focused on communication and broadcasting the message on corporate governance and business ethics, in order to spread the understanding and knowledge to all stakeholders both inside and outside the organization, such as the employee, business partners and subsidiaries of the BTS Group and so forth. The company has also promoted and encouraged the subsidiaries of the BTS Group to adopt and follow good corporate governance principles and standards and adopt anti-corruption measures. Since 2017/18 VGI Global Media Public Company Limited and United City Public Company Limited were certified as members of the Thai private sector anti-corruption initiative. Both now are on process of CAC re-certification for the second time in 2020/21.

Anti-corruption

BTS Group is committed to fighting corruption by encouraging directors, executives, employees, and subsidiaries of the BTS Group not to engage in either direct or indirect corruption. The company is certified as a member of Thailand's Private Sector Collective Action Coalition Against Corruption: CAC and has organized appropriate training for employees, ensuring that they understand the anti-corruption policies of the company. At least once a year internal processes and procedures are reviewed to help improve and update the Corruption Risk Management handbook, policies, measures, guideline and anti-corruption measures. The Audit committee also examines the implementation of anti-corruption measures and policies in order to ensure that the system is effective.

The company also arranges for management and responsible staff to attend various training courses conducted by third-party expertise, in order to develop and improve the risk management and anti-corruption measures of the company to be more concise and effective.

No Gift Policy

In 2018/19 BTS Group announced "No Gift Policy". BTS Group employees are not allowed to receive any gifts from all related parties in every occasion, to ensure that BTS Group employees perform duties with integrity, not request any presents or properties from business partners, as well as act in a fair and equitable manner with business partners. This policy has been acknowledged by internal and external relevant persons through various channels such as letters to business partners, announcement on the company website, etc. However, in case that refusal to accept gifts, souvenirs, or other benefits is not appropriate or cannot be returned to the giver, receiver must to submit the gifts to HR Department for collecting and donate them for charity.



Certified Company of Thailand's Private Sector Collective Action Coalition Against Corruption by the Thailand's Private Sector Collective Action Coalition Against Corruption Council



On 5 November 2018, BTS Group was awarded with a renewal of certification of membership of Thailand's Private Sector Collective Action Coalition Against Corruption for the second consecutive year. This showcases the Company's explicit measures against fraud and corruption.

Channels and the complaint investigation

The company allows employees and third parties to submit complaints or file a complaint. This may be due to non-compliance to corporate governance policy and ethics anti-corruption. The complainant does not need to reveal himself. In order to protect the rights of the complainant and other contributors, the company will conceal name, address, or information. This can be identified by the complainant or the data provider to keep complainant and the information provider confidential. Only those who are responsible for investigating

complaints can access such information. In cases which the company can verify, offenders are subject to disciplinary action in accordance with the rules of the BTS Group. Complaints that are reported in good faith pertaining to violation of law or ethics or dishonesty, no matter whether the suspicion is true or not, will not be subjected to disciplinary action or be subjected to retaliation or other negative consequences. (non-retaliation)



Internal Organization Channel



Nuduan

Email: : DoltRight@btsgroup.co.th



Direct Report



Human Resource

Tel : +66 (0) 2273 8611-5

Post : Addresses human resources and administration at the company's address.

External Organization Channels

(Performed by an independent complaints firm)



Nuduan (Hotline)

Tel : 1 800 292 777 and +66 (0) 2677 2800

Post : Addresses human resources and administration at the company's address.



Email : tell@thailand-ethicsline.com



Post : 2712 Bangrak Post 10500

Regarding anti-corruption measures and No Gift Policy, BTS Group also sent letters to business partners in order to inform them of measures and to receive feedback and suggestions. In 2018/19, 100% of the company's

business transaction partners were aware of the policy and the channels for receiving complaints. During the year no complaints were received from partners through established complaints channels.

Business Ethics

The BTS Group recognizes the value of feedback from stakeholders to improve operational efficiency. In 2018/19, BTS Group conducted two self-assessment surveys of the company's executives and employees, in order to comply with corporate governance and business ethics. The first assessment is knowledge, understanding of employees related to the company's corporate governance policy, anti-corruption measures and business ethics, which was conducted for the first year; the second one is ability of employees to comply with the company's policy and ethics, which has been conducted for the third consecutive year, following initiation in 2016/17.

According to the survey, 70.78% of total employees attending in the self-assessment survey on corporate governance and business ethics, higher than the set target

of 70%. The average score of executives and employees having knowledge and understanding the company's policy and ethics stands at 89.60/100, increasing from the target of 2017/18 at 80/100. Meanwhile the average score of executives and employees having ability to comply with the corporate governance policy, anti-corruption measures and business ethics was in the "excellent level" accounted for 85.88/100, increasing from 84.92 in 2017/18 and continuing higher than the target at 80/100 during the past three years. Based on these results, the company has developed a plan to improve its corporate governance policy and business ethics, by providing further training and communication in order to create better understanding among management and employees.



Number of employees attending in the self-assessment survey on corporate governance and business ethics

70.78 %



The average score of employees having knowledge and understanding the company's policy and ethics

89.60



The average score of employees having ability to comply with the company's policy and ethics

85.88

For complaints of wrong-doing in the year 2018/19, there was a total of 5 cases, 2 of which related to corruption and 3 revealing wrong doing in business ethics, not following company regulation. All 5 cases

resulted in no significant value of damage. The company has committed to punish all 5 employees concerned with disciplinary action, in accordance with the company's regulations.

Business Ethics

Indicators	Performance			
	2015/16	2016/17	2017/18	2018/19
Number of corruptions of employees that have been verified as true (case)	2	0	27	2
Number of employees fired for corruption, (persons)	0	0	27	2
Number of corruption investigations that have been verified as true of the business partner (case)	0	0	0	0
Number of case suspension with business partner for corruption (case)	0	0	0	0
Other				
Number of violations of business ethics that have been verified as true (case)	5	16	11	3

Contribution to other organizations

BTS Group strictly adheres to the principles of good corporate governance and business ethics and provides continuous support to various trade associations.

In 2018/19, BTS Group provided neither direct nor indirect financial assistance nor donations to any political party.

Organization	Type	Issues	Corporate Role	Supported amount (THB)			
				2015/16	2016/17	2017/18	2018/19
Thai Institute of Directors Association (IOD)	Trade Association	Governance	Support	109,430	118,990	106,130	136,760
Thai Investors Association	Trade Association	Governance	Support	100,000	100,000	100,000	100,000
The Institute of Internal Auditors of Thailand	Trade Association	Governance	Support	1,070	1,070	1,070	1,070
The Federation of Thai Industries	Trade Association	Governance	Member/Support	-	-	18,190	21,400
Information Systems Audit and Control Association (ISACA)	Trade Association	Governance	Support	4,640	4,640	4,640	4,640
Union Internationale des Transports Publics (UITP)	Trade Association	Practice for Transportation	Support	523,360	604,400	616,880	-
Engineering Institute of Thailand (EIT)	Trade Association	Practice for Transportation	Member/Support	10,700	-	-	21,050
Thailand Development Research Institute (TDRI)	Trade Association	Practice for Transportation	Support	500,000	500,000	500,000	500,000
Institute Railway Signal Engineers (IRSE)	Trade Association	Practice for Transportation	Support	3,784	3,784	3,784	3,784



Organization	Type	Issues	Corporate Role	Supported amount (THB)			
				2015/16	2016/17	2017/18	2018/19
Safety and Health At Work Promotion Association (Thailand)	Trade Association	Practice for Occupational Health & Safety	Member	-	-	-	-
Thai Hotels Association (THA)	Trade Association	Practice for Hotel & Tourism	Member/Support	4,710	4,710	4,710	4,710
Association of Thai Travel Agents (ATTA)	Trade Association	Practice for Hotel & Tourism	Member/Support	4,708	4,708	4,708	4,708
Advertising & Sign Producing Association (ASPA)	Trade Association	Practice for Media	Member/Support	-	-	-	840,000
Media Agency Association of Thailand (MAAT)	Trade Association	Practice for Media	Member/Support	-	-	-	338,709
Total				1,262,402	1,342,302	1,360,112	1,976,831



Long-Term Sustainability Target (2019/20-2023/24)

- Passenger Journey On-Time at 99.50%
- Train reliability at 35,000 car kilometers per fault

Target 2018/19

- Passenger Journey On-Time at 99.50%
- Train reliability at 35,000 car kilometers per fault

Performance 2018/19

- Passenger Journey On-Time at 99.85%
- Train reliability at 83,400 car kilometers per fault



Service Reliability

With the goal to be leading and the best operator of mass transit system in Thailand, the BTS Group focuses on the punctuality and train reliability which are key factors in driving the business operations to sustainability. As a result, the mass transit business is not only support a huge amount of commuters, but it also significantly affects the reputation and corporate image of the organization, as well as the confidence of the government sectors who award the concessionaire, including shareholders, investors and passengers. Consequently, good practices reflect the organization's image of excellence in service and safety to the public, with the aim to be granted license to operate and a significant opportunity to expand the business of the BTS Group.

Management Approach

Regarding train management, BTSC uses a Central Control System and Signaling Control System with an operations team responsible for implementation. This has resulted in efficient train operations both in terms of being on time and passenger safety. In 2018/19, BTSC proactively implemented the following:

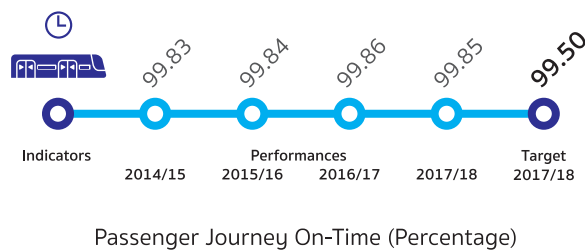
- Preventive Maintenance using a computer program which focuses on recording and collecting data on maintenance plans, as well as resource management and follow up on maintenance. This creates confidence in being able to provide a mass transit system that is ready to provide service and reduces problems during operations.
- Train Overhaul, focusing on the lower part of the train with the aim to ensure that the train service will not cause any interruption and the most safety during the service.
- Follow up and planning by the Service Planning Department in various aspects on a monthly basis, including the number of expected passengers or Line Load, the ability to provide services and equipment available to provide services, such as ticketing gates. Results are then submitted to senior management for further consideration and implementation.

Performances

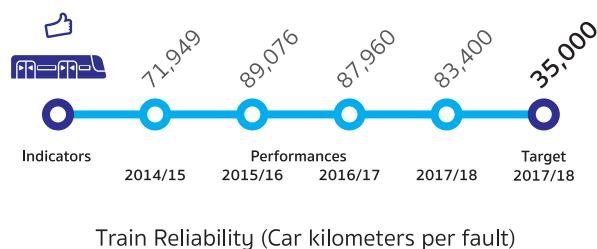
BTSC has determined key indicators regarding passenger journey on-time and train reliability for using in monitoring and evaluating operations regarding stability of these factors. These are also used to compare efficiency in providing services by other operators both domestic and abroad. In 2018/19, efficiency in terms of passenger journey on-time and train reliability was

higher than the target for 2018/19, with passenger journey on-time at 99.85% (target of 99.50%) and train reliability at 83,400 car kilometers per fault (target 35,000 car kilometers per fault). However, BTSC continues to strive for continuously improving its services.

Performances on Passenger Journey On-Time



Performances on Train Reliability



Sustainability Long-Term Target (2019/20-2023/24)

- Customer Satisfaction Scores at 70

Target 2018/19

- Customer Satisfaction Scores at 70

Performance 2018/19

- Customer Satisfaction Scores at 75.60



Customer Relationship Management

To improve the quality of life of the city by creating and developing products and services that meet the lifestyle of the city according to the concept “City Solutions”. BTS Group is committed to offer high satisfied customer service. To understanding customer need which is an important factor for business operation and determine the direction of operations. So the business can respond to customer need perfectly that is suitable for life style and customer behavior. In addition, BTS Group is well aware of all customers’ comments through modern and systematic communication channels. So the organization can adapt to customer need effectively.

Customer Care and Satisfaction

Management Approach

Creating customer satisfaction is an important part of the BTS Group. Especially mass transit business which is the core business of the BTS Group. It also reflects the image of the BTS Group to public. BTSC, which operates the mass transit system and work with other business function such as Rabbit Card, Advertising Media, and merchant in BTS Sky Train to enhance the ability to create and meet the customer need efficiently. BTS Group takes care customer need by having monitoring systems to identify and follow up customer satisfaction regularly. By the current performance, it can be used to set goals for future operations. Resulting in improvement and service development as well as becoming the best mass transit provider in Thailand.

Customer satisfaction is the duty of every employee to provide a service that fulfills all customer needs. BTSC has a staff training system for station staffs, security guards, and complaint officers who have to work with customers by requiring all employees who work with customers to receive training services, service standards and ethics. The staffs can provide services to their customers and efficiently manage their problems. They can provide appropriate advice to their customers.

Nowadays, Customer behavior has been changed customers need fast, convenient, easy access to every contact points with no restriction. The company has realized this change. So the company increased another way to communicate with customers online to get passengers more convenient and faster. The company also arranged a staff team to have responsible for direct communication with customers in case of inquiries or questions from customers. The staff will serve customer immediately to answer questions or solve problem. This solution helps to increase efficiency in customer service.



BTS Official



รถไฟฟ้าบีทีเอส



BTSSkyTrain Application



BTS SkyTrain

BTSC also has a policy of encouraging all customers to access BTS Sky train service equally such as family groups, elderly groups, tourist groups, cyclist groups, or disabled people to ensure them by installing facilities to support the user groups for accessing to BTS Sky train service. Same as regular service at all stations. Including station staffs and security guards are trained to facilitate and assist the various users of the service.

To satisfy the users, BTSC organizes special events during various festivals by exempting fares for customers who qualify for activities such as children's day, children height up to 140 centimeters, free access to BTS Sky train. Normally children below 90 cm are only allowed. On CAR Free Day, cyclists are exempt from fare.

Performances

In addition to measuring the performance of various aspects, BTSC conducts a survey on the satisfaction of BTS users every year by delegating to Suan Dusit Poll. It is a neutral and reliable educational institute conducted a survey of customer satisfaction in 35 BTS stations. In 2018/19, 2,726 survey sampling were conducted the customer satisfaction survey. The survey result was found that the average satisfaction scores of customers who were very satisfied was at 75.60, a bit increasing from 2017/18 at 75.40 and higher than the set target at 70.

Customer Satisfaction Performance





The story from Nuduan

Service is at the heart of BTSC's operations. All service recipients should be able to use public transport equally. The elderly or disabled people especially the disabled, BTS is convenient. BTSC continues to provide ongoing care by equipping facilities to support people with disabilities to use the BTS as usual. To create a ramp for wheelchairs, different surfaces on the ground at the station, Braille keypad for the visually impaired, and the installation of automatic ticketing machines at altitude where wheelchair users can use the service including station staffs and security guards who are trained care and support of the disabled. This will provide facilities for people with disabilities to

access the BTS. Besides, the company has a policy to exempt fare for disabled passengers by showing ID card or passport issued by the office for the advancement and development of the quality of life of persons with disabilities, ministry of social development and human security under the condition that disabled persons who come to use the system must be supervised by the station staffs or security guards who are trained in basic care and support for the disabled to ensure safety and security throughout the journey.

In 2018/19, disabled people used the BTS to 1,075,830, an increase of 63,717 from 1,012,113 in 2017/18.



Complaints Management

Management Approach

Customer feedback and complaints are valuable information. It is a reflection of the quality of service provided by the BTS Group. It can be used as a guideline to improve and improve the work to meet the needs of customers and users with maximum efficiency. BTS

Group will contact the customer every time to report the progress. The channel to listen to the comments provided a variety of channels to facilitate the customers such as the hotline, BTS station reviews, social media, mail and website.



BTS Hotline
02-617-6000



Rabbit Hotline
02-617-8383



Rabbit Rewards
Hotline
02-618-3777



Rabbit LINE Pay
Call Center
02-026-3779



Suggestion Box
at BTS Stations



E-mail:
nuduan@bts.co.th



• BTS Official
• @rlpcs



• รถไฟฟ้าบีทีเอส
• RabbitCard
• RabbitReward
• RabbitLINEPay



Application:
• BTS SkyTrain
• Rabbit Reward
• RabbitLINEPay



BTS SkyTrain



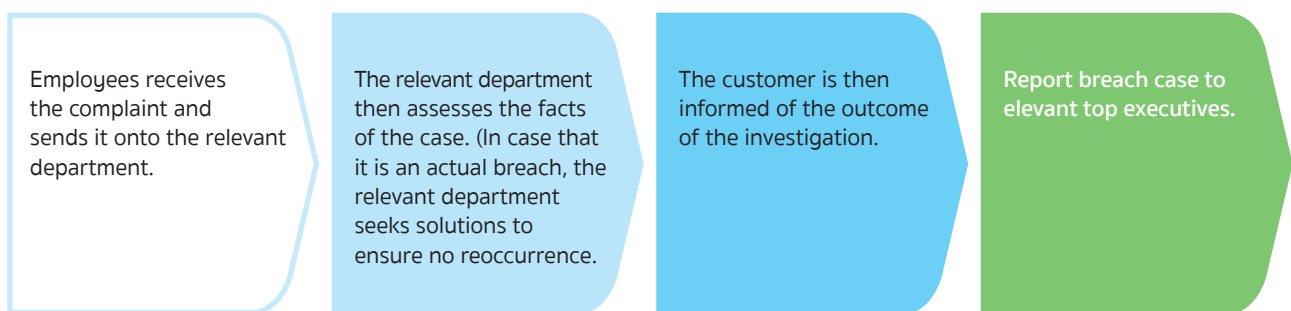
• www.bts.co.th
• www.rabbit.co.th
• www.rewards.
rabbit.co.th

Complaints Management

Management Approach

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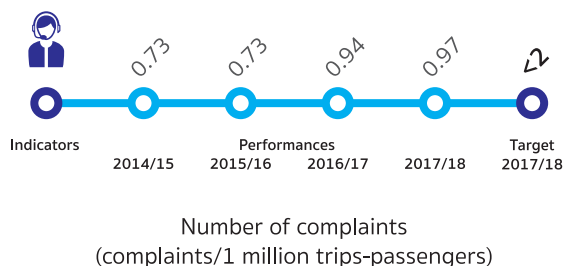


Performance

From a variety of channels which cover all customer groups. In 2018/19, there were 50,823 comments and suggestions through various channels. It is divided into general inquiries and feedback on the service, information/suggestion, such as escalator installation,

Installation of additional automatic ticketing machines, platform screen doors etc. Total of comments are 49,051 or 97%. Total complaints 1,772 cases, representing 3% of total complaints. There were 250 service errors or 0.49% of the total number of complaints.

Complaint performance



Criteria of Complaints

Complaints related to behaviors of employees	149
• Station personals	114
• Security guards	32
• Train controllers	3
Complaints related to train failure	17
Complaints related to failure of train and station equipment	74
Others	10

Products and Services Development

Management Approach

In addition to the facilities which provided by BTS Sky Train, BTS Group also aims to develop the ticketing system to meet the consumer need to cover the lifestyle of the city and to improve the quality of life and convenience in providing network services of Thailand's mass transit system to international standards.

Nowadays, living habits and financial services are changing rapidly and continuously. The Bank of Thailand aims to make Thailand a cashless society in the future. This is in line with the BTS Group's strategy and long-term goals. For the service business to bring Bangkok to Cashless Society through Micro Payment service in electronic commerce. BTS Group has developed "Rabbit" to be more than BTS Sky Train and BRT Pass. It also supports both offline and online payments.

In addition, with the business nature of the seamless link between VGI and the Rabbit The BTS Group has combined the potential of both business segments to develop a traditional outdoor media model to the media center under data centric media hypermarket based on consumer behavior database to analyze and plan advertising media to customers.

Performance







Global change and technological advances have contributed to the diversification of lifestyle and financial services. It also affects customer expectation that need easy, convenient, fast service which has secured data. So Rabbit electronic payment system has developed itself to support both offline and online payments and develop service to meet the customer need.



Ticketing System Development

To facilitate the users of the BTS SkyTrain System, the BTS Group has developed an electronic payment system through a Rabbit card through a variety of service channels, namely linking Rabbit Card to Rabbit LINE Pay Application, providing users to top-up and purchase BTS trip through electronic money payment or E-Wallet, check the remaining balance and travel history. Moreover, user who want to purchase single trip, QR Code Payment is also available.

In 2018/19, 11 million Rabbit cards were issued and 5.5 million user accounts registered Rabbit cards through Rabbit LINE Pay Application, increasing from 2017/18 at 8.95 million Rabbit cards and 4 million user accounts, respectively.

Offline Payment : Rabbit card	Online Payment : Rabbit Line Pay
<p>E-Money service is available for both BTS Sky Train, BRT Bus, and also pay for goods and services with many leading stores.</p> <p>11 million rabbit card holders as of 31 March 2018</p> <p>157 Brands of goods and services</p> <p>>5,700 Rabbit readers</p> 	<p>Mobile wallet included in the leading messaging application to support for online payment services through QR code, cash in mobile wallet including bank account and credit card.</p> <p>5.5 million users</p> <p>>50,000 RLP merchants</p> 
บริการอื่นๆ	
<p>Collaboration: collaborate with business partners such as financial institution, business organization which desire to contribute benefits from Rabbit with credit card, debit card, or other tools.</p>  <p>Number of card holders 81,172</p> <p>Total loan amount 3.61 MB</p>  <p>Number of card holders 3.41 million users</p> 	<p>Rabbit Rewards: Reward Program from Rabbit card holders to earn points for spending on all types of rabbit products. Carrot Rewards points can be redeemed for discounts and discounts on products and services.</p> <p>Rabbit Rewards members 3.2 million accounts</p> <p>Business partner network supporting payment through Rabbit Card and Rabbit LINE Pay Application.</p> 

Data Usage and Privacy Protection of Customers

Rabbit is focused on collecting customer information to develop a variety of products and meet customer need including analysis of data usage to improve service quality and appropriate to the behavior of each customer. It also cares about usage of customer information carefully. The user privacy policy published on Rabbit Website: <https://card.rabbit.co.th/>

In addition, Rabbit has set measures and guidelines to protect the information security, technology systems and maintain the confidentiality of their personal information to prevent the risk of data leakage by

- Define employees' rights to access personal information of customers in accordance with their responsibilities. Only responsible employees can verify the personal information of customers.
- Prevent connection from public network. Only authorized people can access the system through the internal network to prevent data leakage and

the risk of abuse and improper use of personal information.

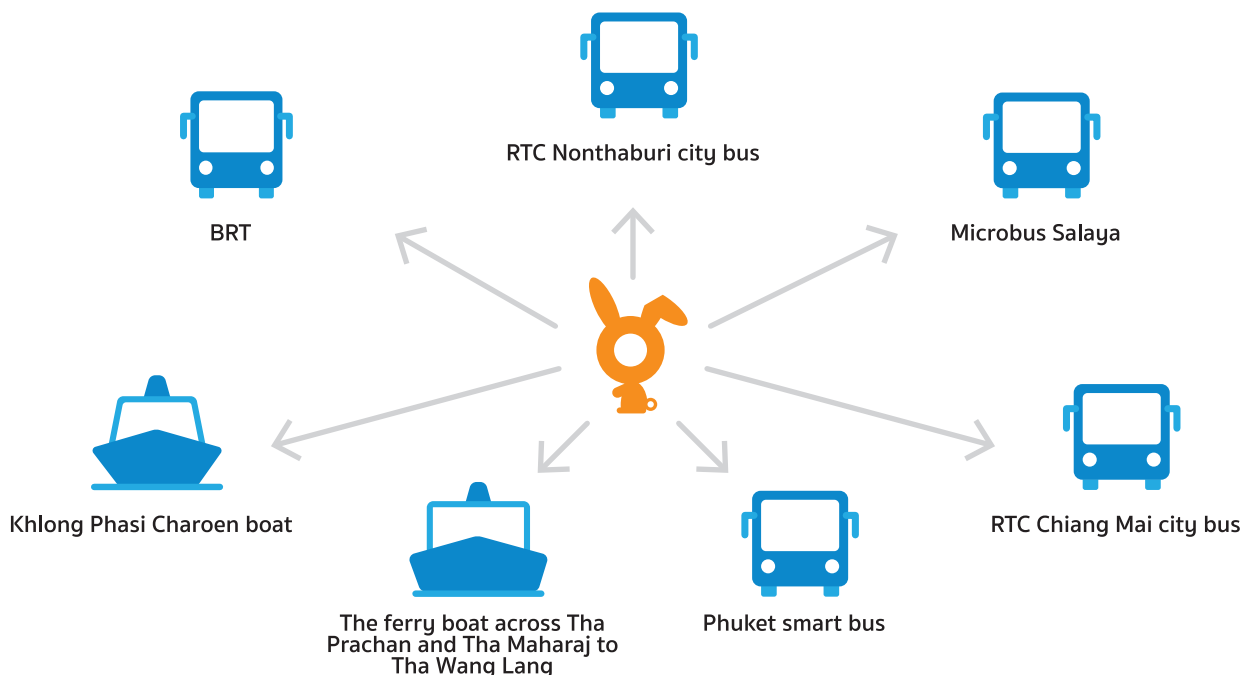
- Encrypt personal information of customers received from various channels and delivered in a safe way according to international standards to record in CRM Data Warehouse.
- Train new employees to understand the customer's privacy policy. All employees are encouraged to be aware of such policies.
- Surveillance to detect malfunctions, correct problems, and follow up regularly to monitor the tightness and efficiency of information technology systems.

From above operation, Rabbit has no complaints about customer data leakage or abuse and misuse of customer information.



Travel Link with Rabbit card

Apart from the access card for BTS SkyTrain, BTSC offers discount fares for trips and money top-up. Moreover, Rabbit has expanded its public transportation payment service through Rabbit card to other mass transit systems in various provinces of Thailand.



Sustainability Long-Term Target (2019/20-2023/24)

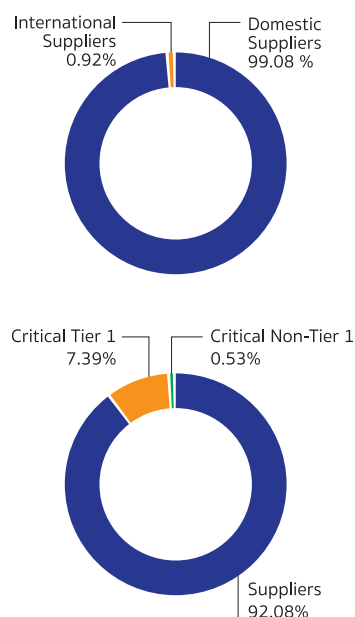
- 100% of total suppliers have acknowledged the Supplier Code of Conduct, which integrated the governance, social and environment

Target 2018/19

- 100% of suppliers from critical Tier 1 & Non-Tier 1 suppliers signed the acknowledgement letter for the Supplier Code of Conduct, which integrated the governance, social and environment
- 100% of suppliers from critical Tier 1 & Non-Tier 1 suppliers were annually assessed risk on ESG Criteria

Performance 2018/19

- 100% of suppliers from critical Tier 1 & Non-Tier 1 suppliers signed the acknowledgement letter for the Supplier Code of Conduct, which integrated the governance, social and environment
- 100% of suppliers from critical Tier 1 & Non-Tier 1 suppliers were annually assessed risk on ESG Criteria



Supply Chain Management

BTS Group has attached great importance on supplier chain management in the same manner as business operation by ensuring sustainability in all respects. BTS Group aims to manage supply chain based on corporate governance principles and recognition towards the environment and society to prevent any risk that may directly and indirectly affect the BTS Group's image and operations via our supply chain. At the same time, sustainable supply chain management will also increase new business opportunities via the BTS Group supply chain from upstream to downstream.

Management Approach

In order to immigrate operational risks, BTS Group conducts process and procedures of suppliers' risk assessment and selects supplier on the basis of business potentials and supplier's experience and expertise in the products or services that they are providing, ability to deliver goods and services in a timely manner. The Group also conducts spend analysis and business risk assessment, taking into account business impact factors. The results are then used to classify suppliers and frame a strategy and supplier development plan corresponding with the risk.

BTS Group recognizes the roles and responsibilities that suppliers play for the company to achieve sustainability. BTS group prepared Supplier Code of Business Conduct defining the basic commitments required from BTS Group's suppliers concerning their Environmental, Social and Governance (ESG) responsibilities in the pursuit of securing sustainable business conduct throughout the Group's supply chain

Performances

In 2018/19, BTS Group had 758 suppliers in the approved Supplier List, including 751 domestic suppliers and 7 international suppliers. Total spending value in 2018/19 was at THB 5,143.34 billion. Among these, there were 60 critical suppliers, divided into 56 Critical Tier 1 suppliers and 4 Critical Non-Tier 1 suppliers, who BTS Group places an importance. 100% of Critical Tier 1 & Non-Tier 1 suppliers must sign the acknowledgement letter to acknowledge and understand the scopes and guidelines of BTS Group business practices pursuant to relevant environmental, social and governance guidelines set forth in the BTS Group Supplier Code of Conduct. All suppliers of BTS Group must not violate human rights, use child labor and employ illegal labor. In addition, they must adopt environmentally friendly management practices, good occupational health and safety, as well as adhering to business ethics and fair trade. Moreover, 100% of Critical Tier 1 & Non-Tier 1 suppliers must be assessed through Supplier Self-Evaluation Form related to ESG Criteria. According to the assessment, it found that there were 7 suppliers, 5 for Critical Tier 1 and 2 for Critical Non-Tier 1, having risk on ESG. BTS Group consequently monitored and evaluated the performance of our suppliers to ensure that their operations are strictly in conformity with the Supplier Code of Conduct. According to the evaluation, no suppliers found to have a tendency to create adverse effects to the society, whereby BTS Group issued a warning them to improve or decided to terminate their procurement contract.

Environmental, Social and Governance (ESG) Risk Assessment

Products and Service through procurement process	Annual Supplier Risk Assessment		
<ul style="list-style-type: none"> • Supplier Pre-qualification process based on the company's criteria • Price and performance assessment • ESG Criteria 	<ul style="list-style-type: none"> • Supplier Risk Assessment based on the nature of business and risks associated with sustainability and procurement process 	<ul style="list-style-type: none"> • Annual service satisfaction assessment to support and promote sustainable business development 	<ul style="list-style-type: none"> • Suppliers acknowledge their evaluation and share opinions and recommendations to jointly promote sustainable business and social responsibility
		<ul style="list-style-type: none"> • Annual supplier review and assessment and opinion sharing to develop suppliers' performance 	Development
		Performance Evaluation	
Supplier Selection	Supplier Segmentation		

Supplier Monitoring, Inspection and Assessment Process

To assess the operations of suppliers, BTS Group makes a service satisfaction assessment on all suppliers in Approved Supplier List via questionnaires. For suppliers who are assessed of having risk on ESG, BTS Group makes Supplier Self-Evaluation Form related to ESG Criteria for suppliers to evaluate themselves and submitted related supporting document to Procurement Team of BTS Group for inspection and assessment on their operating performances as well as advices to suppliers to improve and develop quality products and services. However, if suppliers are not able to comply with the BTS Group set standards, they will be subject to appropriate penalties set by the BTS Group. This is to ensure that the economic, social and environmental development are sustained in the long term.

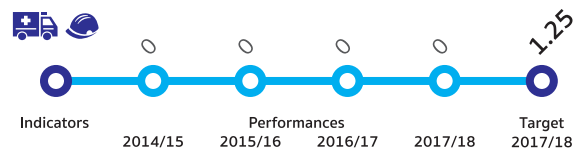
Enhanced Safety

As the operator of BTS SkyTrain and the management of media and commercial area in mass transit system, Safety is the primary goal of BTS Group. Moreover supplier's occupational safety poses a significant risk, reduction of work-related accident, injury and fatality rates among suppliers therefore is a target for which BTS Group must work towards effectively.

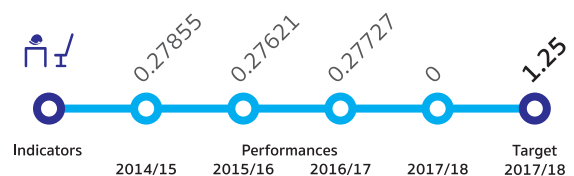
For the installation works of suppliers and contractors in the BTS SkyTrain system, BTSC requires suppliers and contractors, covering VGI and its suppliers at the supervisor level, to be trained in term of safety standard in the BTS SkyTrain system. All trainees are required to pass a pre-test and post understanding test before and after the training to evaluate and assess ability to work in term of safety. Training results, certificates

and training hours of suppliers is recorded in the Operation License System, as a database for implementing organization regulations and domestic laws. BTSC supports, shares knowledge and advises suppliers and contractors to ensure that safety is always present. In 2018/19, all suppliers and contractors or 100% who have to work in the BTS SkyTrain system were trained in term of safety standard in the BTS SkyTrain system.

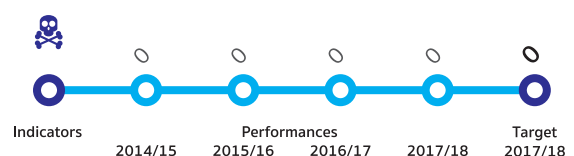
Performance on Safety of Contractors



Serious Injury Rate of Contractors
(Times/million working hours)



Lost-time frequency injury rate of contractors
(Times/million working hours)



Fatalities rate of contractors
(Persons)



Environmentally Friendly Business

BTS Group recognizes the opportunity to promote environmental conservation, especially the reduction of greenhouse gas emissions. With its core business in mass transit, a low-carbon transport system, which not only caters to the hastiness of the society but also reduces pollution caused by transportation in

the same way. BTS Group is committed to continuously improving its energy efficiency together with the environmentally friendly business management throughout the value chain for the sustainability of business, society and environment of the country.



Long-Term Sustainability Target (2019/20-2023/24)

- Total Electricity consumption at not exceeding 3 kWh per distance car-km
- Traction Power at not exceeding 60 kWh/1,000 passengers-km/month
- Total Electricity consumption at Train Station at not exceeding 88,200 kWh per day

Target 2018/19

- Total Electricity consumption at not exceeding 2.8 kWh per distance car-km
- Traction Power at not exceeding 50 kWh/1,000 passengers-km/month
- Total Electricity consumption at Train Station at not exceeding 63,000 kWh per day

Performance 2018/19

- Total Electricity consumption at 2.73 kWh per distance car-km
- Traction Power at 41.40 kWh/1,000 passengers-km/month
- Total Electricity consumption at Train Station at 62,794 kWh per day



Energy Efficiency

Volatility of both energy prices and limitation of energy resources results a trend towards higher electricity prices and risk from international policies on the target of emission reduction to keep rising global temperatures to well below 2 degrees Celsius. BTS Group, as a mass transit operator which consumes electricity as its main energy in the business operations, is fully aware of the need for efficient energy use and reducing environmental impacts. We are focused on developing and improving operations in order to conserve energy as well as study the feasibility of providing renewable energy sources including more efficient energy consumption.

“It is generally accepted that electrically operated rail mass transit systems utilize one of the cleanest available sources of energy, while providing the most optimal use of energy per car-kilometer, compared to other modes of transportation. Having said this, the BTS SkyTrain records a high rate of energy consumption, with an increasing trend following continuous growth in overall patronage of the system. The management of energy efficiency is therefore a primary objective, upon which the BTS Group remains firmly focused.

Energy consumption should be optimized to achieve maximum performance, and usage controlled to be as cost-effective as possible. Monthly Performance Indicators are scrutinised in detail, in order to ensure that energy is being used in the most efficient way.

With the commitment of energy efficiency, the BTS Group has adopted Energy Conservation as a key policy, in conjunction with its core business of train operations and services, in order to give a clear direction and specific measures for all employees to follow. This will ensure that the future energy utilization of the BTS Group becomes more efficient and able to sustain maximum benefits to society and the environment.”

Mr. Surapong Laoha-Unya,
BTS Group's Executive Director and
BTSC's Chief Executive Officer



Management Approach

Regarding the continuous increase in BTS SkyTrain passengers and extension routes serviced, the trend of electricity consumption in business has increased significantly. BTSC is committed to maximizing in energy efficiency. The long-term target until 2023/24 is to control the electricity intensity used for traction power at not exceeding 3 kWh per distance car-km meanwhile the short-term target by 2019/20 is to control the electricity intensity used for traction power at not exceeding 2.8 kWh per distance car-km.

To achieve energy conservation of not exceeding the set target, since 2014/15 BTSC established a working committee to focus on energy related issues, responsible for determining energy conservation policy, evaluation of the ability to conserve energy, determine goals and conservation plans, audit and analyze operations to ensure goals and plans are met. The committee is also responsible for the review, analysis and addressing of inaccuracies related to energy management with the Chief Executive Officer (CEO) serving as head of the committee. Internal meetings are held every three months, with an external third party carrying out an audit and certifying the results for submission to the Department of Alternative Energy Development and Efficiency, in March of each year.

At the same time, in order to evaluate management of energy efficiency, BTSC has monitored operations based on Traction Power energy consumption indicators and electrical consumption indicators in buildings, as well as using a process to collect data and analyze irregularities in energy consumption and report findings to the Operation Performance Committee Meeting on a monthly basis.

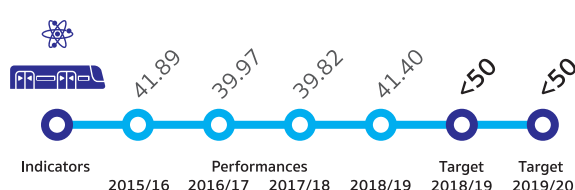
Performances

In terms of performance, BTSC was able to control the electricity intensity for Traction Power and energy at stations less than the set target of not exceeding 2.8 kWh per distance car-km. As shown in the energy efficiency performances throughout the past 4 years, it was found that the electricity intensity were in control level even though the increase of passengers and serviced route expansion.

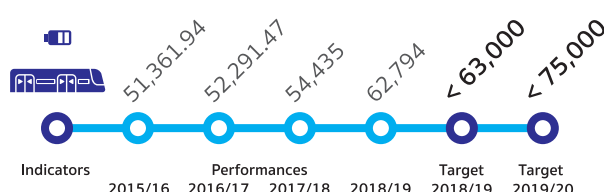
Electricity Intensity



Total Electricity consumption per distance car-km
(kWh per distance car-km)



Traction Power (kWh/1,000 passengers-km/month)



Total Electricity consumption at Train Station (kWh/Day)

Furthermore, in 2018/19 BTSC use more Traction Power and energy at stations than last year. It was found that Traction Power was equal to 41.40 kWh per 1,000 passengers-km per month and energy used at BTS SkyTrain stations was 62,794 kWh per day, which was a bit lower than the set target. This came from the serviced route expansion of the Green Line Extension, Samrong-Samutprakarn section, adding 9 stations with the total distance of 13 kilometers since December 2018, which was faster than the original plan according to the government policy. With this, in 2019/20, BTSC has revised the target of total electricity consumption at train station of 2019/20 aligned with the increasing serviced distance, moreover, strived for improving the energy consumption plan to be more efficient and effective, enhancing the reduction of environmental impact.

Energy Consumption

Indicators	Performances				Target 2018/19	Target 2019/20
	2015/16	2016/17	2017/18	2018/19		
Total Electricity consumption (MWh)	103,624	102,685	106,079	117,139	119,500	125,000
• Electricity Consumption: Traction (MWh)	70,482	68,988	71,118.05	75,263	77,500	82,000
• Electricity Consumption: Non Traction (MWh)	33,142	33,707	34,960.95	41,876	42,000	43,000
Fuel Consumption: Bus Rapid Transit: BRT (Kg)	1,364,377	1,364,377	1,016,913.01	1,013,085	1,100,000	1,100,000
Fuel Consumption: Bus Rapid Transit: BRT (MWh)	17,020.60	17,092.76	12,685.99	12,638.24	13,723.00	13,723.00

Green House Gas Emission

Indicators	Performances				Target 2018/19	Target 2019/20
	2015/16	2016/17	2017/18	2018/19		
Total GHG Emission (Tonnes CO ₂ e)	54,500	58,922	59,006	65,960	67,771	70,771
• Scope 1 (Tonnes CO ₂ e)	3,678	3,830	2,562	2,553	2,771	2,771
• Scope 2 (Tonnes CO ₂ e)	50,823	55,092	56,444	63,407	65,000	68,000

Remark:

1. The data used to calculate the carbon dioxide emissions for electricity consumption is 0.5413 tons of carbon dioxide per MW - hours (tCO₂ / Mwh)
2. The data used to calculate the carbon dioxide emissions for NGV is 2.52 kg CO₂ / kg NGV (kgCO₂ / kgNGV).

Return on Environmental Investments

Currency Unit: THB	2558/59	2559/60	2560/61	2561/62
Capital Investments for Energy Saving Projects	43,642,170.00	8,434,000.00	1,088,800.00	1,335,000.00
Operating Expenses	18,970,297.70	3,875,018.67	3,066,832.99	1,245,602.01
Total Expenses (= Capital Investment + Operating Expenses)	62,612,467.70	12,309,018.67	4,155,632.99	2,580,602.01
Savings, cost avoidance, income, tax incentives, etc.	9,243,169.43	1,956,428.69	1,553,056.63	620,587.18
Percentage of operations covered total revenues	41	49	65	86

The change of split-type air conditioners

BTSC has continued changing of split-type air conditioners for the BTS stations, office building and the depot, to replace the old existing ones. In 2018/19, BTSC changed a total of 51 split-type air conditioners, resulting a decrease in energy consumption of 223,351 kilowatt-hours per year or cost saving of more than 830,000 baht per year.



Engine Replacement for BRT

For the Bus Rapid Transit Project (BRT), BTSC plans to replace engine of a total of 25 BRT 2018/19. The new engines with high efficiency will be replaced the original ones that started breaking down and overhaul transmission gear box. The new engines would help NGV reduction and more increase of energy efficiency. It is scheduled to commence in 2018 and is expected to be completed by the end of 2019. 11 BRT were completely replaced the new engines and the remaining will be finished by September 2019.



Energy Saving Projects

BTSC has implemented energy management policies and many energy saving projects, for example, the project to adjust temperature of the air conditioning at 25 degrees Celsius, the power off project, the project to improve electrical circuit, the installation of automatic lighting equipment at the bathroom, the station, etc. This resulted overall reduction in energy consumption in 2018/19 over 246,000 kilowatt-hours per year or cost saving of more than 919,000 baht per year.



Target 2018/19

- Total water consumption 154,000 Cubic meters
- Total waste dispose 99.34 Metric tonnes
- Total hazardous waste dispose 86.49 Metric tonnes
- Total other waste dispose 12.85 Metric tonnes

Performance 2018/19

- Total water consumption 152,049 Cubic meters
- Total waste dispose 97.82 Metric tonnes
- Total hazardous waste dispose 85.81 Metric tonnes
- Total other waste dispose 12.01 Metric tonnes

**Environmental Footprint**

As industrial development continues to increase and the rising of population volume, in the meantime, limited availability of natural resources is a key determinant driving all sectors to be aware of access and acquisition of raw materials. Consequently to slow down the shortage of natural resources in the future as well as reduce the volume of waste generated from business operations, BTS Group strictly follows the laws, rules and regulations related to the environment and safety, following international standards; ISO 14001: 2004 and OHSAS 18001: 2007 as well as best practices.

Environmental Management System of BTS Group covers comprehensive management of business risk issues that may have an impact on the environment. The focus is on water management and waste management from business operations in order to control the environmental impact and seek opportunities to improve and develop continuously.



Water Management

Management Approach

Water resources used in operations of BTS Group are mainly from tap water supply. One part is used in the maintenance phase, maintenance of equipment in the Depot and the other for general use in the office building of the BTS Group, sub-office on the BTS stations including commercial shops in the BTS SkyTrain system. For the wastewater from the operations, BTS Group controls wastewater from office buildings in compliance with the standard of sewerage control under the ISO 14001 and OHSAS 18001: 2007 environmental management systems, including relevant regulations and laws. Operations and measuring environmental quality and other safety issues are systematically maintained and are followed up on by the Safety Department and Quality Department on a regular basis. BTSC submits the various results to related government agencies according to timelines determined by laws and regulations.

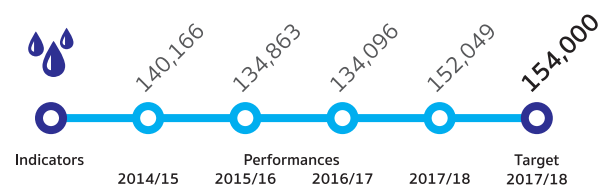
BTS Group measures water management by improving the quality of water before returning to the outside and monitoring the system on a regular basis to keep the system running efficiently as well as measuring water quality before returning to the system every year. The water management standard in accordance with the announcement of Ministry of Natural Resources and Environment, in order to effectively treat wastewater before releasing into the sewer. Furthermore, BTS Group has improved wastewater treatment system of the commercial area in the BTS stations to be in line with the waste water treatment control standards announced by the Ministry of Science Technology and Environment. The Company has developed wastewater treatment system of commercial area on 8 BTS stations, i.e. Mo Chit station, Aris station, Victory Monument station, Phaya Thai station, Phloen Chit station, On Nut station, Sala Dang station and National Stadium station. From

randomizing and analyzing organic carbon of treated water at Mo Chit station, it was founded that BOD (Biochemical Oxygen Demand) is equal to 19.6 mg/L, which was lower than standard at 20 mg/L as set out in National Environmental Quality Act B.E. 2535 for typed Kor. Building.

Moreover, BTS Group organized a course called “Environmental Education” to educate employees so that they have a better understanding of the ISO 14001 Certified Environmental Management System and conducting business under the environmental standard, as well as educating them on the rules and procedure for the environment.

Performances

In term of performances in 2018/19, due to the increasing number of BTS stations and commercial shops in the system from the extension routes, consisted of additional 9 BTS stations, 1 office building and 1 depot located at Samutprakarn, total water consumption of BTS Group in 2018/19 was at 152,049 cubic meters, increased by 11.81% from the previous year at 134,096 cubic meters. However, this was still lower than the set target.



Total water consumption (Cubic meters)



Waste Management

Management Approach

Waste management of BTS Group is divided into 2 parts; 1) Non-hazardous waste generated from daily operations and consumption within the office building and in the BTS Skytrain system 2) Hazardous wastes from the maintenance of machinery under the operation of BTSC, including hazardous waste from the demolition of shops and advertising media under the operation of VGI. For non-hazardous waste caused by daily living and consumption, BTS Group has a policy to encourage employees, passengers and tenants in the BTS skytrain system to sort the waste before disposing of it in the place provided before sending to the agency of Bangkok Metropolitan.

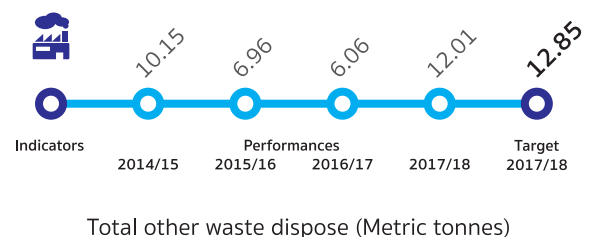
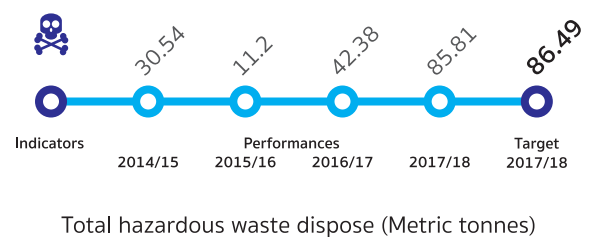
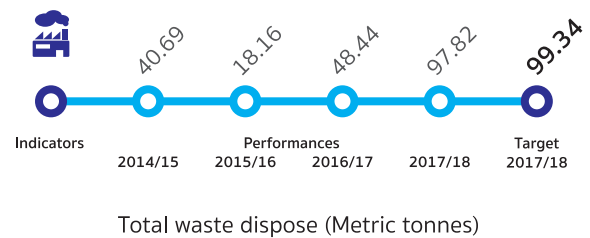
In terms of hazardous waste which mainly comes from maintenance of engines under the supervision of BTSC, the waste is collected according to type, with amount and type recorded before being handled appropriately. BTSC have hired a hazardous waste management company registered with the Department of Industrial Works (DIW), in order to ensure that the waste is taken care of according to the ISO 14001 Certified Environmental Management System, OHSAS 18001: 2007 and laws and regulations of the country. At the same time, a manifest regarding transport of hazardous waste is maintained for reference or auditing.

is taken care of according to the ISO 14001 Certified Environmental Management System, OHSAS 18001: 2007 and laws and regulations of the country.

Moreover, BTS Group provides channels for complaints from the community and passengers, in case anyone is impacted by our operations. In the past year, BTS Group did not receive any complaints regarding safety and the environment.

Waste Dispose

Remark: Waste generated in the Depot



Performances

To enhance environmental and safety performance, BTS Group is committed to the maintenance of machinery and equipment used in the BTS Skytrain system, aiming to extend the lifetime of the device and also help the reduction of hazardous waste. Moreover, waste and recyclable waste project was set up within the organization to reduce the amount of waste that will occur in the future. According to the performance in 2018/19, it found that total waste dispose was at 97.82 metric tonnes, divided into total hazardous waste at 85.81 metric tonnes and other waste at 12.01 metric tonnes, raising more double from 2017/18 at 48.44, 42.38 and 6.06 respectively. However, these were lower than the set target of 2018/19 at 99.34, 86.49 and 12.85 metric tonnes respectively. The increase came from train overhaul which was due to replace the train equipment and noise barriers along the BTS SkyTrain route according to the maintenance plan. However, the waste





Improving Quality of Life

The BTS Group recognizes that “employees” are the starting point for driving business towards the goal and important driving force for business success and sustainability, meanwhile social and community is a key chain that continues to support business growth. BTS Group aims to develop its

employees, taking care and support working conditions, health, safety and well-being of employees along with the implementation of projects to promote the foundation of good quality of life in society and security for all passengers.



Serious injury rate of passengers (Times/million working hours)

Target 2018/19

0.04

Performance

0



Serious Injury Rate of Employees (Times/million working hours)

Target 2018/19

0.8

Performance

0



Lost-time frequency injury rate of employees (Times/million working hours)

Target 2018/19

0.8

Performance

0.3766



Disease-related illness rate of employees (Times/million working hours)

Target 2018/19

0

Performance

0



Serious Injury Rate of Contractors (Times/million working hours)

Target 2018/19

1.25

Performance

0



Lost-time frequency injury rate of contractors (Times/million working hours)

Target 2018/19

1.25

Performance

0



Disease-related illness rate of contractors (Times/million working hours)

Target 2018/19

0

Performance

0



Employee's Average Training Hours (Hours/Employee)

Target 2018/19

6.59

Performance

77.85



Satisfaction in Training (Percentage)

Target 2018/19

≥80

Performance

89.61



Employee Engagement (Percentage of Employees were actively engaged)

Target 2018/19

70

Performance

78.50



Percentage of employees cooperated in responding to the surveys

Target 2018/19

75

Performance

93.42

Sustainability Long-Term Target (2019/20-2023/24)

- Serious injury rate of passengers at 0.04 times per million trips
- Lost-time frequency injury rate (LTIFR) of employees at 0.75 times per million working hours
- Disease-related illness rate of employees at 0

Target 2018/19

- Serious injury rate of passengers at 0.04 times per million trips
- Lost-time frequency injury rate (LTIFR) of employees at 0.8 times per million working hours
- Disease-related illness rate of employees at 0

Performances 2018/19

- Serious injury rate of passengers at 0
- Lost-time frequency injury rate (LTIFR) of employees at 0.3766 times per million working hours
- Disease-related illness rate of employees at 0

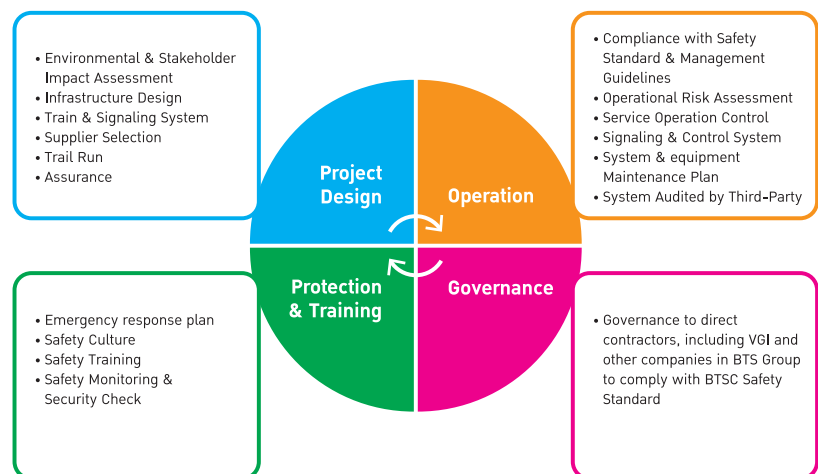


Accidents and Safety Management

As the BTS SkyTrain operator and the management of media and commercial areas on the mass transit system, safety is the main focus for BTS Group and a key success indicator, building the reputation and branding of the Group. BTS Group strictly follows safety and security policies, particularly in mass transit business operated by BTSC and media business operated by VGI, which serve over 900,000 people a day, including people on road and community along the BTS SkyTrain routes. Maintaining efficient safety management creates confidence of government agencies, the concessionaire, shareholders, investors, passengers, contractors, employees and community.

Management Approach

BTS Group is committed to safety of both the Process Safety and Personal Safety, covering passengers, employees and contractors. BTS Group strives to enhance safety from pre-construction to throughout service.



Safety Management Process

Pre-Construction Period: BTSC takes into consideration all safety aspects, beginning with planning before project implementation, through the establishment of safety measures stated in the employer's Terms of Reference (TOR) for use in selection and management of contractors in terms of design, installation, inspection and testing of the system in compliance with international standards, such as the European Railway Standard (EN-50126, EN-50128 and EN-50129) and the NFPA 130: Standard for Fixed Guideway Transit and Passenger Rail Systems. In this respect, we have received 'Proof of Safety' Certification from various recognized independent agencies.

Operational Period: BTSC operations are overseen by the Project Department, Operations Department, Maintenance Department and Safety and Security Department, in compliance with the various standards to which the organization has been granted certification, such as the OHSAS 18001:2007, Safety Management System (SMS) and the Best Practice Model (BPM) following Ricardo Rail and engineering standards, determined by the Engineering Institute of Thailand. Maintenance of machinery, equipment and basic infrastructure, follows the established Maintenance Activity Plans. In order to ensure safety in operating the rail system, BTSC has installed Fail Safe System which automatically controls the train to safe mode during faults. This process is regularly audited every year by Ricardo Rail.

Prevention and Training: In addition to safety of transportation services, BTSC prepared annual drills following the emergency response plan in cooperated with external agencies such as Disaster Prevention and Mitigation, Emergency Medical Services and local police stations on a regular basis of twice a year, in term of handling unforeseen situations, emergencies, which might affect to the safety of BTS SkyTrain, such as fire drills, chemical spills in the Depot, and criminal or sabotage. Moreover, BTSC supports and encourages safety awareness in its organization culture, covering passengers, employees and contractors, through safety training and communication channels to ensure all stakeholders be aware of safety during using the BTS SkyTrain.

Governance: BTSC measures to supervise the contractors covering VGI, as the concessionaire from BTSC to manage advertising and commercial space in the BTS SkyTrain system, and other companies of BTS Group, which have to access in the BTS SkyTrain system, aiming to all relevant operations in according to the safety standard of BTSC.

Passenger Safety

Regarding the continuous increasing number of passengers and tenants in the BTS SkyTrain system, BTS Group has increased safety measures, such as the installation of Platform Screen Door, increased communication channels to promote safety among passengers, brochures, stickers, and advertisements on LCD monitors at stations, as well as dissemination of information on social media etc. In conclusion, to reinforce awareness and understanding of

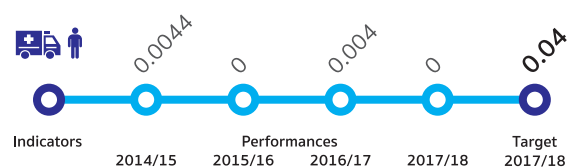
how to use BTS system safely, the Group provides safety information to all passengers once they enter the BTS system, such as on the correct use of Automatic Gates, when using escalators, queuing up at platforms and allowing passengers to exit the train first, holding strap or handrail while standing in the train, giving assistance to children, pregnant or elderly passengers. This helps develop an understanding of the system and establishes the good practices necessary for a more sustainable safety culture.

In addition, for general passengers, BTSC has organized 24-hour well-trained security personnel, who are at stations, and has also increased the number of female security personnel, in order to provide assistance to female passengers in case of illness or emergency situations. BTSC provides first aid and patient transportation following BTSC procedures. All stations are fully equipped with first aid kits allowing for efficiency and speed in taking care of injured or sick passengers. For handicapped passengers, BTSC has improved the measures to be taken in assisting handicapped passengers and provided training to station security personnel, based on the procedures which were jointly reviewed and amended with the Association of the Physically Handicapped of Thailand.

Performances

BTSC tracks the 'Serious Injury Rate of Passengers', a key performance indicator reflecting efficiency of transport safety. 2018/19 shows that the Serious Injury Rate of Passenger was at 0 time per million trips. There have been no passenger fatalities.

Performances of Serious Injury Rate of Passenger



Serious Injury Rate of Passenger
(time per million trips)

Safety, Health and Occupational Health of Employees and Contractors

Management Approach

Regarding the commitment to build safety culture, BTS Group supports and encourages safety awareness of employees and contractors, through safety training according to activity or type of work. For employees, training results, certificates and training hours of each employee are recorded in the Operation License System, as a database for implementing organization regulations and domestic laws.

For contractors, covering VGI and relevant persons, BTSC arranges for safety training to be provided to all contractors at the supervisor level, as well as testing understanding before and after the training, in order to assess ability to work safely. Contracting companies which pass the tests are recorded in the Operation License System, in order to maintain records in the database.

All safety training courses are in compliance with the safety standard system which BTSC was certified, i.e. OHSAS 18001:2007, Safety Management System (SMS) and the Best Practice Model (BPM) following Ricardo Rail and engineering standards.



The story of Nuduan

Annual drills on risk management

BTSC organized annual drills on risk management and response plan for railway public transportation entitled “The crash of the object fell from the building nearby, obstructing the rail route before entering BTS Saphan Khwai station” on 2 November 2018. Mr. Arkhom Termpittayapaisith, Minister of Transport, presided over the practice. The annual drills aims to increase the ability to communicate, publicize, coordinate, correct, and mitigate incidents and situations quickly and efficiently. This activity was held in accordance with the Memorandum of Collaboration among the Ministry of Transport and 12 public and private agencies, to manage risk-response and contingency plan of the railway public transit system in Bangkok and its vicinity.



BTS Group has arranged regularly monitors the Total Recordable Occupational Illness Rate (TROIR) of our employees with the aim of preventing occupational illnesses and tracking our performance on occupational health. BTS Group also conducted Health Risk Assessments (HRAs), in which the results will be used to further plan medical checkup programs. Contractors are required to submit health check results of all employees to BTS Group, in order to be recorded in the database.

For high risk employee groups, such as Train Controller, with a focus on particular health parameters such as weight, blood sugar level, etc. which if they do not meet certain standards may have an impact on safe operations. Employees, who fall outside the safe range, are required to manage and take care of their health, in order to be within standard parameters as soon as possible. Supervisors are required to closely monitor progress. If these employees are unable to bring their health indicators to acceptable standards within the determined time limit, employees will face penalties ranging from temporary time off, to more serious penalties.



The story of Nuduan

Workshop on understanding how to work in emergencies with external agencies

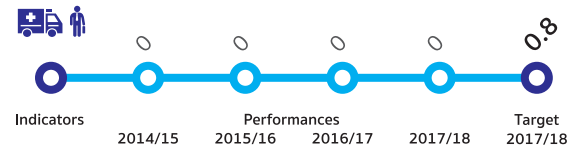
On 22 March 2019, BTSC organized a workshop on understanding how to work in an emergency in the BTS SkyTrain and BRT system to the local police, Disaster Prevention and Mitigation officers, medical officers, form the public organizations located along the mass transit routes, including authorities who recover and prove explosive. The workshop covers the safety and security measures in the BTS SkyTrain and the BRT System including how to use security equipment on stations in emergencies and command posts to prepare and reduce operational risks to external agencies in the case of an emergency.



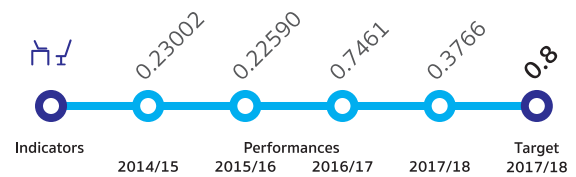
Performances on Safety, Health and Occupational Health of Employees and Contractors

For performance on safety of employees and contractors, showing the effective safety operations of BTS Group based on key performance indicators are Serious Injury Rate of Employee and Contractor. In 2018/19, it was found that Serious Injury Rate of Employee and Contractor was zero and better than target, which was set at 0.8 and 1.25 times per million working hours respectively (compared to the standard of SMRT of 3.3 times per million working hours). Meanwhile Lost-time frequency injury rate of employees and contractors in 2018/19 was at 0.3766 and 0 times per million working hours respectively, better than the target at 0.8 and 1.25 times per million working hours. Moreover, the Total Recordable Occupational Illness Rate was zero as target set in 2018/19.

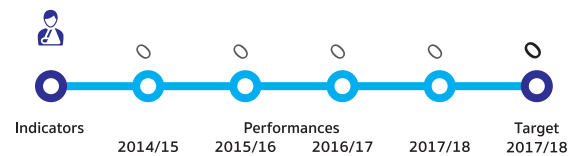
Performance on Safety of Employees



Serious Injury Rate of Employees
(Times/million working hours)



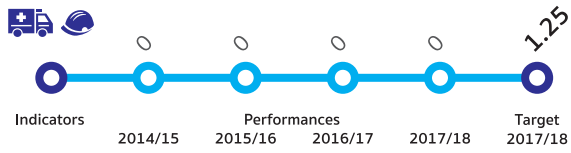
Lost-time frequency injury rate of employees
(Times/million working hours)



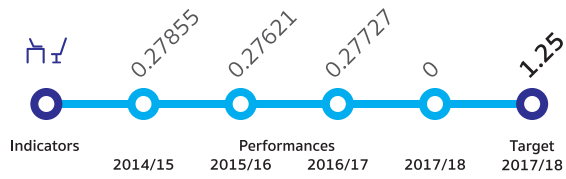
Disease-related illness rate of employees
(Times/million working hours)



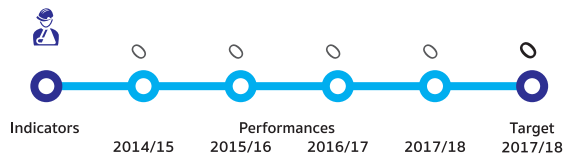
Performance on Safety of Contractors



Serious Injury Rate of Contractors
(Times/million working hours)



Lost-time frequency injury rate of contractors
(Times/million working hours)



Disease-related illness rate of contractors
(Times/million working hours)





Working Condition and Well-Being

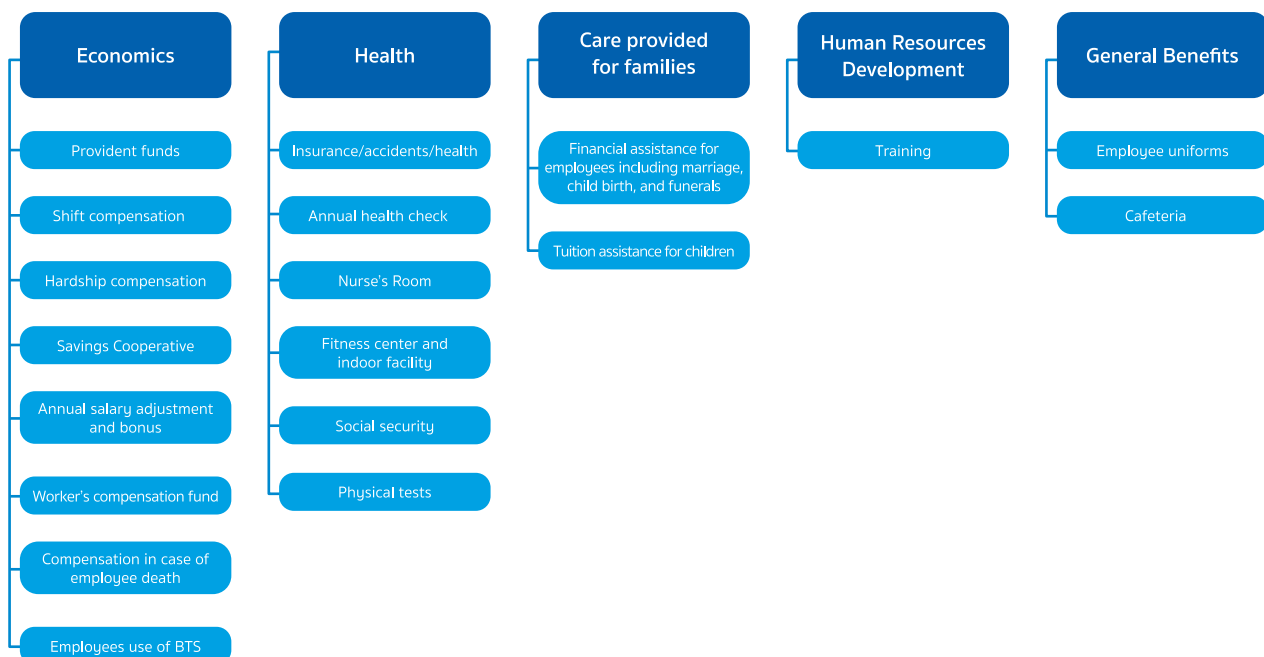
BTS Group believes that employees are the key foundation to the company's success. BTS Group is committed to promote the quality of life and well-being of employees on a basis of equality, fairness, human rights, occupational health and safety in life, the working environment of the employees. It enhances the culture and atmosphere of good work and promotes teamwork, creating a sense of unity within the workforce that everyone advances together towards the shared target and success.

Management Approach

Remuneration Management

BTS Group has cautiously and thoroughly revised remuneration management to prevent any risk of inclination, discrimination or unequal treatment in the processes of performance assessment and remuneration payment. Emphasis has been placed on fairness and balance with regard to remuneration for male and female employees based on their performances and work values. The annual salary raises and bonus payment, in line with employee proficiencies, are considered for retention of capable personnel. Therefore staff success can be achieved through their career paths, along BTS Group expansion.

In addition, BTS Group continues improving the quality of life of employees. Employee compensation is based on equality, human rights and labor rights. BTS Group also improves welfare to cover economic, social and working environment aspects to promote the well-being of employees and families.



BTS Group strictly complies with labor laws and regulations of the countries. BTS Group has a Welfare Committee which comprises of 47 employee representatives from each business units. The Committee, representing 100% of employees, provided an opportunity for the employer and employees to discuss issues on remuneration, welfare, and labor rights every 3 month.

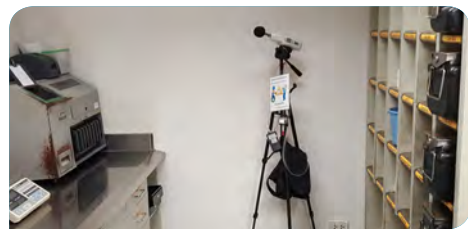
Working conditions

BTS Group has created an environment conducive to working, especially for station personals who have to work with many BTS SkyTrain passengers each day. To make employees feel comfort and ready to effectively handle any situations. In 2018/19, BTS Group had measures to manage occupational health, safety and working environment under the operation of the Security Department. The results are required to report to the Occupational Health and Safety Management Committee on a monthly basis. The working environment check covers heat, light, sound, which is conducts every year, water quality check every 2 months, building safety inspection every 6 months and electrical safety inspection every year.

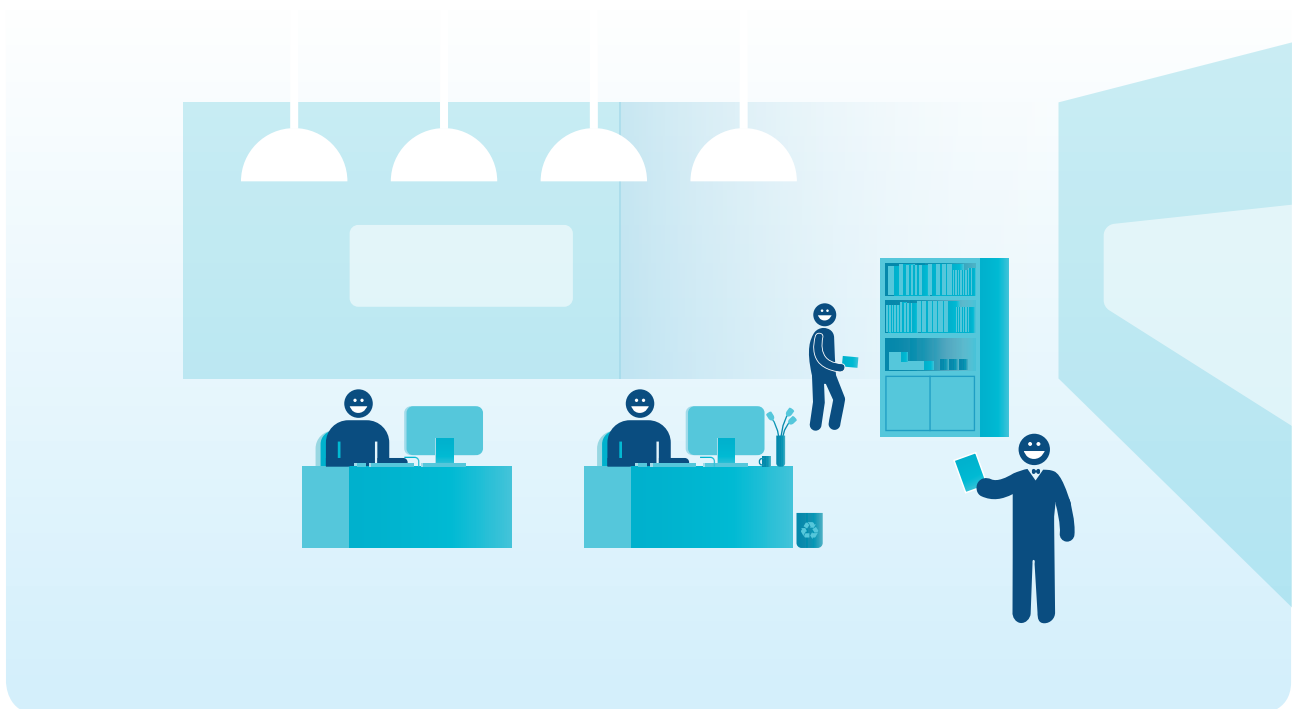
Light Check



Sound Check



Heat Check



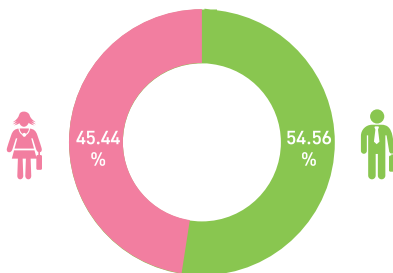
Human Rights and Labor Practices

BTS Group respect to human rights and equal employment practices. BTS Group announced its Human Rights Policy, which is fully conforming to The UN Guiding Principles on Business and Human Rights, The International Bill of Human Rights, The Universal Declaration of Human Rights (UDHR), The International Covenant on Civil and Political Rights (ICCPR), The International Covenant on Economic, Social and Cultural Rights (ICESCR) and The ILO Declaration on Fundamental Principles and Rights at Work. Given this, BTS Group aims to manage diversity in the workplace with equality and fairness regarding gender, age, education, nationality, race, color, religion, and citizenship as indicated in the Business Code of Conduct. Human Rights Risk Assessment and Due Diligence Process is also in place to ensure that the way BTS Group does business abides by the principles of human rights protection. Moreover, communication channels to receive information and complaints related to human rights issues are

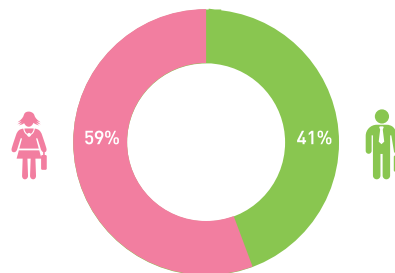
provided to come up with proper preventive and problem-solving guidelines.

BTS Group adheres to the human rights policy which respect to human rights and equal employment practices resulted in a balanced pool of employees in terms of gender both at the management and operational levels. In 2018/19, female employees accounted for 45.44 % of total employees. Female employees also made up to 40.38% of total management levels, consisted of 44.09% of junior management level and 37.50% of top management level. Meanwhile female employees accounted for 10.28% were in management position in revenue-generating functions e.g. sales and marketing, compared to total employees in management level. In terms of recruitment in 2018/19, 54.31% of new hiring employees BTS Group hired were women.

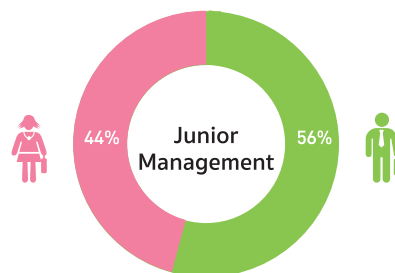
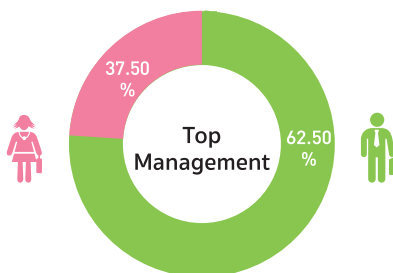
Percentage of Total Employees



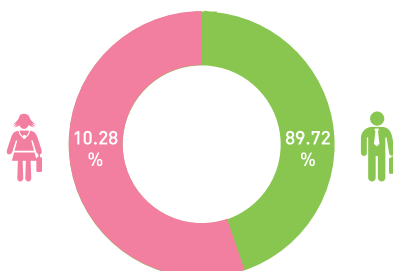
Percentage of New Hiring Employees



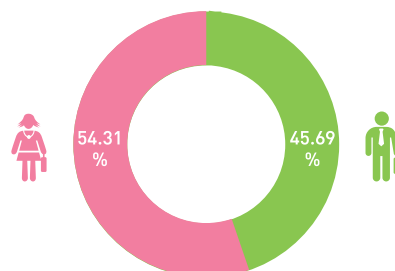
Percentage of Top and Junior Management Employees



Percentage of Employees in management position in revenue-generating functions



New Employees



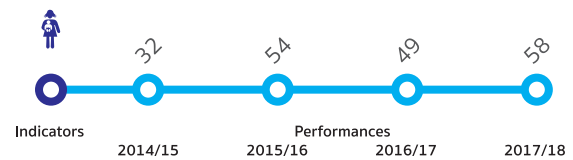


“The BTS Group gives women an opportunity to showcase their talents. Especially in the technical field, BTS Group does not require only men to do, but provides a great opportunity for the talented female staff to step in. Personally, I think everybody has to start learning and

practicing new skills before stepping to a new thing. Women show that we are able to work as well as men if we try and strongly intend. Thank you to BTS Group for recognising the talents of women. This is a great opportunity for women to stand up proudly.”

Miss Lukkana Sawasdee
Train Operator

Performances on Working Condition and Well-Being



Total number of employees using the right of maternity/parental leave (Persons)



Highlight Projects in 2018/19

The Nuduan Chuan Kayan project

With the purpose of encouraging employees to develop themselves to their full potential, honest and loyal to the organization, disciplined and proud to be an employee of BTS Group, The project serves as a reward for dedication, discipline, focus, thoughtfulness, creativity, love and loyalty to the organization, as well as being dedicated to society.

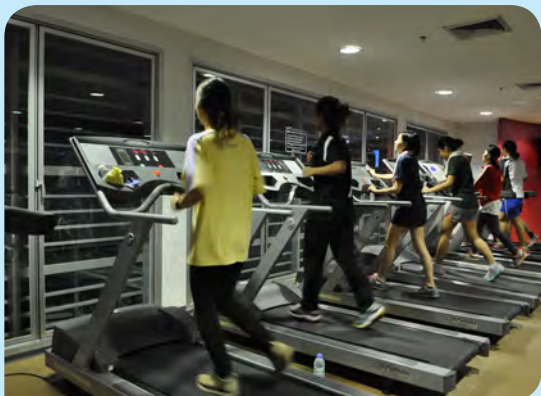
Employees are able to collect points and exchange their points for cash, according to the set guidelines. The scores employees receive in some cases will be used when considering salary and bonus. Employees can use their accumulated points to join gyms, or use as tuition assistance for their children. Employees who have children enrolled in kindergarten to



undergraduate level can request for tuition assistance for three children per employee. During 2008-2018, BTS Group provided 5,156 scholarships for tuition, totaling 52,909,000 baht and 63 recipients have graduated with undergraduate degrees.

Indoor Sports and Fitness Center

Indoor Sports and Fitness Center with 800 sq.m. utility space offers integrated health and wellness service to BTS Group employees. The two-floor center consisted of multifunction space, basketball court, futsal court and table tennis at the first floor meanwhile the second floor is fitness center with full-range fitness facilities and activities such as Zumba fitness, yoga classes by professional trainers. The Indoor Sports and Fitness Center is opened Monday-Friday 06:30-21.00 hrs, on Saturday and Public Holidays open 08.00-20.00 hrs. Since opening, the Indoor Sports and Fitness Center attracts up to 90 users per day, especially in the evening after work hours.



BTS Child Care Center

BTS Child Care Center has been set up for taking care of its employees' children during their working hour period. Children who are eligible for the BTS Child Care Center must be between 3-11 years old. The Center is open Monday – Friday from 14:30-17:30 hrs. At the Center, children are taken care by staff who create activities to enhance their learning skills in various fields, including skill sharing with others. Since the opening of the BTS Child Care Center, there are 10 children per day on average.



BTS Kids Camp

BTS Kids Camp is a consequent activity of the BTS Child Care Center, with the purpose of lightening the burden of child care for employees after the school semester. This morning-to-evening activity is opens for children to participate in various activities together for 10 days from 8:30 – 17:30 hrs. to enhance their physical, mental, emotional, and intellectual development, while growing up in society and also cultivating children to do useful and age-appropriate activities.



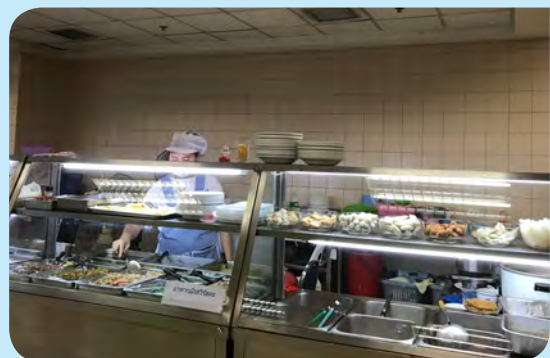
Healthy Workplace

BTSC has been operating the Healthy Workplace for the fourth consecutive year encouraging employees to participate in improving the workplace environment to be clean, safe and orderly. This also helps cultivate in employees the quality and safety culture and realize the value of resources and how to use them in the most beneficial way. The operating result of the project in 2017/18, BTSC found zero accident occurring with employees in the workplace.



Canteen

Canteen, located at the fourth floor of BTSC building, providing a variety of quality and nutritional food and beverage.



Sustainability Long-Term Target (2019/20-2023/24)

- 100% of total employees cooperated in responding to the engagement survey

Target 2018/19

- 85% of total employees cooperated in responding to the engagement surveys
- Employee Engagement Score at 70

Performance 2018/19

- 93.42% of total employees cooperated in responding to the engagement surveys
- Employee Engagement Score at 78.50



Human Capital Development and Talent Retention

BTS Group believes that our employees are the most important and valuable resource in the organization and therefore sees the value in continuous human resources development and retaining competent employees and treating all employees equally in accordance with human rights policy and labor rights. This includes developing the internal and external human resources training system and developing skills appropriate to individual responsibilities, in order to produce the human resources needed to support business needs. In addition, BTS Group supports and provides the opportunity for equal advancement, leading to commitment and pride in the organization, resulting in continuity in operations.

Human Capital Development

Management Approach

BTS Group implements the Competency Management Strategy and Performance Development Appraisal System throughout our operations to evaluate and improve employee competency to support business growth.

BTS Group's continuous improvement of employee competency development system and process utilizes the Individual Competency Development Plan (ICDP) model based on the 80/20: On-the-Job Training/ Coaching approach. BTS Group believes that employee development is the most effective when combining hands-on experience with coaching and mentoring from more experienced employees including mentors, supervisors, and specialists as well as the attendance of formal training and self-study, building a strong human resource which will drive the organization toward set goals, efficiently and sustainably.

BTS Group provides a variety of training and development programs for executives and employees at all levels and also encourages and supports experienced employees to be speakers for internal training in order to provide knowledge sharing and transfer successful practices to other employees. This creates value for the employees who have been selected as the speakers of self-esteem, helping motivate the development of knowledge, ability and potential of employees.

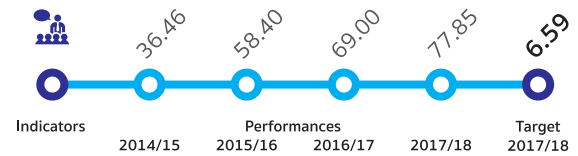
In terms of the human resources development process, this begins with a Training Needs Survey conducted in each department, in order to create the Annual Training Needs Matrix based on priority. At the same time, BTSC has adopted the Training Management System for use in maintaining employee information for easy access. Evaluation surveys are used following training for analysis and review of effectiveness and efficiency of the training process. Another survey is used following actual

implementation by employees, to ensure that employees know more and are more skilled following the training.

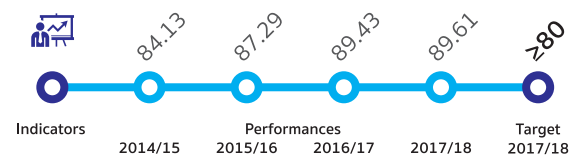
Performances

In 2018/19 BTS Group has set a goal of 6.59 training hours per employee per year. It was found that on average, employees had 77.85 hours of training per employee per year, higher than the goals and performance in 2017/18 at 69 hours of training per employee per year. Furthermore, in 2018/19, there were 11,672 training courses covered 4 business units with total budget of 16.84 million baht. All employees responded to the post training surveys, revealing a satisfaction in training at 89.61%.

Performances on Human Capital Development



Employee's Average Training Hours (Hours/Employee)



Satisfaction in Training (Percentage)

Employee's Average Training Hours per year (by gender)



Male

65.14

Hours per employee per year



Female

92.21

Hours per employee per year



Top Management Level

34.63

Hours per employee per year



Junior Management Level

24.41

Hours per employee per year



Staff Level

84.92

Hours per employee per year

Employee Training Courses

Risk Assessment for System Assurance Process Course for design and maintenance engineers relevant to safety

The course outlines cover System Assurance Management in Railway through the Project Life Cycle, consisting of Hazard Identification; Failure Mode Effects and Criticality Analysis; Bowtie Analysis; Quantitative Risk Analysis; and Internal Expert Development.

Training Period: 9 hours

Training Participants: 23 employees

Business Benefits: Trainees can implement and integrate the knowledge from the training to their maintenance works for the BTS SkyTrain system. This course helps trainees to identify and analyze risks which might impact to business and how to prevent and protect risks by maintenance works and designed system structures. After the training, BTSC has no serious and dangerous incidents with passengers, which came from the train system and equipment maintenance failures. With this, BTSC didn't need to hire railway expertise to provide consulting services for failures, resulting in BTSC saving railway consulting costs of approximately THB 500,000 per time.

Remark: In case there are any serious and dangerous incidents with passengers, which come from the train system and equipment maintenance failures, BTSC has to compensate to the claimant on average of THB 8mn per case. In case of saloon door failures, BTSC has to compensate to the claimant approximately THB 25,000 per case.

Communication Channel Management (CCM) for media planning employees

The course outlines cover communication channel management in the advertising industry, helping trainees to analyze consumer behavior that changes with the modern technology for the most efficient media planning through various advertising tools and channels aiming to reach the target effectively, including ability to assess the potential of the used media compared to the plan.

Training Period: 33 hours

Training Participants: 28 employees

Business Benefits: Trainees can implement and integrate the knowledge from the training to their media planning works for the most efficient media planning for clients. After training, VGI can make net profit of THB 1.3 million per year.

Talent Attraction and Retention

Management Approach

BTS Group knowing that long-term success of the company depends on its ability to attract and retain high-potential employees. This is why BTS Group continues to improve the effectiveness of our recruitment process. BTS Group not only searches the employee pool in the labor market but also promotes our employees to fill vacant positions both in junior and management level. Existing employees can apply for a vacant position through an internal recruitment process in the same way as external candidates. In 2018/19, there were a total of 731 positions opened, of which 686 positions or 93.84% of the positions were opened for existing employees to apply. 291 positions of 39.81% of total positions opened were filled internally.

Apart from fair compensation and benefits for employees, both for the present and with a long-term perspective, BTS Group continuously focuses on improving employee quality of life and enhancing employee engagement to retain high-performing employees. BTS Group emphasizes the importance of communication and means to engage and harmonize employees in the organization through various programs to increase employee engagement such as CSR activities, sport activities, entertainment, and employee volunteering programs, etc. to help improve working conditions and enhance the joy of working. Furthermore, BTS Group provides opportunity for employees in the BTS Group to get to know each other as a result the coordination among the company better through organizing activities in common such as BTS Group Family Day and BTS Group Staff Party. Each company

in the BTS Group will select representatives of the company to be the organizing committee. The selected representatives have the duty to share their views with the working group and design activities in various ways to meet the common needs. In addition, they are the central representatives of the BTS Group to communicate with employees for better understanding.

Performances

BTS Group believes that the participation of its employees is an important factor in creating employee engagement to the organization. Therefore, employees are given the opportunity to participate in sharing opinions, problems and suggestions. BTS Group conducts employee engagement survey on an annual basis, in order to ensure that employees stay with the Group for the long-term and grow with the business. Issues covered in the surveys include work environment, type of work, quality of life and stability, advancement, supervisor and colleagues, and internal communications, etc.

In 2018/19, 93.42% of total employees cooperated in responding to the engagement surveys through the online questionnaires, showing the responsibility the employees have in participating in the development of the organization. The total respondents were consisted of male 80% and female 77%. From the survey, it was found that 78.50% were actively engaged, increasing from 73.94% in 2017/18 and higher than the target, which is a result of the efforts and dedication in retaining all employees. Moreover, in 2018/19, 6.53% of employees voluntary resigned, was quite significantly lower the last year of 9.67%.



Total employees cooperated
in responding to the
engagement surveys

93.42%



Total employees cooperated
in responding to the
engagement surveys

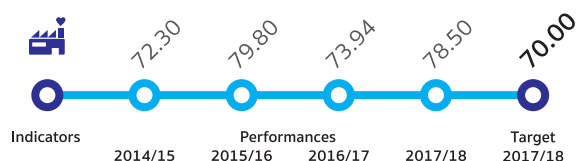
80%



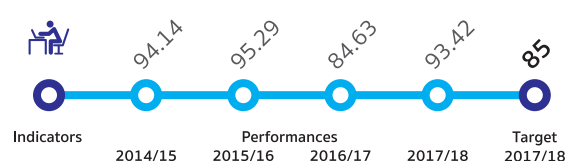
Total employees cooperated
in responding to the
engagement surveys

77%

Performances on Employee Engagement



Employee Engagement
(Percentage of Employees were actively engaged)



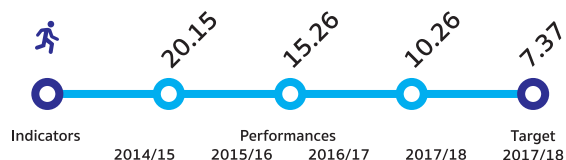
Percentage of employees cooperated in responding to the surveys

New Employee Hire

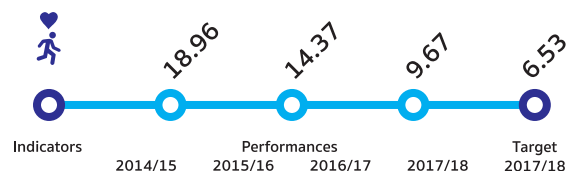


New Employee Hire
(Percentage of Total Employee)

Employee Turnover Rate



Total Employee Turnover Rate
(Percentage of total employees)



Total Voluntary Employee Turnover Rate
(Percentage of total employees)

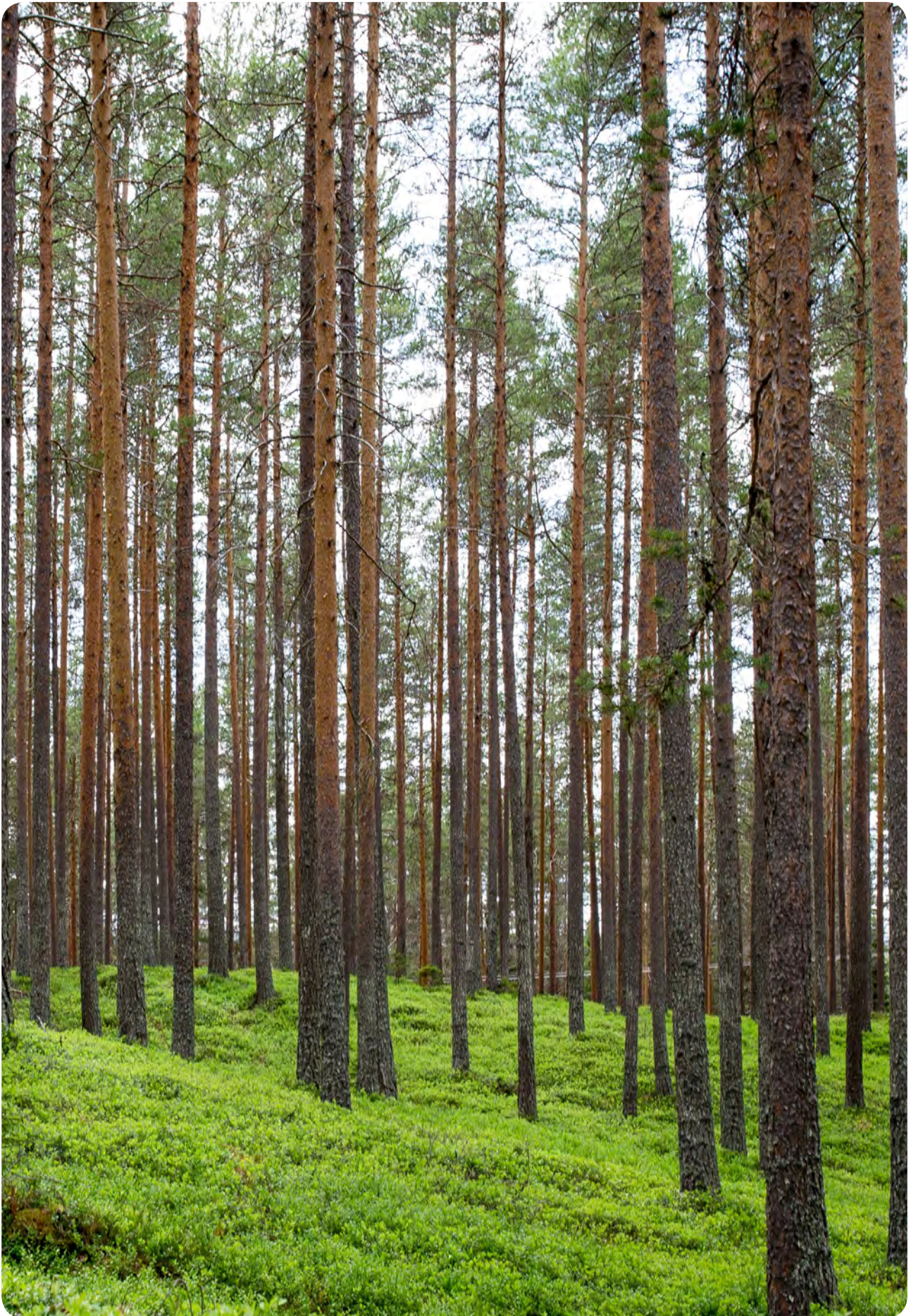


Highlight Project in 2018/19

Re-Employment Program

Each year a sizeable number of employees reach mandatory retirement age. However, many of these retirees have specialized knowledge and competency, and they are healthy enough to mentor younger peers on staff quite effectively. BTS Group recognizes the importance of retaining experienced and highly skilled people to contribute value adding to the organization. BTS

Group launched the Re-employment Program to facilitate post-retirement hiring. Implementation is subject to consideration of specific types of jobs and requirement, and the number of retirees per year. In 2018/19, under the Re-employment Program, 8 retirees were re-employed, of which 4 were in top management level, 1 in junior management level and 3 in staff level.





Social and Community Development

In accordance with the BTS Group vision of presenting the concept of “City Solutions” to the society as well as the commitment to sustainability development goals (SDGs) of the United Nations, BTS Group recognizes the role and responsibility of contribution to the community and society because good living conditions in the society play an important role supporting the success of the business. BTS Group aims to improve the quality of life and well-being of the community on three areas: Public Health, Quality Education and Environmental and Ecosystem Protection. This does not only respond to the needs of the community and society, but also the expectations of stakeholders. It also provides opportunities for employees at all levels of BTS Group to participate and recognize the responsibility to the community and society through activities in order for all parties to grow together sustainably.

Management Approach

BTS Group implements the community and social development projects and activities in align with the Corporate Social Responsibility (CSR) policy, which has been framed by Corporate Governance Committee, consisted of Chairman and directors, who are responsible for monitoring the implementation of corporate social responsibility policy and plans aiming to improve the quality of life and well-being of the community and society. The Corporate Social Responsibility Office serves to survey the needs of the community in the target area and organize projects and activities.

In 2018/19, BTS Group aims to promote accessibility to infrastructure for living, medical services and quality education to the communities and society in the target areas in order to improve the quality of life and well-being as well as help reduce social inequality.

Actions in 2018/19






Listening to needs of the community



Integrating synergy of 4 Business Units and promoting an involvement of employees and stakeholders for creating sustainable values for society



Creating a collaborative network of specialized partners to expand the potential of community and society

Priorities	Public Health	Quality Education	Environment and Ecosystem
SDG			
Targets	<ul style="list-style-type: none"> To support accessibility to medical services To support sports activities. 	<ul style="list-style-type: none"> To support the budget for infrastructure construction and utilities to the school and community nearby To provide learning opportunities for rural students and promote public transport knowledge. 	<ul style="list-style-type: none"> To support the budget and organize activities for the development of environmental and ecosystem
Social KPIs	<ul style="list-style-type: none"> The amount of money the participants can save from health check-up Number of people who has their health check 	<ul style="list-style-type: none"> Number of students, schools and community who have their facilities improved Employee participation to increase the satisfaction of work and create employee engagement with the organization 	<ul style="list-style-type: none"> Number of elephants that has been saved Passenger participation
Business Benefits KPIs	To promote ridership of BTS SkyTrain on the route where the activity to be held. This also directly and indirectly affects the business in terms of ridership volume each year.	To enhance the corporate image of BTS Group in other provinces beyond Bangkok where the BTS Group operates business primarily, with the aim to grant Licenses to Operate when the Group expands its investment to other Mass Transit Routes in the provinces according to government plans.	
Projects and Activities	<ul style="list-style-type: none"> Sky Clinic Collaborative network of specialized medical partners Vegetarian Food Festival with Nuduan Sponsorship of sports competition, such as football, badminton, golf, etc. 	<ul style="list-style-type: none"> Next Station 'Happiness' by BTS Group Project Next Station Camp 	<ul style="list-style-type: none"> BTS Group Thai Elephant Conservation Project

Performances



Total Expense of Social and Community Development
THB 26.05 million

Community Investment 36.72%

Commercial Initiatives 46.38%

Charitable Donations 16.90%

Time: employee volunteering during paid working hours

3,328
working hours,
equivalent to
THB 575,280

Cash contribution
THB 4.40 million

In-kind giving:
product or services donations
THB 1.82 million

Management overheads
THB 5.91 million



Actions in 2018/19



Public Health

Sky Clinic



BTS Group, in cooperation with leading hospitals, has been organized Sky Clinic Project, provided free health check-up to people who live near the BTS SkyTrain, with the aim to enhance the quality of life and encouraging people to take care of their health as well as supporting accessibility to medical services, helping reduce the cost of public health services to the public.

BTS SkyTrain stations is set to be the SkyClinic venue, which has been changed to various stations, for expanding the help to the community along the BTS SkyTrain routes. Since 2015, BTS Group has policy to promote ridership on the BTS extension of the Sukhumvit Line. With this, the SkyClinic since 2015 was organized along such routes, which directly and indirectly affects the business in terms of ridership volume increased each year.

The SkyClinic has been held since 2000 until present. Throughout 16 years, there are a total accumulated numbers of 32,000 people participating in the SkyClinic and 15 medical specialized medical partners in the collaborative network.

The 16th SkyClinic in 2017/18 was held in April 2018 at BTS Bang Chak Station in cooperation with 13 leading hospitals. The activity provided free health check-up such as Diabetes, Heart Disease, Cancer, Eyes Disease, Bone and Joint, Liver Disease, Dentistry, and Thai Traditional Medicine. During the 4-day activity, there were over 2,000 people receiving their health check. This helps reduce cost of public health services equivalent to 16,000,000 baht (based on average price of health check-up program at THB 8,000 per person

Social KPIs:

- The amount of money the participants can save from health check-up
- Number of people who has their health check

Business KPIs:

- To promote ridership of BTS SkyTrain on the route where the activity to be held. This also directly and indirectly affects the business in terms of ridership volume each year.



Vegetarian Food Festival with Nuduan



Vegetarian Food Festival with Nuduan, regularly held in October, aim to encourage people to abstain from eating meat and adopt a healthier lifestyle. The event featured with many kinds of healthy vegetarian food offered BTS passengers and public for free of charge.

In 2018/19, BTS Group, in cooperation with the Bangkok Metropolitan Administration, MBK, Siampiwat, One Siam and Sahapat, organized 'The 11th Vegetarian Food Festival with Nuduan' at the walkway of the BTS National Stadium Station from October 12-14, 2018 and at the walkway of the BTS Chong Nonsi Station on October 12, 2018. The event aimed in mourning for paying tribute to the memory and legacy of His Majesty the late King Bhumibol Adulyadej as well as encouraging people to abstain from eating meat and adopt a healthier lifestyle.

The event featured with many kinds of healthy vegetarian food, assorted desserts, and 9 additional vegetarian food booths from our partners, served free-of-charge to 6,000 persons throughout the three-day event. This help save lunch expense of participants up to 600,000 baht. (based on average price of lunch at 100 baht per person)

Apart from the people's health, environmental issue was in a concern for organizing the Vegetarian Food Festival with Nuduan. All kinds of vegetarian food in the event were served in biodegradable food containers made of natural materials, namely banana leaves, bagasse, for replacement food containers made of foam and plastic.

Social KPIs:

- The amount of money the participants can save from food provided
- Number of people participating in the event

Business KPIs:

- To promote ridership of BTS SkyTrain on the route where the activity to be held. This also directly and indirectly affects the business in terms of ridership volume each year.





Quality Education and Knowledge Sharing

Next Station 'Happiness' by BTS Group Project



The Next Station "Happiness" by BTS Group Project aims at helping to provide significant levels of aid to students and people living in remote rural areas nationwide. Contribution provided by BTS Group came from schools and community survey by Corporate Social Responsibility Office, which is set survey period every 1-2 months.

The fundamental aids, which BTS Group delivered to schools and community in the target areas, are basic necessities, consumable products, educational equipment and scholarship. Furthermore, BTS Group supported construction budget case by case for public infrastructure and utilities, namely, school building, playground, and concrete road, etc. These contributions were responded the needs of the school and community. Moreover for the construction of public utilities, BTS Group required to use local contractors and workers to promote employment in the community.



BTS Group, with the collaborative network of specialized medical partners from the SkyClinic i.e. Viphavadee Hospital and the Royal Dentist Unit under the Royal Patronage of HRH Princess Maha Chakri Sirindhorn, Mahidol University, provided health check-up and dental fillings and tooth extraction service to students and people living in the community.

Social KPIs:

- Number of students, schools and community who have their facilities improved
- Employee participation to increase the satisfaction of work

Business KPIs:

- To enhance the corporate image of BTS Group in other provinces beyond Bangkok where the BTS Group operates business primarily, with the aim to grant Licenses to Operate when the Group expands its investment to other Mass Transit Routes in the provinces according to government plans.

The BTS Group encourages each business unit to participate in the activities by alternating each business unit to be hosts of the event, aiming to enable all employees of the BTS Group to participate and recognize the responsibility to the community and society.



The Next Station “Happiness” by BTS Group

Project has been started since 2015/16 until present, there were 20 schools and communities nationwide participating in the project. There were 5,586 student and residents in the community having their facilities improved.

In 2018/19, BTS Group had organized in 4 stations in Uttaradit, Kanchanaburi, Chantaburi and Tak. There were 1,053 students and residents in the community having their facilities improved.





Environment and Ecosystem Conservation project

BTS Group Thai Elephant Conservation Project



BTS Group Thai Elephant Conservation Project has initiated since 2010 to support first aid treatment to injured elephants nationwide as well as elephant adoption. Throughput 8 years BTS Group has;

- Supported operations of the Thai Elephant Conservation Center in Lampang Province under the patronage of Her Royal Highness Princess Galayani Vadhana, providing treatment to injured elephants nationwide.
- Set up Elephant Medical Treatment Centre Project, providing treatment for disabled, injured and aged elephants including financial support for the purchase of medicine and equipment, supplied on both a regular and emergency basis to the Elephant Hospital in Lampang Province.

Social KPIs:

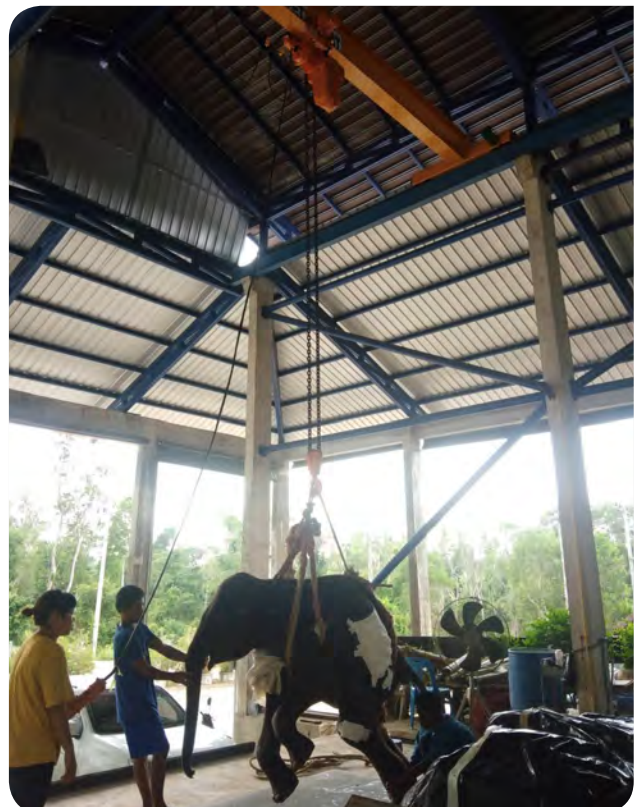
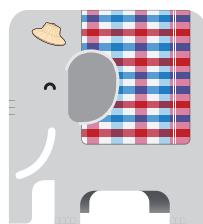
- Number of elephants that has been saved
- Passenger participation

Business KPIs:

- To enhance the corporate image of BTS Group in other provinces beyond Bangkok where the BTS Group operates business primarily, with the aim to grant Licenses to Operate when the Group expands its investment to other Mass Transit Routes in the provinces according to government plans.

- Raised funds for the construction of a new hospital for elephants in Krabi Province, which this hospital is the center for providing first aid treatment to injured elephants, serving 14 provinces in the South of Thailand.
- Adopted 35 elephants in charge of the Save Elephants Foundation in Mae Tang District, Chiang Mai Province and the Elephant World, in Kanchanaburi Province. Additionally, BTS Group provided opportunities for BTS SkyTrain passengers and public for donation supported.

In 2018/19, BTS Group incorporate with BTS SkyTrain passengers, supported construction expense for steel frame of electric hoist with equipment and water filling system improvement at Elephant Hospital, Southern Branch, Krabi Province, which is under the supervision of the Forest Industry Organization. There are 91 elephants under the treatment of this Elephant Hospital.





BTS Group Sustainability Performances FY 2018/19

Economic Performances

Indicators	Unit	Performances			
		2015/16	2016/17	2017/18	2018/19
Operating Revenues	Million Baht	6,280	8,606	14,102	47,923
Net Profit	Million Baht	4,134	2,003	4,416	2,873
Dividend Payment	Million Baht	8,047	4,026	4,876	5,306
Tax Expense	Million Baht	1,121	646	776	866

Environmental Performances

Indicators	Unit	Performances			
		2015/16	2016/17	2017/18	2018/19
Electricity Consumption per distance car-km	kWh per distance car-km	2.77	2.72	2.68	2.73
Traction Power	kWh/1,000 passengers-km/month	41.89	39.97	39.82	41.40
Total Electricity consumption at Train Station	kWh/Day	51,361.94	52,291.47	54,435	62,794
Total Electricity consumption	MWh	103,624	102,685	106,079	117,139
• Electricity Consumption: Traction	MWh	70,482	68,988	71,118.05	75,263
• Electricity Consumption: Non Traction	MWh	33,142	33,707	34,960.95	41,876
Fuel Consumption: Bus Rapid Transit: BRT	Kg	1,364,377	1,364,377	1,016,913.01	1,013,085
Total GHG Emission	Tonnes CO2 e	54,500	58,922	59,006	65,960
Scope 1	Tonnes CO2 e	3,678	3,830	2,562	2,553
Scope 2	Tonnes CO2 e	50,823	55,092	56,444	63,407
Total water consumption	Cubic meters	140,166	134,863	134,096	152,049
Total waste dispose	Metric tonnes	40.69	18.16	48.44	97.82
Total hazardous waste	Metric tonnes	30.54	11.2	42.38	85.81
Total waste	Metric tonnes	10.15	6.96	6.06	12.01

Social Performances

Employment

Indicators	Unit	Performances				
		2014/15	2015/16	2016/17	2017/18	2018/19
Total number of Employees	Persons	2,934	2,764	2,876	3,055	4,041
Male		1,618	1,446	1,510	1,574	2,161
Female		1,316	1,318	1,366	1,481	1,880
By type of hiring						
Permanent Employees (Total)	Persons	2,922	2,752	2,866	3,037	3,992
Male		1,607	1,443	1,509	1,564	2,128
Female		1,315	1,311	1,359	1,473	1,864
Temporary Employees (Total)	Persons	12	12	10	18	49
Male		11	5	3	10	33
Female		1	7	7	8	16
By period of working						
Full time Employees (Total)	Persons	2,934	2,764	2,874	3,055	4,003
Male		1,618	1,446	1,508	1,574	2,123
Female		1,316	1,318	1,368	1,481	1,880
Part time Employees (Total)	Persons	0	0	0	0	34
Male		0	0	0	0	34
Female		0	0	0	0	0
By position level						
Top Management Level (Total)	Persons	74	81	87	87	152
Male		57	61	63	64	95
Female		17	20	24	23	57
Junior Management Level (Total)	Persons	177	169	187	209	347
Male		111	100	107	117	194
Female		66	69	80	92	153
Staff	Persons	2,682	2,514	2,622	2,757	3,508
Male		1,449	1,282	1,336	1,399	1,817
Female		1,233	1,232	1,286	1,358	1,691

Indicators	Unit	Performances				
		2014/15	2015/16	2016/17	2017/18	2018/19
By age						
Lower than 30 years (Total)	Persons	559	575	720	936	1,396
Male		249	220	286	376	612
Female		310	355	434	560	784
30-50 years (Total)	Persons	2,163	2,016	1,983	1,941	2,359
Male		1,250	1,105	1,095	1,082	1,321
Female		913	911	885	859	1,038
More than 50 years (Total)	Persons	171	170	178	170	228
Male		121	117	124	117	158
Female		50	53	54	53	71
Total number of new hiring employees	Persons	297	277	346	414	742
Male		112	123	156	171	339
Female		125	154	190	243	403
Percentage of new hiring employees	Percentage	21.53	18.02	22.91	17.50	17.94
Male		9.12	8.69	10.08	6.97	8.19
Female		9.99	9.33	12.83	10.53	9.74
Total number of employees resigned	Persons	265	224	236	159	305
Male		128	107	103	69	155
Female		137	117	117	90	150
Percentage of employees resigned	Percentage	18.50	19.28	15.02	10.79	7.37
Male		10.94	9.98	6.60	5.56	3.74
Female		7.57	9.30	8.42	5.23	3.63
Total number of employees having the right of maternity/parental leave	Persons	1,315	1,311	1,359	1,473	1,655
Male		0	0	0	0	0
Female		1,315	1,311	1,359	1,473	1,655
Total number of employees using the right of maternity/parental leave	Persons	43	32	54	49	58
Male		0	0	0	0	0
Female		43	32	54	49	58

Indicators	Unit	Performances				
		2014/15	2015/16	2016/17	2017/18	2018/19
Total number of employees returning to work after maternity/parental leave	Persons	43	32	54	49	58
Male		0	0	0	0	0
Female		43	32	54	49	58
Percentage of employees returning to work and remaining at work after maternity/parental leave	Percentage	100	100	100	100	100
Male		0	0	0	0	0
Female		100	100	100	100	100

Training

Indicators	Unit	Performances				
		2014/15	2015/16	2016/17	2017/18	2018/19
Employee's Average Training Hours (Total)	Hours/Employee	40.84	36.46	58.40	69.00	77.85
By gender						
Male	Hours/Employee	35.51	28.13	59.64	44.09	65.14
Female		47.04	45.59	57.25	53.57	92.21
By position level						
Top management level	Hours/Employee	35.51	26.76	16.61	15.16	34.63
Junior management level		31.59	33.38	45.02	22.79	24.41
Staff		39.00	35.17	59.22	52.47	84.91
Training Budget	Million Baht	7.63	8.45	10.22	12.91	16.84

Employee Engagement

Indicators	Unit	Performances				
		2014/15	2015/16	2016/17	2017/18	2018/19
Employee Engagement	Percentage of Employees were actively engaged	81.00	72.30	79.80	73.94	78.50
Employees cooperated in responding to the surveys	Percentage of total employees	62.63	63.43	62.24	62.24	93.42
Male		N/A	73.17	80.20	67.00	80.00
Female		N/A	74.03	78.60	66.00	77.00

Occupational Health and Safety of Employee

Indicators	Unit	Performances				
		2014/15	2015/16	2016/17	2017/18	2018/19
Employees injury rate of (Total)	Times/ million working hours	0	0	0	0	2.4477
Male		0	0	0	0	0.7531
Female		0	0	0	0	1.6945
Serious employees injury rate (Total)	Times/ million working hours	0	0	0	0	0
Male		0	0	0	0	0
Female		0	0	0	0	0
Lost-time frequency injury rate of employees (Total)	Times/ million working hours	0.23426	0.23002	0.22590	0.24890	0.3766
Male		0.23426	0.23002	0	0.24890	0.3766
Female		0	0	0.22590	0.49780	0
Disease-related illness rate of employees (Total)	Times/ million working hours	0	0	0	0	0
Male		0	0	0	0	0
Female		0	0	0	0	0
Fatalities rate of employees (Total)	Persons	0	0	0	0	0
Male		0	0	0	0	0
Female		0	0	0	0	0

Occupational Health and Safety of Contractors

Indicators	Unit	Performances				
		2014/15	2015/16	2016/17	2017/18	2018/19
Employees injury rate of (Total)	Times/ million working hours	0	0	0	0	2.3413
Male		0	0	0	0	1.8731
Female		0	0	0	0	0.4683
Serious employees injury rate (Total)	Times/ million working hours	0	0	0	0	0
Male		0	0	0	0	0
Female		0	0	0	0	0
Lost-time frequency injury rate of employees (Total)	Times/ million working hours	0.29968	0.27855	0.27621	0.27727	0
Male		0.29968	0.27855	0	0.27727	0
Female		0	0	0.27621	0	0
Disease-related illness rate of employees (Total)	Times/ million working hours	0	0	0	0	0
Male		0	0	0	0	0
Female		0	0	0	0	0
Fatalities rate of employees (Total)	Persons	0	0	0	0	0
Male		0	0	0	0	0
Female		0	0	0	0	0

GRI Content Index

GRI Standards	Disclosure	Page number(s)/ URL(s)/ Comment
General Disclosures		
GRI 102: General Disclosures 2016		
Organizational Profile		
102-1	Name of the organization	Page 8
102-2	Activities, brands, products, and services	Page 8-11
102-3	Location of headquarters	Annual Report FY2018/19, Page 52-53
102-4	Location of operations	Annual Report FY2018/19, Page 58-67
102-5	Ownership and legal form	Page 8-11
102-6	Markets served	Refer to GRI Standards 102-4
102-7	Scale of the organization	Page 8
102-8	Information on employees and other workers	Page 91-93
102-9	Supply chain	Page 50-51
102-10	Significant changes to the organization and its supply chain	Annual Report FY2018/19, Page 28-30
102-11	Precautionary Principle or approach	Page 30-31
102-12	External initiatives	Page 27
102-13	Membership of associations	Page 38-39
Strategy		
102-14	Statement from senior decision-maker	Page 6-7
Ethics and integrity		
102-16	Mechanisms for advice and concerns about ethics	Page 12-13
102-17	Mechanisms for advice and concerns about ethics	Page 36
Governance		
102-18	Governance structure	Page 31

Stakeholder Engagement		
102-40	List of stakeholder groups	Page 17-19
102-41	Collective bargaining agreements	Page 71 All employees have the rights to participate in collective bargaining agreement.
102-42	Identifying and selecting stakeholders	Page 17
102-43	Approach to stakeholder engagement	Page 17-19
102-44	Key topics and concerns raised	Page 17-19
Reporting Practice		
102-45	Entities included in the consolidated financial statements	Page 10-11
102-46	Defining report content and topic Boundaries	Page 15
102-47	List of material topics	Page 16
102-48	Restatements of information	There was no restatement of information in this report.
102-49	Changes in reporting	There was no restatement of information in this report.
102-50	Reporting period	Page 15
102-51	Date of most recent report	Page 15
102-52	Reporting cycle	Page 15
102-53	Contact point for questions regarding the report	Page 19
102-54	Claims of reporting in accordance with the GRI Standards	Page 15
102-55	GRI content index	Page 96-100
102-56	External assurance	This report is not externally assured.

Material topics		
Business Conduct		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Page 34
103-2	The management approach and its components	Page 34-36
103-3	Evaluation of the management approach	Page 37
GRI 205: Anti-corruption 2016		
205-3	Confirmed incidents of corruption and actions taken	Page 37
Service Reliability		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary.	Page 40
103-2	The management approach and its components	Page 40
103-3	Evaluation of the management approach	Page 41
Customer Relationship Management		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Page 42-43
103-2	The management approach and its components	Page 42-49
103-3	Evaluation of the management approach	Page 42-43
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 49
Supply Chain Management		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Page 50
103-2	The management approach and its components	Page 50-51
103-3	Evaluation of the management approach	Page 50-51
GRI 414: Supplier Social Assessment 2016		
414-2	Negative social impacts in the supply chain and actions taken	Page 50-51

Energy Efficiency		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Page 54
103-2	The management approach and its components	Page 55-57
103-3	Evaluation of the management approach	Page 55-56
GRI 302: Energy 2016		
302-1	Energy consumption within the organization Energy intensity	Page 55-56
302-2	Energy intensity	Page 55-56
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Page 56
305-2	Energy indirect (Scope 2) GHG emissions	Page 56
Environmental Footprint		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Page 58
103-2	The management approach and its components	Page 59-60
103-3	Evaluation of the management approach	Page 59-60
GRI 303: Water 2016		
303-1	Water withdrawal by source	Page 59 Water withdrawal is primarily from municipal water.
GRI 306: Effluents and Waste		
306-2	Waste by type and disposal method	Page 60
Accidents & Safety Management		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Page 64
103-2	The management approach and its components	Page 64-69
103-3	Evaluation of the management approach	Page 65-69
GRI 403: Occupational Health and Safety 2016		
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Page 68-69

Working Conditions & Well-being		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Page 70
103-2	The management approach and its components	Page 70-75
103-3	Evaluation of the management approach	Page 72-73
GRI 401: Employment 2016		
401-3	Parental leave	Page 73
People Development & Talent Retention		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Page 76
103-2	The management approach and its components	Page 76-80
103-3	Evaluation of the management approach	Page 76-80
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	Page 80
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	Page 77
Social & Community Development		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Page 82
103-2	The management approach and its components	Page 82-83
103-3	Evaluation of the management approach	Page 83-88



Sustainability Awards and Assessment



ESG 100 Certificate 2019

BTS Group was granted the ESG 100 Certificate by Thai pat Institute as one of 100 listed companies in the year 2019 that have demonstrated outstanding environmental, social and governance (ESG) achievement. This showcases the Company's focus on and responsibility for the environment, society and governance to create sustainable development.



Sustainability Report Award 2018

BTS Group was granted the Sustainability Report Award 2018 in the 'Recognition' category by Securities and Exchange Commission (SEC), Thai Listed Companies Association, CSR Club and Thaipat Institution.



Certified Companies of Thailand's Private Sector Collective Action Coalition Against Corruption

Granted by the Thailand's Private Sector Collective Action Coalition Against Corruption Council



Result of the 2018 corporate governance assessment in the “Excellent” level and was categorized in the 5-star group

Based on the Corporate Governance Report of Thai Listed Companies by the Thai Institute of Directors Association (IOD)

MEMBER OF
Dow Jones Sustainability Indices
In Collaboration with RobecoSAM



DJSI

BTS Group was honored as a member of The Dow Jones Sustainability Index (DJSI) 2018 in Emerging Markets as the first-time member in the Transportation category and the first mass transit service provider in Thailand, ranked among the world class DJSI Indices members, including is classified in the Bronze Class of the Transportation industry category by RobecoSam for the first year. The assessment results are published in RobecoSam Sustainability Yearbook 2019.



FTSE4Good

FTSE4Good

BTS Group is a constituent of FSTE4Good Emerging Index 2018. The FTSE4Good Index Series identify companies that better manage Environment, Social and Governance (ESG) risks which help investors and tracker funds use as a performance benchmark to incorporate into their investment decision making processes.



Survey of Reader's Opinion
Your views and suggestions toward the Sustainability Report
will be incorporated to improve our business performance and future reporting.
BTS Group appreciates your valuable feedbacks.

Please mark X in the box ☐ and provide your views in the space provided.

1 Please specify your personal information

- Gender ☐ Female ☐ Male
- Age ☐ Lower than 30 years ☐ 30-45 years ☐ More than 45 years
- Your relationship with BTS Group ☐ Shareholder/ Investor ☐ Customer ☐ Employee ☐ Government Agency
- ☐ Communities around BTS Group's operation ☐ Supplier ☐ Academy
- ☐ Student ☐ Media ☐ Others (please specify.....)

2 How did you receive the report?

- ☐ Annual General Meeting ☐ Seminar/ Lecture / Exhibition ☐ BTS Group's employees
- ☐ Directly request Booklet from BTS Group ☐ BTS Group website: www.btsgroup.co.th ☐ Others (please specify.....)

3 What is the reason for your interest in BTS Group's Sustainability Report?

- ☐ To gain information form BTS Group ☐ To obtain investment information ☐ To prepare your own Sustainability Report
- ☐ In purpose of research and education ☐ Others (please specify.....)

4 Please rate your satisfaction of the presentation of Sustainability Report.

- | | | | | |
|--|-------------------------------|---------------------------------|------------------------------|--------------------------------------|
| • Language | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |
| • Supporting graphics, graphs and tables | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |
| • Content | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |
| • Report design | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |
| • Overall satisfaction with the report | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |

5 Please rate your interest of each chapter.

- | | | | | |
|--|-------------------------------|---------------------------------|------------------------------|---------------------------------------|
| • Business Overview | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Sustainability Strategy of BTS Group | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Service Reliability | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Customer Relationship Management | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Products and Services Development | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Business Conduct | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Supply Chain Management | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Energy Efficiency | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Environmental Footprint | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Accidents and Safety Management | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Working Condition and Well-Being | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Human Capital Development and Talent Retention | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Social and Community Development | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Materiality Assessment and Stakeholders | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |

6 Please rate your satisfaction in the completeness and reliability of information in the Sustainability Report.

- | | | | | |
|---|-------------------------------|---------------------------------|------------------------------|--------------------------------------|
| • Understanding of BTS Group's material aspects | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |
| • Relevance of performance results to BTS Group's sustainability strategy | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |
| • Completeness and reliability of contents | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |
| • Content in line with your expectations | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |

7 Does this report include all BTS Group's sustainability material topics?

- ☐ Yes, it does. ☐ No, it does not.

If not, please specify which topics should be added to the future Sustainability Report.

8 Please provide other comments and suggestions for the improvement of the Sustainability Report.

Please mail this survey to:

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SUSTAINABILITY REPORT 2018/19

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