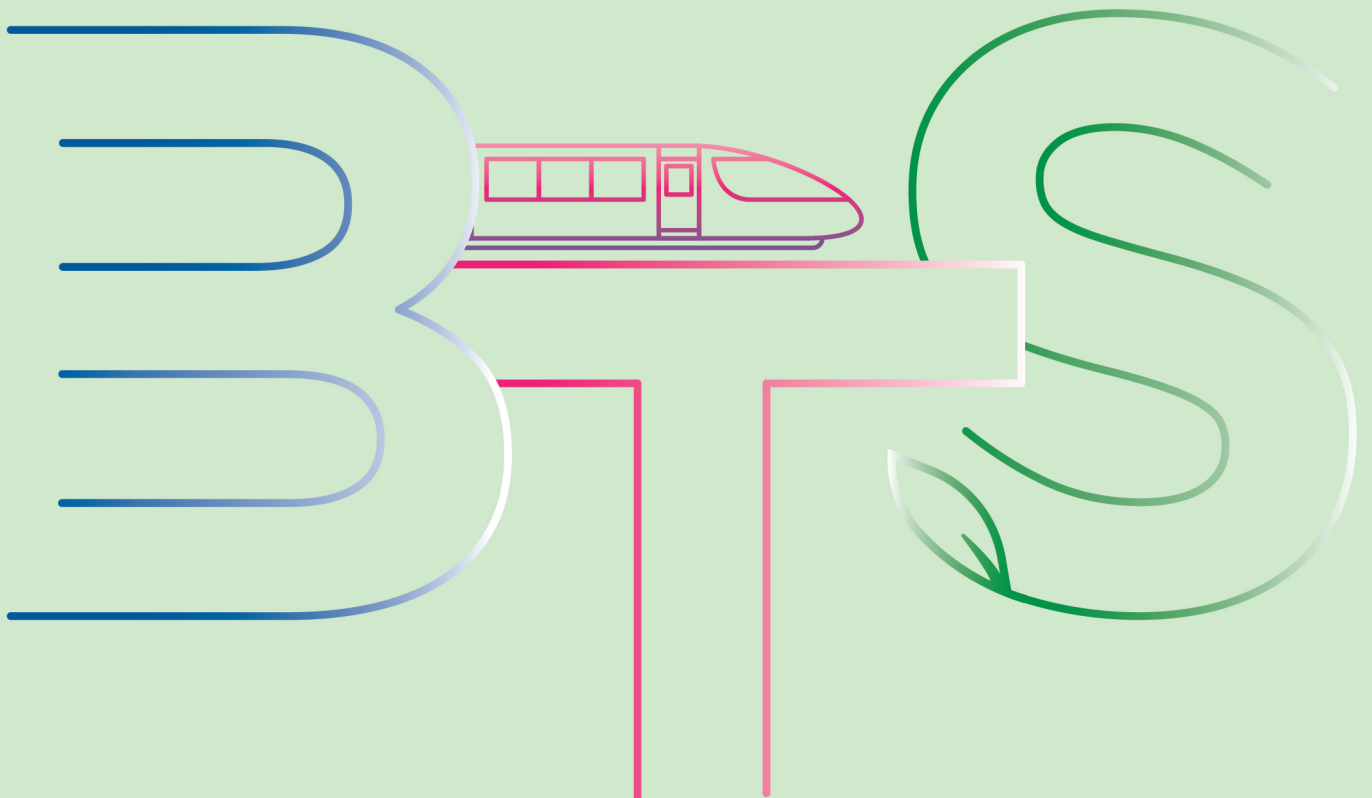




BTS GROUP - a carbon neutral company



BORDERLESS
TRANSFORM
SOLUTIONS

BTS GROUP HOLDINGS PUBLIC COMPANY LIMITED

SUSTAINABILITY REPORT

2020/21



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1.1 Our Ambition

VISION

To serve our community with unique and sustainable solutions that greatly contributes to an improved life

MISSION

We build inclusive infrastructure, platforms and innovate quality services for our community using a sustainable approach

VALUES



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 professional, accountable and transparent and always strive to be responsive.



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 impact compared to competing products and services.



Developing Communities

We are an integral part of the communities which we operate in. 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 the Employees and their families.

STRATEGY

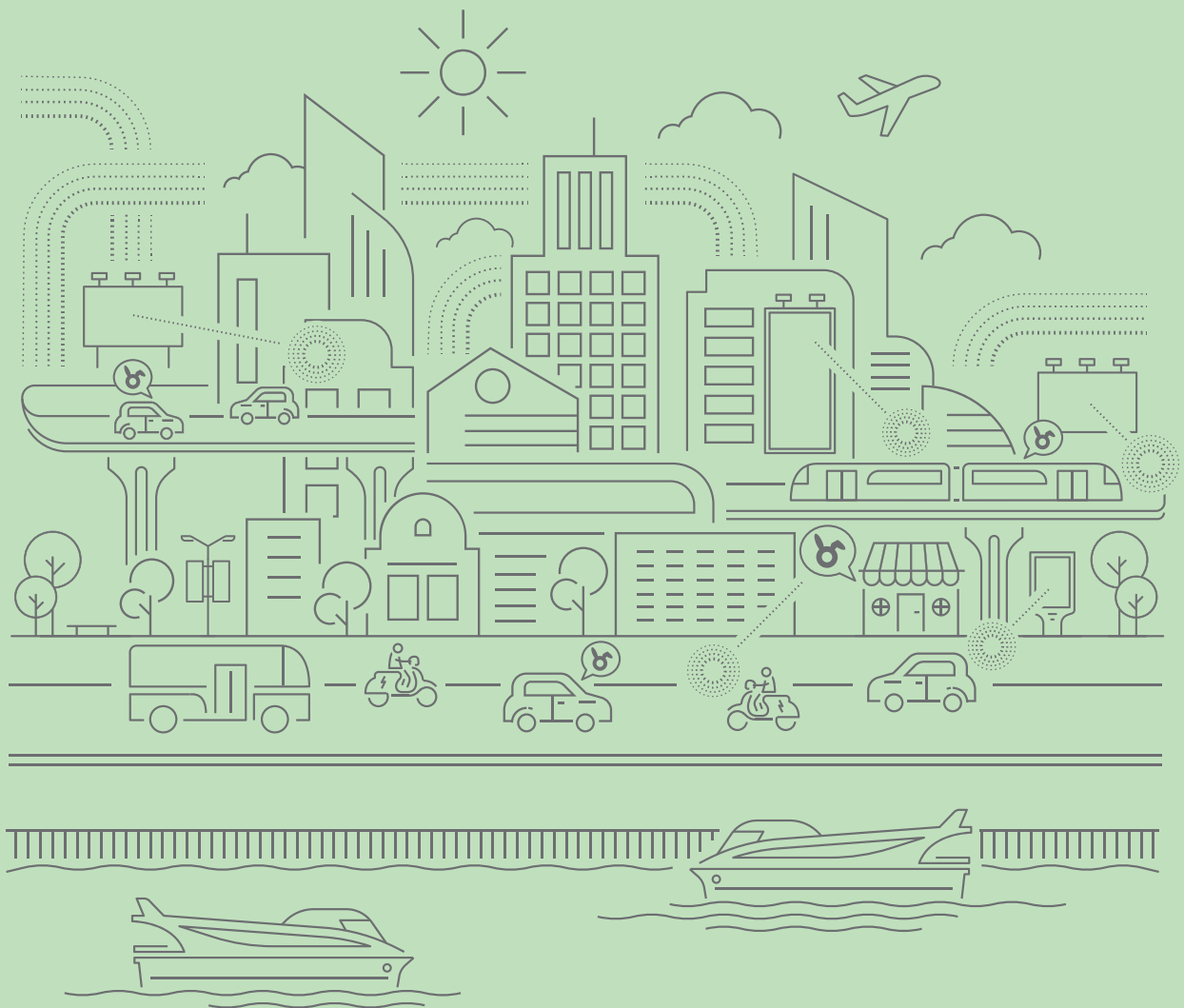
BTS Group has developed an innovative ‘**3M strategy**’ that leverages off its proprietary and unique MOVE and MIX networks.

Under the ‘**Sharing Economy**’ concept, BTS Group provides a unique **MATCH** solution to its partners; sharing access to both its MOVE network (providing ACCESS to customers) and its MIX network (providing broad and customised audience REACH).

Our **MOVE** network itself is a pioneering concept whereby we aim to provide convenient and safe door-to-door transportation solutions to customers,

which purposefully support UNSDG13 (climate action) by reducing carbon emissions and improving living conditions.

Our **MIX** network has advanced beyond its leading OOH media capability to provide comprehensive O2O solutions combining advertising, payment and logistics services, incorporating smart DATA for optimising insight and customer satisfaction.



1.2 BTS Group Business Overview

(GRI 102-1, 102-2, 102-3, 102-4, 102-5, 102-6, 102-7, 102-15)

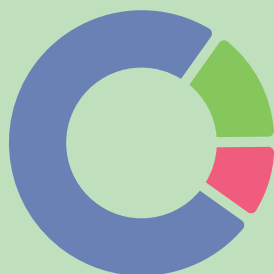
Over the past two decades, BTS Group and its subsidiaries (BTS Group) has built then expanded its businesses; initially from a property company to a multi-industry (transportation and media) conglomerate, creating strong platforms in order to transform itself and the companies inside the Group to accommodate borderless expansion.

From now on, we aim to be a solution company sharing our strong platform together with unique and usable data to amplify our Group's and partners' value as outlined in our slogan.


BORDERLESS TRANSFORM SOLUTIONS


TOTAL REVENUE

THB 42,379mn



 **MOVE**
THB 31,401mn

 **MATCH**
THB 923mn

 **MIX**
THB 2,614mn

NET PROFIT

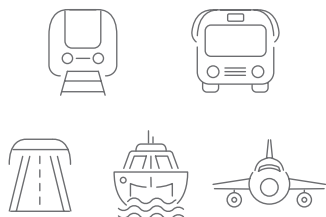
THB 4,576mn

EMPLOYEES

MOVE	3,644
MIX	1,136
MATCH	120
BTS Group Holdings	188
Total (persons)	5,088

BTS Group Holdings PCL is a privately owned, multi-industry conglomerate that operates across 3 business platforms; **MOVE**, **MIX** and **MATCH**. Listed on the Stock Exchange of Thailand (SET), BTS Group is a constituent member of the SET50 ‘Blue Chip’ index, MSCI Asia Pacific Index, FTSE4Good Index and Dow Jones Sustainability Index and among the largest companies in Thailand.

Sustainability is at the heart of our philosophy and we are committed to protecting economic, environmental and social assets through sustainable business practices. The Company upholds environmental, social and governance (ESG) frameworks with integrity and has been recognised for its commitment to sustainability by numerous leading institutions around the world.



3mn
Expected daily trips
in 2025

Our **MOVE** platform is focused on the daily transportation of people, whether on rail, road or water. Our goal is to accompany our passenger for their full ‘door-to-door’ journey without interruption.

Historically we have focused on the rail segment, where we develop and operate urban mass transit networks under long-term contracts. We carry around 0.8mn passengers daily (pre-COVID 19 outbreak), across 70km of electrified rail lines across greater Bangkok. Within the non-rail segment, we operate or own a network spanning bus, ferry, motorway, and airport segments and expect to carry 3 mn daily passengers across rail and non-rail by 2025.



>50mn
Reachable
data

Our **MIX** platform is the combination of our “in house” data analytics and data science capabilities together with the Offline-to-Online (O2O) Solutions that we provide to our clients across our Advertising, Payment and Logistics platforms. These unique and market leading third party services are provided by our majority-owned and separately listed subsidiary, VGI PCL (VGI) and its associate, Kerry Express Thailand.

Aside from its exclusive O2O customer reach capability, MIX has unique and proprietary data across a broad range of segments, and has compute capability to use this for the benefit of the Group, its partners, and to clients of VGI, subject to applicable regulatory constraints.



Our Partners



Our **MATCH** platform is where we cultivate strategic partnerships. Here, we leverage off our unique and proprietary MOVE and MIX platforms to deliver enhanced reach and insight to our partners. We also receive mutual benefit which can be realised across a variety of different business models, such as revenue share or equity (or dividend) income.

Explore BTS Group’s Value Chain in our FY 2020/21 Annual Report, section 4.2 Sustainability at BTS Group.

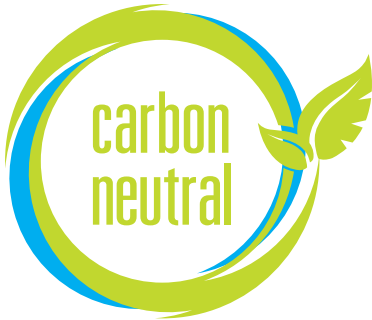
1.3 Sustainability Awards and Recognition

(GRI 102-11, 102-12, 102-13)

Sustainability is at the foundation of our philosophy and we are committed to protecting economic, environmental and social assets through sustainable business practices. We always assess ourselves against rigorous environmental, social and governance (ESG) frameworks. Though recognition is not the primary goal, we are proud our efforts and progress have been acknowledged at both a national and international level.



THE FIRST AND ONLY RAIL TRANSPORTATION COMPANY CERTIFIED AS CARBON NEUTRAL



We are honoured to be **the first and only rail carbon neutral transportation company** (certified by the Thai Government's Thailand Greenhouse Gas Management Organisation). This achievement was as a result of BTS Group's sustainable business plan and ongoing efforts to reduce emissions, coupled with the implementation of carbon offsetting schemes by joining a carbon credit programme with Mitr Phol Bio-Power project. This collaboration reflects our commitment to sustainably mitigate the impact of climate change, at the same time enabling Thailand to achieve its nationally determined contribution to reduce greenhouse gases in accordance with the Paris Climate Agreement.



THE DJSI GLOBAL TRANSPORTATION SECTOR LEADER & THE SOLE RECIPIENT OF THE GOLD CLASS HONOUR

We are delighted to have been selected by the Dow Jones Sustainability Indices (DJSI) Emerging Markets for 3 consecutive years from 2018-2020. Specifically, this year we are **ranked first globally in the DJSI Transportation and Transportation Infrastructure (TRA) Sector**. We are the only Thai rail transportation Company ranked amongst world class DJSI Indices members. Additionally, we are also **included in the S&P Global Sustainability Yearbook 2021 and are the sole recipient of the Gold Class designation, ranked #1 out of 256 companies in the TRA sector**. S&P Global Corporate Sustainability Assessment covered 7,033 companies (across 61 industries) of which 70 were designated Gold Class.



A Carbon Neutral Company

Thailand’s first and only Carbon Neutral Company in the Rail Transportation sector (certified by Thailand Greenhouse Gas Management Organisation)

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

#1 Global Ranking in Dow Jones Sustainability Indices (DJSI)

Included in the DJSI for the 3 consecutive years (2018-2020) and ranked first globally in the DJSI Transportation and Transportation Infrastructure (TRA) sector

Sustainability Award
Gold Class 2021
S&P Global

Sustainability Award, ‘Gold Class’ in the Transportation and Transportation Infrastructure sector (2020)

Included in the S&P Global Sustainability Yearbook 2021 and the sole recipient of the Gold Class designation in TRA sector



FTSE4Good

A constituent of FTSE4Good Index Series

Recognised as a constituent of FTSE4Good Index Series for the 4th consecutive year



A constituent of MSCI Indices, with ‘AA’ ESG ratings (2020)

4 years ranked among leading companies (A list) in emerging markets in ESG operations with ‘AA’ rating (2020)



The Asset ESG – ‘Platinum’ awards

2 years in the Asset ESG award Platinum awards (2019-2020) and amongst the best-in-class Thai companies that received this prestigious recognition



Thailand Sustainability Investment (THSI)

2 years in a row in the THSI from The Stock Exchange of Thailand (2019-2020) and amongst the listed Thai companies with outstanding performance on ESG aspects



ESG100

Included in the ESG100 (the top 100 ESG achieving companies out of 803 listed companies) by THAIPTAT’s ESG Rating Unit



Sustainability Disclosure Award 2020

Sustainability Disclosure Award 2020 from the Thaipat Institute owing to transparent public disclosure of the Company’s performance in its Sustainability Report



‘5-star’ rating or ‘Excellent’ rating in Corporate Governance

Certified member of Thai Private Sector Collective Action Against Corruption and assessed as ‘5-star’ rating or ‘Excellent’ in Corporate Governance Scoring, for the 9th consecutive year



Transport Deal of the Year, Thailand

BTS Group’s second green bond of THB 8.6bn won the Transport Deal of the Year, Thailand at The Asset Triple A Infrastructure Awards 2021

1.4 About this Report and Materiality Assessment

(GRI 102-10, 102-45, 102-46, 102-47, 102-48, 102-49, 102-50, 102-51, 102-52, 102-54, 102-56)

BTS Group is committed to transparency, accountability, and keeping a balance in disclosing both positive and negative performances of the Company. This is reflected in our ESG reporting approach which prioritises issues and concerns, as well as reporting our performance and progress towards targets in different ESG dimensions.

This is the eighth year that BTS Group has disclosed ESG information through sustainability reporting. Its most recent report was published in June 2020. BTS Group's sustainability report for FY 2020/21 covers the BTS Group operations and the responses towards topics that have on Governance and Economic, Social and Environmental aspects in accordance with significance to BTS Group from the view of employees (internal stakeholders) and external stakeholders, indicating our dedication to transparency and accountability in operations, as part of its commitment to sustainable development.

The report's main objective is to disclose the organisation's significant governance and economic, social, and environmental performance over the past fiscal year, covering its 3 business units, namely MOVE, MIX and MATCH from 1 April 2020 to 31 March 2021. The total governance and economic and social data coverage is 100% of total revenues, except data coverage for indicators of occupational health and safety is 81% of total revenues, meanwhile the total environmental data coverage is 81% of total revenues (For more information please see page 104 for reporting boundary).

In FY 2020/21, there were these significant changes in the Company's structure as BTS Group came up with the new business strategic direction from silo business structure of Mass Transit, Media, Property, and Services to 3M Strategy (MOVE, MIX, and MATCH) which is more integrated business approach.

Our materiality topics have been updated with the process guided by GRI Standards. We have combined some of the reported materiality topics from 19 topics to 13 topics in this reporting year.

BTS Group has prepared this report in accordance with the GRI Sustainability Reporting Standards (GRI Standards), comprising of Sustainability Context, Materiality, Completeness and Stakeholder Inclusiveness. BTS Group prepared this report by considering both external and internal views and opinions to identify material sustainability topics based on the Principles for Defining Report Content of GRI Standards, as well as the Principles for Defining Report Quality, consisted of Accuracy, Balance, Clarity, Comparability, Reliability and Timeliness with the following processes. We conducted the Group level's Materiality Assessment and analysis that indicated priority and significance of Materiality Topics to the organisation through stakeholders' views.

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) and CDP, etc.

Third-Party Assurance

The social and environmental performance indicators disclosed in this sustainability report has been verified by an independent third-party auditor, Lloyd's Register International (Thailand), to ensure its completeness, accuracy, and credibility. The data verified for FY 2020/21 includes; GRI 302-1, GRI 303-3, GRI 303-4, GRI 303-5, GRI 403-9, GRI 305-1, GRI 305-2, and GRI 306-2.



Step 1: Identification and Report Boundaries

BTS Group identified materiality topics by interviewing both internal and external stakeholders, assessing corporate risks and business opportunities, considering global trends as well as the United Nations Sustainable Development Goals (SDGs) and reviewing material topics disclosed in the Sustainability Report 2019/20.



Step 2: Prioritisation

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



Step 3: Verification

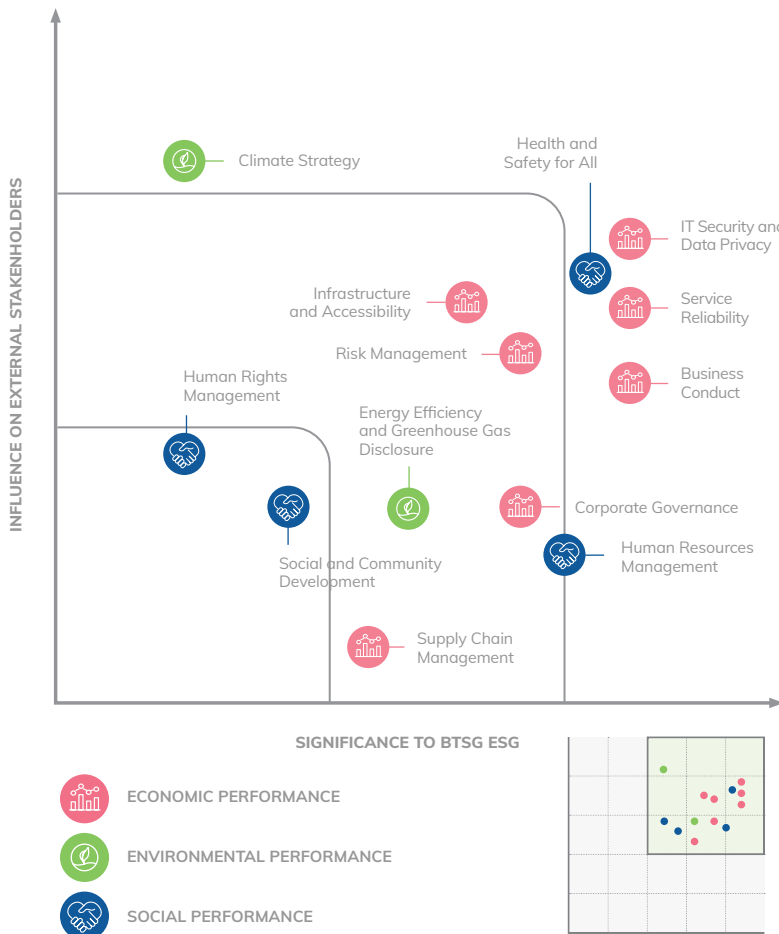
BTS Group verified the accuracy of material topics prioritisation through review with the Chief Investment Officer who oversees sustainability issues of the Group and proposed to the Sustainability Committee for review and endorsement for the prioritised material matrix. Then the report was proposed to the Board of Directors for acknowledgement and sign-off. The ESG data and information shown in this report have been verified.



Step 4: Continuous Improvement

BTS Group focuses on continuously developing the Sustainability Report and is open to suggestions and opinions from stakeholders through various channels for further improvement, as well as periodically reviews its ESG policies, objectives and goals of BTS Group.

Materiality Assessment



Materiality Topics

Governance and Economic Dimension

- Corporate Governance
- Business Conduct
- Service Reliability
- Risk Management
- Infrastructure and Accessibility
- Supply Chain Management
- IT Security and Data Privacy

Environmental Dimension

- Climate Strategy
- Energy Efficiency and Greenhouse Gas Disclosure

Social Dimension

- Health and Safety for all
- Human Resources Management
- Social and Community Development
- Human Rights Management





02 Sustainability at BTS Group

- 2.1 Chairman's Message
- 2.2 Sustainability Highlights
- 2.3 Sustainable Development Commitment
- 2.4 Stakeholder Engagement

2.1 Chairman's Message

"BTS Group is devoted to conduct its businesses using a sustainable approach. We are conscious of our environmental impact and have made great strides in crystallising our climate strategy. In doing so, BTS Group becomes **the first and only Carbon Neutral Company in the Rail Transportation Sector in Thailand** and is ranked **first as the global transportation industry leader in the Dow Jones Sustainability Indices 2020**. These distinctions demonstrate our commitment and actions to hold ourselves accountable with the utmost responsibility to society and the environment. We believe these are key elements in maintaining continuity, stability and balance for the benefit of all stakeholders."



Mr. Keeree Kanjanapas

Chairman of BTS Group
and Chairman of Sustainability Committee



At BTS Group, we are steadfast in growing our businesses through a sustainable approach to deliver value to society and our stakeholders with our vision **"to serve our community with unique and sustainable solutions that greatly contributes to an improved life"**. Over the past two decades, BTS Group has successfully transformed its businesses from a property company to a multi-industry (transportation and media) conglomerate. Continued transition, accelerated by technology, and more recently from the coronavirus (COVID-19) epidemic, necessitates that our group strategy must once again adapt to the changing world. We are ready to innovate across predefined borders and embrace the sharing economy to facilitate a step change in growth for the next 10 years with our new **3M Strategy; MOVE, MIX and MATCH** where we leverage off our primary and proprietary MOVE and MIX networks.

Within **MOVE**, we will move 'beyond rail' to **transport people across multiple transportation modes**. We aim to accompany our patrons safely and conveniently from 'door-to-door', across their full journey. In **MIX**, we combine proprietary data and insight with VGI's Offline-to-Online solutions capability. In **MATCH**, we invite our partners to leverage off our MOVE and MIX networks to create mutual benefit and synergy. This strategy allows us to broaden our addressable market and business opportunities under a partnership approach.

BTS Group was exposed to the waves of global challenges that impacted both on our business operations and our financial performance in FY 2020/21. However, the Company was able to post **the net profit of THB 4,576mn while its total revenue was recorded at THB 42,379mn**. Throughout the year, the Company continues its efforts in delivering sustainable shareholder returns, as seen in a total dividend payment of THB 0.31¹ per share. We have made remarkable progress in our **MOVE** business – both in rail network expansion and exciting large-scale transportation development. We commenced full operation of the Northern Green Line extension (Mochit – Khu Khot; 16 stations, 18km) since December 2020 and our Green Line network now covers a total of 60 stations and 68 km. The Masterplan for U-Tapao International Airport is under preparation to be submitted by mid-2021, whilst the contract signing for Intercity Motorways (M6 and M81) are expected within 2021. As we expand into other non-rail projects, including air, sea and land, we expect daily commuters in our network to triple within next 5 years from 0.8mn in 2020 to 3.0mn in 2025. Within our **MIX** business, a competency in providing O2O solutions to clients together with its development of data intelligence enables VGI to continue to post strong earnings of THB 980mn in the challenging year. For **MATCH**, we are grateful to have several renowned partners in our group's family. We strongly believe that connecting more reaches and engaging with partners will unlock opportunities and create synergy across our ecosystem.

¹ Total annual dividend includes final dividend payment of THB 0.16 per share which subjects to shareholders' approval in 2021 AGM

Moving to **sustainability practices**, climate change represents a pressing issue that all of us must expeditiously address. Our climate system is threatened by global warming which requires urgent and ambitious collective action. BTS Group and our Board of Directors have resolved to take a leadership role on this matter. We embrace UN SDG 13 “climate action” as part of our mission of our company. Our rail business enables people to travel on lower carbon emitting transportation which helps improve the air quality. We rely on electricity as our main power source, so using energy efficiently to further mitigate environmental impacts is our prioritised responsibility. Despite the fact that BTS absolute emissions will increase as we grow our rail network, holistically we see ourselves as reducing the emissions of the community as rail is among the most efficient and lowest emitting modes of transport. In the broader picture, we recently announce our climate strategy which is a practical and forward-looking plan to address climate risks and opportunities. In addition, we are now in progress of setting the foundation and structuring ongoing practical actions aiming at reducing our greenhouse gas emission. Within this year, we have made meaningful progress. We implemented the voluntary carbon offsetting schemes by joining a carbon credit programme with Mitr Phol Bio-Power project. As a result, we take a great honour in becoming **the first rail transportation company to be certified as carbon neutral** by the Thai Government’s Thailand Greenhouse Gas Management Organisation. This achievement reflects our concrete initiative to sustainably mitigate the impact of climate change. Furthermore, we are striving to improve our operational efficiency, considering to increase the proportion of renewable energy (instead of fossil-based) consumption, exploring to invest in environmental management projects, as well as supporting public sector greenhouse gas reduction mechanism. This year we also elevated our climate related information disclosure, opting to assess its climate risks and opportunities according to the recommendations of the Task Force on Climate-related risks Financial Disclosures (TCFD). In the meantime, the Company also discloses its engagements on environmental issues in accordance with CDP’s climate change disclosure programme.

Touching on our **economic** responsibilities, I am proud to share progress on our pioneering capital market activities. After trail blazing the successful launch of the first “Green Bond” offering to Thai institutional & HNW investors in 2019, this year we followed up with a second series of debentures, enabling institutional and high net worth investors to invest THB 8.6bn in climate-related projects. The proceeds will be used for investment in, and debt repayment related to, the Pink and Yellow electrified rail mass transit lines. Both are critical projects that will extend Bangkok’s electric mass transit network, giving community members access to low carbon transport, and alleviating severe urban issues such as traffic congestion and other fine dust pollution (PM2.5) in the Bangkok metropolitan area.

In relation to our **governance** practices, the Company’s management governance system clearly defines the separation of power, duties and responsibilities as well as creating a check-and-balance mechanism in order to ensure transparency and verifiability. Good corporate governance is achieved through the Company’s various policies including Corporate Governance Policy, Code of Business Conduct, Anti-Corruption Measures and Enterprise Risk Management Policy.

Within the **social** aspect, our customers and employee safety and wellbeing uplift are fundamental components of our operating culture. In the early stages of COVID-19 outbreak, we responded swiftly to consider the welfare of our customers. We are increased the frequency of cleaning on the trains and in the stations, provided alcohol cleansing gel at the entry and exit gates and worked closely with the government to mandate the use of face masks on our system prior to it being commonplace practice elsewhere. This COVID response plan was one factor that led to an increase in the percentage of satisfied customers, which has now reached 82.4% and exceeds our target. Furthermore, we purchased life insurance policies for more than 1.4 million doctors and front line medical workers nationwide, and responded to community needs through the donation of more than 40,000 “Give Away” boxes filled with essentials items and donated money to the family of a deceased health volunteer.

Our responsibilities and efforts towards sustainability have been recognised by both national and international external agencies. We are delighted not only to have been included in the Dow Jones Sustainability Index for the third year in a row, but to be **ranked first globally in the DJSI Transportation and Transportation Infrastructure (TRA) Sector**. We were also included in the S&P Global Sustainability Yearbook 2021, and were the sole recipient of the Gold Class designation in TRA sector. We were also included both as a constituent member of the Thailand Sustainability Investment Index by the Stock Exchange of Thailand and as a member of the FTSE4Good Emerging Markets Index Series. 2020 was **the ninth year in a row that we have been accredited a 5-Star rating in corporate governance** by the Thai Institute of Directors, testament that our Board of Directors, Management and working team are continuously committed to remaining abreast of the highest standards of transparency, corporate governance and ethics.

At BTS Group we are earnestly committed to be sustainability example for others to follow. This may require us to make non consensus decisions and I thank you in advance for your understanding and co-operation. On behalf on the Board of Directors, I would like thank you, the management team and all our employees for your commitment, dedication and hard work to help strengthen our Company. I also would like to extend my sincere gratitude and appreciation to all of our shareholders, customers, communities, business partners, financial institutions, government agencies and all relevant stakeholders for their continued support and trust. We are committed to building a strong lasting company, which helps society and our environment, so that future generations may benefit from it.

2.2 Sustainability Highlights

BTS Group is steadfast in growing its businesses through a best-in-class management approach to deliver sustainable value to society and our stakeholders. Our commitment to social and environmental responsibility is a key factor in maintaining continuity and stability that generates superior long-term risk adjusted returns on investments.

The Company assesses itself against a rigorous environmental, social and governance (ESG) framework and has been recognised for its commitment to sustainability by numerous leading institutions around the world. BTS Group places great importance on the United Nations Sustainable Development Goals (SDGs) by prioritising six key goals in line with the Company’s business practices and sustainability framework.






Below are the Company’s key sustainability highlights according to each ESG pillar:

Environmental Pillar

Our core business enables people to use lower carbon emitting transportation modes, improving air quality and reducing global temperature rise. We rely on electricity as our main power source, so we prioritise efficient energy usage to further mitigate environmental impacts.

 <p>100% offsetting BTS Group’s GHG emissions to become Thailand’s first rail mass transit company with “Carbon Neutral” status</p>	 <p>BTS Group participated as a supporter of the Task Force on Climate-related Financial Disclosures (TCFD)</p>	 <p>BTS Group endorsed Environmental Management Policy in FY 2020/21</p>
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Efficient Energy Usage

Environmental Indicator	Actual 2020/21	Target 2020/21
 Annual GHG emissions (tonnes CO₂e)	74,600	99,137
 Total electricity consumption per distance car-km (kWh per car-km)	2.24	Not exceeding 2.80
 Total nonrenewable energy consumption (MWh)	152,431.20	182,917.44

Social Pillar

Customer, employee and contractor safety and community wellbeing are fundamental components of our operating culture. BTS Group commits to providing a healthy workplace environment and community development which are keys for a good quality of life.



96% of the Group CSR spending was sponsored in the form of community investments and commercial initiatives

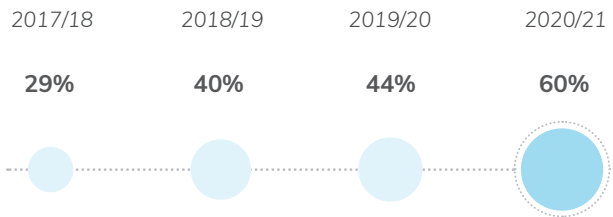
- Commercial Initiatives
- Community Investments
- Charitable Donations



NO serious injuries and fatalities of passengers, employees and contractors in the past four years

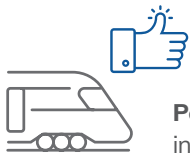


Percentage of internal hires increased in the past four years

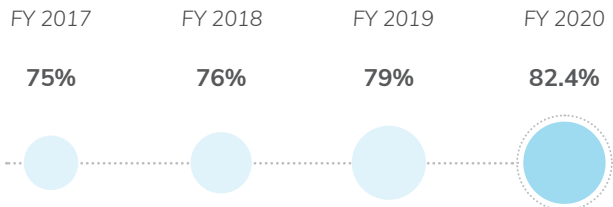


Governance and Economic Pillar

BTS Group aims to grow its businesses by delivering the best products and services to customers through ethical business practices as well as responsible investment.



Percentage of satisfied customers increased in each of the last four years



Passenger Journey On-Time at

99.88%

per delay of 5 mins or greater

Target

>99.5%

per delay of 5 mins or greater



The first Thai green bond of THB 13,000mn was issued in May 2019

The second green bond of THB 8,600mn was issued in November 2020

BTS Group's second green bond has won the Transport Deal of the Year, Thailand at The Asset Triple A Infrastructure Awards 2021









"5-star rating" or "Excellent" rating in Corporate Governance for the 9th consecutive year














Certified member of the Thai Private Sector Collective Action Against Corruption














2.3 Sustainable Development Commitment

BTS Group's Sustainability Framework, which covers economic, social and environmental performances, were revealed in accordance with the materiality topics, as identified by the stakeholder engagement process. BTS Group's performance overview related to material topics in FY 2020/21 are as follows:

Sustainability Topic	Sustainable Development Goal - SDGs	GRI Standard	Boundary		Material to Business	Management Approach	Target 2020/21	Performance 2020/21
			Internal Stakeholder	External Stakeholder				
Corporate Governance		Governance (GRI 102-18, GRI 102-19, GRI 102-20, GRI 102-26)	●	●	Good corporate governance will enable the Group to add value and provide maximum returns to long-term shareholders as well as creating 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. Charters have been prepared by addressing the structures, rules of meeting and duties and responsibilities of each committee. 	<ul style="list-style-type: none"> Excellent in Corporate Governance Level, measured by external agencies. 	<ul style="list-style-type: none"> Excellent Level in Corporate Governance Report of Thai Listed Companies by Thai Institute of Directors (IOD). 100 score of the Annual General Shareholders Meeting in 2020 granted by the Annual General Shareholders Meeting Quality Assessment Programme, organised by the Thai Investor Association.
Business Conduct		Organisational Profile (GRI 102-13) Ethics and Integrity (GRI 102-16, GRI 102-17) Reporting practice (GRI 102-53) Anti-corruption (GRI 205-2, GRI 205-3) Public Policy (GRI 415-1)	●	●	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"> Strict compliance of corporate governance policy and business ethics for directors, executives and employees of BTS group and its subsidiaries. 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 organisation. 	<ul style="list-style-type: none"> 85% of total employees attending in E-learning & Testing about The Corporate Governance policy and Code of Business Conduct Target scores of employees having ability to comply with The Corporate Governance policy and Code of Business Conduct at 80 	<ul style="list-style-type: none"> 96.19% of total employees attending in E-learning & Testing about The Corporate Governance policy and Code of Business Conduct Average scores of employees having ability to comply with The Corporate Governance policy and Code of Business Conduct at 87.6
Service Reliability	  	Management Approach (GRI 103)	●	●	Good practices reflect the organisation's image of excellence in service and safety to the public, with the aim to gain social license to operate and a significant opportunity to expand the business of the BTS Group. 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"> 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. Proactive Maintenance Plan and follow up on maintenance, ensuring to provide service and minimise problems during operations. Develop and create products and services to truly meet the needs of customers and users of all groups. Integrate the potential of the Group's businesses by utilisation 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 	<ul style="list-style-type: none"> Passenger Journey On-Time at 99.50%. Train reliability not less than 35,000 car kilometers per fault. Ticket reliability (transactions) not less than 15,000 transactions before failure. Percentage of satisfied customers at 76% or above. 	<ul style="list-style-type: none"> Passenger Journey On-Time at 99.88%. Train reliability at 156,089 car kilometers per fault. Ticket reliability (transactions) at 194,678 transactions before failure. Percentage of satisfied customers at 82.4%.

Sustainability Topic	Sustainable Development Goal - SDGs	GRI Standard	Boundary		Material to Business	Management Approach	Target 2020/21	Performance 2020/21
			Internal Stakeholder	External Stakeholder				
Risk Management		Governance (GRI 102-18, GRI 102-29, GRI 102-30, GRI 102-31)	●	●	Increasing exposure to diverse risk events may potentially pose uncertainty and disrupt our business operations, with its impact not limited to business continuity and financial liability. BTS Group believes a proactive risk management approach is the core to a sustainable business that can generate superior risk adjusted returns, which will further attract investment capital and benefit all stakeholders in the long term.	<ul style="list-style-type: none"> BTS Group established the Risk Management Committee in order to consider and determine the enterprise risk management policy and framework, as well as to supervise each business unit of the Group on compliance with the enterprise risk management policy and framework on an annual basis. The Risk Management Policy and Framework ensures that relevant parties understand the principles of risk management and apply it appropriately. Promote a strong risk culture throughout the organisation, and expects employees to be aware of the risks inherent in their day-to-day business activities and take responsibility for managing them properly. 	-	-
Infrastructure & Accessibility		Indirect Economic Impacts (GRI 203-1)		●	Development of Infrastructure that provides access to all has served as BTS Group's core value in operating business. The Company's extensive and inclusive infrastructure network expansion will contribute to an increased accessibility and economic productivity which ultimately leads to broader socio-economic development.	<ul style="list-style-type: none"> The key indicators for operations performance include service reliability, train reliability and ticket reliability. They are reviewed by the Company's Maintenance Planning and Logistics Department and subsequent internal audits and management review. 	-	-
Supply Chain Management	 	Supply Chain (GRI 102-9) Procurement Practices (GRI 204-1) Anti-Corruption (GRI 205-1) Supplier Environmental Assessment (GRI 308-1, GRI 308-2) Occupational Health and Safety (GRI 403-7) Supplier Social Assessment (GRI 414-1, GRI 414-2)	●	●	Supply chain management based on corporate governance principles and recognition towards the environment and society helps prevent any risk that may directly and indirectly affect the BTS Group's image and operations via our supply chain. This will also increase new business opportunities via the BTS Group supply chain from upstream to downstream.	<ul style="list-style-type: none"> BTS Group discloses the Supplier Codes of Business Conduct and our suppliers to show their commitment and abide with the requirements that would mitigate risks from environmental, social, and governance (ESG) violations. Integrate the Supply Chain Sustainability Assurance Programme into our business in order to create long-term value with suppliers by managing Environmental, Social, and Governance (ESG) impacts, throughout the lifecycles of goods and services. 	<ul style="list-style-type: none"> No complaints on corruption of the procurement. 100% of suppliers from critical supplier Tier 1 were assessed on ESG Risk Criteria. 100% of suppliers, who have to work in the BTS SkyTrain system, were trained in term of safety standard in the BTS SkyTrain system. 	<ul style="list-style-type: none"> No complaints on corruption of the procurement. 100% of suppliers from critical supplier Tier 1 were assessed on ESG Risk Criteria. 100% of suppliers, who have to work in the BTS SkyTrain system, were trained in term of safety standard in the BTS SkyTrain system.
IT Security and Data Privacy		Customer Privacy (GRI 418-1)	●	●	Providing confidence, security, and privacy for our customers' data when using any BTS Group services remains at the heart and our most prioritised business objectives to mitigate any potential adverse impact to our reputation and cost from misconduct.	<ul style="list-style-type: none"> Measures for controlling and maintaining balance in the use of data under MIX business. BSS's Information Security Policy and Information Security Incident Management put in place. Group-wide Data Privacy Policy and Cybersecurity Insurance procedures are in setting up process. 	<ul style="list-style-type: none"> Zero cases for breaches of information security or other cybersecurity incidents Zero complaints from outside parties and regulatory bodies 80% of IT infrastructure and information security management system certified to ISO 27001 	<ul style="list-style-type: none"> Zero cases for breaches of information security or other cybersecurity incidents Zero complaints from outside parties and regulatory bodies 81% of IT infrastructure and information security management system certified to ISO 27001

Sustainability Topic	Sustainable Development Goal - SDGs	GRI Standards	Boundary		Material to Business	Management Approach	Target 2020/21	Performance 2020/21
			Internal Stakeholder	External Stakeholder				
Climate Strategy		Environmental Management Approach (GRI 103) Economic Performance (GRI 201-2)	●	●	Climate change will affect companies no matter what future scenario the world will face. BTS Group is committed to supporting low-carbon transportation systems. Climate-related disclosure is important for BTS to meet growing expectations of investors and other stakeholders, to future-proof the business against future climate-related risks and to demonstrate leadership through external sustainability frameworks.	<ul style="list-style-type: none"> Establishing the BTS Group's long-term Climate Strategy to address climate risks and opportunities in line with the company's strategic priorities. Developing the Environmental Management System (EMS) and Environmental Management Policy to identify material physical and transition climate-related financial risks and potential business impacts. 	<ul style="list-style-type: none"> BTS Group to become a Carbon Neutral company. BTS Group to become a supporter of TCFD and following the TCFD requirements. 	<ul style="list-style-type: none"> BTS Group has become the first and only carbon neutral mass transit railway company in Thailand to be certified as Carbon Neutral. BTS Group has been listed as a supporter of TCFD and following the TCFD requirements.
Energy Efficiency and GHG Emissions Disclosure	     	Energy, Water and Effluents, Emissions, Waste, Environmental Compliance (GRI 302-1, GRI 302-3, GRI 302-4, GRI 303-3, GRI 303-4, GRI 303-5, GRI 305-1, GRI 305-2, GRI 305-3, GRI 306-2, GRI 307-1)	●	●	Electricity has served as the main energy source in operating business. BTS Group has been fully aware of necessity of the business to be operational eco-efficient as well as contributing to mitigate environmental impacts. BTS Group has focused on developing and improving operations that will result in energy conservation as well as continuously exploring and developing any possibilities in renewable energy sources that can be utilised to ensure growth with less environmental impacts. All industries can play an important role in minimising environmental footprint and facilitating the transition to a low-carbon economy, while ensuring validity of disclosed data will gain trust among all stakeholders involved.	<ul style="list-style-type: none"> Establishing a working committee in FY 2014/15, responsible for determining energy conservation policy, evaluation of the ability to conserve energy, determine goals and conservation plans, audit and analyse operations to ensure goals and plans are met. Study and implement energy saving projects. Strictly following the group's Environmental Management Policy, Environmental Management Framework. Compliance with laws, rules and regulations related to the environment and safety, following international standards; ISO 14001 Environmental management systems and ISO 45001:2018 Occupational health and safety management systems as well as best practices. 	<ul style="list-style-type: none"> Total Electricity consumption not exceeding 2.80 kWh per distance car-km. Total GHG Emission 99,137 Tonnes CO₂e. No complaints on environmental impact from nearby communities or external agencies. 	<ul style="list-style-type: none"> Total Electricity consumption 2.24 kWh per distance car-km. Total GHG Emission 74,600 Tonnes CO₂e. No complaints on environmental impact from nearby communities or external agencies.
Health and Safety for all		Occupational Health and Safety (GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7, GRI 403-9)	●	●	Health and safety is the organisation's ultimate concern in doing business and key indicators of successful business operations. Maintaining efficient safety management creates confidence among government agencies and regulators, the concessionaire, shareholders, investors, passengers, contractors, employees and community.	<ul style="list-style-type: none"> BTS Group realises the importance of process safety since the project construction, and personal safety covering passengers, employees and contractors through ISO 45001:2018 Occupational health and safety management systems. Create safety culture throughout the organisation through training and communication. 	<ul style="list-style-type: none"> Serious injury rate of passengers <0.04 times per million trips Lost-time injury frequency rate (LTIFR) of employees <2.50 times per million working hours Lost-time injury frequency rate (LTIFR) of contractors <2.50 times per million working hours 	<ul style="list-style-type: none"> Serious injury rate of passengers at 0 Lost-time injury frequency rate (LTIFR) of employees at 0.1498 times per million working hours Lost-time injury frequency rate (LTIFR) of employees at 0.7212 times per million working hours
Human Resources Management	    	Stakeholder Engagement (GRI 102-41) Employment (GRI 401-1, GRI 401-2, GRI 401-3) Occupational Training and Education (GRI 404-1, Diversity and Equality Opportunity (GRI 405-1, GRI 405-2)	●	●	Employees are the key foundation to the company's success. Long-term success of the company depends on its ability to attract and retain high-potential employees. BTS Group strives to develop competencies and skills of our staffs and promote the quality of life and well-being of employees, leading to commitment and pride in the organisation, resulting in continuity in operations.	<ul style="list-style-type: none"> Continuously developing employees' potential development and talent retention on the basis of equality, human rights and labour rights. Also offering equal opportunities for career paths to enhance employee's sense of commitment and pride in the organisation. 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. 	<ul style="list-style-type: none"> 90% of total employees responding to the engagement surveys Percentage of engaged employees at 80% HCROI at equal or higher than 5.2 Female in revenue generating positions at 50% 	<ul style="list-style-type: none"> 100% of total employees responding to the engagement surveys Percentage of engaged employees at 80% HCROI at 7.2 Female in revenue generating positions at 54.71%

Sustainability Topic	Sustainable Development Goal - SDGs	GRI Standards	Boundary		Material to Business	Management Approach	Target 2020/21	Performance 2020/21
			Internal Stakeholder	External Stakeholder				
Social and Community Development	        	Economic Performance (GRI 201-1)	●	●	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 stimulating community economic growth.	<ul style="list-style-type: none"> The Board of Directors and the Sustainability Committee frames the CSR strategic direction, in which all projects and activities are aligned with. The Sustainability Committee is responsible for monitoring the implementation of activities and programmes aiming to improve the quality of life and well-being of the community at large. The Sustainability Department initiates outreach programmes such as surveys to understand the needs of the community in the target area and organises projects and activities in response. 	-	<ul style="list-style-type: none"> Total Expense of Social and Community Development was at THB 106.09 million. Community Investment 46% Commercial Initiatives 50% Charitable Donations 4% Employee volunteering during paid working hours of 2,982 working hours, equivalent to THB 240,000
Human Rights Management	   	Human Rights Assessment (GRI 412-1, GRI 412-2)	●	●	BTS Group fully recognises that respect for human rights is an ultimate corporate responsibility which relates to employees, customers, suppliers and joint ventures. BTS Group's business activities could potentially either prevent or support human rights violations. BTS Group ensures that we operate in line with the United Nations Guiding Principles on Business and Human Rights.	<ul style="list-style-type: none"> The Board of Directors considered, reviewed and supervised implementation of human rights due diligence process and human rights policies. BTS Group conducts a study on human rights issues and assess the company on human rights risk and risk register. 	<ul style="list-style-type: none"> 100% of BTS Group's operations, suppliers and contractors assessed under human rights risk assessment. BTS Group Human Rights Policy, Human Rights Due Diligence Report revised and updated. 	<ul style="list-style-type: none"> 100% of BTS Group's operations, suppliers and contractors assessed under human rights risk assessment. BTS Group Human Rights Policy, Human Rights Due Diligence Report revised and updated.



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: <https://www.btsgroup.co.th/en/download/sustainability-report>
 For additional information, contact: Sustainability Department




BTS Group Holdings Public Company Limited (Headquarters)
 15th Floor, TST Tower, 21 Soi Choei Phuang, Vibhavadi-Rangsit Road
 Chom Phon, Chatuchak, Bangkok 10900
 Tel: 0 2273 8511-5
 Fax: 0 2273 8516
 Email: sustainability@btsgroup.co.th





2.4 Stakeholder Engagement

(GRI 102-40, 102-42, 102-43, 102-44)

BTS Group pays particular attention and care on the importance and interest of our stakeholders, respects their rights, and engages with our stakeholders with fairness and transparency. BTS Group has defined, identified and analysed stakeholders as 7 categories of people and entities. BTS Group has formulated and customised 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. The Company has adopted the AA 1000 Stakeholders Engagement Standard (AA1000SES) and created stakeholder participation via related units and designed processes to identify their needs and concerns through various forms of activities, as follows:

Stakeholders	Engagement Channels	Key Stakeholder Interests	Performance in FY 2020/21
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 Engagement with regulators and governmental agencies for climate changes mitigation initiatives and climate-related framework for mass transit sector Attendance in the meetings to acknowledge supervisory policies and guidelines 	<ul style="list-style-type: none"> Operations are in compliance with laws and regulations Transparency and accountability to the laws of all conducts and performance indicators Business operations with adherence to the principles of corporate governance and sustainable development and in compliance with related laws under appropriate risk management 	<ul style="list-style-type: none"> Strict compliance with law relating to business operation Communication with government officials for better understanding of their expectations Engagements with government agencies and organisations through various activities Development of methodology and framework in accordance with related supervisory agencies' requirements and guidelines (Progress on Thailand Voluntary Emission Reduction Programme (T-VER))
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 20 activities No complaints related to community and society
Investment Community <i>(shareholders, investors, analysts, creditors, credit rating agency, business partners)</i> 	<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 (AGM) Extraordinary General Meeting (EGM) (if any) Quarterly Analyst meetings Investor roadshows Quarterly Management and Discussion (MD&A) & IR newsletters Annual Report Shareholder visits to the company (on request) Annual credit rating review Corporate communication channels including the corporate website, email, telephone, social media platform (BTS Group IR Line Official) Disclosure via the SETLink system of the Stock Exchange of Thailand and internal and external publications Responding and answering investors' questionnaires 	<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 Sustainable growth on company's performances and return on investment Knowledge sharing of new regulations of regulatory agencies Communicating various measures of BTS Group in coping with COVID-19 outbreak as well as impacts to the company's financial performances and outlook 	<ul style="list-style-type: none"> Collaboration and provision of accurate information to relevant stakeholders through a variety of engagement activities Organised 1 AGM Organised 4 analyst meetings Organised investor roadshows 11 times Organised 1 annual credit rating review Issued 4 MD&A and 4 quarterly IR newsletter Disclosed information to the investment community and the SET via several activities and formats or other communication channels with transparency and verifiability Ongoing communicated BTS Group's operational measures in bracing for COVID-19 impact to enhance the confidence of shareholders Continuing communicated with investors and analysts about the COVID-19 impact and shared some management outlook through quarterly MD&A, annual report and other IR materials

Stakeholders	Engagement Channels	Key Stakeholder Interests	Performance in FY 2020/21
<p>Customers</p> 	<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 Channels for customers to file their viewpoints recommendations and complaints 	<ul style="list-style-type: none"> Efficient and timely service Service provision with high environmental, health, and safety standards High quality products and services 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 Measures to alleviate the impacts of COVID-19 Readiness and swiftness in responding to customers' demands 	<ul style="list-style-type: none"> Customer satisfaction score was at 82.4% Communication information of products and services through Facebook 23,566, Instagram, YouTube, LINE Application 32,067, and Twitter 2,555 times 1,496 complaints on services were solved No complaint on customer data privacy Provision of staff trainings to maintain high service quality Delivering products and services that respond to customers' demands and lifestyles Issuing relief measures to help customers mitigate the impacts of COVID-19
<p>Suppliers, Contractors</p> 	<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' meetings to exchange information and opinions Evaluation on ESG performances of suppliers on an annual basis 	<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 Procurement policy and regulations, counterparty management guidelines, and related news Assistance measures to help alleviate the impacts of COVID-19 	<ul style="list-style-type: none"> Establishing supplier's recruitment and selection criteria, based on ESG factors Establishing clear audit processes as specified in the Supplier Code of Conduct Reviewing and improving procurement procedures and communication methods to achieve common goals Undertaking problem examination and rectification in a timely and appropriate manner, and preventing problems that may arise in the future Providing various fields of knowledge for sustainable development of counterparties Issuing relief measures to help mitigate the impacts of COVID-19 Trainings given to suppliers Suppliers satisfaction assessment survey
<p>Employees</p> 	<ul style="list-style-type: none"> Chairman & CEO Talk Annual performance evaluation Annual employee engagement survey Complaints submitted via supervisor, and BTS Group complaint system Communications via various channels and internal methods Orientation held for employees at all levels Enquiring into the requirements of employees and supervisors to prepare appropriate learning courses that are in line with BTS Group's business model Having in place channels for receiving opinions and suggestions 	<ul style="list-style-type: none"> Rights and benefits Compensation Employee retention Employee development Gender Equality and Career advancement Occupational health and safety at work Having in place necessary equipment to facilitate employees' operations Providing facilities that can ensure safe, healthy, and away from COVID-19 workplaces 	<ul style="list-style-type: none"> Organised once Chairman & CEO Talk to communicate and share the Group business direction to employees Employee Engagement Score was at 80% 7 cases against the company's business ethics and anti-corruption. All cases were solved. Communicate information to employees through e-mail, and Intranet 99 times
<p>Civil Society/ Media/ Academia</p> 	<ul style="list-style-type: none"> Communication platform and whistleblowing channels to gather suggestions, comments, complaints, etc. 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 12 times Press interview and press conference 30 times Press release related to the company information through e-mail, LINE application and the company website 100 times Occasional Press & Media visit 10 times





03

BTS Group for Environmental Responsibility

- 3.1 Climate Strategy
- 3.2 Energy Efficiency and Greenhouse Gas Disclosure

3.1 Climate Strategy

(GRI 103-1, 103-2, 103-3, 201-2)

Climate change is a critical consideration for all companies as it presents risks and opportunities for the global economy. Climate change will affect companies no matter what future scenario the world will face. If temperatures rise, BTS Group will be affected by changing climate. Legal, market and technological changes required for a low carbon economy transition could benefit BTS Group positively (e.g. increased demand for low carbon transport) as well as negatively (e.g. increased cost of electricity due to carbon prices).

As part of BTS Group’s role as a sustainable company, it is committed to supporting a low-carbon transportation system

in Thailand. Climate-related disclosure is important for BTS Group to meet growing expectations of investors and other stakeholders, to future-proof the business against future climate-related risks and to demonstrate leadership through external sustainability frameworks.

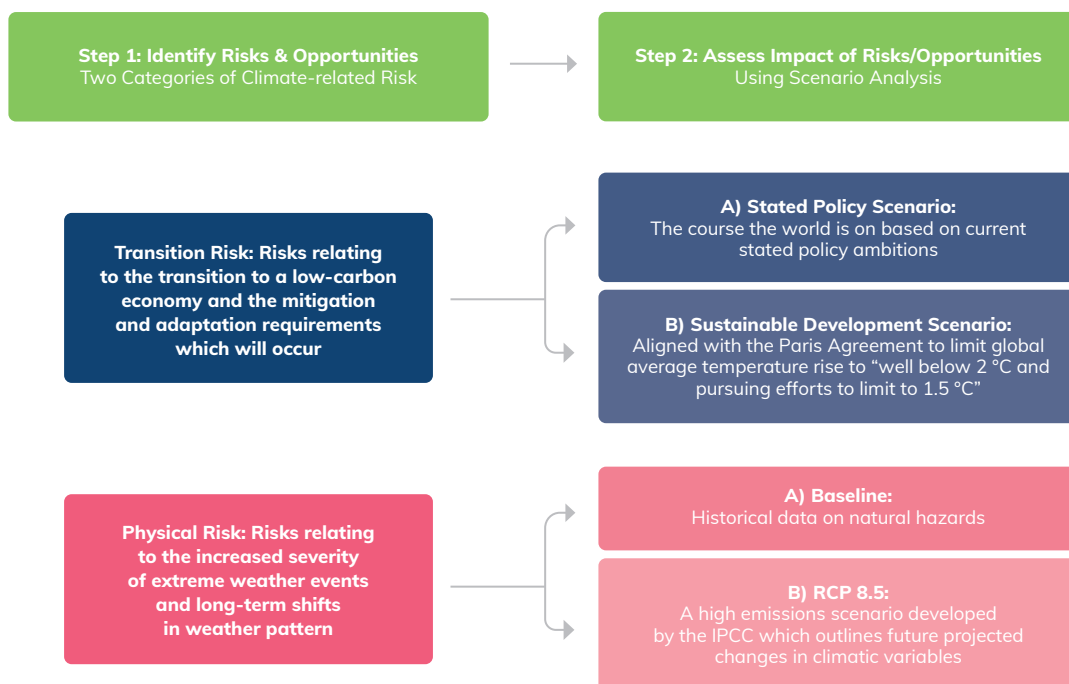
BTS Group applies and supports the Taskforce for Climate-related Financial Disclosures (TCFD) framework in the management of climate-related risks and opportunities. We have been listed among the Thai TCFD supporter companies since June 2021. For more information on how BTS Group applies the TCFD framework, please refer to TCFD Content Index on page 31.

BTS Group Climate-related Management Approach



1. Climate Risks and Opportunities





BTS Group undertakes climate risk assessments to identify material physical and transition climate-related financial risks and potential business impacts.







Summary of BTS Group Climate Risks & Opportunities

In FY 2020/21, BTS Group conducted assessment regarding climate-related risks and opportunities for the Company’s operations and portfolio. The following risks and opportunities are the results which have been highlighted as most pertinent to the BTS Group following the risk assessment process.

Transition Risks & Opportunities

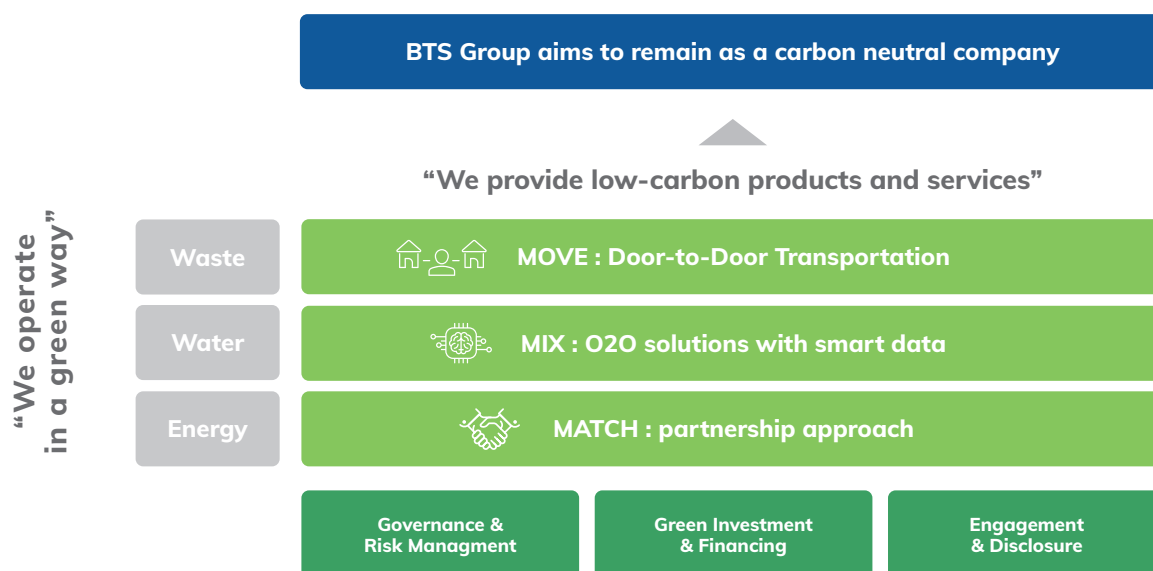
	Risk	Opportunity	Impact for BTS Group
Market 	Demand for low-carbon transportation services that are more energy efficient and/ or use renewable energy.	Support transition to low-carbon transport system in Thailand.	<ul style="list-style-type: none"> - New ‘white-space’ market opportunities - Increased operating cost if renewable energy has not reached grid parity. - Potential impact to future portfolio strategy.
Technology 	Technological advances enabling a reduction in the cost of renewable energy sources and/or the development of new technologies	R&D and adoption of renewable energy / hydrogen technology.	<ul style="list-style-type: none"> - Reduced operating costs as price of renewable energy decreases - New technologies requiring new operation patterns or train specification - Sensitivity to future price change of renewable energy technology
Reputation 	Increased stakeholder concern and expectation on corporate climate action and negative perceptions towards businesses use of fossil fuels.	Improve Company profile amongst key stakeholders and attract investment	<ul style="list-style-type: none"> - Increased revenues - Availability of investment
Policy&Legal 	<ul style="list-style-type: none"> - Change of vehicle excise tax structure based on the amount of greenhouse emission. - Thailand’s new Nationally Determined Contribution to UNFCCC requirements for transport sector. - Development of carbon pricing policies in Thailand 	Incentives for investment into low emission transportation.	<ul style="list-style-type: none"> - Increased costs - Increased investment into greenhouse gas reduction actions from transportation sector.

Physical Risks

Risk	Impact for BTS Group
Water Stress 	<ul style="list-style-type: none"> - Reduced customer and employee water access for drinking, sanitation and maintenance. - Increased cost of water sourcing and treatment.
Extreme Heat 	<ul style="list-style-type: none"> - Service disruption due to infrastructure damage. - Increased power demand for cooling. - Health and safety of staff/ employees due to heat stress / related illness
Inland & Coastal Flood 	<ul style="list-style-type: none"> - Stations, offices, and depots may become inaccessible - Service disruption due to infrastructure damage or equipment failure
Wind Speed & Cyclone 	<ul style="list-style-type: none"> - Reduced customer comfort and safety - Damage/ disruption of assets - Safety of construction/ maintenance workers

2. BTS Group long-term climate strategy

BTS Group has developed a forward-looking plan to address climate risks and opportunities in line with the company's strategic priorities.



BTS Group Climate-related Priority Actions

Our Climate Strategy supports our commitment to remain being a Carbon Neutral company.

BTS Group's long-term climate strategy specifies priority actions that are centred around the following 5 areas:

	Actions
We Provide Low-Carbon Products & Services	<ul style="list-style-type: none"> • MOVE: Clean, safe and connected mobility solutions which decarbonise Thailand's transportation sector, using innovative low-carbon technologies • MIX: Data analytics, incentives and public awareness campaigns to encourage consumers' climate friendly behaviours • MATCH: Integrating climate awareness into BTS Group's new partnerships
We Operate in a Green Way	<ul style="list-style-type: none"> • Energy: Energy efficiency measures in operations, increasing use of renewable energy • Water: Water efficiency measures in operations • Waste: Reducing waste from operations and safely managing hazardous waste • Offsets (T-VER etc.): Utilisation of offsets to achieve carbon neutrality. Selling of offsets to generate additional revenue (pending TGO mass transport T-VER methodology)
Governance & Risk Management	<ul style="list-style-type: none"> • Climate governance structure, roles, responsibilities and remuneration • Climate-related risks assessed through BTS Group's risk taxonomy • Asset level physical climate risk assessment and mitigation plans
Green Investment & Financing	<ul style="list-style-type: none"> • Internal Carbon Price (ICP): Development of BTS Group ICP approach, pilot and roll out across BTS investment decisions • Climate Smart Investment: Climate-related requirements for assessment, due diligence in new investments • Green Bonds & Green Finance: Assess and report green impacts of BTS Group green bonds and identify other potential green / sustainability-linked financial instruments applicable for BTS Group for increased share of green financing
Engagement & Disclosure	<ul style="list-style-type: none"> • Disclosure and reporting in line with the Taskforce for Climate-related Financial Disclosure (TCFD) Framework • Participation in ESG Ratings (DJSI, CDP) • Engagement with stakeholders (investors, policy-makers, customers) on climate change

The First Carbon Neutral Mass Transit Railway Company Certified as Carbon Neutral



We are honoured to be the first and only carbon neutral mass transit railway company (certified by the Thai Government’s Thailand Greenhouse Gas Management Organisation). This achievement was as a result of BTS Group’s sustainable business plan and ongoing efforts to reduce emissions, coupled with the implementation of carbon offsetting schemes by joining a carbon credit programme with Mitr Phol Bio Power project. This collaboration reflects our commitment to sustainably mitigate the impact of climate change, at the same time enabling Thailand to achieve its nationally determined contribution to reduce greenhouse gases in accordance with the Paris Climate Agreement.

3. Climate Governance

BTS Group has aligned internal roles and responsibilities for management of climate-related risks and delivery of climate strategy as follows:

Role	Climate-Related Responsibilities
Board of Directors (BoD)	<ul style="list-style-type: none"> Approval of BTS Group Climate Strategy, oversight of implementation and progress Incorporate climate-related matters into corporate decision-making process and executive compensation
Sustainability Committee	<ul style="list-style-type: none"> Report on relevant climate-related developments to the board to ensure climate strategy is in line with international standards Monitor implementation of Climate Strategy
Risk Management Committee	<ul style="list-style-type: none"> Oversee assessment, monitoring and management of climate-related risks Report on climate-related risks to the BoD on an annual basis
CEO	<ul style="list-style-type: none"> Examine and approve BTS Group climate strategy, regular oversight of implementation and progress, assign responsibilities for delivery Incorporate climate-related matters into corporate decision-making process
Chief Investment Officer	<ul style="list-style-type: none"> Day to day oversight of BTS Group Climate Strategy Incorporate climate-related issues into investor relations, business development and sustainability priorities and decision-making
Sustainability Department	<ul style="list-style-type: none"> Coordination body within BTS Group for Climate Strategy implementation Review and update BTS Group’s climate performance and programme Propose to Sustainability Committee for BoD approval of climate-related programmes under climate strategy Design and initiate climate-related capacity building, including stakeholder engagement and partnerships
Risk Working Team	<ul style="list-style-type: none"> Ownership of BTS Group’s risk taxonomy, including integration of climate-related risks
Business Development Department	<ul style="list-style-type: none"> Incorporate climate-related risks & opportunities as a factor in analysis of business development, acquisition and partnership
Investor Relations Department	<ul style="list-style-type: none"> Communicate with investment community regarding climate-related issues, respond to ESG investors’ questionnaires
Communication/ PR team	<ul style="list-style-type: none"> Communicate BTS Group’s Climate Strategy to relevant stakeholder groups
Sustainability Department in collaboration with Chief Executive Officer of MOVE, MIX, MATCH Business	<ul style="list-style-type: none"> Develop and implement climate-related programmes under BTS Group Climate Strategy together with internal and external stakeholders Collect and consolidate climate-related data, prepare periodic reports for the Sustainability Committee

4. BTS Group's Climate Journey

BTS Group has built foundations for the Company's climate journey in 2021 by setting its climate strategy to address climate-related risks and opportunities. Going forward, BTS Group will build a climate leadership journey including:

- Launch of a forward-looking carbon neutral plan
- Disclosure in line with TCFD and CDP
- Deeper quantitative analysis of climate risks e.g. financial risks, asset level considerations
- Linkage of climate strategy with BTS Group's wider ESG strategy
- Integration of climate metrics with performance evaluation and incentives

BTS Group Green Bond Issuance for Climate Change Mitigation

Inspired by our sustainability mission that “We build inclusive infrastructure, platforms and innovate quality services for our community, using a sustainable approach”, BTS Group is committed to operating businesses that contribute to financial growth as well as minimising environmental impacts contributing to sustained growth. Taking environmental consideration in our major business transactions, green bond has been introduced as one of BTS Group climate change mitigation mechanisms to ensure ESG investors that BTS Group invests and grows its business as well as minimising environmental impacts. The objective in issuing of this green bond is to finance or refinance projects which provide clear environmental benefits, specifically related to clean transportation.

As of November 2020, we have issued two Green bonds in total of THB 21,600mn. The first one was in May 2019 in an amount of THB 13,000mn and in November 2020 in an amount of THB 8,600mn.

These bonds have been certified that the Company complies with the Climate Bonds Standard by Climate Bonds Initiative which is an international and non-profit organisation working solely to mobilise the largest capital market for climate change solutions. The Bonds issued in May 2019 were the first Thai Green Bond issued under the Thai Securities & Exchange Commission and the first Thai Green Bond offering to Thai institutional and high-net-worth investors.



BTS Group Green Bond framework

BTS Group's Green Bond framework has been reviewed externally, with a Second Party Opinion and a verification by Sustainalytics which is a leading independent research facility of ESG and corporate governance. The review concludes that “BTSG's Green Bond Framework is credible, impactful and aligns with The International Capital Market Association Green Bond Principles (ICMA GBP) and ASEAN Green Bond Standards (ASEAN GBS)”



หุ้นกู้เพื่ออนุรักษ์สิ่งแวดล้อม
บริษัท บีทีเอส กรุ๊ป โฮลดิ้งส์ จำกัด (มหาชน)
เพื่อใช้ลงทุนในโครงการรถไฟฟ้าสายสีชมพู ช่วงแคราย-มีนบุรี
และสายสีเหลือง ช่วงลาดพร้าว-สำโรง

May 2019 :
The first Thai green bond
THB 13,000mn

November 2020 :
The second green bond
THB 8,600mn

Taskforce for Climate-related Financial Disclosures (TCFD)



This table presents a summary of BTS Group progress in implementing the recommendations of the TCFD.

TCFD Disclosure Requirement	BTS Group Management Approach
Governance	
Describe the board’s oversight of climate-related risks and opportunities	Management of climate-related risks and opportunities is integrated into the responsibility of the Board of Directors and the CEO.
Describe management’s role in assessing and managing climate-related risks and opportunities	
Strategy	
Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	BTS Group has identified physical and transition risks and opportunities which material for the business in the short, medium and long term.
Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning	BTS Group Climate Strategy summarises the impact of climate-related risks and opportunities on BTS Group operations, products and services, supply chain, mitigation activities and R&D.
Describe the resilience of the organisation’s strategy, taking into consideration different climate related scenarios, including a 2°C or lower scenario.	BTS Group considers risks under two climate-related scenarios in its Climate Strategy.
Risk Management	
Describe the organisation’s processes for identifying and assessing climate-related risks	BTS Group has conducted a qualitative climate-related risk ‘hotspot’ analysis to understand key physical and transition risks and opportunities for the company. Going forward, BTS Group will build on this analysis to further quantify climate-related risks through financial analysis.
Describe the organisation’s processes for managing climate-related risks	BTS Group addresses climate-related risks through our Climate Strategy.
Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation’s overall risk management.	Climate-related risks are assessed and managed through BTS Group’s annual Risk Assessment. BTS Group has established a Group Risk Taxonomy to classify risks according to the following categories: Strategic risk, Operational risk, Financial risk, Compliance risk. Climate is integrated into different categories within this taxonomy, to allow BTS Group to identify different types of climate risk which may impact the business.
Metrics & Targets	
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	BTS Group assessed the impact of transition risks on the business by applying the corporate risk scoring criteria. BTS Group assessed the impact of physical climate risks on the business by considering seven impact categories: health & safety, assets & infrastructure, financial, environment & energy, regulatory, schedule and reputation. BTS Group considered impact to operational and capital costs. BTS Group is also planning to introduce internal carbon pricing to incentivise investment in projects which support low-carbon transport system.
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse emissions, and the related risks	BTS Group has completed greenhouse emissions accounting.
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	BTS Group has set greenhouse emissions reduction targets, as well as a broader carbon neutral ambition.

3.2 Energy Efficiency and Greenhouse Gas Disclosure



(GRI 103-1, 103-2, 103-3, 302-1, 302-3, 302-4, 303-3, 303-4, 303-5, 305-1, 305-2, 305-3, 306-2, 307-1)

Long-Term Sustainability Target (2020/21-2024/25)

- Total electricity consumption not exceeding 3 kWh per distance car-km

Target 2020/21

- Total electricity consumption not exceeding 2.80 kWh per distance car-km

Performance 2020/21

- Total electricity consumption of 2.24 kWh per distance car-km

Our subsidiary, Bangkok Mass Transit System Public Company Limited (BTSC) is the mass transit operator and therefore the key consumer of electricity, which is required to run the rail mass transit business. Therefore, BTS Group is fully aware of the necessity of the business to be operationally eco-efficient as well as to mitigate environmental impacts. BTS Group has focused on developing and improving operations that will result in energy conservation as well as continuously exploring and developing any possibilities in renewable energy sources that can be utilised for our own operations so that our expected growth can be achieved with less environmental impact.

Despite ongoing increase in extension routes operated, the trend of electricity consumption in running operational and maintenance services per unit has decreased significantly. The long-term target until FY 2024/25 is to control the electricity intensity used for traction power at not exceeding 3 kWh per car-km operated, meanwhile the short-term target in FY 2020/21 was to control the electricity intensity used for traction power at not exceeding 2.80 kWh per car-km operated. At the same time, in order to evaluate management of energy efficiency, BTSC monitors operations based on traction power energy consumption indicators and electrical consumption indicators in buildings as well as using a process to collect data and analyse irregularities in energy consumption. Report findings are conveyed to the Operation Performance Committee Meeting on a monthly basis.

To manage operations to achieve energy conservation not to exceed the determined target, BTS Group has established a working committee to focus on energy related issues since FY 2014/15, which has been responsible for determining the energy conservation policy, evaluating the ability to conserve energy, determining goals and conservation plans, as well as auditing and analysing operations to ensure goals and plans are met. The committee has also been responsible for reviewing, analysing and addressing of inaccuracies relating to energy management with the Chief Executive Officer of the BTSC 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.

In FY 2020/21, BTS Group initiated its Group Climate Strategy that allowed us to identify physical and transition risks and opportunities from our business and operations. In addition, The Company is now in progress of setting the foundation and structuring ongoing practical actions aimed at reducing our greenhouse gas emission. BTS Group has developed and endorsed an Environmental Management System (EMS) and overseen Environmental Management Policy in order to perform environmental operations with high efficiency and effectiveness in different aspects, including; measurement, management, planning and verifying the amount of greenhouse gas emissions, or Measurement Report Verification (MRV) and standardised reporting. We conduct a technical analysis with the so-called “Marginal Abatement Cost” framework to understand different investment scenarios. Furthermore, we have also raised awareness of greenhouse gas emissions among several groups of employees and established networks and relationship with key players, namely, Thailand Greenhouse Gas Organisation (TGO), for our collaboration on carbon neutralisation scheme and co-development of T-VER methodology for Mass-Transit which has been one of the key components for our carbon neutral organisation aspiration.

Environmental Management Policy

In FY 2020/21, BTS Group has succeeded in making progress in developing and endorsing our group-wide Environmental Management Policy that covers BTS Group and its subsidiaries. The policy provides guidelines and approaches on how BTS Group companies can conduct business by taking into consideration environmental impacts. This aligns with our vision and mission for sustainable development as well as to be part of infrastructural development that serves everyone. The Group-wide Environmental Management Policy covers employees, suppliers and contractors and all other relevant stakeholders.

The Policy's key points include :

- Create a sustainable and environmentally friendly operations and service
- Comply with environmental legislation, regulations and other requirements relevant to our operations and services
- Conduct business activities in a manner that minimise direct and indirect impacts to the environment throughout the business lifecycle
- Commit to efficient resource use; reducing waste, emissions, and discharges to water; reducing direct and indirect carbon emissions
- Incorporate environmental factors when considering providers of external products and services and selecting business partners
- Ensure that environmental performance expectations are established throughout the organisation and are improved continuously
- Promote environmental awareness amongst our employees through training, sharing and exploring innovative environmental practices

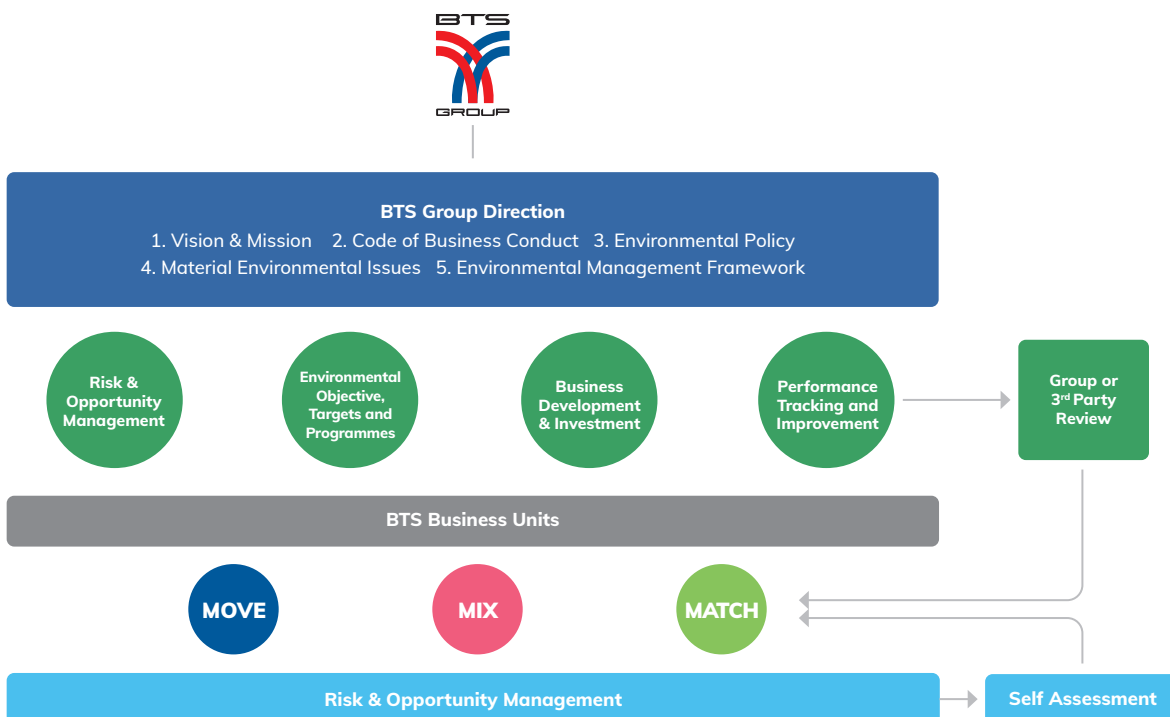


Scan this QR code for BTS Group Environmental Management Policy

BTS Group's Environmental Management System

BTS Group has developed the Environmental Management System, based on the management system concept (Plan-Do-Check-Act). The process was designed to suit to the nature of operations of the Company to ensure that continuous environmental performance is driven.

The Environmental Management System focuses on the measurement and management of environmental performance and outcomes. The system was certified by ISO 14001:2015.



BTS Group's Disclosure Environmental Performance

Reducing the overall environmental footprint of the Company is considered crucial for us. Aside from this being one of our beliefs, the risks of financial and reputational costs linked to environmental litigation are evermore increasing. Maintaining growth and expansion using less materials is essential for many industries affected by growing natural resource scarcity. In this manner, all industries can play an important role in minimising their environmental footprint and facilitating the transition to a low-carbon economy. Though our key business activity relies on electricity as its main source of energy, we rigorously collect and monitor other material environmental parameters and formulate a defined strategic direction to continuously reduce consumption. To ensure validity of data, we employ third-party verifications for all environmental performance.

Electricity Intensity



Indicator	Performance				Target 2020/21
	2017/18	2018/19	2019/20	2020/21	
Total electricity consumption per distance car-km (kWh per distance car-km)	2.68	2.73	2.56	2.24	< 2.80
Traction power (kWh/1,000 passengers-km)	39.82	41.40	46.33	71.02	< 50
Total electricity consumption at all train station (kWh/Day)	54,435	62,794	69,728	80,335	<82,000

In terms of performance against targets, 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 car-km operated. As shown in the energy efficiency performances throughout the past 4 years, it was found that the electricity intensity was controlled despite significant expansion of the length of the serviced route.

However, in FY 2020/21, BTSC consumed more traction power and energy at stations than last year as BTSC was requested by the BMA to maintain a more frequent train service (in spite of the reduced ridership) to increase availability during the COVID-19 pandemic. As such, traction power was equal to 71.02 kWh per 1,000 passengers-km per year, resulting in a shortfall versus the target. Meanwhile, daily total energy used at BTS SkyTrain stations reached 80,335 kWh due to expansion in the number of network stations, which, however, was aligned with the set target.

Energy Consumption



Indicator	Performance				Target 2020/21
	2017/18	2018/19	2019/20	2020/21	
Total electricity consumption (MWh)	106,079	117,139	140,451	140,562	n/a
• Nonrenewable electricity Purchased (MWh)	106,079	117,139	140,451	140,562	n/a
Electricity consumption: Traction (MWh)	71,118.05	75,263	91,321	91,392	n/a
Electricity consumption: Non Traction (MWh)	34,960.95	41,876	49,130	49,170	n/a
• Nonrenewable fuels (nuclear fuels, coal, oil, natural gas, etc.) purchased and consumed (MWh)	13,197.62	13,773.06	13,016.29	11,869.2	n/a
Fuel consumption for building services (MWh)	511.63	585.36	707.26	342.49	n/a
Fuel consumption for company cars (MWh)	-	549.46	448.09	879.13	n/a
Fuel consumption for Bus Rapid Transit: BRT (MWh)	12,685.99	12,638.24	11,860.94	10,647.58	n/a
• Total renewable energy (wind, solar, biomass, hydroelectric, geothermal, etc.) purchased	-	-	-	-	n/a
Total nonrenewable energy (electricity and heating & cooling) sold	-	-	-	-	n/a
Total nonrenewable Energy Consumption	119,276.62	130,912.06	153,467.29	152,431.20	182,917.44
Total costs of energy consumption (THB)	382,459,474.70	443,748,873.50	528,932,448.99	515,166,397.17	n/a
Data Coverage (Percentage of total revenues)	65%	86%	80%	81%	n/a

Greenhouse Gas Emissions



Indicators	Performance				Target 2020/21
	2017/18	2018/19	2019/20	2020/21	
Total greenhouse gas Emission (Tonnes CO ₂ e)	56,813	63,979	75,463	74,600	99,137
Scope 1 (Tonnes CO ₂ e)	368	1,227	729	3,570	4,284
Scope 2 (Tonnes CO ₂ e)	56,445	62,752	74,734	66,820	89,801
Scope 3 (Tonnes CO ₂ e)	n/a	n/a	n/a	4,210	5,052

Remark:

1. Energy consumption and greenhouse gas (GHG) emissions in the above tables is the data for The BTS Green Line project including Bus Rapid Transit and Gold Line project, which were verified by Lloyd's Register against GRI standards, GRI 302-1, GRI-305-1 and GRI 305-2.
2. The data used to calculate the carbon dioxide emissions for electricity consumption is 0.49999 tons of carbon dioxide per kW hours (tCO₂ / kWh)
3. The data used to calculate direct greenhouse gas emissions (Scope 1) covers the fuel consumption of BTS buildings and cars, Bus Rapid Transit and the refrigerant for the air conditioners in the building and trains. The emission factor is a reference from the Journal of Thailand Greenhouse Gas Management Organisation (Public Organisation) published in April 2020. Our direct greenhouse gas emissions increased drastically compared to 2019/20 due to our extended scope of data collection to include refrigerant for the air conditioners in the building and trains.
4. Fuel consumption for company cars has been recorded since 2018.
5. The data of total costs of energy consumption covers the BTS Green Line project, Gold Line project, and the Bus Rapid Transit.
6. The data used to calculate other indirect greenhouse gas emissions (Scope 3) covers the water consumption of BTS buildings and stations, including Bus Rapid Transit, and the electricity consumption for station tenants. The emission factor is reference from the Journal of Thailand Greenhouse Gas Management Organisation (Public Organisation) published in April 2020.

Waste Management



Waste Disposed (Metric tonnes)	Performance				Target 2020/21
	2017/18	2018/19	2019/20	2020/21	
Total waste generated	48.44	97.82	568.52	656.49	787.79
Total waste used/ recycled/ sold	0	0	49.63	34.68	n/a
Total waste disposed	48.44	97.82	518.89	621.81	746.15
Hazardous waste	42.38	85.81	68.91	116.33	139.60
Non-hazardous waste	6.06	12.01	499.61	540.16	648.19
Data Coverage (Percentage of total revenues)	65%	86%	80%	81%	n/a

Water Consumption



Water Consumption (Million cubic metres)	Performance				Target 2020/21
	2017/18	2018/19	2019/20	2020/21	
Withdrawal: Total municipal water supplies <i>(or from other water utilities)</i>	0.1341	0.1520	0.1958	0.2097	n/a
Withdrawal: Fresh surface water <i>(lakes, rivers, etc.)</i>	-	-	-	-	n/a
Withdrawal: Fresh groundwater	-	-	-	-	n/a
Discharge: Water returned to the source of extraction at similar or higher quality as raw water extracted	-	-	-	-	n/a
Total net fresh water consumption	0.1341	0.1520	0.1958	0.2097	0.2200
Data Coverage (Percentage of total revenues)	65%	86%	80%	81%	n/a

Return on Environmental Investments



Operational eco-efficiency is a fundamental concept, therefore, BTS Group invests in energy saving projects that contributes to the reduction of direct and indirect greenhouse gas emissions incurred by operations. Our Environmental Management System (EMS) has been put in place to allow the Company to track financial information in relation to environmental projects and programmes.

BTS Group tracked capital investments, expenses, cost savings and avoidance incurred from our environmental investments as shown in the table below.

Currency Unit: THB	Performance			
	2017/18	2018/19	2019/20	2020/21
Capital investments for energy saving projects	1,088,800.00	1,335,000.00	550,000	1,325,939.60
Operating expenses	3,066,832.99	1,245,602.01	44,372.56	3,946,532.59
Total expenses <i>(Capital investment + operating expenses)</i>	4,155,632.99	2,580,602.01	594,372.56	5,272,472.19
Savings, cost avoidance, income, tax incentives, etc.	1,553,056.63	620,587.18	25,757.61	838,250.99
Data coverage <i>(percentage of total revenues)</i>	65%	86%	80%	81%

BTS Group's Environmental Regulatory Compliance

BTS Group strictly adheres to all relevant laws and regulations and implements all operations in accordance to international standards to limit all violations as possible. Environmental frameworks serve as the mechanisms to mitigate risks from environmental violations. In addition, a strong environmental policy and management system (EMS) that has been endorsed in this fiscal year is to ensure the Company improves its environmental performance, to reduce raw material consumption and to prevent degradation of the environment through waste and accidents. BTSC also provides channels for complaints from the community and passengers, in case anyone is impacted by our operations. In the past year, BTSC did not receive any complaints regarding safety and the environment. We have not been fined based on any environmental or ecological issues in the past four fiscal years.

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Environmental Violations and substantial fines occurred to BTS Group in the past 4 years

BTS Group Climate Activities to Mitigate Climate Changes



TGO Carbon Footprint for Organisation Certificate

BTS Group received a “Carbon Footprint for Organisation” certification for measuring its carbon footprint. Its carbon footprint label was registered by Thailand’s Greenhouse Gas Management Organisation or TGO Certificate No. TGO CFO FY21-061 on May 27, 2021. BTS Group’s carbon footprint of 74,600 tonnes of carbon dioxide equivalent.



TGO Carbon Neutral Certificate

BTS Group participated in the Thailand Voluntary Emission Reduction Programme (T-VER) and received a Carbon Neutral certificate from the TGO for the 1st year, thanks to BTS Group’s achievement in implementing carbon offsetting schemes by joining a carbon credit programme with Mitr Phol Bio-Power (Danchang) Co., Ltd. (Block 2). The cooperation is aimed at driving Thailand towards the status of a Low-Carbon Economy. With this activity, BTS Group becomes the first rail mass transit company that received this carbon neutral status.



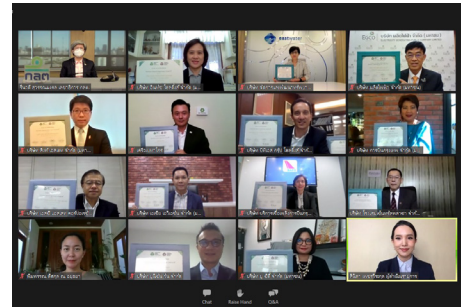
Co-development of greenhouse gas mitigation mechanism (T-VER)

BTS Group collaborated with TGO to develop a greenhouse gas mitigation mechanism with the Thailand Voluntary Emission Reduction Programme (T-VER). This methodology is called “mass transit shift mode via mass rapid transit”. Hypothetically, it is assumed that an organisation should be able to record the amount of greenhouse gas emissions reduced from commuters shifting modes to mass transit from other modes of transport such as taxis or buses. The methodology development is in progress and expected to be complete by 2022. This will benefit both BTS Group as well as other rail mass transit operators.

BTS Group Joining Vibhavadi Zero Waste Project

BTS Group together with 12 other Thai listed companies (located on Vibhavadi-Rangsit road) and the Thai Securities and Exchange Commission (SEC) initiated the “Vibhavadi Zero Waste” project in December 2019. The aim of the project is to encourage participating companies to most effectively manage waste generated from each company and reduce consumption of unrecyclable waste to a minimum. A workshop was held in September 2020 to exchange and share management approaches.

BTS Group received an “Active Participation Award” from the SEC to recognise the Company’s commitment to waste management in this programme.



VGI Awareness Raising on Climate Change

VGI, in collaboration with Root the Future, an environmental non-profit organisation, initiated the “Climate Clock” project as a call to action for Thai people to help tackle climate change. This global campaign has been implemented in many cities around the world, such as New York, Berlin and Paris. Fully utilising VGI’s media space, the “Climate Clock” project aims to raise awareness about climate change and encourage the general public to change their daily behaviours to help reduce their environmental impact.



Please scan QR code for more information



VGI and Pomelo Partner on “Trash to Treasure” Sustainability Initiative to Reduce Single-Use Packaging

Aiming to tackle the growing issue of plastic pollution, VGI strives to minimise waste generation with this new initiative. Recognising the environmental challenge posed by the use of vinyl in its advertising billboards, VGI has implemented an efficient and environmentally friendly solution to create value out of the waste produced by its businesses. With the introduction of its new “Trash to Treasure” initiative, VGI is collaborating with Pomelo as part of a wider initiative to drive change and encourage sustainable practices.







04

BTS Group for Economic Growth

- 4.1 Corporate Governance
- 4.2 Risk Management
- 4.3 Business Conduct
- 4.4 Service Reliability
- 4.5 Supply Chain Management
- 4.6 Infrastructure & Accessibility
- 4.7 IT Security and Data Privacy

4.1 Corporate Governance

(GRI 103-1, 103-2, 103-3, 102-18, 102-19, 102-20, 102-26)



BTS Group values good corporate governance, as we ardently believe that it enables the Company to efficiently manage in the interests of stakeholders. We work to ensure the appropriate checks and balances are in place that will empower the Board of Directors to have an effective control and oversight responsibilities. Our rigorous corporate governance system reflects our commitment to monitor the effectiveness of policy and decision making both at the Board of Directors and senior management level. The Company believes that having a sound and stringent corporate governance system in place can create operational efficiency, increase accountability and transparency, and help mitigate risks of losing trust and reputation from shareholders and investors as well as facing fines and penalties. Diversity of Board experience can ensure that a variety of viewpoints are heard and factored into corporate decision-making. In addition, the accountability of the Board of Directors can ensure a close alignment with shareholders' interests in pursuing corporate's ultimate sustainability goals.

The Company prioritises development of corporate governance in the following 5 areas: Rights of Shareholders, Equitable Treatment of Shareholders, Roles of Stakeholders, Disclosure and Transparency, and Board Responsibilities through its comprehensive management and corporate governance system, which includes having an informed and accountable Board of Directors.

The Company has implemented a 3 layered organisational structure that enables effective governance comprised of a business structure, management governance system, and a corporate governance system which aligns with the principles of good corporate governance of the SET, the SEC and the recommendations of the Thai Institute of Directors and at the same time promotes the sustainable development of BTS Group:

Sound Business Structure

The Company engages in three core businesses; MOVE, MIX and MATCH (via its subsidiaries, associates, its partners) in accordance with the strategy and business targets which align with the vision, mission, objectives and long-term goal of the Group.

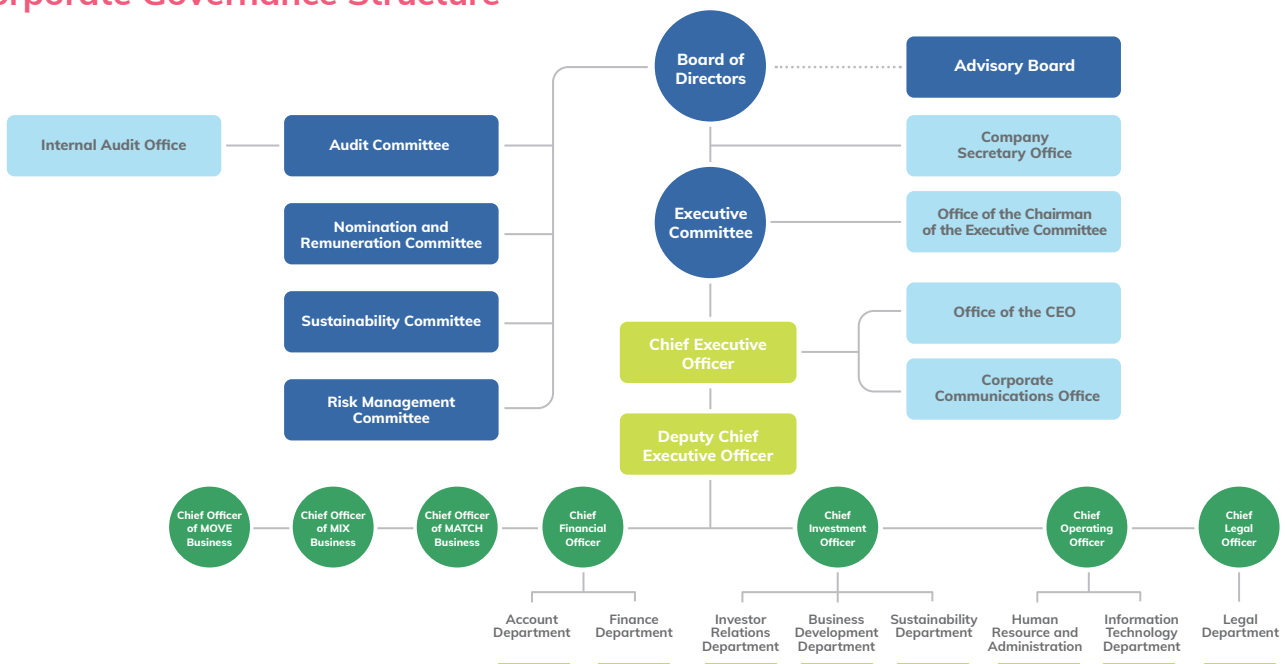
Effective Management Governance System

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) operations within the Company, as well as creating a checks and balances mechanism in order to ensure transparency and verifiability.

Good Corporate Governance System

Good Corporate and Governance System is achieved through the Company's various policies, which promote and support good corporate governance, such as the Corporate Governance Policy and Code of Business Conduct, Sustainability Policy, Business Ethics Policy, Enterprise Risk Management Policy, and Anti-Corruption Measures.

Corporate Governance Structure



The Board of Directors and the sub-committees' designated roles and responsibilities are of utmost importance to the sustainability development of the BTS Group. The Board takes into account the highest benefit of the Company and its stakeholders, therefore, the Charters have been prepared by addressing the structures, rules of meeting and duties and responsibilities of each committee, e.g. the Board of Directors' Charter, the Audit Committee's Charter, the Nomination and Remuneration Committee's Charter, Sustainability Committee's Charter, and Risk Management Committee's Charter.



Please scan this QR Code for all charters

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 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 Sustainability Committee, the Executive Committee and the Risk Management 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 Sustainability Committee shall consist of at least 4 members but shall not exceed 7 members.



The Executive Committee shall consist of at least 5 members where the members of the Executive Committee do not have to hold the position of director of the Company.



The Risk Management Committee shall consist of at least one independent director who is a member of the Audit Committee, executives of the Company who include but not limited to the Chief Financial Officer and the Internal Audit Director, and senior executives from other business units of the Group.

Moreover, the Board of Directors has appointed the Advisory Board as part of its organisation 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 FY 2020/21 Annual Report under "Corporate Governance" at the following link: <http://www.btsgroup.co.th>

Establishment of Sustainability Committee and Sustainability Function

Good management of intangible assets and ESG related issues can contribute to a Company's sustenance, strengthening stakeholders' relationship as well as ensuring long-term growth. Further, there has been growing attention from investors and shareholders for the Board to oversee ESG matters. In other words, it has become increasingly important for the Corporate Board to understand how non-financial issues affect business strategy and performance and how these incorporating these factors can lead to greater opportunity and fewer risks to the Company.

Given this matter, the BTS Group's Board of Director's Meeting held on 16 November 2020, resolved to establish the Sustainability Committee by broadening the scope of the former Corporate Governance Committee to encapsulate good sustainability principles in addition to good corporate governance.

The Board of Directors has appointed the Sustainability Committee to support the Board of Directors' in integrating sustainability into corporate culture and behaviour. The Committee needs to ensure that there are relevant sustainability-related policies and practices in place that are to be suitable with the Company's business operation and in line with international standards i.e. the Corporate Governance Policy, Business Ethics and Employees' Ethics, Sustainability Policy, and Anti-Corruption and Bribery, etc. Please refer to the Sustainability Charter for further detail of roles and responsibilities. Further, to ensure that the function is adequately resourced, the Sustainability Department team was established reporting to the Chief Investment Officer who is designated as the lead executive in charge of Sustainability for BTS Group.



Please scan this QR Code for Sustainability Policy

4.2 Risk Management

(GRI 103-1, 103-2, 103-3, 102-18, 102-29, 102-30, 102-31)



Risk Management at BTS Group

BTS Group places risk management as one of its primary corporate priorities given the increasing and diverse exposure to risk events. These may potentially pose uncertainty and disrupt our business operations, with its impact not limited to business continuity and financial liability. The Company believes a proactive risk management approach is the core to a sustainable business that can generate superior risk adjusted returns, which will further attract investment capital and benefit all stakeholders in the long term.

Effective risk and crisis management are vital for long-term financial planning and organisational flexibility. Companies need to implement internal control processes to comply with existing regulations and proactively develop control mechanisms that will make an organisation more resilient. The Company therefore has established an overarching risk management and governance system to assess, monitor, and control risks that may happen and impact the Company which is an important component of every business process linked among the three core business units, MOVE, MIX and MATCH.

BTS Group has an Enterprise Risk Management Policy that all employees, functions, and business processes must comply with. The Risk Management Working Group is responsible for conducting enterprise risk assessment of the Group, including supporting the implementation of a 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.

The Risk Management Working Group periodically assesses the Group’s risks by considering the changing circumstances both inside and outside the Company, constantly assessing external factors such as political uncertainty economic market fluctuations, the diverse expectations of stakeholders, changing regulations, and technological advances. Further, it proposes suggestions, tracking guidelines and risk management outcomes to the Board of Directors in order to implement the maximum effectiveness.

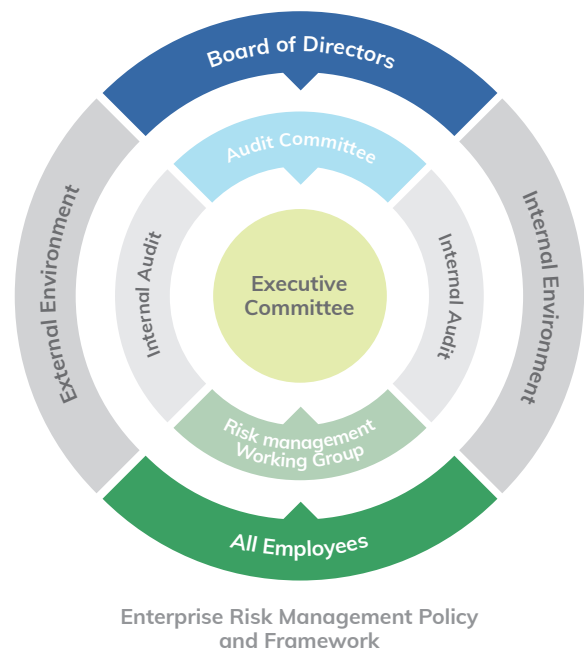
On 1 June 2020, the Company established a Risk Management Committee in order to consider and determine the enterprise risk management policy and framework, as well as to supervise each business unit of the Group on compliance with the enterprise risk management policy and framework on an annual basis. The Risk Management Committee will periodically consider and review the enterprise risk management policy and framework outlined above and make any necessary amendments so as to be in line with the duties and responsibilities set out in the Risk Management Committee’s Charter.

Please scan this QR Code for BTS Group Risk Management Committee’s Charter

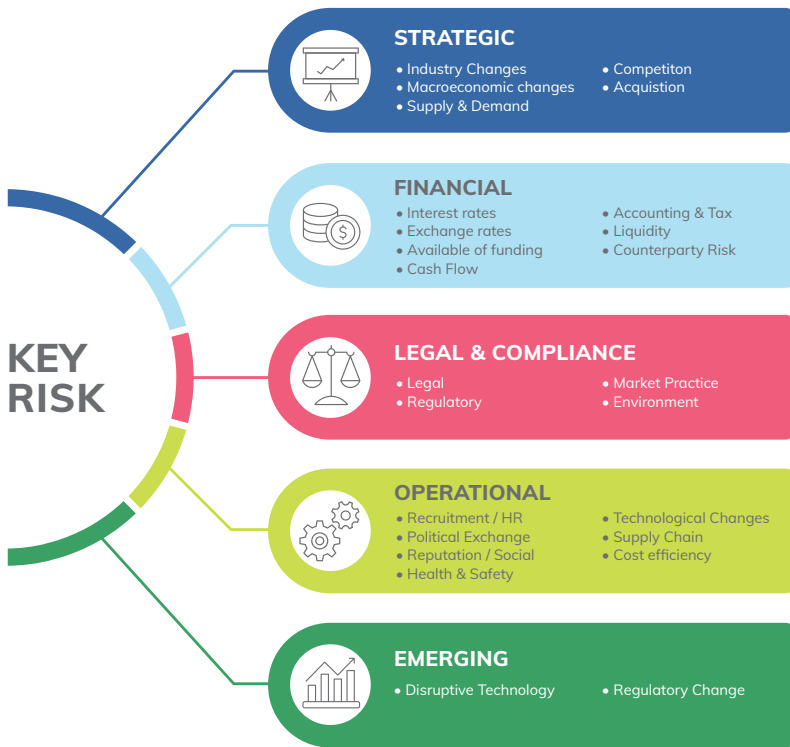


Risk Management Policy and Framework

BTS Group has established a systematic Enterprise Risk Management Policy to ensure that relevant parties 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 Organisations 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 analysing 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, risk of compliance with rules and regulations and emerging risk.



Key Enterprise Risks



Amendment of Risk Taxonomy to include ESG considerations

BTS Group has amended its Enterprise Risk Category and Taxonomy to ensure that the Company’s risk exercise is comprehensive and can systematically identify all relevant risk profiles that can impact the Company. The amendment has incorporated ESG considerations into the conventional enterprise risk taxonomy to uplift and standardise the process. The Company believes that a sound risk taxonomy with ESG considerations will facilitate all functions in having common understanding on risk issues and helps ensure that all risks are well captured and mitigated in a proper manner. The following risk areas in the group risk category and taxonomy were updated to incorporate ESG considerations in the recent fiscal year, for instance; our Business Continuity and risk mitigation plan in relation to our supply chain were incorporated with ESG considerations of our critical suppliers.

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 organisation, and expects 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 behaviour towards risk management in order to create a sound risk culture, which is underpinned by the following practices.

Financial Incentives specified for Risk Management

BTS Group gives incentives to our senior executives to mitigate and reduce safety risk for both company’s employees and passengers through the BTS Spirit Club programme. The programme which gives monetary incentives to senior executives to monitor and investigate the safety performance at operational sites. Every action to mitigate risk will contribute points which can be converted to monetary value for buying products and services of BTS Group’s business partners. Our line managers are also incentivised to ensure ‘passenger journey on time’ (PJOT) as part of company’s commitment on service reliability (part of operational risk). The targets are categorised into delays of no more than 5 minutes and no more than 2 minutes.

Risk Management Criteria included in the Human Resources Review Process for Employee Evaluations

BTS Group incorporates risk management criteria in its Human Resources (HR) review process for employees assigned to their specific roles and responsibilities. To elaborate, employees will have KPI set around risk management included into part of their performance indicators which must be achieved by the time they have their HR review process as this will impact their overall performance evaluation and also remuneration on an annual basis. These risks can be in the form of occupational health and safety risk indicators which is linked to health and safety records and are linked with specific employees/departments KPIs, such as the operations team safety-related positions. Furthermore, all employees have safety responsibilities that they all must abide with as stated in the employee manual and job description.

Risk Management Principles Training

BTS Group has a policy for its directors, management and employees to attend both internal and external seminars/ training in relation to risk management. In the past year, directors and management level attended the Enterprise Risk Management (ERM) workshop to ensure that they are equipped with understanding of the COSO ERM 2017 Framework and common understanding of ERM practice and are instilled with risk culture that can contribute to mitigation of risk incidents.

The Company also has continuously implemented programmes to educate all employee levels throughout the organisation, for instance, setting training courses to create awareness and provide implementation measures about safety and other risks, ISO27001, ISO45001, BMT training risk management railway sector.



Risk Management under COVID-19 Situation

BTS Group acknowledges the risks and impacts of COVID-19 on the lives and safety of our passengers, employees and surrounding community as well as the Company's business continuity and services together with the business operations of our customers, suppliers and other related stakeholders.

BTS Group has therefore conducted proactive operational risk management for prevention, monitoring and handling of the COVID-19 pandemic since its emergence. The situation has therefore been appropriately managed and received a timely response; as of this writing, with acceptable level of impacts on the Company's business operations, the quality of life and hygiene of our employee had been reported.

BTS Group has implemented COVID-19 preventive, monitoring, management measures, and recovery actions to encounter with the spread of the virus.



4.3 Business Conduct

(GRI 102-13, 102-16, 102-17, 102-53, 103-1, 103-2, 103-3, 205-2, 205-3, 415-1)



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 one of the most important sustainability components to ensure sustainable growth and license to operate of the organisation. BTS Group places emphasis on encouraging directors, executives and all employees to perform their duties with due responsibilities and under good corporate governance.

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. This includes respect to human rights as stated in our Group Human Rights Policy. Our statement of commitments is 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, including internationally-accepted human rights standards which directors, executives and employees of BTS group and its subsidiaries must strictly adhere to 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.

BTS Group also focused on communication and broadcasting the message on corporate governance and business ethics, in order to spread understanding and knowledge to all stakeholders both inside and outside the organisation, 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.

We publicly disclose our “Corporate Governance Policy and Code of Business Conduct” on the Company’s website.



Long-Term Sustainability Target (2020/21-2024/25)

- 100% of total employees attending in E-learning & Testing on The Corporate Governance policy and Code of Business Conduct

Target 2020/21

- 85% of total employees attending in E-learning & Testing about The Corporate Governance policy and Code of Business Conduct
- Target scores of employees having ability to comply with The Corporate Governance policy and Code of Business Conduct at 80

Performance 2020/21

- 96.19% of total employees attending in E-learning & Testing about The Corporate Governance policy and Code of Business Conduct
- Average scores of employees having ability to comply with The Corporate Governance policy and Code of Business Conduct at 87.6

Anti-corruption Measures

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 Private Sector Collective Action Against Corruption: CAC and has organised 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.

The infographic on the left, titled 'แนวทางการปฏิบัติในการต่อต้านการทุจริตคอร์รัปชันสำหรับบุคลากรของบริษัท' (Anti-corruption Practice Guidelines for Company Personnel), lists several key policies:

- ปฏิเสธ** (Refuse): Refusing gifts, entertainment, or favors that could lead to corruption.
- ปฏิบัติตาม** (Follow): Following the company's anti-corruption policy and reporting any suspicious activities.
- ไม่รับ หรือ รับของขวัญ (No Gift Policy)** (No Gift Policy): Not accepting or receiving gifts, entertainment, or favors.
- ไม่ยอมรับ** (Do not accept): Not accepting gifts, entertainment, or favors from suppliers or contractors.
- ไม่เข้าไปมีส่วนร่วม** (Do not participate): Not participating in any activities that could lead to corruption.
- ไม่ละเลยหรือเพิกเฉย** (Do not ignore or neglect): Not ignoring or neglecting any suspicious activities.
- สื่อสาร** (Communicate): Communicating and reporting any suspicious activities to the appropriate authorities.

 The infographic also includes a QR code and contact information for reporting. To the right is the 'NO GIFT POLICY' logo with the text 'ขอ "งดรับ" ของขวัญ ของกำนัล ในทุกเทศกาล' (Request to 'stop receiving' gifts and presents on every festival) and the CAC Certified logo with 'SINCE 2016'.

Communication on Corporate Governance Policy and Code of Business Conduct and Anti-Corruption

BTS Group adheres strictly to good corporate governance through transparency and fairness as detailed in our Corporate Governance Policy and Code of Business Conduct and in conformity to the law. Throughout 2020, the Company promoted the “No Gift initiatives” to reinforce a culture of operating the business with integrity, that serves as a foundation for sustainable growth and enabling corporate culture cultivation.

Channels and the complaint investigation

The Company allows employees and third-parties to submit complaints or file a complaint, in relation to non-compliance to corporate governance policy and code of business conduct and anti-corruption measures. We put measures in place to ensure confidentiality of the complainants to protect the rights of the complainants and other contributors. Only those who are responsible for investigating complaints can access such information. For the substantiated cases, offenders against corporate governance policy and code of business conduct and anti-corruption measures are subject to disciplinary actions in accordance with the rules of the BTS Group. Complainants report 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 Organisation Channel	External Organisation Channel (Performed by an independent complaints firm)
<p> Nuduan Email : DoltRight@btsgroup.co.th</p>	<p> Nuduan (Hotline) Tel : 1 800 292 777 and +66 (0) 2677 2800</p>
<p> Direct Report</p>	<p> Email : tell@thailand-ethicsline.com</p>
<p> Human Resources Tel : +66 (0) 2273 8611-5</p>	<p> Post : 2712 Bangrak Post office, Bangkok, 10500</p>
<p> Post : Human Resources at the company's address</p>	<p>Post : BTSG-Ethicsline</p>

Business Ethics

The BTS Group recognises the value of feedback from stakeholders to improve operational efficiency. BTS Group conducted two self-assessment survey 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; the second one is ability of employees to comply with the company’s policy and ethics.

According to the survey this year, 3,842 from the total of 3,994 employees or 96.19% attending in the self-assessment survey on corporate governance and business ethics, higher than the set target of 85%. 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 87.6 out of 100 higher than the target at 80. Regarding to the result, 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.

For complaints of wrong-doing and reporting on breaches in FY 2020/21, there were a total of 7 cases, 1 of which related to fraud and 6 revealing wrong doing in business ethics, not following company regulation. All 7 cases resulted in no significant value of damage. One employee involved in the fraud case was fired. The Company has established measures to prevent appropriate fraud and continuous development, in order to avoid the recurrence. These include monitoring employees to strictly follow defined procedures, audit and loss prevention team performs inspection without prior notice, communication and awareness raising with employees.



96.19%

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



87.60

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

Indicators	Performance			
	2017/18	2018/19	2019/20	2020/21
Number of fraud of employees that have been verified as true (case)	27	2	2	1
Number of employees fired for fraud (persons)	27	2	35	1
Number of fraud investigations that have been verified as true of the business partner (case)	0	0	0	1
Number of case suspension with business partner for fraud (case)	0	0	0	0
Others				
Number of violations of business ethics that have been verified as true (case)	11	3	6	6

BTS Group and Public Policy

BTS Group entered into membership of various organisations established for economic, environmental and social benefits, and adopted their initiatives for implementation amongst the BTS Group's business units. The Company has taken part in developing work as well as initiatives with those organisations, and has employed knowledge, experiences and lessons learnt shared with them to drive forward our own organisation. BTS Group, however, provided neither direct nor indirect financial assistance nor donations to any political party.

Type	Organisation	Topic	Objectives of Relationship	Contribution (THB)				
				2017/18	2018/19	2019/20	2020/21	
Lobbying, interest representation or similar	n/a	n/a	n/a	n/a	0	0	0	0
Local, regional or national political campaigns / organisations / candidates	n/a	n/a	n/a	n/a	0	0	0	0
Trade Association	Thai Institute of Directors Association	Governance	Support	To adopt good governance policies for implementation in the organisation and develop our directors' professionalism	106,130	136,760	92,020	160,520
Trade Association	Thai Bond Market Association	Green Bond	Support	To take part in developing and enhancing the issuance of Green Bond in Thailand as well as employing experiences and lessons learnt shared to other members and public	-	-	159,620	1,413,470
Trade Association	Thai Listed Companies Association	Governance	Support	To adopt policies for implementation	7,490	7,490	7,490	0
Trade Association	Thai Investors Association	Governance	Support	To support the activities in providing knowledge and understanding on securities analysis for general investors	100,000	100,000	0	0
Trade Association	Thailand Development Research Institute	Practice for Transportation	Support	To support the activities in technology research and development	500,000	500,000	0	0
Trade Association	Advertising & Sign Producing Association (ASPA)	Practice for Media	Support	To adopt policies, relevant and advantage information for implementation in the organisation and take part in develop work system and share knowledge to enhance media business	-	840,000	125,000	109,374.92
Trade Association	Media Agency Association of Thailand (MAAT)	Practice for Media	Support	To adopt policies, relevant and advantage information for implementation in the organisation and take part in develop work system and share knowledge to enhance media business	-	338,708	-	0
Other	Thailand's Private Sector Collective Action Coalition Against Corruption	Anti-corruption	Support	To support the implementation of effective anti-corruption policies in order to create a clean and transparent business community	-	-	8,000	8,000
Other	Thailand Responsible Business Network	Sustainable Development	Support	To adopt policies for implementation in the organisation and take part in develop and enhance work systems with other organisations, and employ knowledge, experiences and lessons learnt shared with them in order to generate positive impact at the national level, responding to SGDs	-	-	-	-
Other	Thailand Greenhouse Gas Organisation	Climate Change Impact Mitigation	Support	To establish collaboration on corporate carbon neutralisation scheme to offset BTS Group's carbon emissions that would benefit in climate change impact mitigation	-	-	-	2,378,556.50
				Total contributions and other spending	713,620	1,922,958	392,130	4,069,921
				Data Coverage: Percentage of Revenue	100%	100%	100%	100%



INTRODUCTION

SUSTAINABILITY
AT BTS GROUP

BTS GROUP FOR
ENVIRONMENTAL
RESPONSIBILITY

BTS GROUP FOR
ECONOMIC GROWTH

BTS GROUP FOR
SOCIAL IMPROVEMENT

OTHERS

4.4 Service Reliability

(GRI 103-1, 103-2, 103-3)



Long-Term Sustainability Target (2020/21-2024/25)

- Passenger Journey On-Time* at 97.50%
- Train reliability not less than 35,000 car kilometers per fault
- Ticket reliability (transactions) not less than 15,000 transactions before failure
- Percentage of satisfied customers at 76% or above

Target 2020/21

- Passenger Journey On-Time at 99.50%
- Train reliability not less than 35,000 car kilometers per fault
- Ticket reliability (transactions) not less than 15,000 transactions before failure
- Percentage of satisfied customers at 76% or above

Performance 2020/21

- Passenger Journey On-Time at 99.88%
- Train reliability at 156,089 car kilometers per fault
- Ticket reliability (transactions) at 194,678 transactions before failure
- Percentage of satisfied customers at 82.4%

*Passenger Journey On-Time is defined as the percentage of passenger trips that are completed with delay less than 5 minutes

BTSC, BTS Group's subsidiary and the sole operator of BTS rail network, focuses on punctuality and train service reliability which are both key operational factors underpinning customer needs and sustainability in our MOVE rail business. Our MOVE business goal is not only to provide our passengers a safe, reliable and uninterrupted journey, but service reliability also significantly affects our reputation and corporate image as well as the confidence of the governmental agencies who award the concession and operating contracts. Consequently, good practices reflect the organisation's image of excellence in service and safety to the public, with the aim to gain social license to operate and a pre-requisite to significant opportunity to expand business of the BTS Group. In order to create good standards and indicators for the Company's operations, BTSC has set up a variety of operational management guidelines, measures, processes and relevant indicators with the operations team responsible for implementation such as the use of the Central Control System and Signaling Control System. This has resulted in efficient train operations in terms of punctuality and passenger safety.

Proactive Maintenance Plan



Preventive Maintenance

Recording and collecting data on maintenance plans electronically with computer programmes, (including resource management) and following up on maintenance.

This creates confidence that BTSC is able to provide a mass transit system that is ready to provide service and minimise problems during operations.



Train Overhaul

Focusing on the lower part of the train to ensure operational safety without any service disruption.



Follow up and Planning

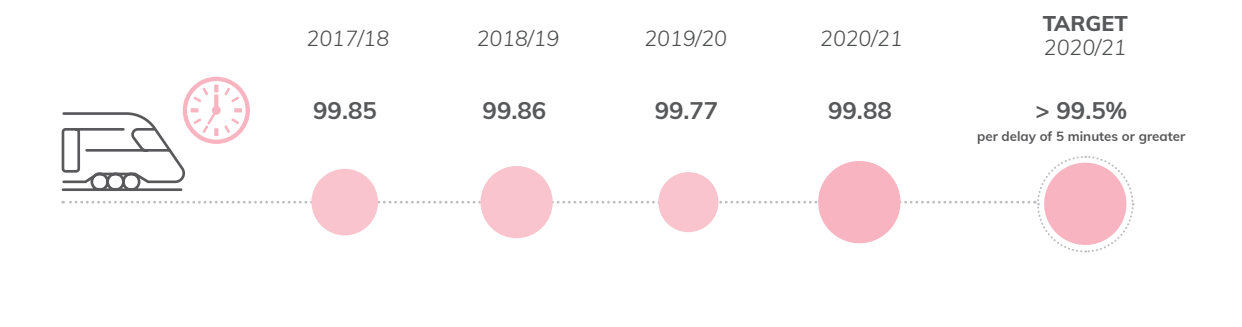
The Service Planning Department follows up the maintenance results on a monthly basis for the most effective planning in various aspects in accordance with the service, including the number of expected passengers or Line Load, the ability to provide services and equipment available to provide services, such as ticketing gates.

Results are then submitted to senior management for further consideration and implementation.

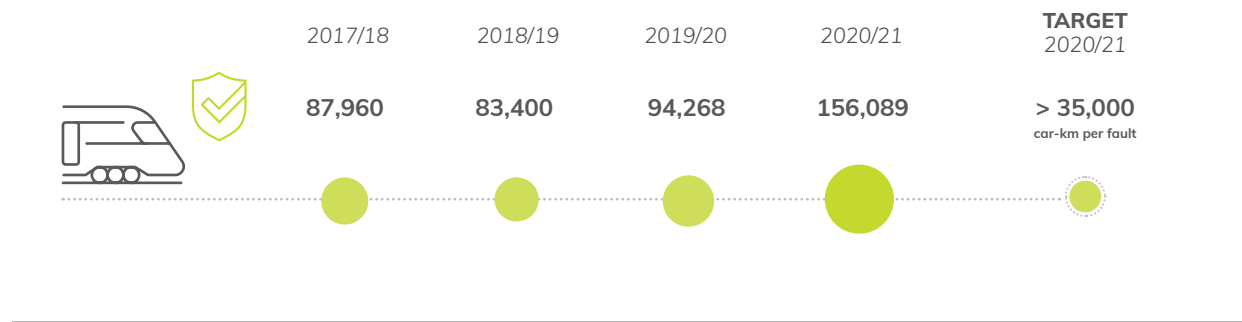
Train Operational Performances

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 for benchmarking, to compare efficiency in providing services by other operators both domestic and abroad. In FY2020/21, efficiency in terms of passenger journey on-time, train reliability and ticket reliability was higher than the target, with passenger journey on-time at 99.88% (exceeded its target of 99.50%), train reliability at 156,089 car kilometers per fault (exceeded its target 35,000 car kilometers per fault) and ticket reliability (transactions) at 194,678 (exceeded its target of not less than 15,000 transactions before a failure). BTSC is committed to strive for continuously improving its services.

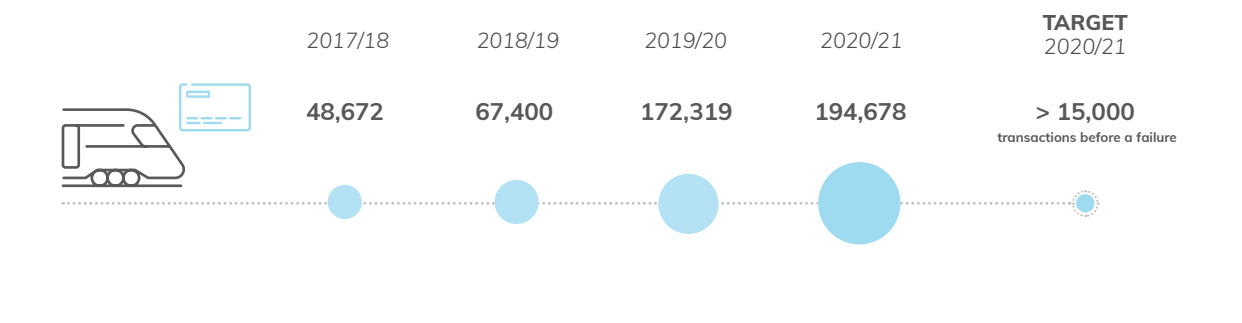
Performance on Passenger Journey On-Time



Performance on Train Reliability



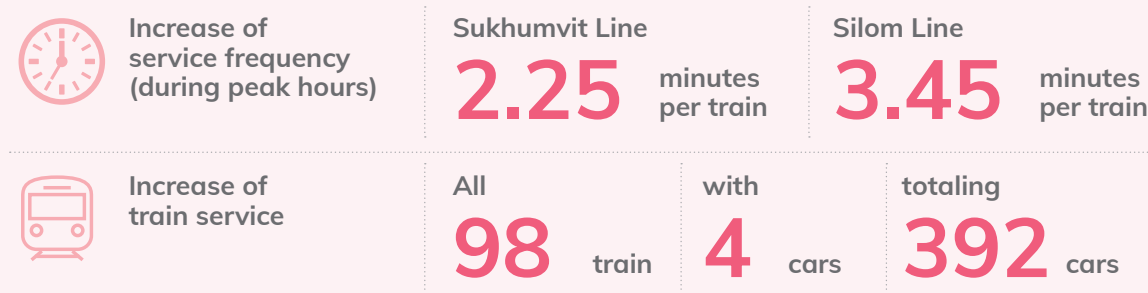
Performance on Ticket Reliability



Train Service Plan and Measure during COVID-19 in order to increase frequency and the number of trains in service

BTSC fully and strictly supports and responds to the government's measures to prevent the COVID-19 outbreak by implementing the adjusted train service plan and measures for full passenger service. It aims to facilitate and reduce passenger's density during the morning-evening rush hours, according to social

distancing measures. This is also preparation for the Ministry of Transport's policy to limit the number of passengers in each train to a maximum of 250 passengers, or one quarter of the total passengers at approximately 1,000 passengers.



Regarding the results of the adjusted train service plan and measures, BTSC maintains its target on efficiency in passenger journey on-time and train reliability.

Rail mass transit operation and measures during COVID-19 with period extension to return day pass tickets

BTSC took care of passengers by extending the period to return expired day pass tickets from 21 December 2020 until 30 January 2021, where the passengers can contact the BTS ticket office on any stations to receive the right to extend and return their trips starting from 1 February 2021 to 31 July 2021.

The advertisement features the BTS and BTS GIF logos at the top. The main text is in Thai, announcing an extension of the period for returning expired day pass tickets. A blue box highlights the key dates: from December 21, 2020, to January 30, 2021. Below this, it states that passengers can extend and return their trips starting from February 1, 2021, to July 31, 2021. The text also mentions that the extension is for 30 days from the start date. At the bottom, there are contact details for the ticket office, including a phone number (02 617 6000) and a Line Official (@btsskytrain). Social media icons for Facebook, Twitter, and Instagram are also present.

บิทีเอสดูแลผู้โดยสารที่มีเที่ยวเดินทางหมดอายุ
จากผลกระทบเหตุการณ์ COVID-19 ระบาด ระลอกใหม่

สำหรับผู้โดยสารที่มีเที่ยวเดินทางหมดอายุ
ตั้งแต่ **21 ธันวาคม 2563** ถึง **30 มกราคม 2564**
สามารถขอยาวเวลา และคืนเที่ยวเดินทางได้
(เที่ยวเดินทางมีอายุ 30 วัน นับตั้งแต่วันเริ่มใช้งาน)

นำบัตรโดยสารติดต่อกับบิทีเอส
ได้ที่ห้องจำหน่ายตั๋วโดยสารทุกสถานี
ตั้งแต่
1 กุมภาพันธ์ 2564 - 31 กรกฎาคม 2564

สอบถามข้อมูลเพิ่มเติมได้ที่ ศูนย์ลูกค้าสัมพันธ์ บิทีเอส โทร. 02 617 6000
Line Official : @btsskytrain

#เราจะสู้ไปด้วยกันพร้อมเคียงข้างประชาชน
#ระบบขนส่งทางราง DJSI อันดับ 1 ของโลก

สโมบายบิทีเอส @BTS_SkyTrain @btsskytrain BTSSkyTrain BTS SkyTrain

BTS Group Customer Relationship Management

BTS Group adheres to our vision “To serve our community with unique and sustainable solutions that greatly contributes to an improved life”. We always strive for initiatives, products and services offering that fully meet all customer needs and lifestyles as well as providing service accessibility to all customers in alignment with their needs based on fairness for the best customer satisfaction and better quality of people’s life. In addition, BTS Group is well aware of the value of our customers’ feedback received from different customers grieving channels.

BTS Group puts in place quality control approaches to take care of customers’ needs by having monitoring systems to identify and follow up customer satisfaction regularly. The current performance will be an advantage for setting goals for future operations, resulting in improvement and service development as well as becoming the best mass transit provider in Thailand.

Ensuring customer satisfaction is an obligation to every employee to provide a service that fulfills all customer needs. BTSC has a staff training system for station staff, 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 staff can provide services to their customers and efficiently manage their problems. They can provide appropriate advice to their customers. We have had a customer satisfaction survey in place and conducted on a regular basis to measure our service quality.


BTS Group focuses on customer relationship management with the aim of providing convenient and swift services that are in tune with their daily lives. Digital and social media channels, for example, Facebook, LINE, Twitter and YouTube, serve as the centre for us to interact with our customers, disseminate our news and activities, and providing knowledge related to our products and services. We also offer service via our own proprietary application, namely the BTS SkyTrain application, to provide service information on a real-time basis.

BTSC also has a policy of encouraging all customers inclusive access to the BTS SkyTrain service such as families, the elderly, tourists, cyclists, or the mobility or visually impaired. Where applicable, specific infrastructure or support services are installed or available to support the user groups accessing the BTS SkyTrain service. Station staff and security guards are trained to facilitate and assist the various users of the service.

BTS SkyTrain Customer Satisfaction Survey

In addition to measuring the performance of various aspects, BTS Group conducts a customer satisfaction survey of BTS SkyTrain users on an annual basis. The methodology utilised in conducting this survey was conducting interviews across a sample size of 3,850 passengers covering 52 stations with a designed questionnaire. This represents 100% of an appropriate proportion of actual ridership in each station to ensure survey validity. The survey questionnaire covered these following topics;

- (1) User behaviour and the use of the BTS SkyTrain System
- (2) Frequency usage of the BTS SkyTrain
- (3) Attitude and satisfaction towards BTS SkyTrain
- (4) Satisfaction with the current ticket
- (5) The form of tickets and promotional items that need more
- (6) Reliability of BTS SkyTrain
- (7) Publicity of information
- (8) Opinions and expectations for BTS service
- (9) BTS service behaviour for the BTS extension line
- (10) BTS user behaviour that used to use the Bus Rapid Transit or BRT

	Indicator	Performance				Target 2020/21
		2017/18	2018/19	2019/20	2020/21	
	Percentage of satisfied customers	75.40	75.60	79.40	82.40	76.00

Online customers

Within the MIX business under our 3M business strategy – we provide comprehensive Offline-to-Online (O2O) solutions combining advertising, payment and logistics services, incorporating smart DATA for optimising insight and customer satisfaction. In order to improve business performance and expand operational diversification in the disruptive world, we believe that online business practices using online tools and digital presence can enforce Company’s recognition and reputation. Therefore, the expansion of our online reach has now served as one of our strategic focus. We monitor the percentage of online customers and percentage of online revenue which are generated from our Rabbit Group (including Rabbit card, Rabbit LINE Pay, Rabbit Rewards).

Increasing proportion of online customers

Historically, we have seen an increase in the proportion of online customers as a result of our continual encouragement to expand our online business portfolio. However, in FY 2020/21 online revenue from digital and online services business contributed 41% of total MIX revenue, dropping by 50% YoY to THB 1,079mn. The reduction is predominantly from the low demand on advertising and marketing spending in online advertising and less revenue recognition from project management during the COVID-19 crisis. Despite a decrease in online revenue, our total BTS Group revenue remained unchanged leading to the sharp drop in percentage terms of online revenue against total revenue in this fiscal year. We strongly believe that once the market rebounds and COVID-19 situation relieves, we will be able to once again deliver a strong performance from our digital business portfolio.

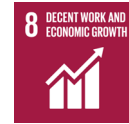
Indicator	Performance			
	2017/18	2018/19	2019/20	2020/21
Percentage of online customers ¹ to total customers ²	3.69	4.56	5.53	11.33
Percentage of online revenue ³ to total revenue ⁴	2.28	2.68	5.11	2.55

Notes:

1. Online customers = Rabbit Card users (where Rabbit LinePay users can bind in)
2. Total customers = BTS SkyTrain Core Network customers
3. Online revenue = Total digital services revenue which includes revenue generating from (i) Rabbit Group, (ii) Trans.Ad Group under MACO, (iii) VGI Digital Lab, (iv) Rabbit Rewards and (v) Bangkok Payment System
4. Total revenue = Total consolidated revenue



4.5 Supply Chain Management



(GRI 102-9, 103-1, 103-2, 103-3, 204-1, 205-1, 308-1, 308-2, 403-7, 414-1, 414-2)

Long-Term Sustainability Target (2020/21-2024/25)

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

Target 2020/21

- 100% of suppliers from critical supplier Tier 1 were assessed on ESG Risk Criteria
- 100% of suppliers, who have to work in the BTS SkyTrain system, were trained in term of safety standard in the BTS SkyTrain system.

Performance 2020/21

- 100% of suppliers from critical supplier Tier 1 were assessed on ESG Risk Criteria
- 100% of suppliers, who have to work in the BTS SkyTrain system, were trained in terms of safety standards in the BTS SkyTrain system.

BTS Group places great importance on managing the Company's value chain and supply chain as rigorously as how we operate our business by ensuring integration of environmental, social, and governance and sustainability considerations in all activities and processes. This is because we believe that when the Company outsources its production, services or business processes, it also outsources corporate responsibilities and reputational risks. This means that the Company needs to find new strategies to manage the associated risks and opportunities which differ from the traditional risk and opportunity management with the company's production or services in-house.

BTS Group, therefore, is committed to rigorous management of our business relationships and conduct with our suppliers by considering environmental and social aspects to prevent and mitigate risks that may directly and indirectly pose risks to BTS Group's reputation and social license to operate. The BTS Group and its subsidiaries disclose Supplier Codes of Business Conduct and urge our suppliers to acknowledge to show their commitment and abide with the requirements that would mitigate risks from ESG violations. The Code covers a wide-range of ESG aspects, including environmental standards, occupational health and safety and business ethics.

BTS Group Supplier Code of Business Conduct

BTS Group is highly committed to strategic management of our procurement systems and focuses on product and service quality, setting risk management process that covers ESG aspects in order to align with our risk appetite with consideration of quality, quantity, delivery of products and services as well as compliance to labour law, environmental law, and other quality management systems to protect and mitigate risks that may impact quality, quantity, delivery of products and services, and trust of stakeholders to operations of the BTS Group.

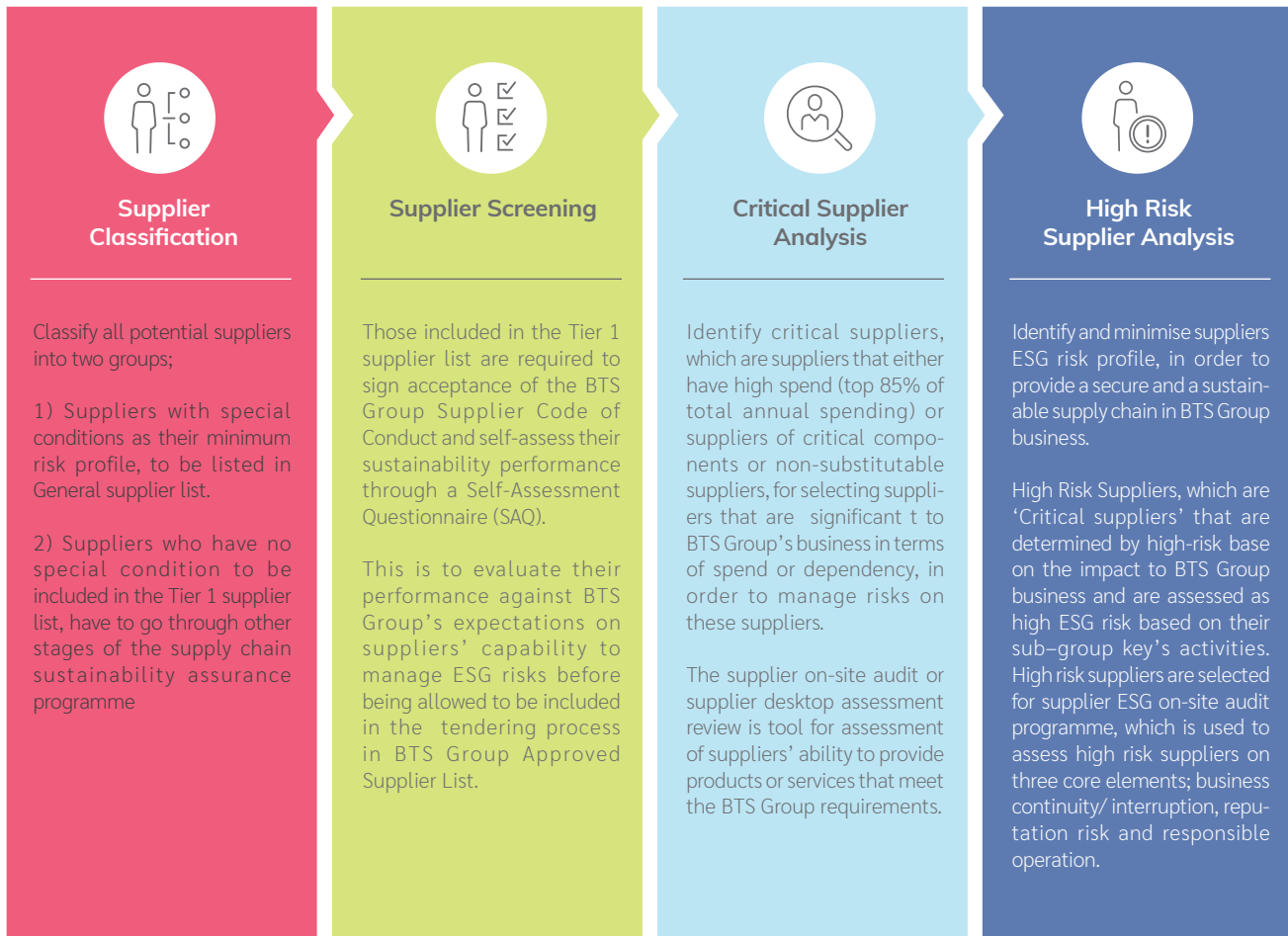
Furthermore, BTS Group initiated and integrated the Supply Chain Sustainability Assurance Programme into our business in order to create long-term value with suppliers by managing ESG impacts, throughout the lifecycles of goods and services. BTS Group's Supply Chain Sustainability Manual outlines our supply chain sustainability assurance programme for determining relationship and management approach with our suppliers to ensure that ESG risks associated with the group's supply chain are properly managed.

BTS Group has designed BTS Group's supply chain sustainability assurance programme that can be integrated at every stage of company's procurement process, starting from screening new suppliers to collaboration with suppliers. The programme consists of 4 stages; 1) Supplier Classification 2) Supplier Screening 3) Critical Supplier Analysis and 4) High Risk Supplier Analysis. The programme applies to both new and existing suppliers in which BTS Group can then identify and prioritise sustainability risks that lie in company's supply chain.



Please scan this QR Code for
BTS Group Supplier Code of Business Conduct

Process Flow of BTS Group's Supply Chain Sustainability Assurance Programme



BTS Group has conducted suppliers' risk assessment and group classification on an annual basis, based on spending analysis, criticality of suppliers to the Company as well as their risks on ESG aspects. Suppliers are classified into 3 groups :

Tier 1 suppliers	Critical Supplier	High Risk Suppliers
Manufacturers and distributors of products and services for BTS Group directly and listed in the Approved Supplier List.	Tier 1 suppliers that are significant to business operations, such as high purchasing volume, critical components of the product, non-subsumable products. This includes suppliers that we have had transactions with for over 1 year.	Critical Tier 1 suppliers that may have a negative impact on their operations, related to ESG criteria. This group has been assessed on their ESG risks on human rights, child labour and illegal labour, environmentally friendly management practices, good occupational health and safety, as well as adhering to business ethics and fair trade.

Supply Chain Management Strategy and ESG Integration

BTS Group establishes supply chain strategy where our objective is not only to improve the company profitability but also to promote sustainability awareness for our suppliers that in turn will build customers' trust. This strategy is based on the BTS Group Purchasing Policy and cascades down to separate principles which best represents the Company's management of the supply chain. Our Supply Chain Management Strategy includes:

-  **(1) Business Synergy among BTS Group Business Units** - Support products and services from BTS Group subsidiaries, in order to maximise the benefits to BTS Group businesses.
-  **(2) Cost saving** - procure quality goods and services in the most cost-effective manner on a timely basis and shorten the supply chain management process to be more efficient on digital platform.
-  **(3) Safety** - Promote safety awareness to suppliers and ensure good safety practice.
-  **(4) Environmental consideration** - Procure goods and services with consideration of the impact to the environment.
-  **(5) Governance** - Supply Chain Management is strictly adhered to our supplier code of conduct which we communicate to supplier.

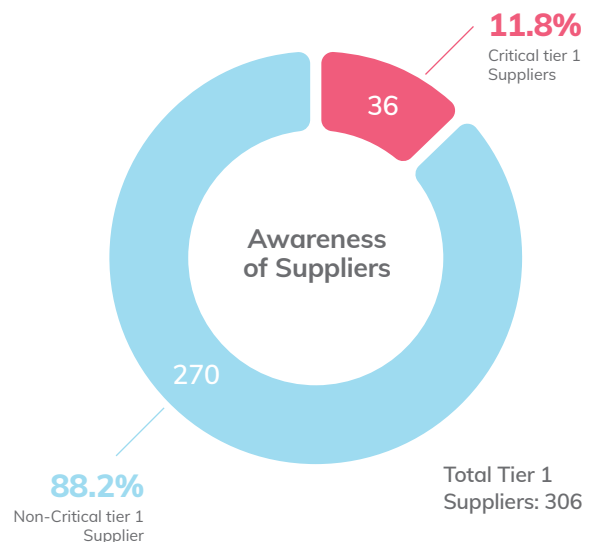
ESG Integration in BTS Group's Supply Chain Management

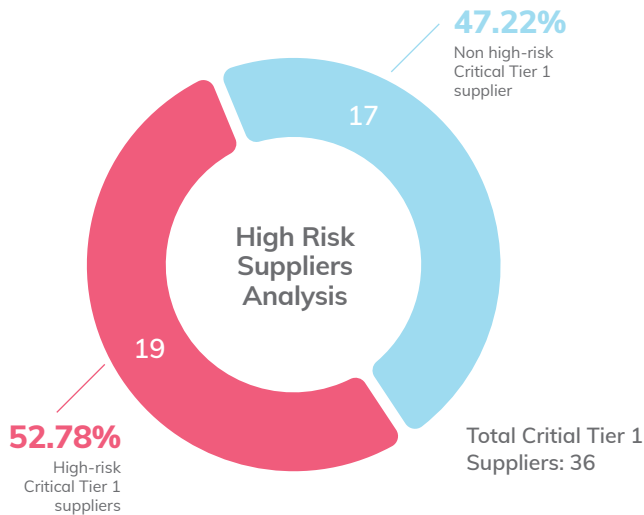
BTS Group considers ESG principles to be important with regards to the company's Supply Chain Management. Therefore, ESG objectives are integrated into the Supply Chain Management strategy which includes:

Supply Chain Strategy	ESG Objective to Supply Chain Management
Safety Promote safety awareness to suppliers and ensure good safety practice	BTS Group places large importance on the safety of all employees and suppliers in the supply chain as this is one of the strategies and that ensures that all suppliers and contractors are trained with regards to safety standards of the BTS Group and limit all safety risks.
Environmental consideration Procure goods and services with consideration of the impact to the environment	BTS Group is committed to procurement of goods and services that have limited impacts to the environment along the value chain and that they are tracked and monitored to ensure that there are no environmental impacts.

Overview of BTS Suppliers

In 2020/21, BTS Group had a total of 306 suppliers consisting of suppliers to BTSG, BTSC and VGI (representing 100%) and considered as Tier 1, accounting for total procurement spending of THB 7,925mn, listed in the approved supplier list. Of all suppliers, there were 36 Critical Tier 1 suppliers or 11.8% of total Tier 1 suppliers, with the total procurement spending of THB 7,007mn or 88.42% of total procurement spending. We did not have any critical non Tier 1 suppliers from our assessment.





High Risk Suppliers Geographical Representation

Location of Suppliers	Number of Suppliers
Suppliers located in Thailand	15
Suppliers located outside Thailand	4
Total	19

Of all Critical Tier 1 suppliers, 100 percent acknowledged and understood the scopes and guidelines of our business practices pursuant to relevant ESG guidelines set forth in the BTS Group Supplier Code of Conduct. All suppliers of BTS Group must not violate human rights, use child labour and employ illegal labour. In addition, they must adopt environmentally friendly management practices, good occupational health and safety, as well as going through other stages of supply chain sustainability assurance programme, in order to evaluate their ability to provide products or services that meet the BTS Group requirements and their capability to manage ESG risks.

According to the results of High Risk Supplier Analysis, it was found that of all 36 Critical Tier 1 suppliers, there were 19 high-risk suppliers; 4 located in other countries, were assessed by supplier desktop assessment review meanwhile 15 located in Thailand which was defined as local suppliers and significant locations of operation, were assessed by Supplier ESG on-site audit programme. Supplier ESG on-site audit results shall be reported by classifying each supplier into different levels of ESG practice which is separated into four levels as follows:

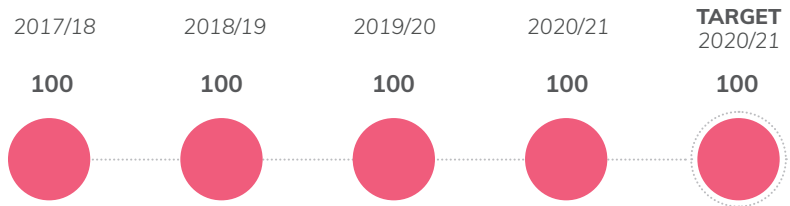
Excellent Level	Good Level	Fair Level	Poor Level
<p>4.00-3.26</p> <p>Sustainability practices have been implemented at an excellent level.</p> <p><i>Monitoring on ESG risks is not required.</i></p>	<p>3.25-2.51</p> <p>Sustainability practices have been implemented at a good level.</p> <p><i>Improvement can be achieved in some areas but monitoring on ESG risks is not required</i></p> <p><i>*minimum requirements</i></p>	<p>2.50-1.00</p> <p>Sustainability practices have been implemented at a fair level. Suppliers must propose a plan and timeline to improve performance in ESG Corrective Action Plan, which has to be completed within a specified timeframe.</p>	<p>Below 1.00</p> <p>Implementation of sustainability is at a poor level. Supplier must propose a plan and timeline to improve performance in ESG Corrective Action Plan before any bidding can take place.</p>

0 Suppliers found to have a tendency to create adverse effects to society, whereby BTS Group issued a warning them to improve or decided to terminate their procurement contract

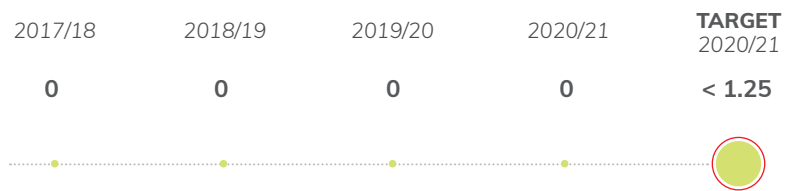
Enhanced Safety

As the operator of BTS SkyTrain and the management of media and commercial area in rail 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.

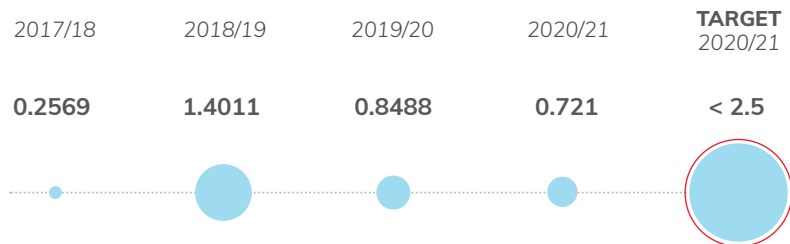
For the installation works of suppliers and contractors in the BTS SkyTrain system, BTSC requires suppliers and contractors, covering VGI and its suppliers at the supervisor level, to be trained in terms of safety standards in the BTS SkyTrain system. All trainees are required to pass a pre-test and 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 organisation regulations and domestic laws. BTSC supports, shares knowledge and advises suppliers and contractors to ensure that safety is always present. In FY 2020/21, 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.



Percentage of contractors to be trained in terms of safety standards in the BTS SkyTrain system
(Percentage of suppliers who have to work in the BTS SkyTrain system)



Serious work-related injuries of Contractors
(Times/million working hours)



Lost-Time Injury Frequency Rate of contractors
(Times/million working hours)

4.6 Infrastructure and Accessibility

(GRI 103-1, 103-2, 103-3, 203-1)



Development of infrastructure that provides access to all has served as our core value in operating business. Our MOVE business aims to provide a daily door-to-door transportation to people across multiple modes, whether on rail, road, water or air. From pioneering the first BTS SkyTrain 20 years ago, our current rail network now covers 135 km. Further, in order to provide a complete journey for our customers, as well as first and last mile transportation solutions, we have broadened into other non-rail segments (including Bus Rapid Transit or BRT, bus, ferry, intercity motorway and airport). MOVE's goal remains to accompany our passengers safely and conveniently on their daily commute. We strongly believe that our extensive and inclusive infrastructure network expansion will contribute to an increased accessibility and economic productivity which ultimately leads to broader socio-economic development.

Meanwhile, we work to assure that our infrastructure is accessible for vulnerable groups, especially within the communities around BTS Group's operations. BTS Group targets the development of extensive infrastructure networks, including facilitation of timely and safe construction with minimal community disruption during the construction process. For the operational period, we fully and strictly supports and responds to the government's measures to prevent the COVID-19 outbreak by implementing the adjusted train service plan and measures for full passenger service. It aims to facilitate and reduce passenger's density during the morning-evening rush hours, according to social distancing measure providing more frequent service serves as part of our commitment to increase accessibility to commuters.

Bangkok Mass Transit System PCL or BTSC (BTS Group's subsidiary - being the sole operator of BTS rail network) currently operates our rail services under the Operation and Maintenance Services (O&M) Contracts. BTSC continues to maintain high standards of safety and services throughout its operation. To evaluate the management of our operational services, the key indicators for operations performance include service reliability, train reliability and ticket reliability. Service reliability measures the punctuality of passenger journeys, with the target that at least 99.5% of passenger trips will not be subject to delay of 5 minutes or more. The results achieved for FY 2020/21 was an average of 99.9%, compared to 99.8% in FY 2019/20. For train reliability, measured by the distance travelled before a fault occurs, the target is set at not less than 35,000 car-kilometres per fault. BTSC recorded 156,089 car-kilometres per fault in FY 2020/21, exceeding the target. Ticket reliability refers to the number of transactions before a fault occurs, which includes equipment failure as well as mishandling of tickets by passengers. The target is set at not less than 15,000 transactions before a failure, and ticket reliability in FY 2020/21 was recorded at 194,678 transactions per fault, increasing from 172,319 transactions per fault in FY 2019/20. The overall operations performance is then reviewed by the Company's Maintenance Planning and Logistics Department and subsequent internal audits and management review.

For more details, please refer to section: 4.4 Service Reliability.

Summary of projects under MOVE business

Seamless connectivity via multi-modal transportation

Rail mass transit



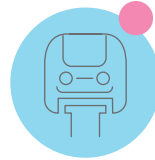
Green line

- **Light Green:**
Khe Ha – Khu Khot
- **Dark Green:**
National Stadium –
Bang Wa
- ≡≡ 68 km
- ▼ 60 stations



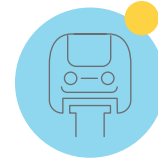
Gold line

- Krung Thon Buri –
Khlong San
- ≡≡ 2 km
- ▼ 3 stations



Pink line

- Khae Rai – Min Buri
- ≡≡ 35 km
- ▼ 30 stations



Yellow line

- Lad Prao – Sam Rong
- ≡≡ 30 km
- ▼ 23 stations

Other non-rail



Bus rapid transit (BRT) / Smart bus



Chao phraya express boat

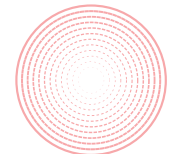
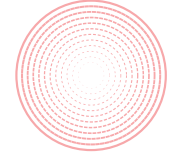


U-Tapao international airport



Intercity motorway

- M6
- M81



✔ Operating
 ● Rail
 ● Other non-rail
 ● Upcoming projects

Passengers to triple by 2025, 33% from non-rail

Daily passengers

Unit : trips

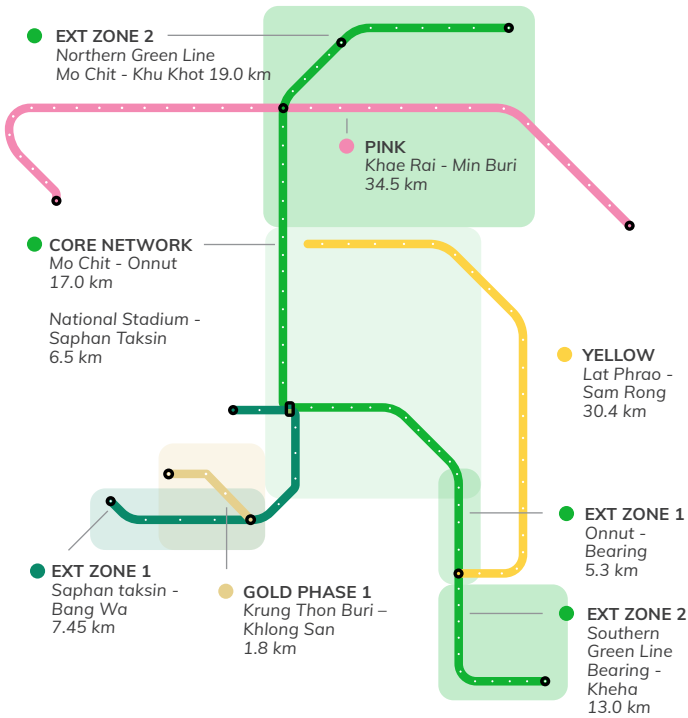


● Rail
 ● Other non-rail

Rail Business

BTS Secured Rail Network

BTS Network : 135.0 Km (116 Stations)



Line	Km	Station	Route
✓ Core Network	23.5	24	Mo Chit – On Nut (17 km) National Stadium – Saphan Taksin (7 km)
✓ Extension Zone 1	7.5	6	Saphan Taksin – Bang Wa
✓ Extension Zone 1	5.3	5	On Nut – Bearing
✓ Extension Zone 2 (Southern)	13	9	Bearing – Kheha
✓ Extension Zone 2 (Northern)	19	16	Mo Chit - Khu Khot
✓ Gold	2	3	Krung Thonburi Bts Station – Khlong San
⚠ Pink	34.5	30	Khae Rai – Min Buri
⚠ Yellow	30.4	23	Lat Phrao – Sam Rong
Total	135.0	116.0	

✓ Operating 70.1 Km
⚠ Under construction 64.9 Km

Green Line Core Network

BTSC is the sole concessionaire of the first SkyTrain - Core Network in Bangkok since 1999. The Core Network comprises of the Sukhumvit Line (Mochit to On Nut; 17km) and Silom Line (National Stadium to Saphan Taksin; 6.5km), totaling 23.5km, 24 stations. BTSC was awarded a public-private partnership (PPP) net cost concession for 30 years (1999 – 2029) from the BMA. BTSC also has an O&M contract from Krungthep Thanakom Company Limited (KT), a wholly owned subsidiary of BMA from 2029-2042, to operate and maintain the Core Network post expiration of the PPP net-cost concession. In April 2013, BTSC sold its rights to future net farebox revenue from the Core Network under the net cost concession to BTS Rail Mass Transit Growth Infrastructure Fund (BTSGIF); BTSC remains the sole operator of the Core Network. Moreover, BTS Group holds the maximum permitted of 33% stakes of total investment units in BTSGIF.

Green Line extension 1

The additional 12.75km extensions to the Core Network began operating in 2009. It comprises of two extensions, covering 11 stations; the extension to the Silom Line (Saphan Taksin to Bang Wa; 7.45km and 6 stations) and extension to the Sukhumvit Line (On Nut to Bearing; 5.3km and 5 stations). Subsequently in 2012, KT awarded BTSC a 30-year O&M agreement (2012-2042). In addition, this O&M agreement also covered the 23.5km of the Core Network post concession expiration from December 2029.

Green Line extension 2

Contracts for an additional 32.0km of the Green Line extensions were secured in Mar 2017 under a 25-year O&M agreement (2017-2042). It consists of 2 extensions; the Southern (Bearing to Kheha; 13.0km) and Northern (Mochit to Khu Khot; 19.0km) Green Line extensions. The Southern extension began its full operations (9 stations) on 6 December 2018. For the latter, the full commencement of 16 new stations began on 16 December 2020.

Gold Line Phase 1

On 31 July 2018, KT awarded BTSC a 30-year O&M Services Agreement for the Gold Line Phase 1 (Krung Thonburi to Khlong San; 1.8km and 3 stations). The Gold Line has an interchange with our existing Green Line at Krung Thon Buri station and connects to ICONSIAM mixed-use development. The commercial operation began on 16 December 2020. The Gold Line served a total of 367,000 trips since the first day of service till the end of FY 2020/21.



Pink and Yellow Lines

On 16 June 2017, Northern Bangkok Monorail Co., Ltd. and Eastern Bangkok Monorail Co., Ltd., our subsidiaries, signed contracts with MRTA for the Pink Line (Khae Rai to Minburi; 34.5km) and the Yellow Line (Lad Prao to Samrong; 30.4km), totaling 64.9km and 53 stations. The subsidiaries are established under the BSR JV consortium (the Company holding 75%, STEC 15% and RATCH 10%). The contract grants the subsidiaries a 30-year PPP net cost concession with a government subsidy on construction. Specifically, of the THB 96bn total project cost, the government will subsidise the repayment of the civil works of THB 47bn, equally paid back to the consortium over the first 10-years of operation. A notice-to-proceed for both lines was issued on 29 June 2018 which began the first day-count for construction. As of 31 March 2021, the construction of both lines were approximately 77% completed and one of these main lines is expected to begin partial commencement within 2021.



BTS Group believes that adequate and accessible infrastructure in place serves as a crucial factor to improve living standards of people from all walks of lives. To become a part of this development, our goals will not only focus on broad development of rail mass transit but also other transportation projects in the next five years. Currently, we are targeting an additional 77km of rail mass transit in the Greater Bangkok area, along with securing exciting large-scale transportation development.



BTS Targeted Rail Network

77 km targeted lines in the next 4 years

BTS Target	Route	Authority	Distance (Km)	Station	Expected Operating year
Green Ext.(Western)	Bang Wa - Taling Chan	BMA	7	6	2025
LRT	Bang Na - Suvarnabhumi	BMA	18	14	2024
Grey Phase 1	Watcharaphon – Thong Lo	BMA	16	15	2024
Orange (Eastern)	Thailand Cultural Center - Min Buri	MRTA	23	17	2023
Orange (Western)	Bang Khun Non - Thailand Cultural Center	MRTA	13	11	2026

Orange Line (Eastern & Western)

Bidding for civil works construction of the Orange line has been split into East and West. The route is a mixture of underground and above ground. 6 civil works construction contracts for the Eastern part have already been bid and awarded to CKST Joint Venture (CH Kamchang PCL and STEC), Italian-Thai Development PCL and Unique Engineering & Construction PCL. Construction of the Orange (East) line began in June 2017 and is expected to be completed by 2023. Subsequently, on 28 January 2020, the Cabinet approved the Orange line (from Bang Khun Non to Min Buri, totaling 35.9km, 28 stations) with a total project value of THB 143bn under a 30-year PPP Net Cost scheme.

Light Rail Transit (LRT)

The Light Rail Transit or LRT, is a light rail line (Bang Na to Suvarnabhumi, 18.3km) that interchanges with Sukhumvit extension line at Bang Na station. As a BMA project, past experience suggests that BMA will be responsible for civil and E&M works. BTS has offered land in front of Thana City without charge to the BMA for a train depot and station. As a result, BTSC may benefit from a higher likelihood of being awarded an O&M contract and if successfully appointed, BTS Group will benefit from the value uplift to existing developments and land bank at Thana City, as well as greater connectivity to existing commercial property such as Thana City Golf & Sports Club. In addition, this extends Bangkok's commuter rail community further into Samut Prakan, and providing another access route to Suvarnabhumi international airport, further broadening economic development and infrastructure in that area.

Western Green Line

An additional 7km extension (Bang Wa to Taling Chan) to our existing Light Green line is now awaiting EIA approval. Given that this is a direct extension to our existing network, we will be negotiating directly with the BMA for an O&M contract under the government's "one regulator, one operator" approach. The government is responsible for investing in the civil and E&M works, but may avail itself to a financing structure similar to our facilitating the provisioning of E&M works on behalf of the BMA.

Grey Line (phase 1)

The Grey line monorail is split into two phases owing to changes being made to the route and the necessary regulatory approval process required. Phase 1 (Watcharaphon to Thong Lo, 16.3km) interchanges with Core Network Sukhumvit Line at Thong Lo station, future Pink line at Phra Si Mahathat Temple station and future Yellow line at Chalong Rat station. BMA is the authorising body for this line, with past experience suggesting that BMA will be responsible for civil and E&M works. As this is an entirely new line, a bidding process is expected for O&M services. We believe we are now in a stronger position to win this contract. Winning this contract, the passengers will benefit from smoother interchanges as a common operator for line will facilitate smoother interoperability.

Non-rail business

Bus Rapid Transit (BRT)

The Bus Rapid Transit or BRT is a project pioneered by the BMA to link various Bangkok mass transit systems and provide an integrated public service for the city and its suburbs. BTSC is the exclusive concessionaire and operator of the bus service, which is faster and more reliable than conventional buses, using a special lane reserved for the BRT on existing roads. The BRT has 12 stations, covering 15.0km, running from Chong Nonsi to Talad Pu. The BRT Sathorn station is connected to the BTS Chong Nonsi station. The BRT served a total of 2.9mn passengers in FY 2020/21.



U-Tapao International Airport

U-Tapao International Airport is located in Ban Chang District, Rayong Province. It is one of the infrastructure development projects to serve the Eastern Economic Corridor (EEC). On 21 March 2019, the BBS JV (BA holding 45%, BTS Group holding 35% and STEC holding 20%) submitted a bid to the Royal Thai Navy. The 50-year PPP Net Cost concession for the project is to include the Passenger Terminal Building 3, Commercial Gateway, Cargo Village as a Free Zone and Cargo Complex. Subsequently, on 19 June 2020, BBS Joint Venture successfully signed the Concession Agreement with the Eastern Economic Corridor Office (EECO) of Thailand. At the time of writing, the joint venture is currently in preparation of the masterplan to be submitted to the Royal Thai Navy and EECO during Mid-2021. This project is a key project in the Government's aim to develop the EEC to become more advanced and economically productive as a strategic industrial hub.

Intercity Motorway

On 19 August 2019, BGSR JV (BTS Group holding 40%, GULF holding 40%, STEC holding 10% and RATCH holding 10%) was announced as the best bid winner for Intercity Motorway Projects. This covers two Intercity Motorway projects, (i) Bang Pa In to Nakhon Ratchasima, approximately 196km and (ii) Bang Yai to Kanchanaburi, approximately 96km. Both routes are part of the flagship projects included in the Strategic Action Plan of the Ministry of Transport's Infrastructure Investment and the Ministry of Finance's PPP Fast Track Scheme. The concession contracts are under PPP Gross Cost Scheme, whereby the private sector will be responsible for the system installation of motorway facilities as well as the provision of the O&M services. The contract signing is expected by 2021. The development of intercity motorway project is believed to create socio-economic benefits in many different aspects, i.e., facilitation of marketability of products, reduction in cost and time of transportation, contribution to more development of lands for industrial use, and reduction of road accident rate.





4.7 IT Security and Data Privacy

(GRI 103-1, 103-2, 103-3, 418-1)

Long-Term Sustainability Target (2020/21-2024/25)

- 0 cases of breaches of information security or other cybersecurity incidents (accumulation from FY 2020/21)
- 0 complaints from outside parties and regulatory bodies (accumulation from FY 2020/21)
- 100% of IT infrastructure and information security management system certified to ISO 27001

Target 2020/21

- 0 cases of breaches of information security or other cybersecurity incidents
- 0 complaints from outside parties and regulatory bodies
- 80% of IT infrastructure and information security management system certified to ISO 27001

Performance 2020/21

- 0 cases of breaches of information security or other cybersecurity incidents
- 0 complaints from outside parties and regulatory bodies
- 81% of IT infrastructure and information security management system certified to ISO 27001

With BTS Group’s new 3M business strategy (MOVE, MIX and MATCH), data and information play a vital role and serve as key business drivers for success. Providing confidence, security, and privacy protection for our customers when using any BTS Group services, therefore, remains one of our most prioritised business objectives. In addition, as cybersecurity is a fast evolving industry, with rapid advances in both attacker techniques and innovations in security capabilities. We, thus, are constantly assessing and evolving our approach.

BTS Group has prioritised cyber risk management, making cyber security one of our core operational targets. Maintaining IT security and data privacy protection serve as one of the most material topics in BTS Group operation. We, thus, incorporate this as part of our Group-wide Risk Management and Risk Taxonomy. As such, BTS Group is under the process of implementing group-wide infrastructure to ensure data privacy protection and cybersecurity matters are well protected. In terms of data privacy protection, the infrastructures that we are building include, without limitation to, setting up privacy policies for each group of stakeholders, data retention guidelines, direct marketing guidelines, data subject rights procedures, data security incident reporting, response policy and a record of processing activities. In terms of cybersecurity matters, we are also in process of setting up IT Security Governance structures and the relevant committee to engage and oversee the Group’s information security and cybersecurity strategy. We are also reviewing our insurance coverage approach, against breaches to cover for information security breaches or other cybersecurity incidents.

Under our MIX business group, one company in particular, Bangkok Smartcard System Co., Ltd. or BSS (our subsidiary who is an e-money services provider) plays a more prominent role among our companies under the Rabbit’s Data Ecosystem, in dealing with customer data. Measures for controlling and maintaining balance in the use of data have also been put in place. Additionally, a cyber-risk control development plan has been devised to ensure that the goals are met. Emphasis has been placed on risk control, including prevention, detection and response, which must cover business processes and major work systems. Measures must be in place to cope with potential complaints or loss incidents caused by cyber threats, to ensure the stability of the IT system. BSS’s Information Security Policy is internally available to its employees that deal largely with customers’ information and data. Apart from internal policy, BSS has a publicly available privacy policy in place.

Awareness trainings and a clear escalation process for employees’ notifications are available for employees as specified in BSS’s Information Security Incident Management. BSS has committee and team in place to monitor and manage IT and cybersecurity risks.

Please scan this QR Code for BSS’s Privacy Policy



Information Security Risk Management System

BTS Group has deployed Information Security Risk Management System of BSS for the Group Information Security Risk Management to ensure that our IT related risks are under control and mitigated that would not pose adverse and irreversible threats to the Company's operations. We also have in place IT Business Continuity Plan to prepare in the event of an unanticipated interruption of normal operations or in the event of extended service outages caused by factors beyond our control.

The criteria for accepting risks and an acceptable risk level are defined to be used as a basis for all information security activities.



1. The information security risk assessment deploys a methodology that is systematic and able to produce comparable, reproducible results for identifying and evaluating risk treatment plans.



2. Information security risk assessment must be incorporated into the project management process and system development life cycle. The relevant project steering committee and/or relevant stakeholders decides to assess the risks associated with the project/development and produce risk treatment plans as needed. Each decision will be recorded.



3. Appropriate methods in treating risks will be selected. The residual risks after implementing the controls must be evaluated and taken into consideration. Where the level of risks cannot be reduced any further, it shall be proposed to and approved by the project steering committee and/or relevant stakeholders.



4. The results of information security risk assessment, risk treatments, controls selected and residual risks will be documented.



5. Information security risk reassessment will be reviewed at a regular interval to ensure its integrity and address the changes in requirements, environments, risks and significant changes to the system.

Information Classification Matrix in place to prevent unauthorised access to customers' information and data

Category :
Top Secret



Description :

The highest level of classification of materials. Highly sensitive or valuable information, both proprietary and personal. Such materials would cause “exceptionally grave damage” to company if made publicly available.

Category :
Confidential



Description :

Sensitive or valuable information, both proprietary and personal. Must not be disclosed outside of the organisation without the explicit permission of a Director-level senior manager. Such material would cause “damage” or be “prejudicial” to company security if publicly available.

Category :
Internal or proprietary



Description :

Information whose unauthorised disclosure, particularly outside the organisation, would be inappropriate and inconvenient. Disclosure to anyone outside requires management authorisation.

Category :
Public or open



Description :

Information that may be broadly distributed without causing damage to the organisation, its employees and stakeholders. The PR Office/Marketing Department/Information Security Management Department must preapprove the use of this classification. These documents may be disclosed or passed to persons outside the organisation.



Our employees (who significantly deal with customers' data and information) have legal obligations specified in their employment contract on the treatment of the Company's confidential information. In addition to the clause on “Confidential Information”, the Company has an “IT Acceptable Use Policy” or “AUP” clause indicated in the contract with the objective to protect company information. Inability to comply will result in disciplinary actions including contract termination.

81% of IT Security/ Cybersecurity Process and Infrastructure, including the CCH (Central Clearing House) has been subject to a vulnerability analysis and verified by an external party to assure the security of the IT infrastructure / information security management systems. The international standard that the system was verified against was ISO 27001. Vulnerability analysis, including simulated hacker attacks has been conducted on a regular basis.

0%

customers whose data is used for secondary purposes*

No cases

of breaches for more than three consecutive years

**Secondary purposes is defined as the intentional use of data by the company that is outside the primary purpose for which the data was collected.*

Approaches to Deal with Customers' Data and Information

We inform all customers on which of their information is captured as referred to the Condition of Issue (COI) which is in compliance with the Anti-Money Laundering Office (AMLO) regulator. customer information and usage data is classified as sensitive and confidential data which is strictly protected and stored in a secured area with limited accessibility. Only authorised users can access customer information. We inform all customers on their collected information as referred to COI and that their information will not be used for other purposes. In case we need to use their information for some purpose in the future, we are required to request and get consent from customer first. Our Company complies with AMLO regulations. In doing so we must identify all customers prior to becoming our customer through a 'Know Your Customer' (KYC) process as well as verify our customer information via Customer Due Diligence (CDD) for every transaction conducted. All customers are entitled to request access to their information, for their data to be corrected and also deleted upon ending their customer contract with the Company. However, customers who request their data to be deleted cannot delete their data immediately as the Company must hold onto the data for 10 years after termination of contract in compliance with the Thailand Anti-Money Laundering Laws. BTS Group uses a Single Sign On system (SSO) for monitoring and tracking of customer data used for secondary purpose which is used from June 2020.

As a result of implementing the above procedures, BTS Group has not had any complaints from individuals or regulatory bodies, or faced any litigation, fines or needed to record any accrued liability from breaches of information security or other cybersecurity incidents over the past four years.



INTRODUCTION

SUSTAINABILITY
AT BTS GROUP

BTS GROUP FOR
ENVIRONMENTAL
RESPONSIBILITY

**BTS GROUP FOR
ECONOMIC GROWTH**

BTS GROUP FOR
SOCIAL IMPROVEMENT

OTHERS

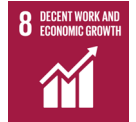




05 BTS Group for Social Improvement

- 5.1 Health and Safety for all
- 5.2 Human Rights Management
- 5.3 Human Resources Management
- 5.4 Social and Community Development

5.1 Health and Safety for All



(GRI 103-1, 103-2, 103-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9)

Long-Term Sustainability Target (2020/21-2024/25)

- Serious passenger injuries at <0.04 times per million trips
- Lost time injury frequency rate (LTIFR) of employees at <2.00 times per million working hours
- Lost time injury frequency rate (LTIFR) of contractors at <2.00 times per million working hours

Target 2020/21

- Serious passenger injuries at <0.04 times per million trips
- Lost time injury frequency rate (LTIFR) of employees <2.50 times per million working hours
- Lost time injury frequency rate (LTIFR) of contractors <2.50 times per million working hours

Performance 2020/21

- Serious passenger injuries at 0
- Lost time injury frequency rate (LTIFR) of employees at 0.1498 times per million working hours
- Lost time injury frequency rate (LTIFR) of contractors at 0.7212 times per million working hours

As a conglomerate with diversified business portfolios, health and safety has been our ultimate concern in doing business and key indicators of successful business operations. The inability to maintain safety and wellbeing of our employees and customers can do harm to our corporate reputation and brand. Therefore, we believe that maintaining efficient safety management creates confidence among government agencies and regulators, the concessionaire, shareholders, investors, passengers, contractors, employees and community. BTS Group strictly follows safety and security policies, in order to provide the safest service to our passengers, including people on road and community along the BTS SkyTrain routes.

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. The occupational health and safety targets, i.e., serious passenger injuries and Lost Time Injury Frequency Rate (LTIFR) of both employees and contractors are strictly emphasised given that relevant business unit managers have obliged with quantified KPIs and targets.

Occupational Health and Safety Management (OHS) Governance Oversight

Safety Management Process



Pre-Construction Period: BTSC, the Rail Mass Transit operator, 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 recognised 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 organisation has been granted certification, such as the ISO 45001:2018 Occupational health and safety management systems, 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.

Governance: BTSC measures to strictly 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. Discussion of health issues and risks' documentation between human resources and managers' business units was conducted every month. In addition, Project Department, Operations Department, Maintenance Department and Safety and Security Department OHS department at BTSC report health and safety related matters to the executive management/board of directors of BTSC on a quarterly basis. In case there are any discrepancy from the set targets, evaluation will be conducted to reduce and prevent issues.

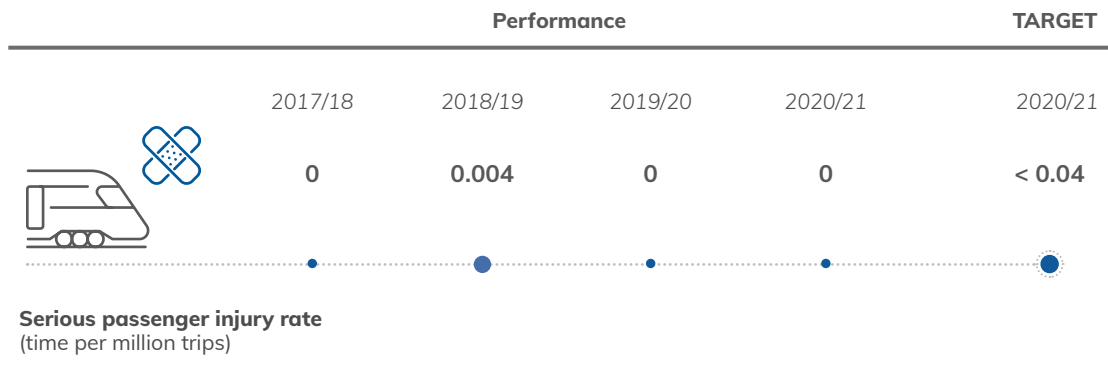
Prevention and Training: In addition to safety of transportation services, BTSC prepares annual drills following the emergency response plan in cooperated with external agencies such as Disaster Prevention and Mitigation, Emergency Medical Services and local police stations on a regular basis of twice 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 organisation 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.

Passenger Safety

Preparing for network expansion and continuous growth in number of passengers and tenants in our service network in the BTS SkyTrain system, BTSC has increased safety measures, such as the installation of Platform Screen Doors, increased communication channels to promote safety among passengers, brochures, stickers, and advertisements on LED monitors at stations, as well as dissemination of information on social media, i.e. Website, Facebook, Twitter, LINE, and BTS Application. In conclusion, to reinforce awareness and understanding of how to use BTS system safely, BTSC 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 organised 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 passenger injury rate, which is a key performance indicator reflecting efficiency of transport safety. FY 2020/21 shows that the serious passenger injury rate was at 0 times per million trips. There have been no passenger fatalities.

Definition:

- Serious passenger injury rate = $\frac{\text{numbers of serious injury cases in 12 months} \times 1,000,000 \text{ passenger-trips}}{\text{numbers of passengers in 12 months}}$
- Serious passenger injury cases refer to those which require admission to hospital for observation or treatment immediately after an accident, include injuries due to trespassing onto the track injury involving unsafe condition of BTSC equipment / operation, but exclude suicide, attempted suicide, brawls between passengers or injuries due to passenger's own medical conditions.

“New Normal” on Safety Measures at BTS SkyTrain



BTSC implements strict measures to reduce risk of COVID-19

BTSC continues to be strict in enforcing public health measures, by increasing the frequency of sanitisation twice a day inside the trains, the stations and daily in depots to prevent the spread of COVID-19. Additionally, BTSC has joined hands with Bangkok Metropolitan Administration (BMA) officials to help ensure that passengers at all stations keep a safe distance during rush hours.

Temperature Screening

Passengers with body temperatures of more than 37.5C are not allowed to access to the BTS SkyTrain System. Passengers are strictly required to wear a face mask while travelling on trains or waiting at a station.

Self-quarantine and keep passengers distancing



BTSC provides hand sanitisers at the all station gates for passengers’ self-quarantine. BTSC station personnel ensure passengers keep some distance apart from each other before entry.



While waiting for trains on the platform, passengers are required to leave sufficient space between each other.



While travelling on trains, passengers are strictly required to wear a face mask and leave sufficient space between each other.



Increase of service frequency

BTSC increases the frequency of Train service during rush hours. BTSC has 98 trains with four carriages each, totaling 392 carriages.



Strict sanitary procedures

BTSC increases the frequency of sanitisation inside the trains and the stations twice a day.

Safety, Health and Occupational Health of Employees and Contractors

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 organisation regulations and domestic laws.

BTSC arranges the safety training for all contractors (at the supervisor level, covering VGI and relevant persons) as well as providing a pre- and post-training evaluation in order to assess ability to work safely. For tracking and maintaining purposes, contracting companies who pass the tests are recorded in the Operation License System.

All safety training courses are in compliance with the safety standard system which BTSC was certified, i.e. the ISO 45001:2018 Occupational health and safety management systems, Safety Management System (SMS) and the Best Practice Model (BPM) following Ricardo Rail and engineering standards.

BTSC 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. BTSC also conducts Health Risk Assessments (HRAs), in which the results will be used to further plan medical checkup programmes. Contractors are required to submit health check results of all employees to BTSC, in order to be recorded in the database.

For high risk employee groups (including 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 also 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.

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

In FY 2020/21, BTSC has improved the method of data collection in accordance with the GRI 403-9 Work-related injuries (Lost Time Injury Frequency Rate (LTIFR) of Employee and Contractor), version 2018. The disclosed performance indicators have been verified by an independent third-party auditor, Lloyd's Register International (Thailand), to ensure its completeness, accuracy, and credibility, aligned with international standards.

For performance on safety of employees and contractors in FY 2020/21, it was found that serious work-related injuries of employees and contractors was 0 and met the set targets, which were at not more than 0.8 and 1.25 times per million working hours respectively (compared to the standard of SMRT Corporation Ltd or SMRT of 3.3 times per million working hours). Meanwhile, LTIFR of employees and contractors were at 0.1498 and 0.7212 times per million working hours, also meeting both targets of not more than 2.5 times per million working hours.

Performance on Safety of Employees

Indicator	Performance				Target 2020/21
	2017/18	2018/19	2019/20	2020/21	
Serious work-related injuries of employees (Times/million working hours)	0	0	0	0	<0.8
Lost Time Injury Frequency Rate (LTIFR) of Employees (Times/million working hours)	0.6272	0.5474	1.1706	0.1498	<2.5
Work-related fatalities of employees (Persons)	0	0	0	0	n/a

Performance on Safety of Contractors

Indicator	Performance				Target 2020/21
	2017/18	2018/19	2019/20	2020/21	
Serious work-related injuries of contractors (Times/million working hours)	0	0	0	0	<1.25
Lost Time Injury Frequency Rate (LTIFR) of contractors (Times/million working hours)	0.2569	1.4011	0.8488	0.7212	<2.5
Work-related fatalities of contractors	0	0	0	0	n/a

Definition:

- Serious work-related injuries refer to Serious Staff and Contractor injuries refer to those which require admission to hospital for observation or treatment immediately after an accident and resulting in the staff's absence from duty 1 days or more.
- Lost Time Injury Frequency Rate (LTIFR) refers to Record work-related injuries that result in one of the following:
 - Work-related fatality, one or more days away from work following the date of the incident, restricted work or transfer to another job, medical treatment beyond first aid, loss of consciousness, or diagnosis of a significant injury/illness.
 - Record needle stick injuries and cuts from sharp objects that are contaminated with another person's blood or other potentially infectious materials. Potentially infectious materials include human bodily fluids, tissues and organs, and materials infected with the HIV or hepatitis B virus.
 - Record the required removal of an employee for medical surveillance due to an OSHA standard
- Disease-related illness rate refers record work-related ill health that result in one of the following:
 - Adverse effect on the physical, mental or cognitive condition of a person (These adverse effects include occupational disease, illness and death or implies the presence of injury or ill health, either on their own or in combination.)
 - Certain hearing loss cases must be recorded. Specific guidelines regarding hearing loss cases may be found online @ www.osha.gov/recordkeeping
 - Record any serious or significant work-related disorder that is diagnosed by a physician or other licensed health care provider or identified by a positive medical test. These include work-related cases involving cancer, chronic irreversible disease, a fractured or cracked bone, or a punctured eardrum.
 - Record the required removal of an employee for medical surveillance due to an OSHA standard

Safety Enhancing Activities in FY 2020/21

2020 annual emergency drill in case of passengers falling onto train tracks and collision with trains



Virtual trial run and emergency drills in case of fire, bomb threat, and evacuation of passengers



5.2 Human Rights Management

(GRI 103-1, 103-2, 103-3, 412-1)



The United Nations defines human rights as “rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status. Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, and many more. Everyone is entitled to these rights, without discrimination.”

In today’s constantly changing world, there are new socio-economic challenges every day that range from discrimination to forced labour and large scale conflicts which are directly and indirectly linked to human rights abuses and violations. Nowadays, businesses are becoming more likely to be inadvertently complicit into human rights issues from their own operations, products and services, sourcing activities, and other business-related activities or decisions. In some cases, business may even have a legal obligation as a result of violations. The realisation that companies must not only respect human rights but actively protect should be fully taken on board through embedding a human rights management process in its business process and practices.

BTS Group, as a conglomerate, fully recognises that respect for human rights is an ultimate corporate and human responsibility which relates to employees, customers, suppliers and joint ventures. BTS Group’s business activities could potentially either prevent or support human rights violations. For this reason, the Sustainability Committee and the Board of Directors review and approve our human rights policy on a regular basis. Relevant working teams

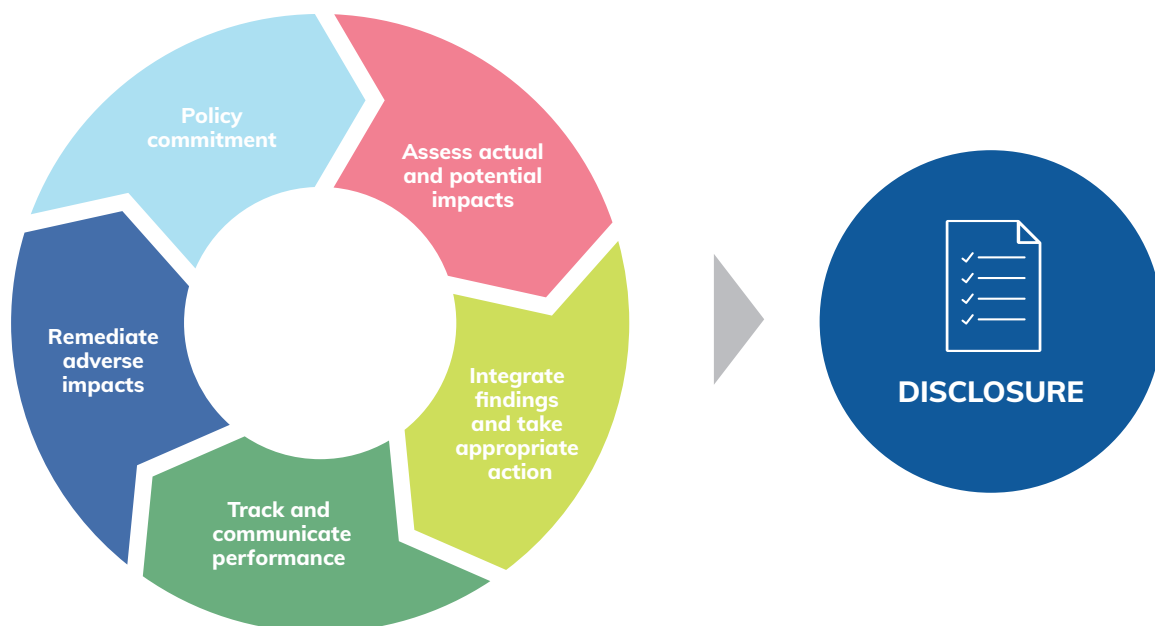
from various departments also work together every year to assess human rights risks and impacts, examine operational processes to prevent such risks and find appropriate solutions and remediation actions to brace for any impacts stemming from human rights violations. BTS Group ensures that we operate in line with the United Nations Guiding Principles on Business and Human Rights.

Furthermore, BTS Group takes actions on these issues through comprehending the linkage between our business and human rights by using the UN Guiding Principles on Business and Human Rights Framework and other relevant international standards. This enables us to develop our own human rights policy, create internal procedures for impact assessment, carry out due diligence, maintain a human rights risk register, reduce identified risks, set up a grievance mechanism and report specifically on human rights.

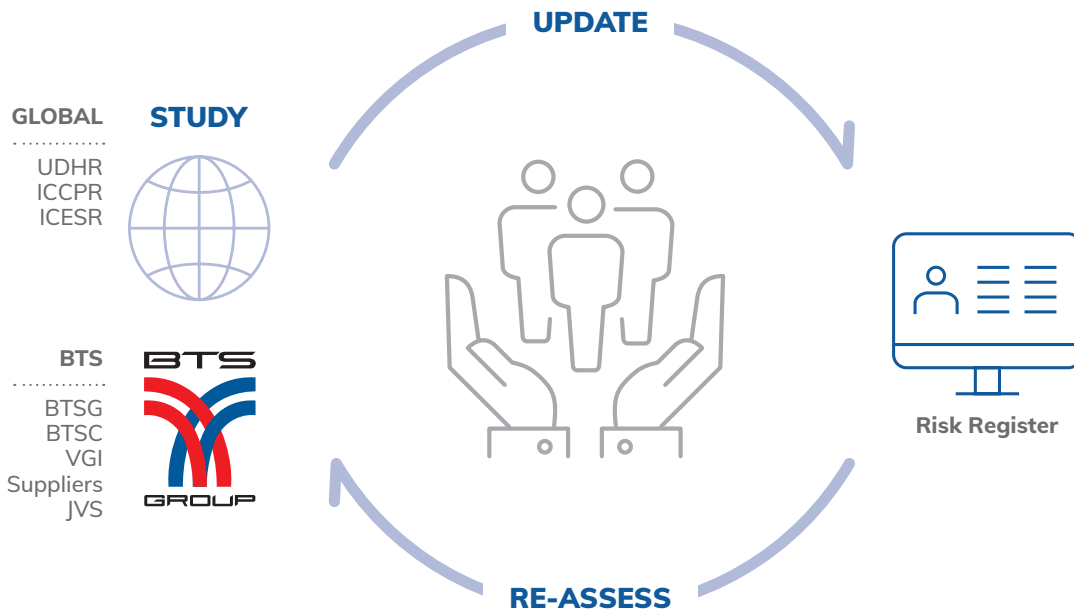


Scan this QR code for our Group Human Rights Policy

BTS Group Human Rights Due Diligence Process



Human Rights Risk Assessment Process



BTS Group implements our human rights risk assessment process in accordance with the UN Guiding Principles on Business and Human Rights on a regular basis as follows:

1. The Board of Directors considers, reviews and supervises the implementation of human rights policies, covering all operations of BTSG, BTSC, VGI, suppliers and joint ventures.

2. BTS Group conducts a study assessing human rights issues covered under the scope of international regulations such as the Universal Declaration of Human Rights (UDHR), the International Covenant on Civil and Political Rights (ICCPR), and the International Covenant on Economic, Social and Cultural Rights (ICESCR). The study includes benchmarking analysis and identification of possible human right issues to incorporate and update into BTS Group’s human right risks register. We last considered our own human rights risks in 2017/18, and in 2020/21 reviewed issues concerning human rights risks posed by the COVID-19 pandemic. In each case, we analysed and assessed potential impacts on stakeholders who might be expected to be exposed to such risks, including customers, employees, suppliers, youth, alien workers, the underprivileged and local communities, in order to determine the salient human rights risks issues involved in such operations.

3. BTS Group undertakes human rights risk assessment and updates its risk register based on the specific risks above by holding meetings with various internal units responsible for business activities related to human rights issues. The human rights risk assessment is carried out with the objective of identifying potential risks as well as implementing relief measures and corrective actions in case of human rights violations.



Scan this QR code for our FY 2020/21 Human Rights Due Diligence Report

BTS Group Salient Human Rights Issues

Activities/ Areas of operation	Engagement Channels	Related Stakeholders	Additional Measures to Mitigate Risks
Employees			
<p>Activities in mass transit, other non-rail, advertising, logistics, E-payment and joint ventures (service business, property development)</p>	<p>Employees working at the platforms and trains can face a number of health and safety risks</p>	<p>Employees</p>	<ul style="list-style-type: none"> • Implement Operations Inspector (OI) from Safety Department • Establish emergency plan and conduct the emergency response drill annually • Establish training matrix for employee in specific positions that have occupational risk as appropriate • Provide training and implement “Access Control System”, work permit and authorised person on site to Liaise
<p>Activities in mass transit, other non-rail, advertising, logistics, E-payment and joint ventures (service business, property development)</p>	<p>Employees’ rights may be violated if they are not granted fair working conditions, including but not limited to fair compensation, access to leave, social security, and tasks that do not exceed the job description.</p>	<p>Employees</p>	<ul style="list-style-type: none"> • Implement Employee Engagement Survey to measure employees’ satisfaction and engagement for further improving benefits and wellbeing. • Allows employees to choose the rate for provident fund for the employee contribution part within the company’s designated rate range • Have annual medical check-up programmes for employees who require to examine and allow employees’ family member to pay the same corporate of the program. • Has OT e-form or online form that it is accessible by employees but authorised approval is needed.
<p>Employees in mass transit, other non-rail, advertising, logistics, E-payment and joint ventures (service business, property development)</p>	<p>Gender discrimination can lead to unfair hiring practices, pay disparities, workplace harassment, and favorable treatment for majority groups in promotion and professional development.</p>	<p>Employees</p>	<ul style="list-style-type: none"> • Establish HR Registration Doc. No.25640001 regarding to Human Rights-HR Commitment which is about BTSG HR guideline to manage HR according to the human rights principle)
<p>Employees mass transit, other non-rail, advertising, logistics, E-payment and joint ventures (service business, property development)</p>	<p>Employees should have access to join trade unions and bargain for their rights. Additionally, while lack of trade unions may not directly create impacts on employees’ health and safety, or irremediable impacts, it will affect all employees, as their freedom to join trade unions has not been granted.</p>	<p>Employees</p>	<ul style="list-style-type: none"> • HR framework apart from Code of Conduct, BTSG HR Policy and framework have been set up for concretely implementing on various issues, namely, Human rights; Diversity & Inclusion; as well as health and wellbeing including with workplace culture, discrimination protection, reviewing and measurement are mentioned
<p>Employees in mass transit, other non-rail, advertising, logistics, E-payment and joint ventures (service business, property development)</p>	<p>Variety of employees could be hired to work in diverse business activities. Without systematic investigation and monitoring measures, some employees might be forced to work or become compulsory labors by, for instance, confiscating identity documents, whereas migrant workers could be illegally hired in specific business activities. Moreover, there is a high possibility that children could be hired or requested by their parents to provide a small assistance at the parents’ workplace. Apart from that, business activities could be involved in human trafficking case when employees are sought and recruited by third-party recruiters. These circumstances undoubtedly violate human rights of employees, who are considered as the victim.</p>	<p>Employees</p>	<ul style="list-style-type: none"> • Employee Engagement Survey to measure employees’ satisfaction and engagement for further improving benefits and wellbeing.
<p>Employees in mass transit, other non-rail, advertising, logistics, E-payment and joint ventures (service business, property development)</p>	<p>Employees may be involved in bribery and corruption, which could directly or indirectly violate human rights of particular group of stakeholders or vulnerable groups. For example, an employee with financial responsibility may corrupt</p>	<p>Employees</p>	<ul style="list-style-type: none"> • Establish HR Registration Doc. No.25640001 regarding to Human Rights-HR Commitment which is about BTSG HR guideline to manage HR according to the human rights principle)

Activities/ Areas of operation	Engagement Channels	Related Stakeholders	Additional Measures to Mitigate Risks
Supply Chain/ Contractors			
Activities in mass transit, other non-rail, advertising, logistics, E-payment and joint ventures	The business activities could have risk violating these employees' human rights. i.e. low payment, long working hours, shortage of various benefits.	Supply Chain/ Contractors	<ul style="list-style-type: none"> Has OT e-form or online form that it is accessible by employees but authorised approval is needed.
Procurement activities in mass transit, other non-rail, advertising, logistics, E-payment and joint ventures	Procurement may pose risks of human rights violation e.g. the responsible person for procurement process might implement 'sole source' approach for selecting suppliers and/or contractors, which cause certain suppliers - those whom are not selected - feel discriminated.	Supply Chain/ Contractors	<ul style="list-style-type: none"> The company is developing measure to mitigate these salient human right risks issues.
The business activities in mass transit and other non-rail.	Construction activities could lead to human rights violation of suppliers/ contractors if they are not well managed and monitored. Employees of suppliers/ contractors might be injured and/or died because of operations of business activities.	Supply Chain/ Contractors	<ul style="list-style-type: none"> The company is developing measure to mitigate these salient human right risks issues.
Customers			
Activities in mass transit, other non-rail, advertising, logistics	Customers are exposed to a variety of health and safety risks on BTS train systems, ranging from minor accidents to fatality.	Customer	<ul style="list-style-type: none"> Implement Operations Inspector (OI) from Safety Department Establish emergency plan and conduct the emergency response drill annually Establish training matrix for employee in specific positions that have occupational risk as appropriate Provide training and implement "Access Control System", work permit and authorised person on site to Liaise Certify the Safety Management System (SMS) and Occupational Health and Safety Management system (ISO45001:2018) Hazard Identification, risk analysis and opportunity from operation safety and occupational health and safety
Communities and Environment			
Construction and operation activities for mass transit, other non-rail, advertising, logistics, E-payment and joint ventures	The business activities may be violating the surrounding communities' human rights if the activities that are conducted at local levels risk affecting local communities' health and safety. Also, shipping activity may lead to accidents in which local communities' health and safety are affected.	Community	<ul style="list-style-type: none"> Implement Operations Inspector (OI) from Safety Department Establish emergency plan and conduct the emergency response drill annually Establish training matrix for employee in specific positions that have occupational risk as appropriate Provide training and implement "Access Control System", work permit and authorised person on site to Liaise Certify the Safety Management System (SMS) and Occupational Health and Safety Management system (ISO45001:2018) Hazard Identification, risk analysis and opportunity from operation safety and occupational health and safety

5.3 Human Resources Management

(GRI 102-41, 103-1, 103-2, 103-3, 401-1, 401-2, 401-3, 404-1, 405-1, 405-2)



Our priority through COVID-19 has been to protect our people while retaining sound business operation so we can support customers, communities and the Thai economy.

BTS Group regards human capital as the most valuable intangible asset to sustain high operational efficiency and to maintain continued growth and return to investors and shareholders. We realise the increasing significance of human capital, particularly in light of a shrinking workforce demographic, and we believe that highly skilled human capital can contribute economic value generation of the Company and good corporate branding. We put our full effort to provide appropriate and attractive treatment of staff as well as a wide-range of human capital development measures to ensure that our people have all skills required for the constantly changing business demands. Other than the opportunity this provides, BTS Group also foresees risks from failure in effective human resources management (such as disregarding diversity and human rights and bad working conditions) to our workforce that may lead to rising turnover rates, low productivity and reputational damage. This in turn could result in poor business continuity and higher management costs. BTS Group implements Human Resources Management covering these aspects, namely, human capital development, attraction and retention of talent and ensuring their wellbeing.

BTS Group Human Capital Development

BTS Group strives to develop competencies and skills of our employees appropriate to each individual’s responsibilities, in order to prepare human capital required to support business needs in this complex world. This includes development of universal skills that all employees should possess to help them cope with and adapt to future changes. The Company also prepares a number of training courses, projects, and programmes to upskill and reskill our employees which contributes to their career promotion and retention. As a result of our effort put in our human capital development, we have maintained BTS Group’s Human Capital Return on Investment (HCROI) in an increasing upward trend and achieved the target that were set. HCROI is calculated by deducting non-human capital expenses from revenue and has it divided by human capital expenses. This reflects that our investment in people in their salaries, welfares, and trainings results in good return on investment.

Long-Term Sustainability Target (2020/21-2024/25)

- 100% of employees responding to the employee engagement survey
- Percentage of engaged employees at 85%

Target 2020/21

- 90% of employees responding to the employee engagement survey
- Percentage of engaged employees at 80%

Performance 2020/21

- 100% of employees responding to the employee engagement survey
- Percentage of engaged employee at 80%

*HCROI refers to Human Capital Return on Investment

BTS Group implements a 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 systems and process utilises the Individual Competency Development Plan (ICDP) model based on the “80/20: On-the-Job Training/ Coaching” approach. We believe 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 organisation toward set goals, efficiently and sustainably.

In terms of human resources development, this process 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, the Company 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 trainings.

BTS Group provides a variety of training and development programmes 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 FY 2020/21, BTS Group had set a goal of 100 training hours per full-time-equivalent (FTE) per year. It was found that on average, employees had 108.90 hours of training per FTE per year, higher than the target. Furthermore, in FY 2020/21, there were 373 training courses covered 4 business units with total budget of THB 13.89mn.



Average Hours per full-time equivalent (FTE) of Training and Development in FY 2020/21 (by gender)

Average hours per male FTE

105.51

Average hours per female FTE

128.34



Average Amount spent per FTE on Training and Development in FY 2020/21

Average amount spent per male FTE

THB 5,629.10

Average amount spent per female FTE

THB 5,308.48

Average amount spent per FTE

THB 2,732.04



Average training and development hours per FTE for employees in FY 2020/21

Target

100

hours per FTE

Performance

108.9 hours

hours per FTE

*For more details of training hours and spending breakdown, please refer to section 6.1 : Sustainability Performance Data.

Human Capital Return on Investment

BTS Group always monitors HCROI which helps inform the Company on the return value of its human capital as compared to the Company’s investment on HR-related matters. To elaborate, this indicator identifies this HCROI values by using the revenue generated by the Company, deducted by all of the Company’s expenses (excluding employees’ related expenses and welfares) and divided by employees’ related expenses and welfare.

HCROI at BTS Group

Performance FY 2019/20

5.34

Performance FY 2020/21

7.22

Training on Root Cause Analysis Techniques for Engineers

The course outlines cover the development of professional skills and techniques to identify the root cause of the problem and complexity of work, especially for engineering work. The course provided case studies and analytical tools for the Company’s engineering team in tackling the technical problems. BTSC management team sees the importance this training to upskill the relevant employees that would contribute to cost-saving.



Training Period:
12 hours



Training Participants:
32 employees



Business Benefits

Participants can implement and integrate the knowledge gained from the training to their maintenance works for the BTS SkyTrain system. This course helps employees to identify and analyse the roots cause of the problems which contribute to mitigation actions and suitable preventative measures to prevent future problems. Risks which might cause impact to business and disrupt operation are therefore preemptively mitigated. After the training, BTSC could more effectively prevent a number of incidents including serious and dangerous incidents with passengers and equipment maintenance failures on the BTS SkyTrain. Without such development of such skill, BTSC needed to hire a railway expert to provide advice for failures. As a result, BTSC could save railway consulting costs of approximately THB 500,000 per time.

To further elaborate on the business benefits, in case there are any serious and dangerous incidents with passengers stemming from the train system and equipment maintenance failures, BTSC has to compensate to the claimant an average of THB 8mn per case. In case of BTS SkyTrain access door failures, BTSC has to compensate to the claimant approximately THB 25,000 per case.

Talent Attraction and Retention at BTS Group

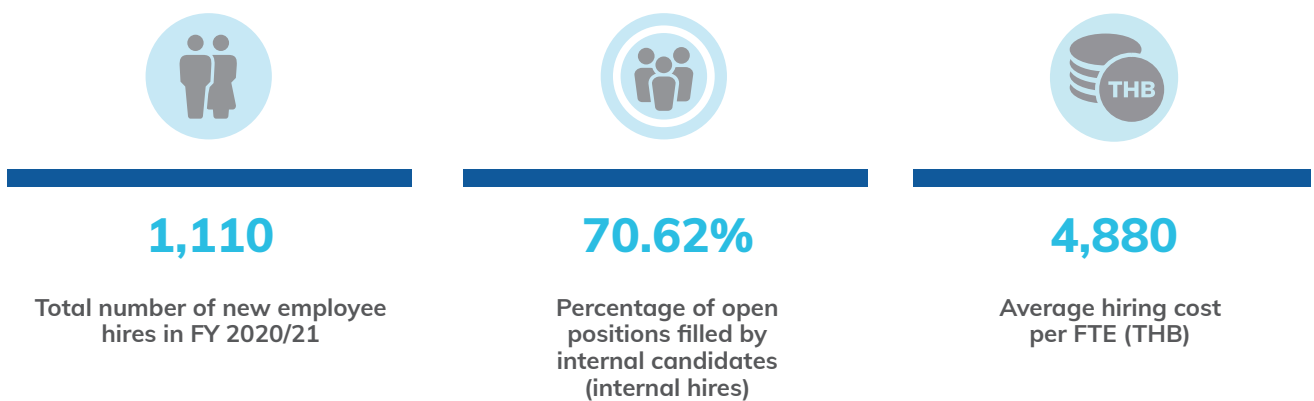
For attraction and retention of talents, BTS Group works hard to ensure that we attract and retain best-in-class people in the market to serve our business growth. In other words, successful talent attraction & retention management is a powerful enabler for companies to maintain their competitive advantage and to execute their corporate strategies. Today, the leveraging of advanced analytics on data sets of human capital and people-focused metrics can help companies identify organisational risks and opportunities and make better informed decisions to improve talent management and employee experience and measure positive impacts on business performance. BTS Group conducts regular employee engagement survey to understand people’s needs and what the Company can do to serve their needs.

BTS Group knows 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 labour 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.

Hiring at BTS Group

Strategic recruitment and hiring serve as one of the key success factors in Human Resources Management to ensure that we will always have suitable, adequate, and high-quality employees for the business growth. Apart from strategic recruitment to identify and hire best-in-class workforce in the market to serve high business demand, BTS Group has also been aware of having a proper business succession plan in place to ensure that the knowledge and expertise can be shared and transferred for the Company’s benefit. For us, this indicator helps determine effectiveness of human capital development by providing employees with the skills required for promotion, and it also demonstrates how proactive the Company is in providing their employees with new challenges for growth and development throughout their careers. We believe that the percentage of open positions filled by internal candidates at BTS Group has been high in comparison with the average of the industry. As a result of our emphasis on our internal qualified candidates, we also record and monitor our average hiring cost, as a measure of our effectiveness or our human resources management system.

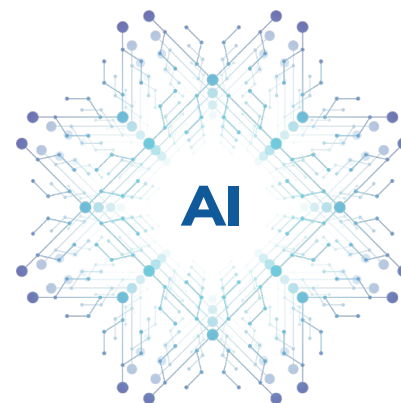
Hiring and Positions filled by internal Candidates



*For more details on hiring breakdown, please refer to section 6.1 : Sustainability Performance Data.

Utilisation of People Analytics and Strategic Workforce Planning

BTS Group is in the process of development of People Analytics or Talent analytics tools. Or in other words, we will in the near future utilise advanced analytical tools and large data sets in human capital management to guide our human resources strategic direction and to provide information to management to make sound decisions on workforce planning. We believe that using the knowledge gained through analysis of human capital related data can help companies identify current risks and opportunities and make better informed decisions to improve talent management and eventually business performance. The Company started to collect and articulate data to identify skill gaps, evaluate recruiting channels, screen candidates and assess talent supply and demand. In addition, we believe that this work process will be useful to further improve employee experience, better inform employee training and development efforts, promote fair treatment of employees and eliminate bias.



Employee Engagement

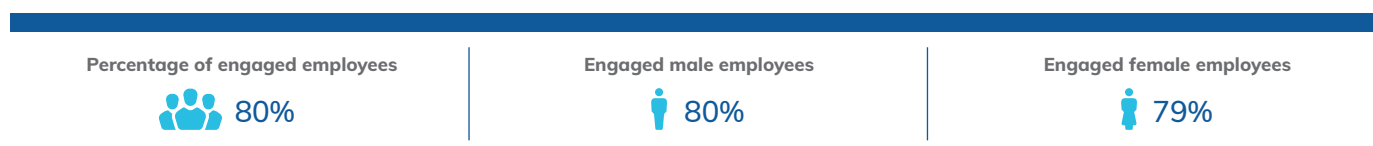
BTS Group believes that providing employees with channels to voice out their concerns is an important factor to engage employees. Therefore, employees are given the opportunity to participate in sharing opinions, problems and suggestions. BTS Group conducts employee engagement surveys on a regular basis, 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.

In FY 2020/21, with effort put to have all our employees respond to the survey to reflect their needs, 100% of our employees cooperated in responding to the employee engagement surveys through the online questionnaires. From the survey, it was found that 80% of total employees were actively engaged, divided into 80% of male employees and 79% of female employees were actively engaged. This result remained unchanged from FY 2019/20 and achieved the target of 80%, which reflected the efforts and dedication put in retaining all employees.

Performances on Employee Engagement

Indicator	Performance				Target 2020/21
	2017/18	2018/19	2019/20	2020/21	
Percentage of engaged employees	73.94%	78.50%	79.66%	80%	80%
Data Coverage (Percentage of response from the total number of employees who receive the surveys)	84.63%	93.45%	93.49%	100%	90%

Employee Engagement Score by Gender



Employee Engagement Score by Age Group



Employee Engagement Score by level



Employee Turnover Rate

Indicators	Performance			
	2017/18	2018/19	2019/20	2020/21
Total employee turnover rate	10.26%	10.61%	6.88%	11.30%
Total voluntary employee turnover rate	9.67%	9.77%	6.30%	10.69%

*For more details on turnover rate breakdown, please refer to section 6.1 : Sustainability Performance Data.

Working Condition and Wellbeing

In ensuring employees wellbeing, BTS Group is very committed to promoting the quality of life and well-being of employees on a basis of human rights and labour rights, especially during the Covid-19 era which has made every life more difficult. We put in place measures to mitigate and remediate threats and risks to people health, safety, and wellbeing based on different nature of business operations. Beyond providing a safe and healthy working environment, we support fair treatment practices such as guaranteeing diversity, ensuring equal remuneration and supporting freedom of association. In accordance with international standards on labour and human rights, companies are increasingly expected to adhere to and apply these standards equally across all operations within the organisation. Furthermore, growing stakeholders’ awareness leads to higher expectations from companies in their role as global corporate citizens and their ability to drive sustainable business practices forward. We, therefore, ensure gender diversity in employees in all levels, equal remuneration and freedom of association in the form of welfare committee.

Gender Pay Indicators

BTS Group has cautiously and thoroughly revised remuneration management to prevent any risk of discrimination or unequal treatment in the processes of performance assessment and remuneration payment. This will ensure that we always maintain equal pay by comparing the salary of men and women who have the same or equivalent positions to assess whether they are paid the same for equal work. We closely monitor and disclose the results of gender pay gap and equal pay assessment. Emphasis has been placed on fairness and balance with regards to remuneration for male and female employees based on their performances and work values. The annual salary raises and bonus payments, in line with employee proficiencies, are considered for retention of capable personnel. Therefore, staff success can be achieved through their career paths, along with BTS Group expansion.

BTS Group conducted a third-party verification for our equal pay assessment in FY 2020/21

Labour Practices Indicators

BTS Group has always been aware of various labour KPIs of an organisation to determine not only the quality, but also the transparency of its reporting on diversity issues. We believe that gender diversity can improve the Company’s performance as it increases the likelihood of bringing people with different types of knowledge, views and perspectives together. This diversity results in better innovation and problem-solving skills, improves talent attraction and retention, increases employee engagement and results in higher efficiency.

These days, it has been evident that several initiatives have already been taken by shareholders and governments to increase the share of women in the workforce and in leadership positions. Companies who are early adopters of inclusive hiring and retention practices will therefore benefit from positive recognition and lower compliance costs in the future. BTS Group has been aware of this increasing concern and puts a lot of effort in creating equal treatments in the workplace and transparently discloses information to our public audience.

Female Representation in each Employee Level

Female Employee in each Level	Performance 2020/21
• Female employees in junior management position	• 49.15%
• Female employees in top management position	• 33.33%
• Female employees in all management levels	• 46.74%
• Female employees in revenue generating positions	• 54.71%
• Female employees in STEM *positions	• 12.92%

* Positions that require science, technology, engineering and mathematics knowledge.

0 
 complaints of discriminatory labour treatment or violence that leads to a lawsuit

BTS Group strictly complies with labour laws and regulations of the countries. BTS Group has a Welfare Committee which comprises of 17 employee representatives from each business unit. The Committee, representing 100% of employees, provided an opportunity for the employer and employees to discuss issues on remuneration, welfare, and labour rights every 3 months.



หากเพื่อนพนักงานท่านใด มีข้อเสนอแนะ หรือ Idea เพื่อการพัฒนาไม่ว่าเรื่อง
“สวัสดิการพนักงาน”
 ร่วมแบ่งปันให้คณะกรรมการสวัสดิการฯ ของเราได้ที่
E-mail: staffwelfare@btsgroup.co.th
 เพื่อไปพิจารณาหารือ เพื่อปรับปรุงพัฒนาในลำดับต่อไป
 มาร่วมกันสร้าง **“องค์กรน่าอยู่ : BTS Group Happy Workplace”**
 ด้วยกันนะคะ

5.4 Social and Community Development

(GRI 103-1, 103-2, 103-3, 201-1)

BTS Group recognises its role and responsibility in contributing to the development and improvement of community and society resonating our corporate sustainability vision **“to serve our community with unique and sustainable solutions that greatly contributes to an improved life”**. We also believe that being a good corporate citizen can ensure a more sustained social license to operate, therefore, we have been continuously working to shape programmes and initiatives to align with the company’s business drivers and that would allow the Company to leverage its strengths, its brand and its employees to have the maximum impact on beneficiaries.

In FY 2020/21, BTS Group increased focus on its environmental impact and has made great progress in developing our climate strategy. Following this, the Company has been exploring new areas of Corporate Social Responsibility (CSR) initiatives that are more aligned towards climate action and change mitigation. The new activities and initiatives do not solely support communities as part of community investment but are linked with the broader scope of climate-related and environment actions. Therefore, BTS Group’s CSR Strategic Direction aims to improve the quality of life and well-being of the community through the three areas: **Environmental Protection and Climate Change Impacts Mitigations, Public Health and Quality Education**. We believe that responding to the socio-economic needs of the community as well as granting environmental justice for and on behalf of stakeholders also provides opportunities for employees at all levels of BTS Group to be involved in activities and recognise how they can make an impact.

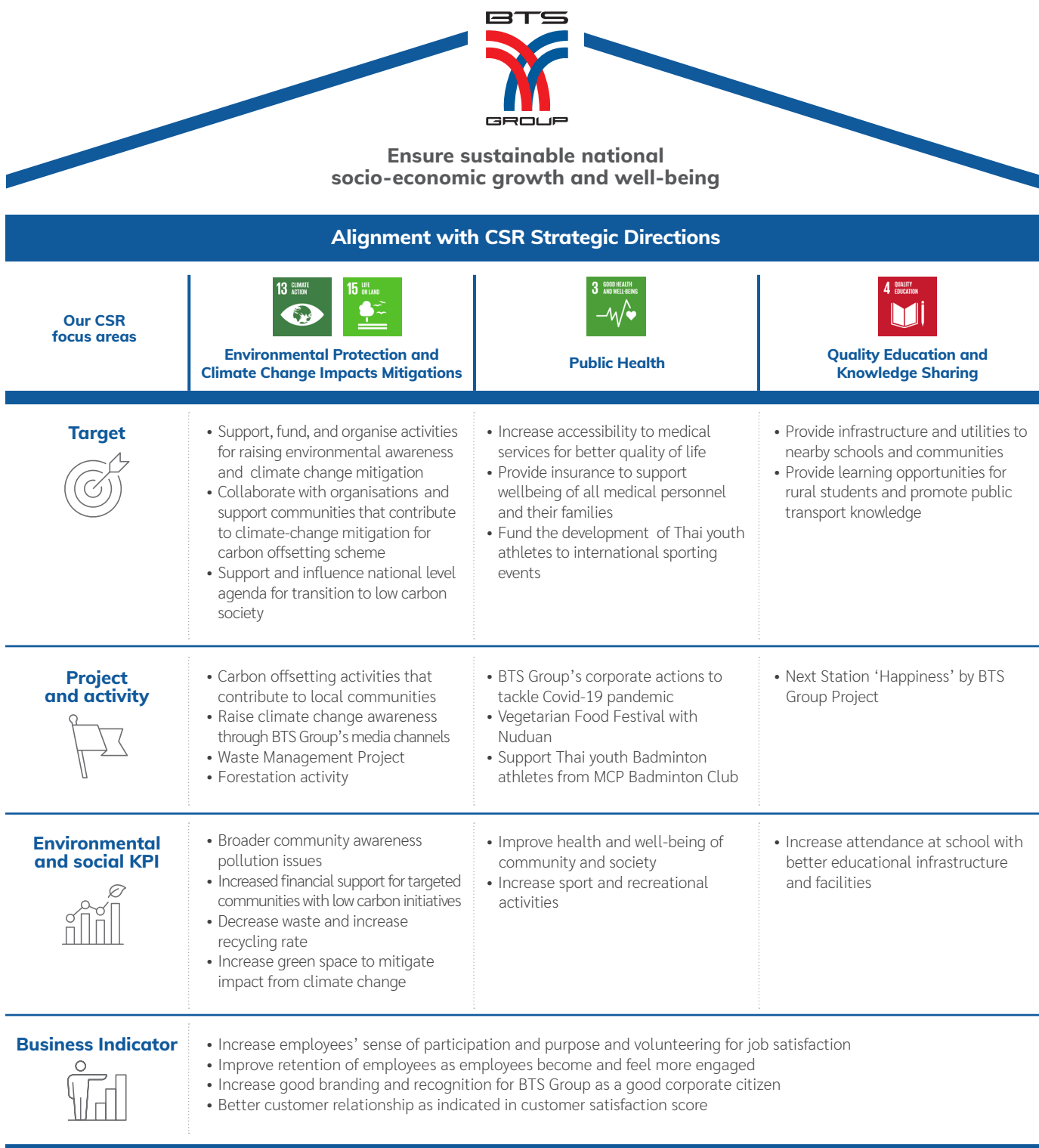
BTS Group implements its community and social development projects and activities in alignment with the CSR Strategic Direction, which has been framed by the Board of Directors and the Sustainability Committee. Amongst other responsibilities, the details of which can be seen at Sustainability Committee’s Charter. The Sustainability Committee is responsible for monitoring the implementation of activities and programmes aiming to improve the quality of life and well-being of the community at large. The Sustainability Department initiates outreach programmes such as surveys to understand the needs of the community in the target area and organises projects and activities in response.



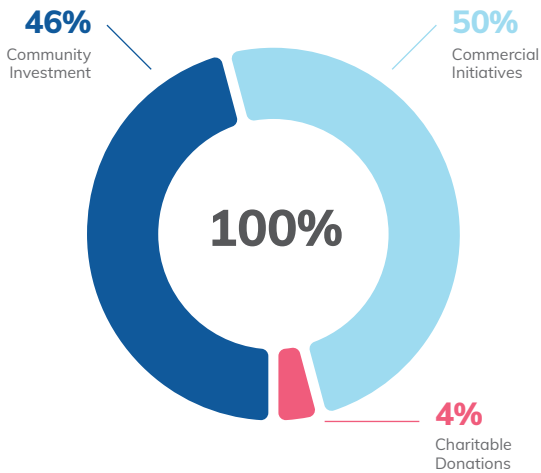
BTS Group's CSR Strategic Direction

Our CSR Strategic Direction is to establish a more defined and streamlined corporate philanthropic approach and integrate CSR activities that are aligned with our business objectives and portfolios. Our ultimate objective is to ensure increasing community participation and investments through our commercial operations, products or services. In deciding our CSR priorities, we drew up key areas that we see important to us, our stakeholders and the society.

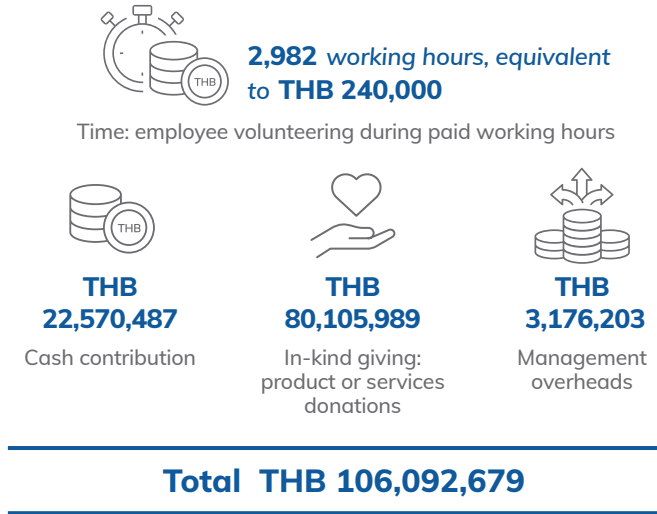
BTS Group's group-wide strategy on corporate citizenship and philanthropic contributions focuses on three major priorities:



Type of Philanthropic Activities at BTS Group



Types of Philanthropic Contributions at BTS Group



FY 2020/21 Highlight Actions

BTS Group's corporate actions to tackle COVID-19 pandemic (Public Health)



Insurance and Subsidy Funds
THB 70mn

THB 60mn

- Life insurance policies for 400,000 doctors, nurses and medical personals nationwide
- Insurance coverage is THB 5mn in case of death from COVID-19

THB 10mn

- Funds to subsidise and heal Village Health Volunteers
- THB 10,000 subsidy in case of infection
- THB 500,000 subsidy in case of death



Cash contribution
THB 3mn

THB 1mn

- Donation to the Creation of Innovation Center, "The KMITL GO FIGHT COVID-19 Project", from The King Mongkut's Institute of Technology Ladkrabang

THB 1mn

- Donation to the Dental Hospital, Faculty of Dentistry Mahidol University

THB 1mn

- Donation to Maha Chakri Sirindhorn Dental Hospital

In-Kind Giving : non-cash items
THB 27mn

THB 26.6mn

- Distribution of 40,000 "Give Away" boxes to 20,000 households in Bangkok and metropolitan area, affected by COVID-19
- Each box contained 1 months' worth of essential consumer products, delivered to people by our partner Kerry Express

THB 400,000

- Distribution of 16,700 food boxes from Chef Man Restaurant to communities along the BTS SkyTrain in order to relieve villagers affected



Carbon Neutrality with support to community development (Environmental Protection and Climate Change Impacts Mitigations)



BTS Group participated in the Thailand Voluntary Emission Reduction Programme (T-VER) and received a Carbon Neutral certificate from the Thailand Greenhouse Gas Management Organisation (Public Organisation) or TGO for the 1st year, thanks to BTS Group’s achievement in implementing a carbon offset scheme by joining a carbon credit programme with Mitr Phol Bio-Power (Danchang) Co., Ltd. (Block 2).

Supporting this carbon credit programme, the contribution from us was utilised by Mitr Phol to buy sugar cane leaves and rice straws (waste) from the farmers at the price of THB 1,000 per tonne, a price which helps deter farmers from burning the by product from harvesting and causing further adverse environmental damage. The bought sugar cane leaves and rice straws were utilised as biomass energy for Mitr Phol operation. In addition, financial support in this programme that was given directly to villagers contribute to their community development and local employment.

This cooperation aligns with BTS Group’s objective in doing business while minimising environmental impact. Whilst our core business already reduces carbon emissions through encouraging passengers to use low carbon emitting transport, it is our intention to sustain our carbon neutral position, and to refine this to a more efficient and direct manner. This will help drive Thailand’s transition to a low carbon economy and its commitments under the Paris climate accord.



VGI Awareness Raising on Climate Change (Environmental Protection and Climate Change Impacts Mitigations)



VGI in collaboration with Root the Future initiated the “Climate Clock” project to raise awareness about how much time we have left to save our planet and to show how we can use this number to ignite climate action. With communication through VGI’s digital monitors on the BTS SkyTrain, Climate Clock has started counting down the time we have left to take decisive action to keep warming under the 1.5°C threshold in New York, Berlin, Paris to raise awareness on this increasing concern.

To fully utilise our advertising platforms for social benefit, VGI collaborated with Root the Future to display the content to raise awareness and give warning messages to BTS SkyTrain passengers to rethink and change their living lifestyle, so that they can contribute to emissions reduction and other sustainable practices in their daily activities, i.e. using public transportation, avoidance of single-use plastic, increased plant-based food or alternative protein consumption.



Scan QR code for the campaign

VGI supports by providing media platform for the project “One Man and the Sea” (Environmental Protection and Climate Change Impacts Mitigations)



VGI values importance on the environment, sharing its media platform to support the project “One Man and the Sea” led by renowned artist Tono (Pakin Kamwilaisak). Tono swam through 12 islands from Surat Thani Province to Samui Island for a distance of 82 km to raise funds for the purchase of medical equipment as a contribution to The Siritharn Rare Marine Life Rescue Center, Phuket Province, The Rare Marine Life Saving Section, Marine and Coastal Resource Research Center of the Eastern Gulf of Thailand, and The Sea Turtle Conservation Center in Rayong Province, and a coastal hospital. With an emphasis on creating a safe home and sustainable ecosystem to the ocean, the project also promotes the awareness to reduce littering to help reverse the cause of ocean pollution.

Due to the COVID-19 situation in Thailand, Tono decided to put a stop to his swimming on the sixth day after a distance of 27 kilometers, or about a third of the entire route. He raised THB 15,468,347 in total.



Scan QR code for the campaign



06 Others

- 6.1 Sustainability Performance Data
- 6.2 GRI Content Index
- 6.3 Independent Assurance Statement
- 6.4 Survey of Readers' Opinions

6.1 Sustainability Performance Data

(GRI 102-8)

Economic Performance

Indicator	Unit	Performance			
		2017/18	2018/19	2019/20	2020/21
Total revenue	THB mn	12,650	47,299	42,242	42,379
Employee expenses (salaries, wages, other benefits)	THB mn	1,611	1,634	2,730	2,215
Net profit	THB mn	4,416	2,873	8,162	4,576
Dividend payment	THB mn	4,027	4,204	5,507	4,081
Income tax	THB mn	776	773	1,509	1,927
Cash contribution for social and community development	THB mn	2.09	4.40	6.52	17.33
Assets	THB mn	106,058	144,398	173,100	212,062
Liabilities	THB mn	59,694	92,088	105,855	136,025
Equity	THB mn	46,364	52,310	67,245	76,037

Environmental Performance

Electricity Intensity

Indicator	Unit	Performance				Target	% Change 2020/21 VS 2019/20
		2017/18	2018/19	2019/20	2020/21		
Total electricity consumption per distance car-km	kWh per distance car-km	2.68	2.73	2.56	2.24	<2.80	-12.50%
Traction power	kWh/1,000 passengers-km/month	39.82	41.40	46.33	71.02	<50	+53.29%
Total electricity consumption at all train stations	kWh/Day	54,435	62,794	69,728	80,335	<82,000	+15.21%

Energy Consumption

Indicator	Unit	Performance				Target	% Change 2020/21 VS 2019/20
		2017/18	2018/19	2019/20	2020/21		
Total electricity consumption	MWh	106,079	117,139	140,451	140,562	n/a	+0.08%
Non-renewable electricity purchased	MWh	106,079	117,139	140,451	140,562	n/a	+0.08%
• Electricity Consumption: Traction	MWh	71,118.05	75,263	91,321	91,392	n/a	+0.08%
• Electricity Consumption: Non Traction	MWh	34,960.95	41,876	49,130	49,170	n/a	+0.08%
Non-renewable fuels (nuclear fuels, coal, oil, natural gas, etc.) purchased and consumed	MWh	13,197.62	13,773.06	13,016.29	11,869.20	n/a	-8.81%
Fuel consumption for building services	MWh	511.63	585.36	707.26	342.49	n/a	-51.58%
Fuel consumption for company cars	MWh	-	549.46	448.09	879.13	n/a	+96.19%
Fuel Consumption: Bus Rapid Transit: BRT	MWh	12,685.99	12,638.24	11,860.94	10,647.58	n/a	-10.23%
Total renewable energy (wind, solar, biomass, hydroelectric, geothermal, etc.) purchased	MWh	-	-	-	-	n/a	-
Total nonrenewable energy (electricity and heating & cooling) sold	MWh	n/a	n/a	n/a	n/a	n/a	n/a
Total nonrenewable Energy Consumption	MWh	119,276.62	130,912.06	153,467.29	152,431.20	182,917.44	-0.68%
Total cost of energy consumption	THB	382,459,474.70	443,748,873.50	528,932,448.99	515,166,397.17	n/a	-2.60%

Greenhouse Gas Emission

Indicator	Unit	Performance				Target	% Change 2020/21 VS 2019/20
		2017/18	2018/19	2019/20	2020/21	2020/21	
Total GHG Emissions	Tonnes CO ₂ e	56,813	63,979	75,463	74,600	99,137	-1.14%
• Scope 1	Tonnes CO ₂ e	368	1,227	729	3,570	4,284	+389.71%
• Scope 2	Tonnes CO ₂ e	56,445	62,752	74,734	66,820	89,801	-10.59%
• Scope 3	Tonnes CO ₂ e	n/a	n/a	n/a	4,210	5,052	-

Water Consumption

Indicator	Unit	Performance				Target	% Change 2020/21 VS 2019/20
		2017/18	2018/19	2019/20	2020/21	2020/21	
Total net fresh water consumption	Million cubic metres	0.1341	0.1520	0.1958	0.2097	0.2200	+7.10%
Withdrawal: total municipal water supplies (or from other water utilities)	Million cubic metres	0.1341	0.1520	0.1958	0.2097	n/a	-
• Withdrawal: fresh surface water (lakes, rivers, etc.)	Million cubic metres	-	-	-	-	n/a	-
• Withdrawal: fresh groundwater	Million cubic metres	-	-	-	-	n/a	-
Discharge: water returned to the source of extraction at similar or higher quality as raw water extracted	Million cubic metres	-	-	-	-	n/a	-

Waste Management

Indicator	Unit	Performance				Target	% Change 2020/21 VS 2019/20
		2017/18	2018/19	2019/20	2020/21	2020/21	
Total waste generated	Metric tonnes	48.44	97.82	568.52	656.49	787.79	+15.47%
Total waste used/ recycled/ sold	Metric tonnes	0	0	49.63	34.68	n/a	-14.95%
Total waste disposed	Metric tonnes	48.44	97.82	518.89	621.81	746.15	+19.84%
• Hazardous waste disposed	Metric tonnes	42.38	85.81	68.91	116.33	139.60	+68.81%
• Non-hazardous waste disposed	Metric tonnes	6.06	12.01	499.61	540.16	648.19	+8.12%

Return on Environmental Investment

Indicator	Unit	Performance				Target	% Change 2020/21 VS 2019/20
		2017/18	2018/19	2019/20	2020/21	2020/21	
Capital investments for energy saving projects	THB	1,088,800.00	1,335,000.00	550,000	1,325,939.60	n/a	+141.08%
Operating expenses	THB	3,066,832.99	1,245,602.01	44,372.56	3,946,532.59	n/a	+8,794.08%
Total expenses (= capital investment + operating expenses)	THB	4,155,632.99	2,580,602.01	594,372.56	5,272,472.19	n/a	+787.07%
Savings, cost avoidance, income, tax incentives, etc.	THB	1,553,056.63	620,587.18	25,757.61	838,250.99	n/a	+3,154.38%
Percentage of operations covered total revenues	%	65	86	80	81	n/a	+1.25%

Remark:

- Energy consumption and greenhouse gas (GHG) emissions in the above tables is the data for The BTS Green Line project including Bus Rapid Transit and Gold Line project, which were verified by Lloyd's Register against GRI standards, GRI 302-1, GRI-305-1 and GRI 305-2.
- The data used to calculate the carbon dioxide emissions for electricity consumption is 0.4999 tons of carbon dioxide per kW hours (tCO₂ / kWh)
- The data used to calculate direct greenhouse gas emissions (Scope 1) covers the fuel consumption of BTS buildings and cars, Bus Rapid Transit and the refrigerant for the air conditioners in the building and trains. The emission factor is a reference from the Journal of Thailand Greenhouse Gas Management Organisation (Public Organisation) published in April 2020. Our direct greenhouse gas emissions increased drastically compared to 2019/20 due to our extended scope of data collection to include refrigerant for the air conditioners in the building and trains.
- Fuel consumption for company cars has been recorded since 2018.
- The data of total costs of energy consumption covers the BTS Green Line project, Gold Line project, and the Bus Rapid Transit.
- The data used to calculate other indirect greenhouse gas emissions (Scope 3) covers the water consumption of BTS buildings and stations, including Bus Rapid Transit, and the electricity consumption for station tenants. The emission factor is reference from the Journal of Thailand Greenhouse Gas Management Organisation (Public Organisation) published in April 2020.

Social Performance

Employment

Indicator	Unit	Performance			
		2017/18	2018/19	2019/20	2020/21
Total number of employees		3,055	4,041	4,287	5,088
Male	Persons	1,574	2,161	2,142	2,473
Female		1,481	1,880	2,145	2,615
By type of hiring					
Permanent employees (Total)		3,037	3,992	4,218	4,958
Male	Persons	1,564	2,128	2,093	2,377
Female		1,473	1,864	2,125	2,581
Temporary employees (Total)		18	49	69	130
Male	Persons	10	33	49	93
Female		8	16	20	37
By period of working					
Full time employees (Total)		3,055	4,003	4,287	5,083
Male	Persons	1,574	2,123	2,142	2,467
Female		1,481	1,880	2,145	2,616
Part time employees (Total)		0	34	0	5
Male	Persons	0	34	0	3
Female		0	0	0	2
By position level					
Top management level (total)		87	152	136	144
Male	Persons	64	95	91	96
Female		23	57	45	48
Junior management level (total)		209	347	324	354
Male	Persons	117	194	160	180
Female		92	153	164	174
Staff		2,757	3,508	3,827	4,590
Male	Persons	1,399	1,817	1,891	2,197
Female		1,358	1,691	1,936	2,393
By age					
Lower than 30 years (total)		936	1,396	1,605	2,138
Male	Persons	376	612	674	923
Female		560	784	931	1,215
30-50 years (total)		1,941	2,359	2,276	2,666
Male	Persons	1,082	1,321	1,246	1,355
Female		859	1,038	1,030	1,311
More than 50 years (total)		170	228	406	284
Male	Persons	117	158	222	195
Female		53	71	184	89
By nationality					
Thai (total)		3,055	4,011	4,249	5,036
Male	Persons	1,574	2,136	2,110	2,427
Female		1,481	1,875	2,139	2,609
Foreigner (total)		0	30	38	52
Male	Persons	0	25	32	46
Female		0	5	6	6

Indicator	Unit	Performance			
		2017/18	2018/19	2019/20	2020/21
Total number of new employee hires	Persons	414	742	733	1,110
By gender					
Male	Persons	171	339	346	480
Female		243	403	387	630
By age					
Lower than 30 years	Persons	n/a	n/a	n/a	736
30 – 50 years		n/a	n/a	n/a	366
More than 50 years		n/a	n/a	n/a	8

Indicator	Unit	Performance			
		2017/18	2018/19	2019/20	2020/21
Percentage of new employee hires	Percentage	17.50	17.94	17.10	21.82
By gender					
Male	Percentage	6.97	8.19	8.07	9.43
Female		10.53	9.74	9.03	12.38
By age					
Lower than 30 years	Percentage	n/a	n/a	n/a	14.47
30 – 50 years		n/a	n/a	n/a	7.19
More than 50 years		n/a	n/a	n/a	0.16

Indicator	Unit	Performance			
		2017/18	2018/19	2019/20	2020/21
Percentage of open positions filled by internal candidates (internal hires)	Percentage	29.36	39.81	43.65	60.24
By gender					
Male	Percentage	n/a	n/a	n/a	27.54
Female		n/a	n/a	n/a	32.70
By age					
Lower than 30 years	Percentage	n/a	n/a	n/a	25.99
30 – 50 years		n/a	n/a	n/a	33.73
More than 50 years		n/a	n/a	n/a	0.52

Indicator	Unit	Performance			
		2017/18	2018/19	2019/20	2020/21
Total employee turnover (total number of employees resigned)	Persons	159	439	295	575
By gender					
Male	Persons	69	266	138	245
Female		90	173	157	330
By age					
Lower than 30 years	Persons	n/a	n/a	n/a	293
30 – 50 years		n/a	n/a	n/a	260
More than 50 years		n/a	n/a	n/a	22

Indicator	Unit	Performance			
		2017/18	2018/19	2019/20	2020/21
Total employee turnover rate (percentage of employees resigned)	Percentage	10.26	10.61	6.88	11.30
By gender					
Male	Percentage	5.56	6.43	3.22	4.82
Female		5.23	4.18	3.66	6.49
By age					
Lower than 30 years	Percentage	n/a	n/a	n/a	5.76
30 – 50 years		n/a	n/a	n/a	5.11
More than 50 years		n/a	n/a	n/a	0.43

Indicator	Unit	Performance			
		2017/18	2018/19	2019/20	2020/21
Voluntary employee turnover rate (percentage of employees who voluntarily resigned)	Percentage	9.67	9.77	6.30	10.69
By gender					
Male	Percentage	n/a	n/a	n/a	4.38
Female		n/a	n/a	n/a	6.31
By age					
Lower than 30 years	Percentage	n/a	n/a	n/a	5.62
30 – 50 years		n/a	n/a	n/a	4.93
More than 50 years		n/a	n/a	n/a	0.14

Indicator	Unit	Performance			
		2017/18	2018/19	2019/20	2020/21
Total number of employees having the right of maternity/parental leave	Persons	1,473	1,864	2,145	1,958
Male		0	48	0	0
Female		1,473	1,655	2,145	1,958
Total number of employees using the right of maternity/parental leave	Persons	49	64	53	65
Male		0	6	0	0
Female		49	58	53	65
Total number of employees returning to work after maternity/parental leave	Persons	49	64	53	65
Male		0	6	0	0
Female		49	58	53	65
Percentage of employees returning to work and remaining at work after maternity/parental leave	Percentage	100	100	100	100
Male		0	100	0	0
Female		100	100	100	100

Training

Indicator	Unit	Performance			
		2017/18	2018/19	2019/20	2020/21
Employee average training hours (total)	Hours/Employee	69.00	77.85	94.35	108.90
By gender					
Male	Hours/Employee	44.09	65.14	86.62	126.72
Female	Hours/Employee	53.57	92.21	102.07	142.70
By position level					
Top management level	Hours/Employee	15.16	34.63	28.63	5.47
Junior management level		22.79	24.41	18.54	8.23
Staff		52.47	84.91	107.57	123.77
Training budget	THB mn	12.91	16.84	14.98	13.89

Employee Engagement

Indicator	Unit	Performance			
		2017/18	2018/19	2019/20	2020/21
Employee engagement score	Percentage of employees who were very engaged	73.94	78.50	79.66	80.00
Engagement score for male		67.00	80.00	81.00	80.00
Engagement score for female		66.00	77.00	78.25	79.00
Employees cooperated in responding to the engagement survey	Percentage of total employees	84.63	93.45	93.49	100.00

Occupational Health and Safety of Employees

Indicator	Unit	Performance			
		2017/18	2018/19	2019/20	2020/21
Serious injury rate of employees	Times/million working hours	0	0	0	0
Lost-time injury frequency rate of employees	Times/million working hours	0.6272	0.5474	1.1706	0.1498
Fatality rate of employees	Persons	0	0	0	0

Occupational Health and Safety of Contractors

Indicator	Unit	Performance			
		2017/18	2018/19	2019/20	2020/21
Serious injury rate of contractors	Times/million working hours	0	0	0	0
Lost-time injury frequency rate of contractors	Times/million working hours	0.2569	1.4011	0.8488	0.7212
Fatality rate of contractors	Persons	0	0	0	0

Remark:

An "n/a" indicates that the data for that topic was not collected. This applies for the previous 3 years data breakdown for total number of new hiring employees, percentage of new hiring employees, percentage of open positions filled by internal candidates (internal hires), total employee turnover (total number of employees resigned), total employee turnover rate (percentage of employees resigned), and the previous 3 years data for voluntary employee turnover rate (percentage of employees who voluntarily resigned).

ESG Information Disclosure Boundaries

	Environmental Aspect	Social Aspect	Governance Aspect
BTS Group Holdings Public Company Limited		●	●
Bangkok Mass Transit System Public Company Limited	●	●	●
BTS Infrastructure Development Co., Ltd.		●	●
VGI Public Company Limited		●	●
888 Media Co., Ltd.		●	●
Bangkok Smartcard System Co., Ltd.		●	●
HHT Construction Co., Ltd.		●	●
BSS Holdings Co., Ltd.		●	●
ASK Direct Group Co., Ltd.		●	●
Rabbit Insurance Broker Co., Ltd.		●	●
Rabbit Care Co., Ltd.		●	●
Rabbit Rewards Co., Ltd.		●	●
Bangkok Payment Solutions Co., Ltd.		●	●
Turtle 23 Co., Ltd.		●	●
Turtle 1 Co., Ltd.		●	●
Turtle 10 Co., Ltd.		●	●

6.2 GRI Content Index

(GRI 102-55)

GRI Standard	Disclosure	Page number(s) and/or comments		External Verification	SDG Goal
		Annual Report	Sustainability Report		
GRI 101: Foundation 2016					
	Reporting principles		10, 11, 22, 23		
	Using the GRI Standards for sustainability reporting		10, 11		
	Making claims related to the use of the GRI Standards		10		
General Disclosures					
GRI 102: General Disclosures 2016					
Organisational Profile					
102-1	Name of the organisation		7		
102-2	Activities, brands, products, and services		6, 7		
102-3	Location of headquarters		21		
102-4	Location of operations	337-347	6, 7		
102-5	Ownership and legal form		7		
102-6	Markets served		6, 7		
102-7	Scale of the organisation		6, 7		
102-8	Information on employees and other workers		100 - 103		SDG 8, 10
102-9	Supply chain		56 - 60		
102-10	Significant changes to the organisation and its supply chain		10		
102-11	Precautionary Principle or approach		8, 9		
102-12	External initiatives		8, 9		
102-13	Membership of associations		8, 9, 48		
Strategy					
102-14	Statement from senior decision-maker		14, 15		
102-15	Key impacts, risks, and opportunities		6, 7		
Ethics and integrity					
102-16	Values, principles, standards, and norms of behaviour		45		SDG 16
102-17	Mechanisms for advice and concerns about ethics		46		SDG 16
Governance					
102-18	Governance structure		40, 41		
102-19	Delegating authority		41		
102-20	Executive-level responsibility for economic, environmental, and social topics		41		
102-26	Role of highest governance body in setting purpose, values, and strategy		40, 41		
102-29	Identifying and managing economic, environmental, and social impacts		42, 43		SDG 16
102-30	Effectiveness of risk management processes		42, 43		
102-31	Review of economic, environmental, and social topics		42, 43		
Stakeholder engagement					
102-40	List of stakeholder groups		22, 23		
102-41	Collective bargaining agreements		90		SDG 8
102-42	Identifying and selecting stakeholders		22, 23		
102-43	Approach to stakeholder engagement		22, 23		
102-44	Key topics and concerns raised		22, 23		
Reporting practice					
102-45	Entities included in the consolidated financial statements		10		
102-46	Defining report content and topic boundaries		10, 11		
102-47	List of material topics		11		
102-48	Restatements of information		10		
102-49	Changes in reporting		10		

GRI Standard	Disclosure	Page number(s) and/or comments		External Verification	SDG Goal
		Annual Report	Sustainability Report		
102-50	Claims of reporting in accordance with the GRI Standards		10		
102-51	GRI content index		10		
102-52	External assurance		10		
102-53	Reporting period		46		
102-54	Date of most recent report		10		
102-55	Reporting cycle		105 - 109		
102-56	Contact point for questions regarding the report		10, 110, 111		
Material topics					
Economic Performance					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		91		
103-2	The management approach and its components		91		
103-3	Evaluation of the management approach		91		
GRI 201: Economic Performance 2016					
201-1	Direct economic value generated and distributed		91 - 95		SDG 2, 5, 7, 8, 9
201-2	Financial implications and other risks and opportunities due to climate change		27, 31		SDG 13
Indirect Economic Impacts					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		61		
103-2	The management approach and its components		61		
103-3	Evaluation of the management approach		61		
GRI 203: Indirect Economic Impacts 2016					
203-1	Infrastructure investments and services supported		62 - 66		SDG 2, 5, 7, 9, 11
Procurement Practices					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		56 - 59		
103-2	The management approach and its components		56 - 59		
103-3	Evaluation of the management approach		56 - 59		
GRI 203: Procurement Practices 2016					
204-1	Proportion of spending on local suppliers		59		SDG 8
Anti-Corruption					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		46		
103-2	The management approach and its components		46		
103-3	Evaluation of the management approach		46		
GRI 205: Anti-Corruption 2016					
205-1	Operations assessed for risks related to corruption		59		SDG 16
205-2	Communication and training about anti-corruption policies and procedures		46, 47		SDG 16
205-3	Confirmed incidents of corruption and actions taken		47		SDG 16
Energy					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		32		
103-2	The management approach and its components		32 - 37		
103-3	Evaluation of the management approach		34 - 37		
GRI 302: Energy 2016					
302-1	Energy consumption within the organisation		34	YES	SDG 7, 8, 12, 13
302-3	Energy intensity		34		SDG 7, 8, 12, 13
302-4	Reduction of energy consumption		36		SDG 7, 8, 13

GRI Standard	Disclosure	Page number(s) and/or comments		External Verification	SDG Goal
		Annual Report	Sustainability Report		
Water and Effluents					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		32		
103-2	The management approach and its components		33		
103-3	Evaluation of the management approach		35		
GRI 303: Water and Effluents 2018					
303-3	Water withdrawal		35	YES	SDG 6, 8, 12
303-4	Water discharge		35	YES	
303-5	Water consumption		35	YES	
Emissions					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		32		
103-2	The management approach and its components		33		
103-3	Evaluation of the management approach		35		
GRI 305: Emissions 2016					
305-1	Direct (Scope 1) GHG emissions		32	YES	SDG 3, 13, 14, 15
305-2	Energy indirect (Scope 2) GHG emissions		33	YES	SDG 3, 12, 13, 14, 15
305-3	Other indirect (Scope 3) GHG emissions		35		SDG 3, 12, 13, 14, 15
Waste					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		32		
103-2	The management approach and its components		33		
103-3	Evaluation of the management approach		35		
GRI 306: Waste 2020					
306-2	Management of significant waste-related impacts		33, 35, 37	YES	SDG 3, 6, 12
Environmental Compliance					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		32		
103-2	The management approach and its components		33		
103-3	Evaluation of the management approach		36		
GRI 307: Environmental Compliance 2016					
307-1	Non-compliance with environmental laws and regulations		36		SDG 16
Supplier Environmental Assessment					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		56		
103-2	The management approach and its components		56		
103-3	Evaluation of the management approach		58 – 60		
GRI 308: Supplier Environmental Assessment 2016					
308-1	New suppliers that were screened using environmental criteria		58, 59		
308-2	Negative environmental impacts in the supply chain and actions taken		58, 59		
Employment					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		84, 85		
103-2	The management approach and its components		84, 85		
103-3	Evaluation of the management approach		85 - 90		
GRI 401: Employment 2016					
401-1	New employee hires and employee turnover		87, 89		SDG 5, 8, 10
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		89		SDG 3, 5, 8
401-3	Parental leave		102		SDG 5, 8

GRI Standard	Disclosure	Page number(s) and/or comments		External Verification	SDG Goal
		Annual Report	Sustainability Report		
Occupational Health and Safety					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		74		
103-2	The management approach and its components		74, 75		
103-3	Evaluation of the management approach		76 - 78		
GRI 403: Occupational Health and Safety 2018					
403-1	Occupational health and safety management system		74, 75		SDG 8
403-2	Hazard identification, risk assessment, and incident investigation		74 - 76		SDG 3, 8
403-3	Occupational health services		76		SDG 3, 8
403-4	Worker participation, consultation, and communication on Occupational health and safety		75		SDG 8
403-5	Worker training on occupational health and safety		74, 75, 79		
403-6	Promotion of worker health		77		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		60, 78		
403-9	Work-related injuries		78	YES	
Training and Education					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		84, 85		
103-2	The management approach and its components		84, 85		
103-3	Evaluation of the management approach		85, 86		
GRI 404: Training and Education 2016					
404-1	Average hours of training per year per employee		85, 103		SDG 4, 5, 8, 10
Diversity and Equal Opportunity					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		89, 90		
103-2	The management approach and its components		89, 90		
103-3	Evaluation of the management approach		90		
GRI 405: Diversity and Equal Opportunity 2016					
405-1	Diversity of governance bodies and employees		90, 100		SDG 5, 8
Human Rights Assessment					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		80		
103-2	The management approach and its components		81		
103-3	Evaluation of the management approach		81 - 83		
GRI 412: Human Rights Assessment 2016					
412-1	Operations that have been subject to human rights reviews or impact assessments		80 - 84		
Supplier Social Assessment					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		56		
103-2	The management approach and its components		57 - 60		
103-3	Evaluation of the management approach		57 - 60		
GRI 414: Supplier Social Assessment 2016					
414-1	New suppliers that were screened using social criteria		56, 57		SDG 5, 8, 16
414-2	Negative social impacts in the supply chain and actions taken		59		SDG 5, 8, 16

GRI Standard	Disclosure	Page number(s) and/or comments		External Verification	SDG Goal
		Annual Report	Sustainability Report		
Public Policy					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		45		
103-2	The management approach and its components		45		
103-3	Evaluation of the management approach		48		
GRI 415: Public Policy 2016					
415-1	Political contributions		48		SDG 16
Customer Privacy					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its boundary		67		
103-2	The management approach and its components		67 - 69		
103-3	Evaluation of the management approach		70		
GRI 418: Customer Privacy 2016					
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		70		SDG 16

6.3 Independent Assurance Statement



LR Independent Assurance Statement

Relating to BTS Group Holdings Public Company Limited Sustainability Report FY 2020/21

This Assurance Statement has been prepared for BTS Group Holdings Public Company Limited in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

Lloyd's Register Quality Assurance Limited (LR) was commissioned by BTS Group Holdings Public Company Limited (BTS Group) to provide independent assurance on its Sustainability Report FY 2020/21 ("the report") against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using LR's verification procedure. LR's verification procedure is based on current best practice, is in accordance with ISAE 3000¹ and uses the following principles of - inclusivity, materiality, responsiveness and reliability of performance data.

Our assurance engagement covered operations and activities of Bangkok Mass Transit System Public Company Limited (BTSC) in Thailand only and specifically the following requirements:

- Confirming whether the selected environmental and social indicators below were compiled according to GRI's Standard 2016.
- Evaluating the reliability of data and information for only the selected environmental and social indicators listed below:

Environmental

- Energy Consumption (GRI 302-1)
- Water withdrawal, discharge and consumption (GRI 303-3 to 5) (2018 edition)
- GHG Emissions Scope 1 (GRI 305-1)
- GHG Emissions Scope 2 (GRI 305-2)
- Waste by type and disposal method (GRI 306-2) and

Social

- Work related injuries included Lost Time Injury Frequency Rate (LTIFR) of Employee and Contractor (GRI 403-9) (2018 edition)

Our assurance engagement excluded the data and information of BTSC's BRT operations, suppliers, contractors and any third-parties mentioned in the report.

LR's responsibility is only to BTS Group. LR disclaims any liability or responsibility to others as explained in the end footnote. BTS Group's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of BTS Group.

LR's Opinion

Based on LR's approach nothing has come to our attention that would cause us to believe that BTSC has not, in all material respects:

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected
- Covered all the issues that are important to the stakeholders and readers of this report.

The opinion expressed is formed on the basis of a limited level of assurance and at the materiality of the professional judgement of the verifier.

¹ GHG quantification is subject to inherent uncertainty.



Note: The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

LR's approach

LR's assurance engagements are carried out in accordance with our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing BTSC's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification. We also spoke with those key people responsible for compiling the data and drafting the report.
- Remote sampling the consolidated data and information at BTSC head office in Bangkok

Observations

Further observations and findings, made during the assurance engagement, are:

- Reliability:
 - Future reports should disclose waste disposal, specifically for write-off materials to be completely fulfilled with GRI's standards.
 - Further establish and implement of internal verification for data and information gathering which helps for improve the reliability and accuracy.

LR's standards, competence and independence

LR ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only work undertaken by LR for BTS Group and as such does not compromise our independence or impartiality.

Dated: 7 June 2021

A handwritten signature in black ink, appearing to read 'Opart Charuratana'.

Opart Charuratana
LR Lead Verifier

On behalf of Lloyd's Register Quality Assurance Ltd
Lloyd's Register International (Thailand) Limited
22nd Floor, Sirinrat Building, 3388/78 Rama IV Road
Klongton, Klongtoey, Bangkok 10110 THAILAND

LR reference: BGK00000606

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6.4 Survey of Readers' opinions

Your views and suggestions toward the Sustainability Report will be incorporated to improve our business Performance and future reporting. **BTS Group appreciates your valuable feedback.**

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
- 2** Your relationship with BTS Group

Shareholder/ Investor Customer Employee Government Agency

Communities around BTS Group's operation Supplier Academy Student Media

Others (please specify.....)
- 3** 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.....)
- 4** What is the reason for your interest in BTS Group's Sustainability Report?

To gain information from BTS Group To obtain investment information To prepare your own Sustainability Report

Research and education purposes Others (please specify.....)
- 5** Please rate your satisfaction of the presentation of Sustainability Report.

• Usage of language	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
• Report design	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
• Usage of graphics, graphs and tables	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
• Content completeness and reporting balance	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
• Ease of understanding	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
- 6** Please rate your interest of each chapter.

• BTS Group Business Overview	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Uninterested
• About this Report and Materiality Assessment	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Uninterested
• Sustainability Highlights	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Uninterested
• Sustainable Development Commitment	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Uninterested
• Stakeholder Engagement	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Uninterested
• Climate Strategy	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Uninterested
• Energy Efficiency and GHG Disclosure	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Uninterested
• Corporate Governance	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Uninterested
• Risk Management	<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
• Service Reliability	<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
• Infrastructure & Accessibility	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Uninterested
• IT Security and Data Privacy	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Uninterested
• Health and Safety for All	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Uninterested
• Human Rights Management	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Uninterested
• Human Resources Management	<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
- 7** Please rate your satisfaction in the completeness and reliability of information in the Sustainability Report.

• Understanding of BTS Group's material topics	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
• Relevance of Performance results to BTS Group's Sustainability Strategy	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
• Completeness and reliability of contents	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
• Content in line with your expectations	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
- 8** Does this report include all BTS Group's sustainability materiality topics?

Yes, it does. No, it does not.

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

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- 9** Please provide other comments and suggestions for the improvement of the Sustainability Report.

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**Please mail this survey to:
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BTS Group Holdings Public Company Limited**

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