BTS GROUP HOLDINGS PCL

STAKEHOLDER ENGAGEMENT REPORT 2025/26

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1 | INTRODUCTION

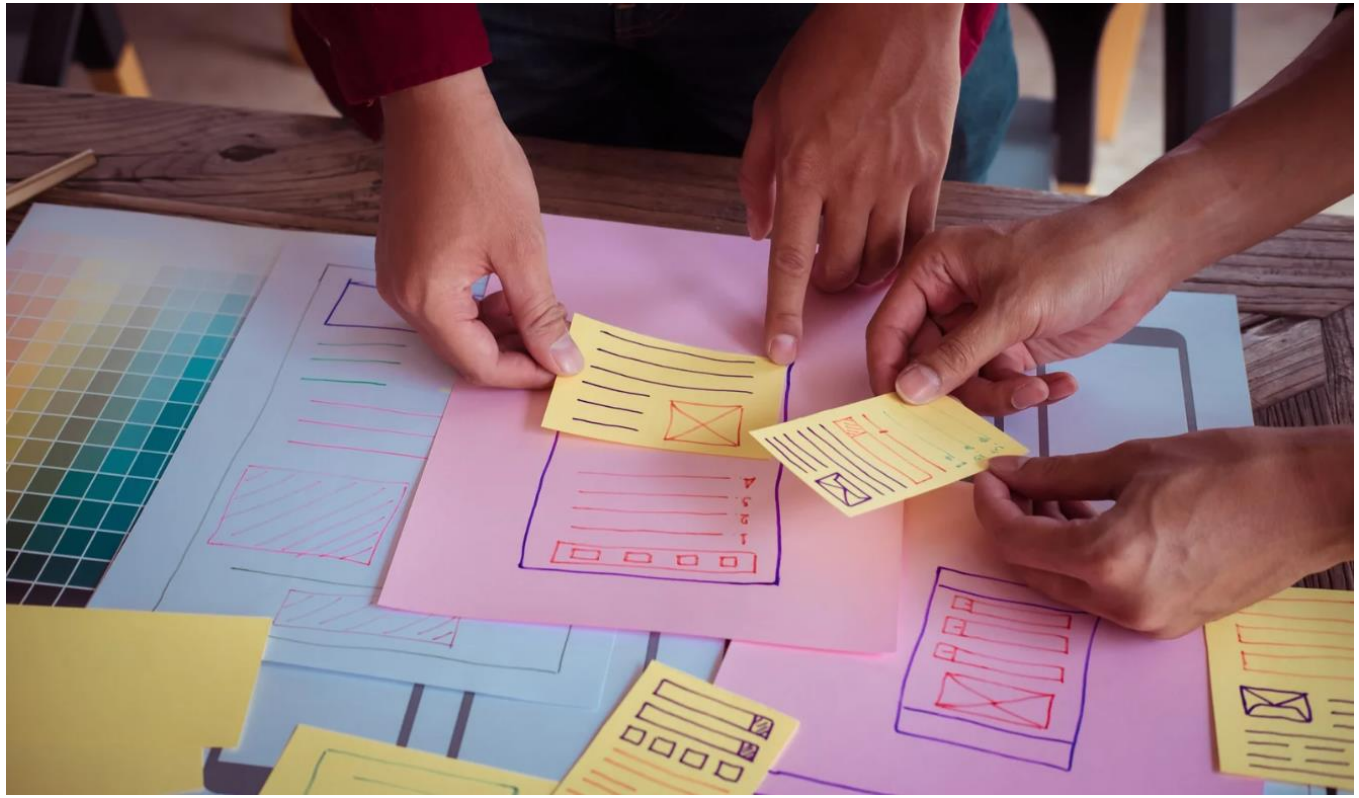
BTS Group's Sustainability Department is responsible for overseeing stakeholder engagement in BTS Group's operations.

The Sustainability Department conducts materiality assessment survey as well as community engagement survey annually to understand overall stakeholders' opinions in relation to ESG issues and to identify local community with any socio-economic needs which BTS Group believes that we could contribute and provide support to improve their living conditions in terms of good health and well-being.

The targeted communities and engaged activities, advised by local operations' top managers, are endorsed and reviewed by the Chairman and the Sustainability Committee on a yearly basis in the Sustainability Committee meeting. Local operations' top managers provide coordination between the Sustainability Department and the local communities.

Sustainability Department employees as well as employees of our main operating business rail mass transit employees in every level, particularly management level, regularly receives training on community development, stakeholder engagement and how to response the community's needs. The agenda of the training includes Introduction to stakeholder engagement, what is stakeholder and community engagement, the foundations for quality stakeholder engagement practice and case studies.

For more details, please read BTS Group's Stakeholder Engagement Policy.



2 | ENGAGEMENT PROCESS

BTS Group stakeholder mapping is a collaborative process of research and discussion that draws from multiple perspectives to determine a key list of stakeholders across the entire stakeholder spectrum. Mapping can be broken down into four phases:

1) Identification: listing relevant groups, organisations and people

2) Analysis: understanding stakeholder interests and influence on the business

3) Prioritisation: prioritising stakeholder groups in order of importance

4) Planning: planning engagement strategy and communications plan

Note: results of each phase may be different for each operational area

2.1 | STAKEHOLDER IDENTIFICATION

BTS Group focuses on the importance and power of stakeholders, respects their rights, and conducts towards the stakeholder with fairness and transparency.

Stakeholders include people who can affect or are affected by BTS Group's business operations. They can be internal or external, as well as those are interested in our businesses. BTS Group has defined, identified and analysed stakeholders as 7 categories of people and entities.

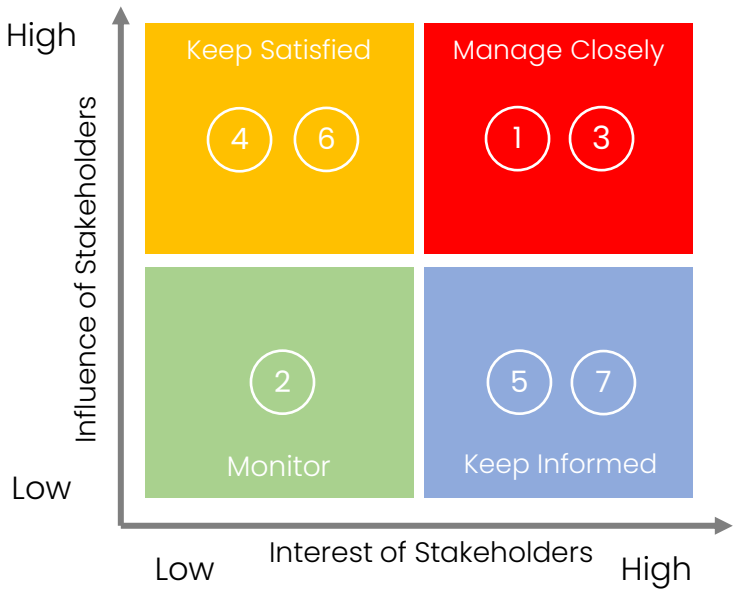
2.2 | STAKEHOLDER ANALYSIS

From the identified stakeholder groups, BTS Group has analysed stakeholders based on their interest in the impact of our business on finance, environment, business ethics, regulatory compliance, reputation, and accidents & safety. The results are shown in the table below:

Stakeholder Group	Interested in impact on:					
	Finance	Environment	Business ethics	Regulatory compliance	Reputation	Accidents & safety
Government agencies	✓	✓	✓	✓	✓	✓
Communities		✓		✓		✓
Shareholders, investors, creditors, business partners	✓		✓	✓	✓	
Customers	✓					✓
Suppliers, contractors	✓				✓	✓
Employees	✓		✓	✓	✓	✓
Civil society, media analysts, academia	✓	✓	✓	✓	✓	✓

2.3 | STAKEHOLDER PRIORITISATION

From the identified stakeholder groups, BTS Group has analysed stakeholders based on their impact and influence on the business as well as their interest in the impact of our business. The results are mapped the matrix below:



1. Government Agencies
2. Communities
3. Shareholders/Investors/ Creditors/Business Partners
4. Customers
5. Suppliers/Contractors
6. Employees
7. Civil Society /Media/Analysts/Academia

Engagement Strategy

Keep Satisfied

- Engage on interest areas
- Try to increase level of interest
- Aim to move into right hand box

Manage Closely

- Key stakeholder group(s)
- Focused effort on this group
- Involve in governance or decision making bodies
- Engage & consult regularly

Monitor

- Inform via general communications: newsletters, website, etc.
- Aim to move to right hand box

Keep Informed

- Make use of interest through involvement in low risk areas
- Keep informed & consult on interest areas
- Potential supporter

2.4 ENGAGEMENT PLAN AND ACTION

Stakeholder Group	Priority	Key interests	Engagement channels	Action in FY 2025/26
Government agencies	Manage closely	• 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.	• 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.	• 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. • Continue dialogue with related government agencies, such as the Office of Transport and Traffic Policy and Planning (OTP) and Thailand Greenhouse Gas Management Organisation (TGO) on Thailand Voluntary Emission Reduction Programme (T-VER) for avoided emissions in Rail Mass Transit sector.
Communities	Monitor	• Sustainable coexistence. • Community and social development. • Help and support due to crisis and emergencies.	• Activities for the community and society. • Complaints via various BTS Group channels.	• Community engagement activities. • No complaints related to community and society.
Shareholders, investors, creditors, business partners	Manage closely	• 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.	• 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.	• 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 12 times. • Organised 1 annual credit rating review. • Issued 4 MD&A and 4 quarterly IR newsletters. • Disclosed information to the investment community and the SET via several activities and formats or other communication channels with transparency and verifiability.

Stakeholder Group	Priority	Key interests	Engagement channels	Action in FY 2025/26
Customers	Keep satisfied	• 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. • Readiness and swiftness in responding to customers' demands.	• 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.	• Customer satisfaction score was at 87%. • Communication information of products and services through Facebook, Instagram, YouTube, LINE Application, and X 38,400 times. • 404 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.
Suppliers, contractors	Keep informed	• 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.	• 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.	• 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. • Trainings given to suppliers. • Suppliers satisfaction assessment survey

Stakeholder Group	Priority	Key interests	Engagement channels	Action in FY 2025/26
Employees	Keep satisfied	• 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.	• 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 on how to make the Company better and more sustainable.	• Employee engagement score was at 82%. • 16 cases against the company's business ethics and anti-corruption. All previous cases were solved. • Communicated to employees through e-mail and Intranet. • Diversity and Inclusion statement in place.
Civil society, media analysts, academia	Keep informed	• Join members of the public/private sector. • Disclosure of accurate and transparent information. • Adequate up-to-date information required on a regular basis.	• Communication platforms and whistleblowing channels to gather suggestions, comments, complaints, etc. • Press conferences / press releases. • Exclusive interviews. • Media visits. • Open House and company visits.	• Provided company visits to 5,054 people from educational institutions, governmental agencies and private sector. • Press interviews and press conferences 3 times. • Press releases related to the Company information through e-mail, LINE application and the Company website 96 times. • Press & Media visits 3 times.

3 | IMPLEMENTATION

3.1 | YELLOW LINE

The Yellow Line is Thailand's first monorail line, which was officially opened on 3 July 2023. The Yellow Line connects Lad Prao and Samrong, the eastern and southern suburbs of Bangkok, and runs a total of 23 stations and 30.4 km.

As the Yellow Line runs through many large and important suburbs, BTS Group aims to find out the impact of the Yellow Line on the surrounding operational areas and engage the most relevant stakeholders.

An important suburb that the Yellow Line runs through is the Bang Kapi suburb in the Bang Kapi district. It is estimated that up to 50,000 residents live in or near the suburb. YL09 Yaek Lam Sali station is centrally located in the suburb, next to the Ramkamhaeng Road and Srinakarin Road intersection. Hence, this station was selected to study the impact of the Yellow Line operations on nearby stakeholders.

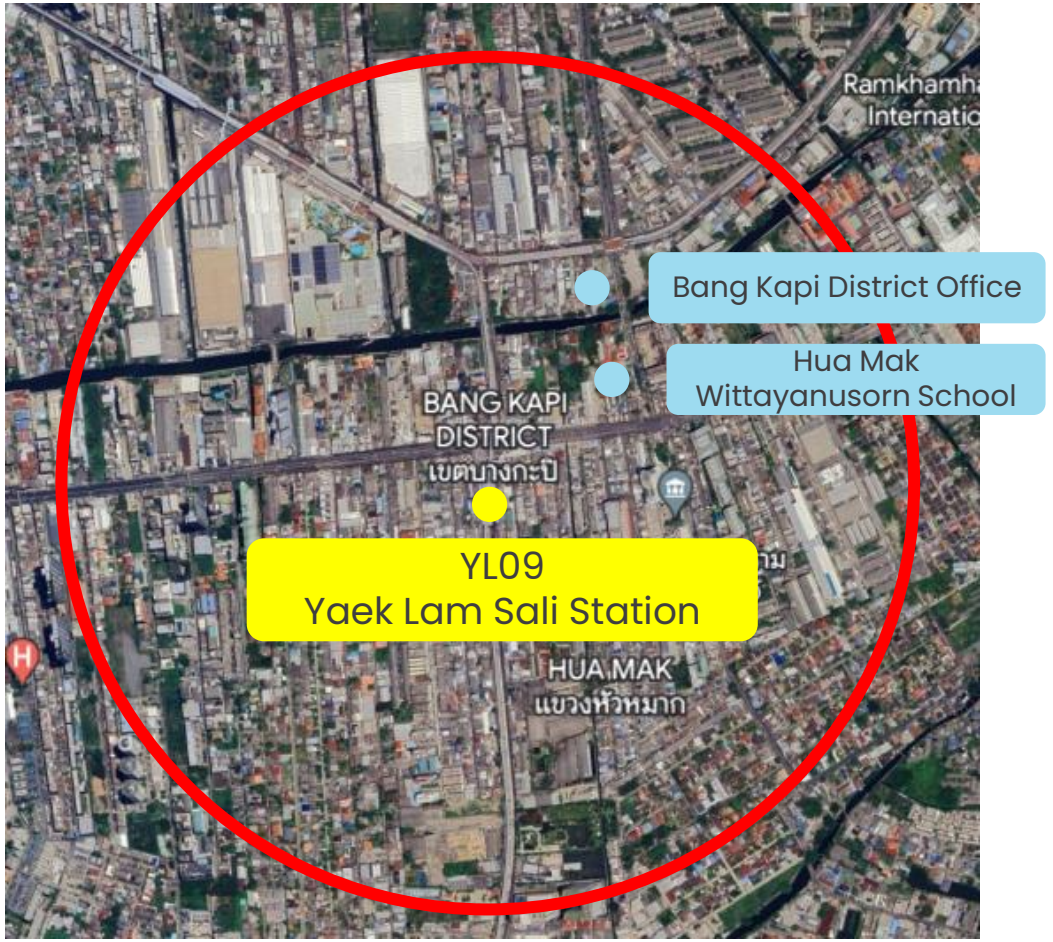
A 1 km radius is drawn from the station to identify important stakeholder locations, of which 2 were selected for further implementation of BTS Group's engagement plan. These 2 locations correspond to 2 high priority stakeholder groups:

1. Bang Kapi District Office – Government Agencies

The government is interested in the environmental impact and mitigating actions of BTS Group.

2. Hua Mak Wittayanusorn School – Communities

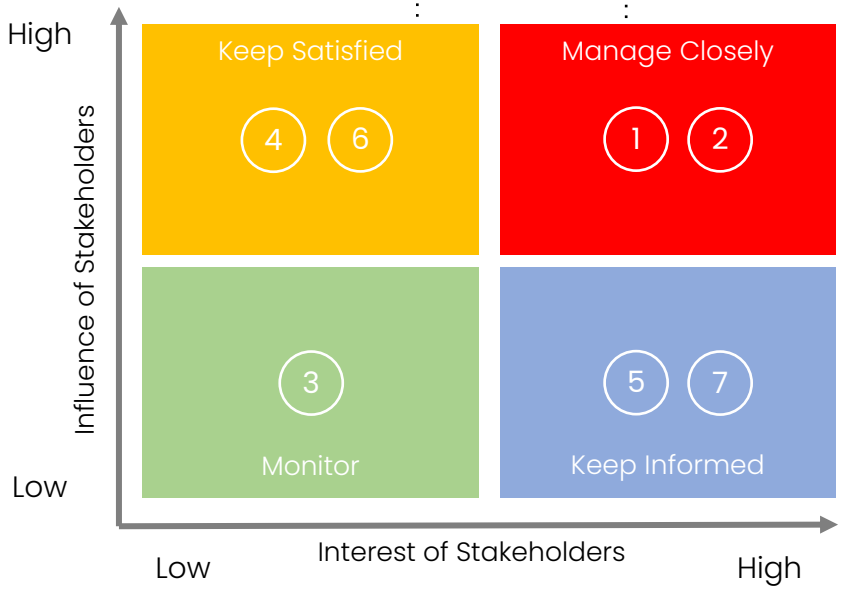
The school's director, Mr. Sommai Malison, comes from a large family that has a long history within the district. The family holds a large influence among the community.



1 km radius

Stakeholder Analysis for Bang Kapi suburb (in the vicinity of YL09 Yaek Lam Sali)

Stakeholder Group	Interested in impact on:					
	Finance	Environment	Business ethics	Regulatory compliance	Reputation	Accident & safety
Government agencies	✓	✓	✓	✓	✓	✓
Communities	✓	✓	✓	✓	✓	✓
Shareholders, investors, creditors, business partners	✓		✓	✓	✓	
Customers	✓			✓		✓
Suppliers, contractors	✓				✓	✓
Employees	✓		✓	✓	✓	✓
Civil society, media analysts, academia		✓	✓	✓	✓	✓

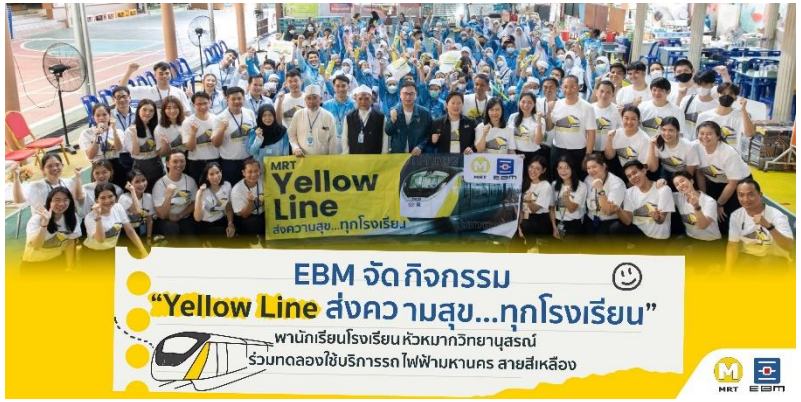


1. Government Agencies - Bang Kapi District Office
2. Communities - Hua Mak Wittayanusorn School
3. Shareholders/Investors/Creditors/Business Partners
4. Customers
5. Suppliers/Contractors
6. Employees
7. Civil Society/Media/Analysts/Academia

Engagement with the community: Hua Mak Wittayanusorn School

To create engagement and awareness, BTS Group in collaboration BTSC and EBM held the “Yellow Line: Moving Happiness” event for schoolchildren at Hua Mak Wittayanusorn School. The event aimed to educate on how to ride the Yellow Line correctly and safely, as well as the environmental benefit of riding the Yellow Line. The event was opened by Mr. Rachit Rugsasat, Maintenance Director at EBM and Mr. Sommai Malison, Director at Hua Mak Wittayanusorn School.

A total of 110 schoolchildren from Grade 4 to Grade 6 attended the event, which includes educational activities and games, and experiencing riding on the Yellow Line firsthand.



3.2 | PINK LINE

The Pink Line is Thailand's second monorail line, which was officially opened on 18 December 2023. The Pink Line connects Nonthaburi and Min Buri, the western and eastern suburbs of Bangkok, and runs a total of 32 stations and 35 km.

As the Pink Line runs through many large and important suburbs, BTS Group aims to find out the impact of the Pink Line on the surrounding operational areas and engage the most relevant stakeholders.

An important suburb that the Pink Line runs through is the Pak Kret suburb in Pak Kret district. It is estimated that up to 200,000 residents live in or near the suburb. PK06 Yaek Pak Kret station is centrally located in the suburb, next to the Chaengwattana Road and Tiwanon Road intersection. Hence, this station was selected to study the impact of the Pink Line operations on nearby stakeholders.

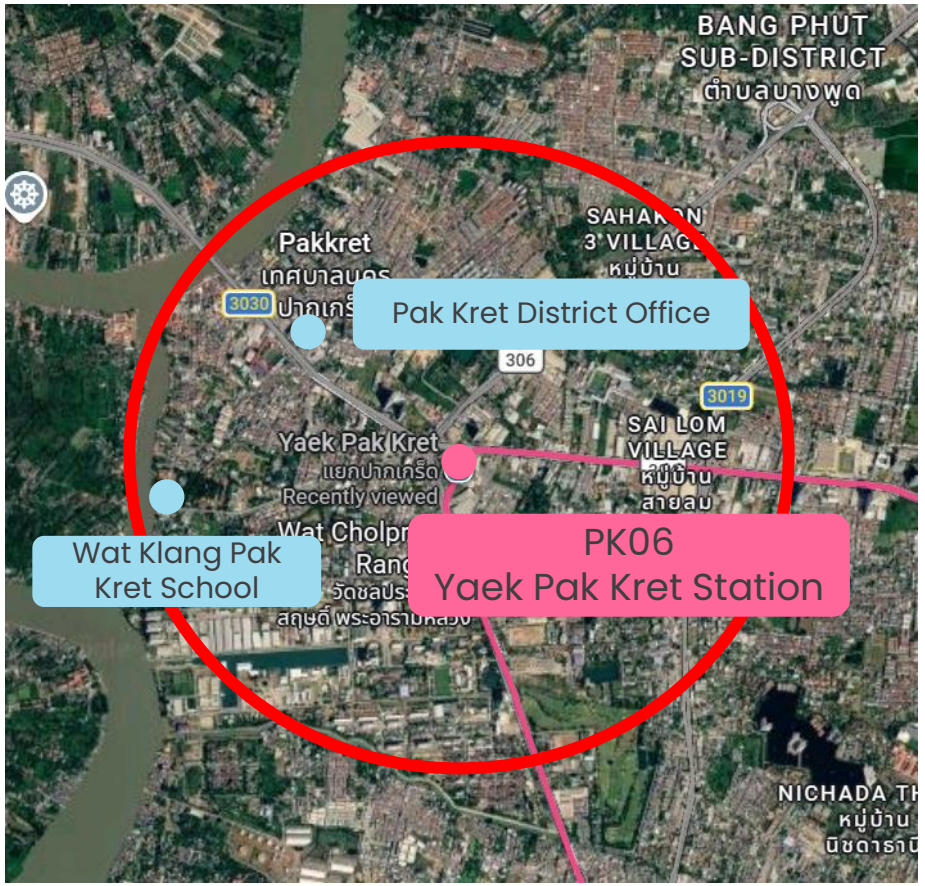
A 1.5 km radius is drawn from the station to identify important stakeholder locations, of which 2 were selected for further implementation of BTS Group's engagement plan. These 2 locations correspond to 2 high priority stakeholder groups:

1. Pak Kret District Office – Government Agencies

The government is interested in the environmental impact and mitigating actions of BTS Group.

2. Wat Klang Pak Kret School – Communities

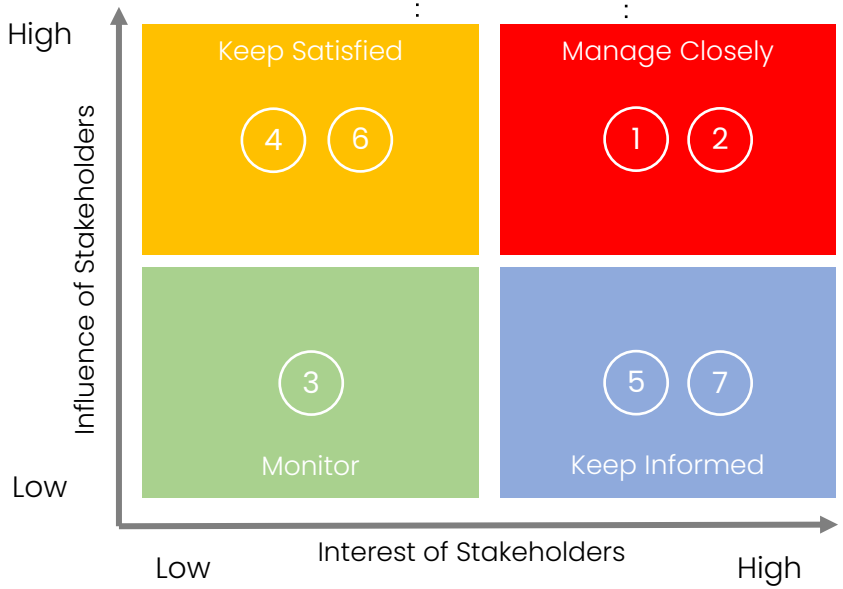
The school is a large school in affiliation with the nearby Wat Klang Kret temple. Many students within the Pak Kret district enrolls in this school.



1.5 km radius

Stakeholder Analysis for Pak Kret suburb (in the vicinity of PK06 Yaek Pak Kret)

Stakeholder Group	Interested in impact on:					
	Finance	Environment	Business ethics	Regulatory compliance	Reputation	Accident & safety
Government agencies	✓	✓	✓	✓	✓	✓
Communities	✓	✓	✓	✓	✓	✓
Shareholders, investors, creditors, business partners	✓		✓	✓	✓	
Customers	✓			✓		✓
Suppliers, contractors	✓				✓	✓
Employees	✓		✓	✓	✓	✓
Civil society, media analysts, academia		✓	✓	✓	✓	✓



1. Government Agencies - Bang Kapi District Office
2. Communities - Hua Mak Wittayanusorn School
3. Shareholders/Investors/Creditors/Business Partners
4. Customers
5. Suppliers/Contractors
6. Employees
7. Civil Society/Media/Analysts/Academia

Engagement with the community: Wat Klang Pak Kret School

To create engagement and awareness, BTS Group in collaboration BTSC and NBM executives and employees held the “Pink Line: Delivering Happiness” event for schoolchildren at Wat Klang Pak Kret School. The event was led by Mr. Thawatchai Panitchayakorn, Operations Director at NBM and Ms. Suntree Boonphralak, Director of Wat Klang Pak Kret School.

Activities of the event included: donating educational equipment to the school, organizing recreational and educational activities about railway equipment and safe usage of the train system, CPR and AED training, repainting playground equipment and school building walls, installing a futsal court, and giving out ice cream to more than 200 teachers and students.

Engagement with government agencies: TGO

BTS Group participated in the Thailand Voluntary Emission Reduction Program (T-VER), and received a Carbon Neutral certificate from the Thai Government's Thailand Greenhouse Gas Organisation (TGO) a government agency.

BTS Group implemented a carbon-offsetting scheme by joining a carbon credit program in collaboration with Mitr Phol Bio-Power aiming to drives Thailand towards the status of Low-Carbon Economy, enabling Thai Government to achieve its nationally determined contribution to reduce greenhouse gases in accordance with the Paris Climate Agreement. BTS Group provides financial support to be utilised by Mitr Phol to buy sugar cane leaves and rice straws (waste) from the farmers at a price which helps deter farmers from burning the by product from harvesting and causing further adverse environmental damage. From this collaboration, BTS Group became the first and only rail carbon neutral transportation company in Thailand.

In addition, BTS Group is part of the Thailand Carbon Neutral Network and Climate Action Leading Organisation networks founded by TGO.

carbon neutral network

Climate Action Leading Organization Certificate

By Thailand Carbon Neutral Network

This certificate is proudly presented to

BTS Group Holdings Public Company Limited

carbon neutral

4 | MEASUREMENT AND PERFORMANCE

BTS Group focuses on the importance and power of stakeholders, respects their rights, and conducts towards the stakeholder with fairness and transparency. BTS Group has formulated 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 process and in our operations.

BTS Group recognises the role and responsibility of contribution to community, authorities, media, associations and NGOs, at the local operating level of BTS Group.

Our Objectives:

1. To enhance the good corporate image, reputation and accountability of BTS Group in local operating sites, aiming to grant Licenses to Operate when the Group expands its investment to other Mass Transit Routes according to government plans
2. Support of local stakeholder helps reduce and mitigate negative feedback and impacts toward the BTS Group
3. To promote ridership of BTS SkyTrain on the route where the activity to be held. This also directly and indirectly affects the business in terms of ridership volume

Our Key SDG Focus Areas:

Our Key Performance Indicators:

1. Community Satisfaction

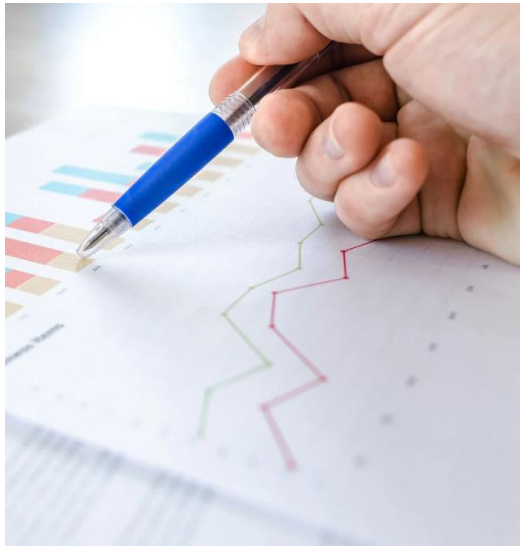
2. Social Cohesion Within Communities

Indicator 1: Community Satisfaction

Objective: To measure and evaluate the performance of BTS Group's community development projects and activities

Methodology: BTS Group has conducted a quantitative research methodology on the satisfaction of communities in Bangkok and metropolitan along the BTS SkyTrain routes, which was conducted in 2019/20 The research tool is a questionnaire for interviewing people in communities in Bangkok and metropolitan along the BTS SkyTrain routes in the radius of 1 km from each station.

As of June 2020, the total number of survey respondents was 2,726 people covering 52 current stations. It was found that 72.60% of people responding to the survey were satisfied, which is higher than the set target at 70%.



Indicator 2: Social Cohesion Within Communities

Objective: To increase sense of social participation and voluntary to local communities and society

Methodology: BTS Group, joined hands with relevant government agencies under the governance of the Bangkok Metropolitan and Administration (BMA), and associations, to create social cohesion within communities. BTS Group realises that motorcycle taxi riders play important role to enhance connection between BTS Group and communities. Therefore, we encourage and train the licensed motorcycle taxi riders along the BTS SkyTrain routes to be Agent of Security Surveillance for BTS passenger, communities, and public society.

According to the survey conducted in 2019/20 and information review in 2020/21, there were 110 motorcycle taxi stations consisted of 3,269 motorcycle taxi riders along the 35 BTS stations.

Currently, more than 1,500 licensed motorcycle taxi riders covering 20 BTS Stations participating to be our network. Increasing number of participated motorcycle taxi riders is the key indicator to measure the success of the program.

5 | EVALUATION AND LESSON LEARNED

BTS Group realises the importance to enhance good communication, experiences and relationship among the Group, business partners, government agencies and communities along our serviced routes who may be impacted from our operations for a cohesive community.

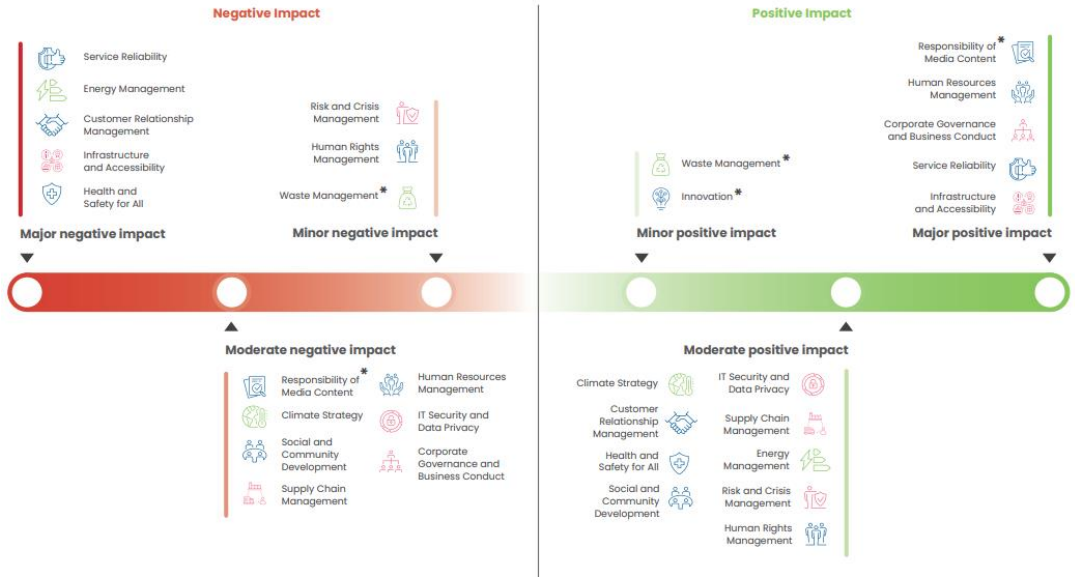
We learned the needs of local stakeholders from the engagement with them. Therefore, we have set up the Give Away Project, in collaboration with various agencies, both government, private and various groups of people, to relief suffering of people in this difficult time. The project distributed 40,000 “Give Away” Boxes, worth over THB 26 million to 20,000 households along the BTS SkyTrain routes in Bangkok and metropolitan area, affected by the COVID-19.

BTS Group has coordinated with motorcycle-taxi riders along the BTS SkyTrain routes, to help them earn more income by collecting information of potential affected people and households for the “Give Away” Box Project, then distributed the boxes to target people by delivery service of Kerry Express, which is one of our affiliates.

In all stakeholder engagement activities, BTS Group regularly takes feedback from stakeholders and conducts internal debriefing session. The process helps us continuously evolve plans and addresses mistakes from previous engagement activities.

Where applicable, the lessons learnt are shared among relevant functions through meetings, training and road shows. We systematically keeps record of issues of concern and stakeholder interest in our shared spaces accessible for authorised people.

Every year, during our materiality assessment process, we use the data as input to identify material topics to ensure that stakeholder concern and interests are taken care of.



Evaluation Process

After each engagement session, the team is required to follow the process:

Debriefing process

- Recap the goals of the engagement
- Review whether the goals have been achieved
- Review the process: what is good and effective? What could be improved?
- Future planning

Dissemination of lessons learned

- Trainings
- Meetings
- Road shows
- Centralised data through intranet site accessible by authorised functions/personnel

Annual Materiality Assessment

- Topics identified during the engagements are input into the annual materiality assessment process

Lesson Learned Through Company Intranet

These are shared within the Company's INTRANET and the BTS Group INSIGHT newsletter. Below is an example from Yellow Line activities:

6 | COMPLAINT CHANNELS

The Company provides accessible channels for all stakeholders to submit inquiries, concerns, or complaints directly to the Board of Directors through the Company Secretary Office. These channels are available across the BTS rail network, including the Green, Gold, Yellow, and Pink Lines, ensuring that stakeholders in communities and operational areas served by the Group have a consistent mechanism to raise concerns and provide feedback. All submissions are reviewed and managed in accordance with the Company's grievance handling procedures.

Company Secretary Office

Email: CompanySecretary@btsgroup.co.th

Tel: +66 (0)2 080 1000 # 5205, 5204, 5203

Internal Audit Office

Email: InternalAudit@btsgroup.co.th

Tel: +66 (0)2 080 1000 # 4105

In addition, the Company has launched the “Nuduan Chuan Chee Chong Hotline” campaign, which is an intake system operated by an unaffiliated service provider, as another reporting channel for any breach or a case of possible breach of the policies and guidelines under the Code of Business Conduct.

Complaint Channels: https://www.btsgroup.co.th/en/corporate-governance/complaint-channels

The World's Most Sustainable Rail Transportation Company

BTS GROUP HOLDINGS PCL

1000/9 BTS Visionary Park – North Tower, 34th Floor, Phahonyothin Road, Chomphon, Chatuchak, Bangkok, 10900
Tel: +66 (0) 2080 1000
Email: sustainability@btsgroup.co.th
www.btsgroup.co.th