



From Goals to Outcomes: Thai Business Journeys Toward Sustainable Impact

BTS Group Holdings PCL

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Sustainability Section Manager

4th September 2025



ABOUT BTS GROUP

MOVE

COMPLETE DOOR-TO-DOOR
TRANSPORTATION SERVICES

Rail Business



1mn

Daily trips



138km

Secured distance

Non Rail Business



MIX

ONLINE-TO-OFFLINE (O2O)
MARKETING; LOYALTY; DATA

Customer Reach



> 40mn

Reachable data



> 9.7k

Screens and displays



8.7mn

No. of Rabbit members

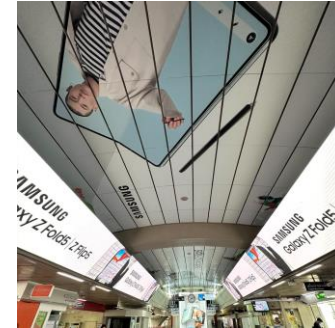
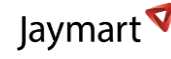
Brands



MATCH

SHARING ECONOMY TO AMPLIFY
VALUE THROUGH PARTNERSHIPS

Partnerships





PIONEERING SINCE THE 90s



1992

Bangkok's First Electric Rail Concession



2013

Thailand's First Infrastructure Fund



2020

World's First Carbon Neutral Rail Company



2022

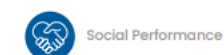
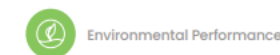
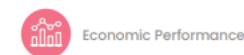
Southeast Asia's First SLB Issuance to the Public

2024

SBTIs Commitment for Net Zero 2050

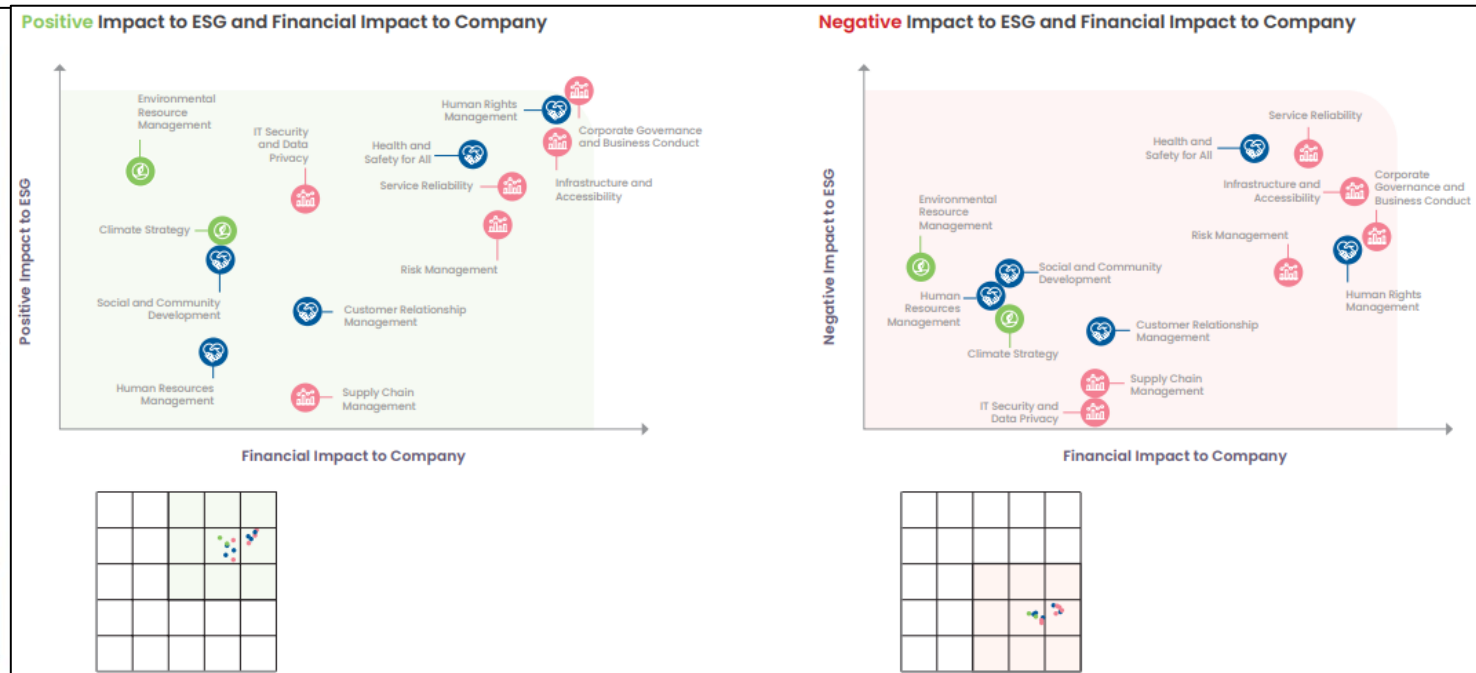


MATERIALITY ASSESSMENT

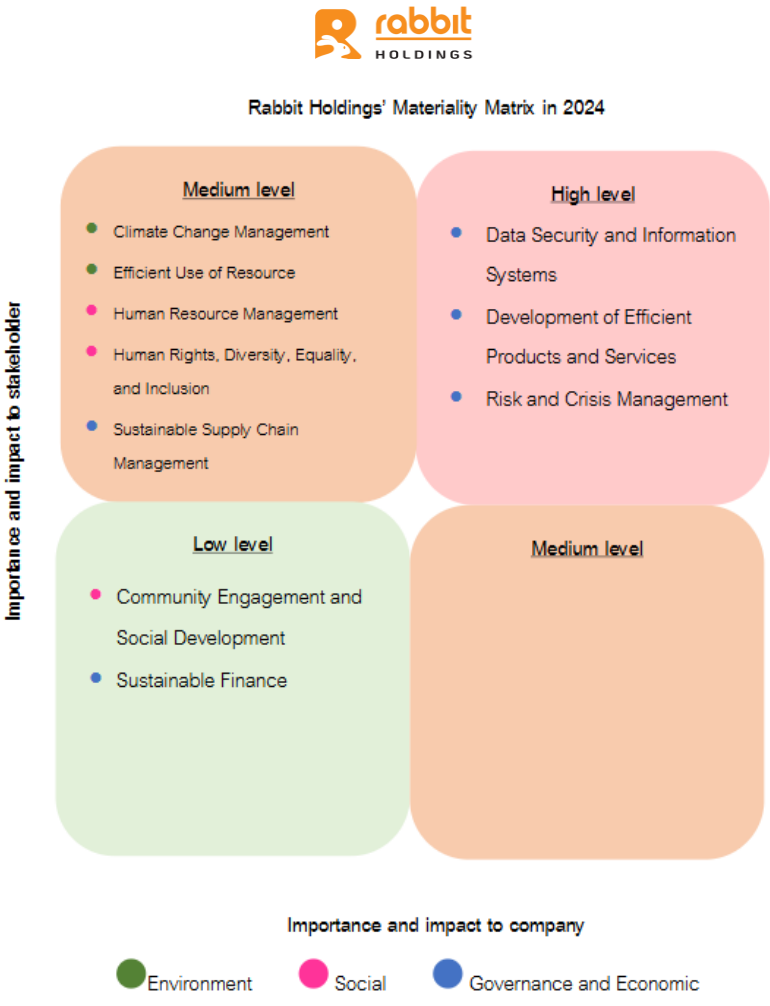
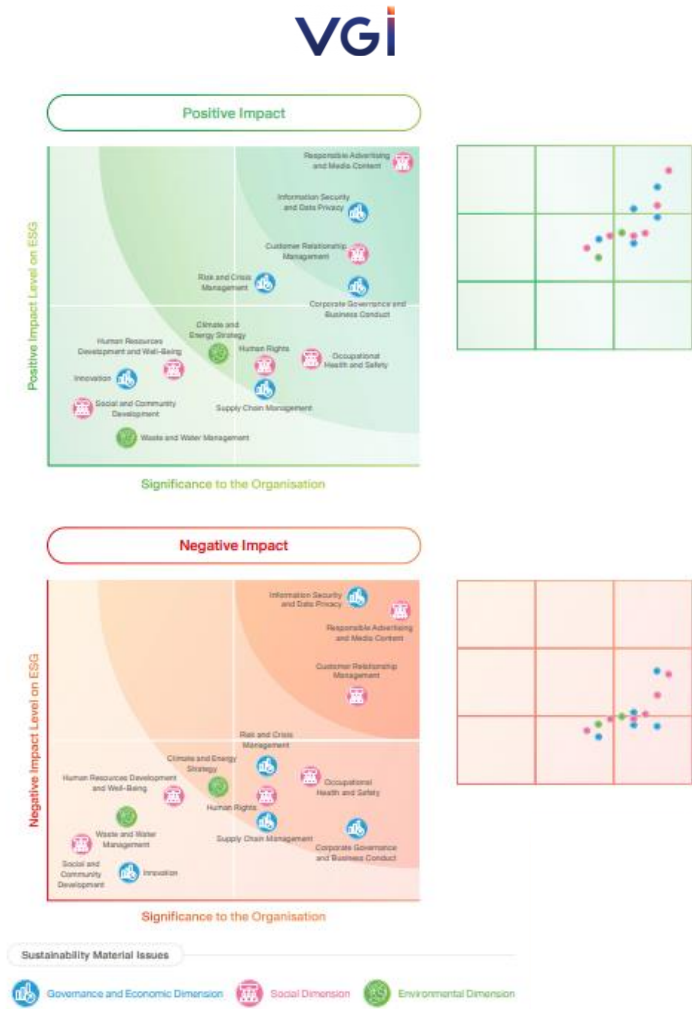


BTS GROUP HOLDINGS PCL
MATERIALITY ASSESSMENT
FY 2024/25

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



MATERIALITY ASSESSMENT



ALIGNING OUR KPI'S WITH SDGs



Material Issue	Sustainable Development Goals - SDGs	GRI Standards	Target FY 2024/25	Performance FY 2024/25	Material Issue	Sustainable Development Goals - SDGs	GRI Standards	Target FY 2024/25	Performance FY 2024/25
Climate Action	 	Economic Performance (GRI 201-2) Energy (GRI 302-1, GRI 302-3, GRI 302-4) Emissions (GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4)	<ul style="list-style-type: none"> BTS Group launches its Net Zero goal, and science-based targets. Total electricity consumption not exceeding 2.59 kWh per distance car-km. At least 10% renewable energy consumption in our operations. 	<ul style="list-style-type: none"> BTS Group launches its Net Zero goal and science-based targets. Total electricity consumption of 2.47 kWh per distance car-km. 12% of renewable energy consumption in our operations. 	IT Security and Data Privacy		Customer Privacy (GRI 418-1)	<ul style="list-style-type: none"> Privacy policies and guidelines comply with the Personal Data Protection Act (PDPA) requirements. Zero cases for breaches of information security or other cybersecurity incidents. Zero complaints from outside parties and regulatory bodies. 	<ul style="list-style-type: none"> Privacy policies and guidelines comply with the Personal Data Protection Act (PDPA) requirements. Zero cases for breaches of information security or other cybersecurity incidents. Zero complaints from outside parties and regulatory bodies.
Environmental Resource Management	 	Economic Performance (GRI 201-2) Water and Effluents (GRI 303-1, GRI 303-5) Waste (GRI 306-1, GRI 306-2, GRI 306-3, GRI 306-4, GRI 306-5)	<ul style="list-style-type: none"> No complaints on environmental impact from nearby communities or external agencies. Total waste disposed less than 1,188 metric tonnes. 	<ul style="list-style-type: none"> No complaints on environmental impact from nearby communities or external agencies. Total waste disposed at 1,142 metric tonnes. 	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 403-8, GRI 403-9)	<ul style="list-style-type: none"> Serious injury rate of passengers <0.03 times per million trips. Lost-time injury frequency rate (LTIFR) of employees <2.00 times per million working hours. Lost-time injury frequency rate (LTIFR) of contractors <2.00 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 0.2903 times per million working hours. Lost-time injury frequency rate (LTIFR) of contractors at 0.4368 times per million working hours.
Corporate Governance and Business Conduct		Governance (GRI 2-9, GRI 2-12, GRI 2-13, GRI 2-14, GRI 2-16) Strategy, Policies and Practices (GRI 2-23, GRI 2-24, GRI 2-26, GRI 2-27, GRI 2-28) Anti-Corruption (GRI 205-2, GRI 205-3) Anti-Competitive Behaviour (GRI 206-1) Public Policy (GRI 415-1)	<ul style="list-style-type: none"> Excellent level in Corporate Governance Report of Thai Listed Companies by the Thai Institute of Directors (IOD). Target score for employees having the ability to comply with the Corporate Governance Policy and Code of Business Conduct at 90. 	<ul style="list-style-type: none"> Excellent level in Corporate Governance Report of Thai Listed Companies by the Thai Institute of Directors (IOD). 100 score of the Annual General Shareholders Meeting in 2024 granted by the Annual General Shareholders Meeting Quality Assessment Programme, organised by the Thai Investor Association. Average score for employees having the ability to comply with the Corporate Governance Policy and Code of Business Conduct at 93.44. 	Customer Relationship Management	 	Management of Material Topics (GRI 3-3)	<ul style="list-style-type: none"> Percentage of satisfied customers (MOVE) at 79% or above. 	<ul style="list-style-type: none"> Percentage of satisfied customers (MOVE) at 88.4%.
Risk Management		Governance (GRI 2-12)	<ul style="list-style-type: none"> Group-wide risk assessment is conducted. 	<ul style="list-style-type: none"> Group-wide risk assessment is conducted. 	Service Reliability		Management of Material Topics (GRI 3-3)	<ul style="list-style-type: none"> Passenger Journey On-Time at 99.50%. Train reliability more than 35,000 car kilometres per fault. Ticket reliability more than 15,000 transactions before failure. 	<ul style="list-style-type: none"> Passenger Journey On-Time at 99.95%. Train reliability at 171,346 car kilometres per fault. Ticket reliability at 204,350 transactions before failure.
Supply Chain Management	 	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)	<ul style="list-style-type: none"> No complaints on corruption of the procurement. 100% of suppliers from significant supplier Tier 1 were assessed on ESG Risk Criteria. 100% of suppliers who must work in the BTS Skytrain system were trained in terms of safety standards in the BTS SkyTrain system. 	<ul style="list-style-type: none"> No complaints on corruption of the procurement. 100% of suppliers from significant supplier Tier 1 were assessed on ESG Risk Criteria. 100% of suppliers, who must work in the BTS Skytrain system were trained in terms of safety standard in the BTS SkyTrain system. 	Human Resources Management	 	Stakeholder Engagement (GRI 2-30) Employment (GRI 401-1, GRI 401-2, GRI 401-3) Occupational Training and Education (GRI 404-1) Diversity and Equal Opportunity (GRI 405-1, GRI 405-2) Non-Discrimination (GRI 406-1)	<ul style="list-style-type: none"> Percentage of women in all management positions at 50%. Percentage of engaged employees at more than 84%. 	<ul style="list-style-type: none"> Percentage of women in all management positions at 49%. Percentage of engaged employees at 82%.
Infrastructure and Accessibility	 	Indirect Economic Impacts (GRI 203-1, GRI 203-2)	-	-	Human Rights Management	 	Strategy, Policies and Practices (GRI 2-25)	<ul style="list-style-type: none"> 100% of BTS Group's operations, suppliers and contractors assessed under human rights risk assessment. 	<ul style="list-style-type: none"> 100% of BTS Group's operations, suppliers and contractors assessed under human rights risk assessment.
	 				Social and Community Development	 	Management of Material Topics (GRI 3-3)	-	-

ALIGNING OUR KPI'S WITH SDGS



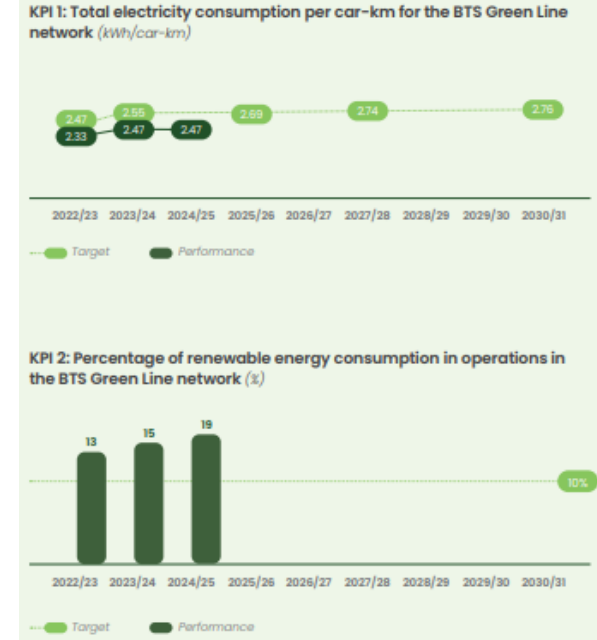
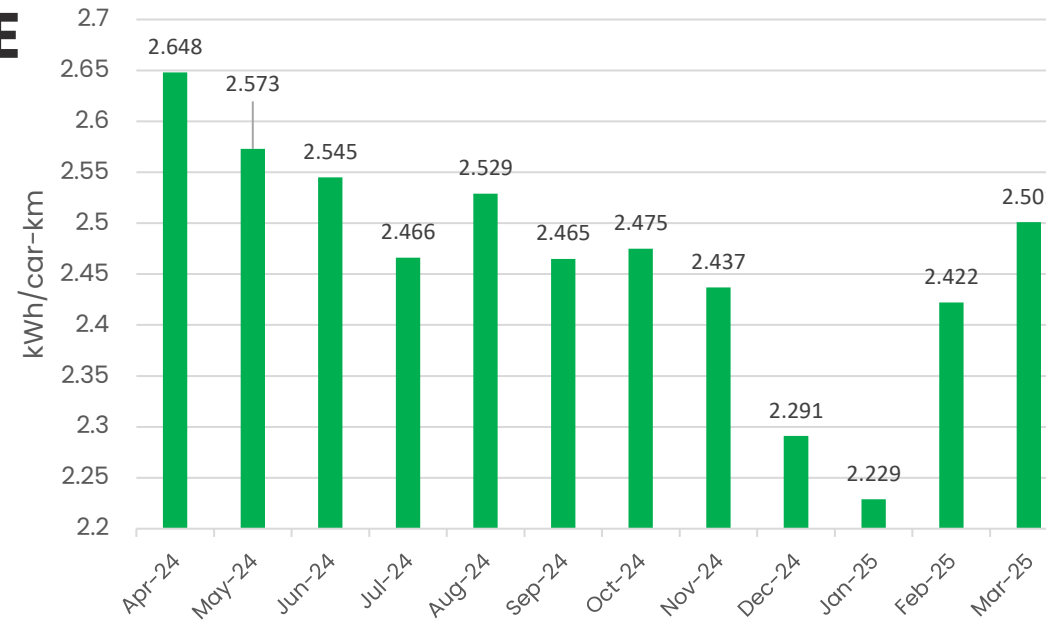
Material Sustainability Issues	Short-Term New Targets 2030/31	Mid-Term New Targets 2040/41	Long-Term New Targets 2050/51	SDGs
Corporate Governance and Business Conduct <ul style="list-style-type: none"> All employees (including subsidiaries) attend business ethics training No significant warning or audit from regulators Maintain "Excellent" rating in corporate governance scoring 				
Supply Chain Management <ul style="list-style-type: none"> All suppliers acknowledge the Supplier Code of Business Conduct for ESG dimensions Critical Tier 1 suppliers are assessed for ESG risks 	<ul style="list-style-type: none"> All suppliers acknowledge the Supplier Code of Business Conduct for ESG dimensions Tier 1 suppliers are assessed for ESG risks 			
Risk and Crisis Management <ul style="list-style-type: none"> Maintain risk management in alignment with the COSO – ERM 2017 framework Provide risk management training to all employees to enhance risk culture 				
Information Security and Data Privacy <ul style="list-style-type: none"> No breach of customers' private data security No complaints from government agencies, clients or other relevant parties in wrongful use of personal data Employees receive personal data protection training 				
Customer Relationship Management <ul style="list-style-type: none"> Customer satisfaction rate at 95% No complaints from customers regarding advertising media and customer service 	<ul style="list-style-type: none"> Customer satisfaction rate at 96% No complaints from customers regarding advertising media and customer service 	<ul style="list-style-type: none"> Customer satisfaction rate at 97% No complaints from customers regarding advertising media and customer service 		
Human Resources Development and Well-Being <ul style="list-style-type: none"> Employee satisfaction rate is at least 80% 	<ul style="list-style-type: none"> Employee satisfaction rate is at least 82% 	<ul style="list-style-type: none"> Employee satisfaction rate is at least 85% 		

Material Sustainability Issues	Short-Term New Targets 2030/31	Mid-Term New Targets 2040/41	Long-Term New Targets 2050/51	SDGs
Occupational Health and Safety <ul style="list-style-type: none"> All employees and suppliers attend training in accordance with safety standards No work-related accidents 				
Human Rights <ul style="list-style-type: none"> No discrimination or harassment incidents 				
Social and Community Development <ul style="list-style-type: none"> At least 20 social and community projects/activities from 2025 - 2030 At least 40 social and community projects/activities from 2025 - 2040 At least 60 social and community projects/activities from 2025 - 2050 				
Responsible Advertising and Media Content <ul style="list-style-type: none"> No complaints or notifications regarding inappropriate media content 				
Climate and Energy Strategy <ul style="list-style-type: none"> Reduce 20% of scopes 1 and 2 emissions based on 2024/25 performance Reduce 10% of scope 3 emissions based on 2024/25 performance 	<ul style="list-style-type: none"> Reduce 42% of scopes 1 and 2 emissions based on 2024/25 performance Reduce 25% of scope 3 emissions based on 2024/25 performance 	<ul style="list-style-type: none"> Reduce 90% of scopes 1 and 2 emissions based on 2024/25 performance Reduce 90% of scope 3 emissions based on 2024/25 performance 		
Waste and Water Management <ul style="list-style-type: none"> Reduce general waste generation to landfill or incineration by 30% of total waste based on 2024/25 performance 	<ul style="list-style-type: none"> Reduce general waste generation to landfill or incineration by 40% of total waste based on 2024/25 performance 	<ul style="list-style-type: none"> Reduce general waste generation to landfill or incineration by 50% of total waste based on 2024/25 performance 		

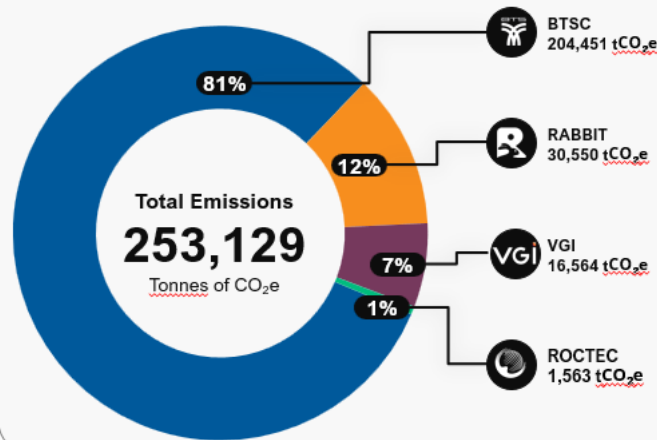
No.	Material Topic	UN SDGs	Scope of Reporting				Stakeholders	
	Rabbit Holdings Group		Internal Organisation				Internal	External
			Rabbit Holdings and subsidiaries					
			Rabbit Holdings Public Company Limited	Rabbit Life Insurance Public Company Limited	BTS Group Holdings Public Company Limited (Real Estate Business)	Prime Zone Asset Management Company Limited		
Environmental Dimension								
1	Climate Change Management	7, 9, 12, 13, 15	●	●	●	●	✓	✓
2	Efficient Use of Resource (covering water management, waste management, air pollution as well as green building and biodiversity specifically for Real Estate and Hotel Business)	3, 6, 7, 9, 11,12,13,14,15	●	●	●	●	✓	✓
Social Dimension								
1	Human Resource Management (covering employee practices and development, and occupational health and safety)	3, 5, 8, 10	●	●	●	●	✓	
2	Human Rights, Diversity, Equality and Inclusion	3, 4, 5, 8, 10,16	●	●	●	●	✓	✓
3	Community Engagement and Social Development (Real Estate and Hotel Business only)	8, 10, 11, 17			●		✓	✓
Governance and Economic Dimension								
1	Sustainable Supply Chain Management	3, 8, 12, 15, 17	●	●	●	●	✓	✓
2	Data Security and Information Systems	9, 16	●	●	●	●	✓	✓
3	Risk and Crisis Management	16	●	●	●	●	✓	✓
4	Development of Efficient Products and Services (covering quality and product safety management, customer relationship management, and innovation and digital transition)	3, 5, 8, 9, 12, 17	●	●	●	●	✓	✓
5	Sustainable Finance (Financial, Investment, and Life Insurance Businesses only)	3, 8, 10, 11	●	●		●	✓	✓

MEASURE AND IMPROVE

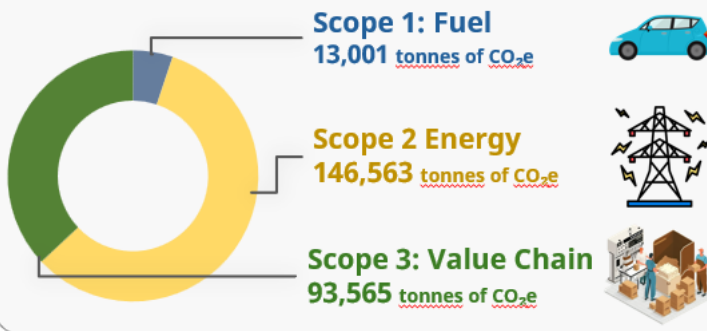
FY 24/25 SLB KPI 1: Electricity Consumption Per Car-Km



Estimated FY2024/25 Breakdown by Companies



Estimated FY2024/25 Breakdown by Scopes



Lost Time Injury Frequency Rate (LTIFR) of employees (times/million working hours)



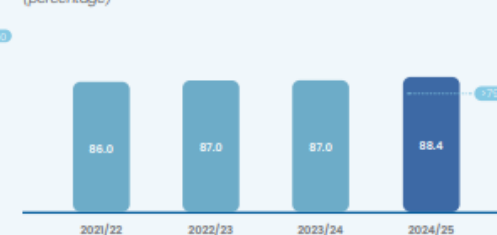
Lost Time Injury Frequency Rate (LTIFR) of contractors (times/million working hours)



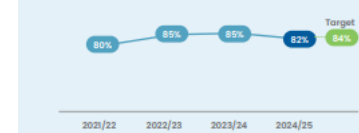
Passenger Journey On-Time (percentage)



Customer Satisfaction: MOVE (percentage)



Employee engagement (percentage of actively engaged employees)



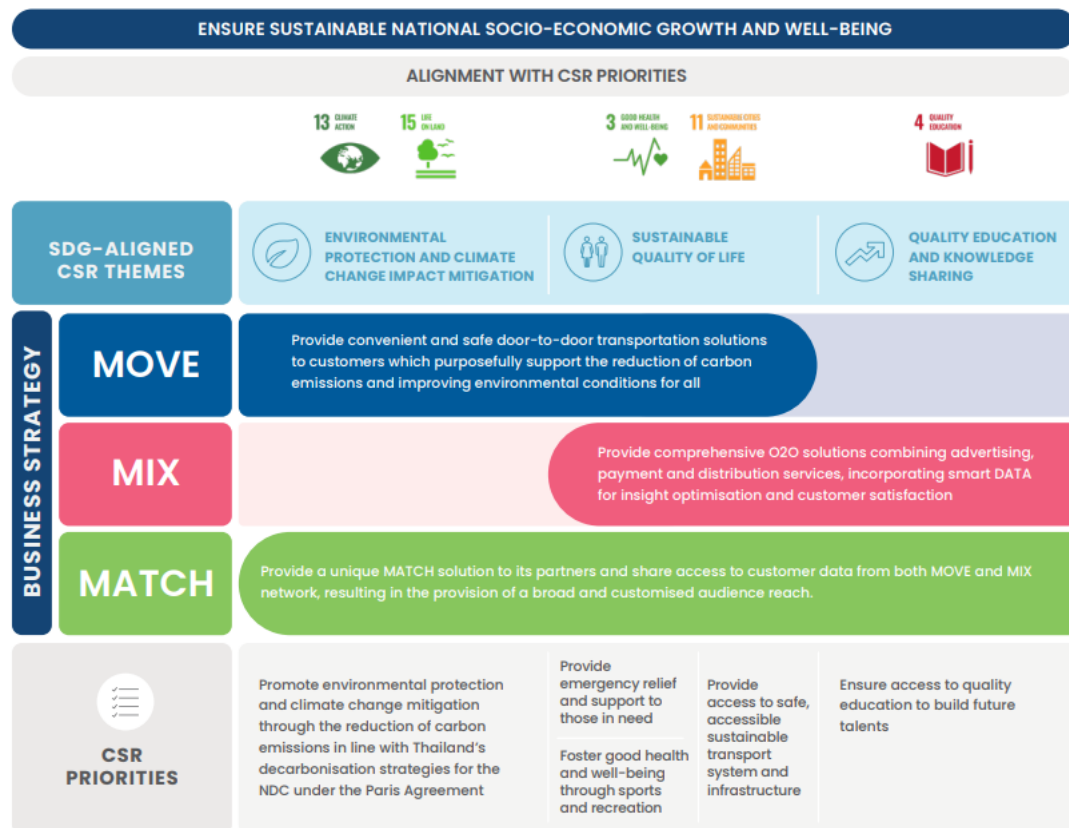
Total employee turnover rate



Total voluntary employee turnover rate



CARE FOR OUR COMMUNITIES



FY 2024/25 Activities

SUSTAINABLE QUALITY OF LIFE



The 16th Annual Vegetarian Festival



Blood Donation Campaign – BTS Moving Happiness for All



The 19th SkyClinic Project



BTSC, in collaboration with Sahapat Inter Holdings, MBK Centre, Siam Piwat and BMA, launched the 16th Annual Vegetarian Festival at BTS National Stadium station.

As part of this event, the public was offered free vegetarian meals to promote nutritious and sustainable food consumption that benefits both people and the planet.

As part of the Company's commitment to support the health and well-being of society, BTS Group and BTSC employees have actively participated in the corporate blood donation campaign, "BTS Moving Happiness for All."

With the aim to help alleviate the shortage of blood reserves, quarterly blood donation events were held throughout the year. In FY 24/25, 912 employees participated and donated a combined total of

BTSC organised the 19th SkyClinic project in collaboration with leading hospitals and educational institutions at BTS Wat Phra Sri Mahathat station.

The project offers free health checkups to the public, promoting access to fast, convenient and reliable healthcare services for all.

ENVIRONMENTAL PROTECTION AND CLIMATE CHANGE IMPACT MITIGATION



Release Turtles Back to the Sea



Representatives from Super Turtle employees released baby turtles into the sea, cleaned the turtle pond and donated THB 50,000 to the Sea Turtle Conservation Center Royal Thai Navy in Sattahip, Chonburi, as part of sustainable environmental protection and marine ecosystem restoration.

[Click here for more information.](#)



Mangrove Planting and Release Crabs to the Sea



VGI executives and employees organised the "Mangrove Planting and Release Crabs to the Sea" project in Sattahip, Chonburi Province. By planting mangrove trees and releasing the crabs, VGI strives to be a part in helping to preserve the environment and increase the biodiversity of the ecosystem.



Mangrove Planting



Eastin Thana City Golf Resort Bangkok, in collaboration with other Bangkok hotels and the Domestic Tourism Business Association (DTBA), organised a mangrove planting activity. The event aimed to increase breeding grounds and habitats for marine animals, enhance ecological balance, and contribute to reserving a rich and sustainable environment. The activity took place at the Army Natural Study Center, Bang Pu, Samut Prakan Province.

QUALITY EDUCATION AND KNOWLEDGE SHARING



Donation of Old Desktop Calendars



BTS Group, BTSC, VGI, Rabbit Holdings, HHT Construction and other BTS Group subsidiaries donated over 90,000 desktop calendars to the Foundation for the Blind in Thailand under the Royal Patronage of H.H. the Queen.

As part of the Company's "Heroes Give" campaign, old calendars were collected from employees of BTS Group and its subsidiaries, as well as BTS SkyTrain passengers. These calendars are then repurposed into learning materials for Braille education.

[Click here for more information.](#)



Donation of LED Screen Sets



VGI has donated 24 LED screen sets to Chaiyaphum Technical College, to modernise teaching tools and enhance both the learning environment and educational efficiency. VGI's support is aimed at equipping students and educators with modern technology and fostering innovative learning experiences that contribute to the country's future development.

[Click here for more information.](#)



U Make A Difference

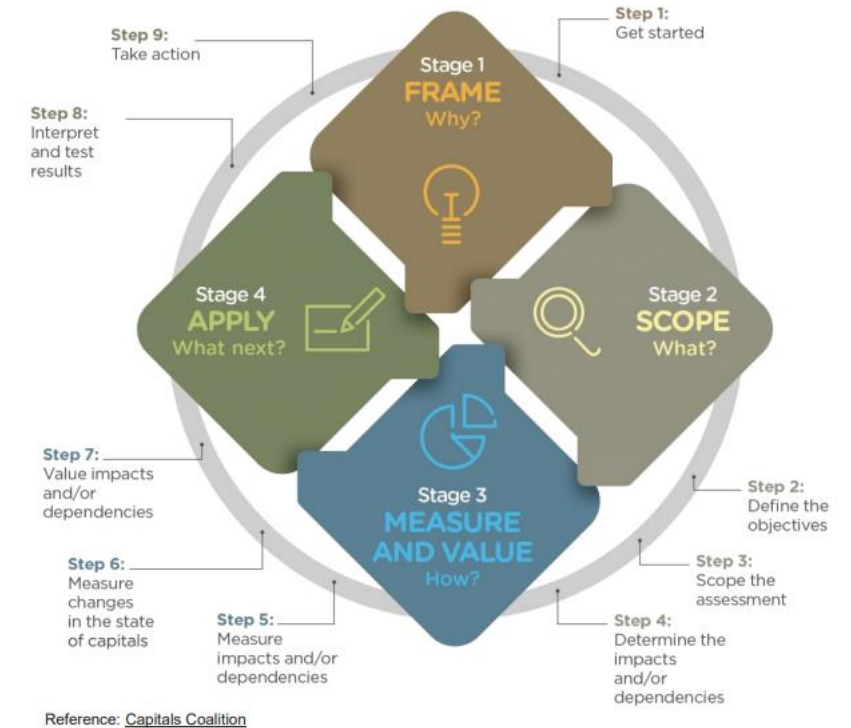


U Inchantree Kanchanaburi Hotel donated THB 60,000 to the Thammanurak Foundation, Kanchanaburi Province, a local orphanage managed by local nuns, which cares for children facing family and social challenges, including poverty and lack of educational opportunities. The donation serves as scholarships for these children.

QUANTIFYING OUR IMPACT

BTS Group Impact Valuation 2024/2025

Impact of the BTS SkyTrain:
Green Line, Pink Line, Yellow Line, and Gold Line



QUANTIFYING OUR IMPACT



Reduced accident rate compared to other modes



Reduced transportation time and cost for passengers



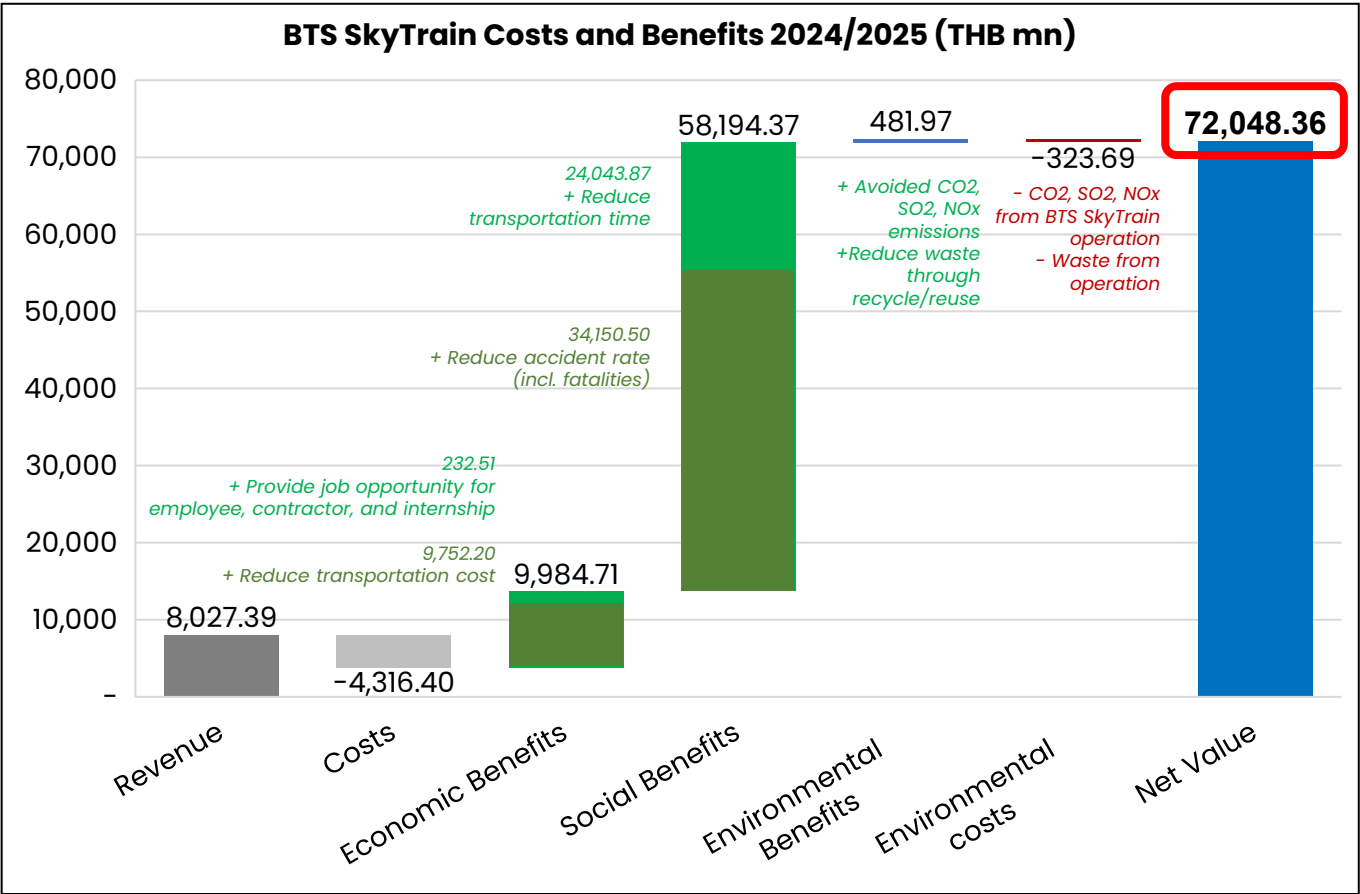
Reduced social cost of GHG emissions



Hiring local employees



Material recycling and reuse



Serviced

4.5bn trips

Sustainable trips via low-carbon mass transit system

Avoided

2.3mn tco₂e

through Modal Shift Since 1999
(as of September 2025)

Raised

THB 62.8bn

Through the issuance of Green Bonds and Sustainability-linked Bonds

WORLD'S MOST SUSTAINABLE TRANSPORTATION COMPANY



Member of
**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

First in global ranking for DJSI Transportation and Transportation Infrastructure (TRA) sector 5 years in a row and 7-year constituent of DJSI emerging markets



Electric since 1999