



Rabbit Holdings Public Company Limited

Sustainability Performance 2025



Rabbit Holdings Public Company Limited

Rabbit Holdings Public Company Limited (“the Company”) is a subsidiary of BTS Group Holdings Public Company Limited (“BTS Group”), which holds a 67.92% shareholding in the Company. The Company’s principal objective is to invest in and operate real estate–related businesses, encompassing the hotel business, property leasing, property development and sales, as well as other investments within the real estate sector.

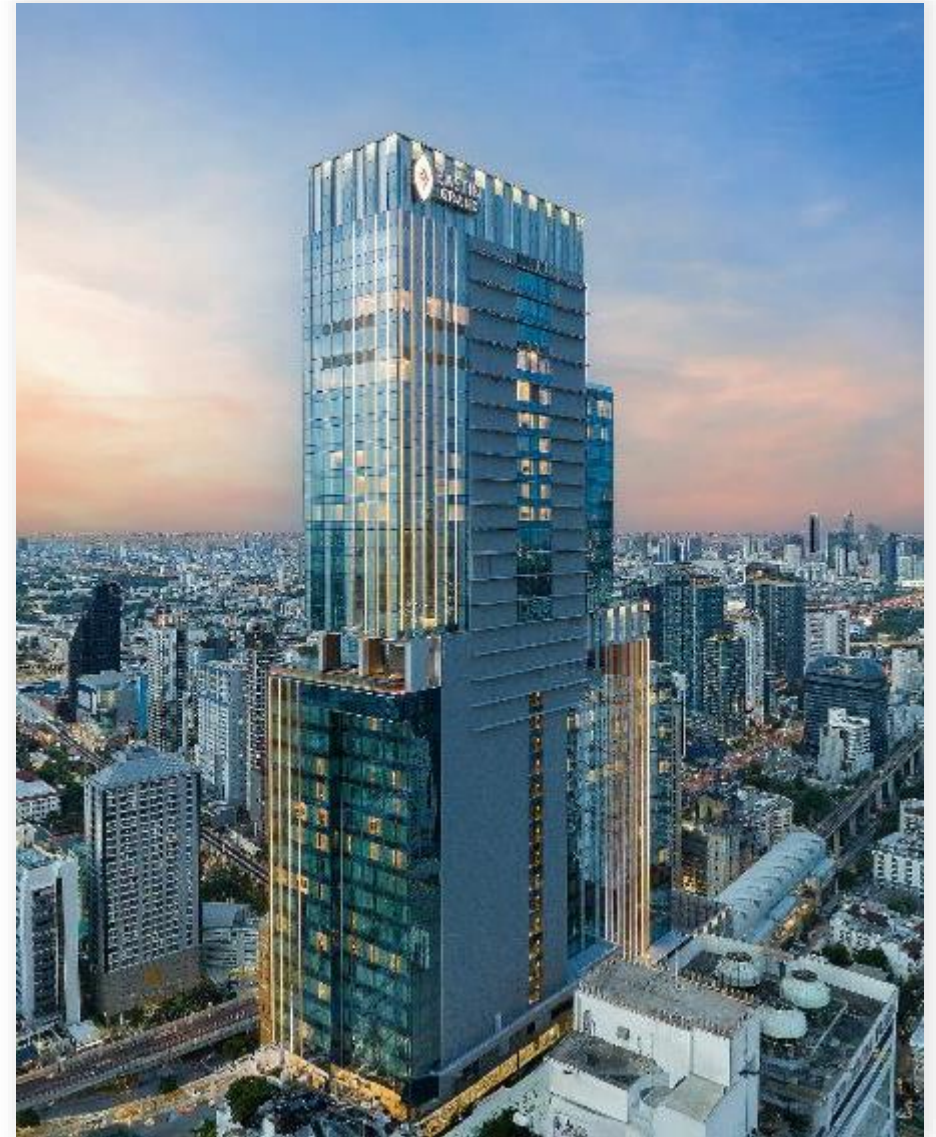
In addition, the Company operates financial services businesses, including life insurance, the management of non-performing loans (NPLs) and non-performing assets (NPAs), fund management, as well as other related financial investments. The Company leverages its expertise and strategic collaboration with BTS Group to drive stable and sustainable growth and to create long-term value for shareholders.

Vision

To invent, invest, and develop high-quality, creative, and sustainable products and services across the insurance business, financial services, and real estate sectors.

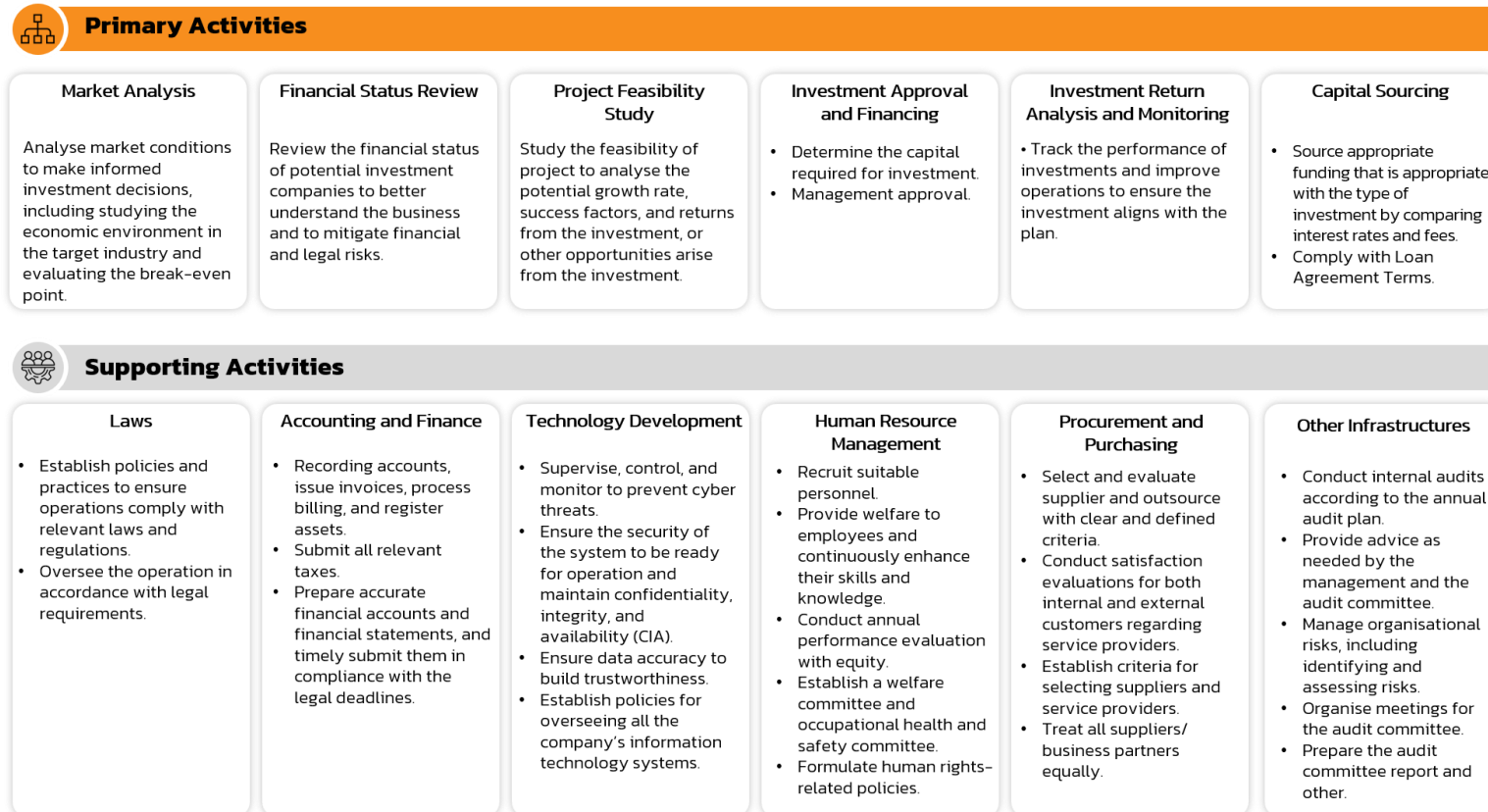
Mission

To become a leader in the insurance, financial services, and real estate sectors by adhering to principles of good governance and pursuing innovation in a creative and sustainable manner. The Company strives to respond effectively to customer needs and rapid global changes, while achieving stable and sustainable growth and delivering value to communities, society, the environment, all stakeholder groups, and shareholders.



Rabbit Holdings Value Chain (GRI 2-6)

The Company conducts its business with a primary focus on real estate investment, alongside its financial and investment businesses. Emphasis is placed on prudent development and management of investments, underpinned by sound corporate governance and appropriate risk management frameworks, with the objective of creating long-term value for all stakeholder groups. The Company recognises that value creation extends beyond business outcomes alone and encompasses strategic decision-making, capital allocation, project governance, and performance monitoring. These elements play a critical role in shaping ESG impacts across the value chain. Accordingly, the Company has established a value chain framework that reflects its role as an investor and strategic overseer of operations. The framework covers supporting and core activities related to investment analysis, decision-making, and performance monitoring. It demonstrates a systematic, transparent, and sustainable approach to value creation aligned with long-term development objectives, as outlined below.



Sustainability Targets

The Company has established sustainability targets covering key economic and governance, social, and environmental aspects, as follows:

Short-term Targets (1–3 Years)	Medium-term Targets (3–5 Years)	Long-term Targets (>5 Years)
Rabbit Holdings Public Company Limited		
As a subsidiary of BTS Group, the Company aligns its sustainability targets with those of the BTS Group. Further details on the sustainability targets of BTS Group Holdings Public Company Limited are available at the link.		
Rabbit Life Insurance Public Company Limited		
- Develop customer service systems, including eApplication and I-service, in the next phase to enhance convenience for customers in premium payments and policy detail verification. - Develop the Agency Workspace and iQuote systems to meet the needs of agents, enabling them to easily access information and present sales more effectively. - Develop a claims processing system to consolidate all data into a digital format, allowing for easier analysis and access to information. - Enhance the Underwriting system and ePolicy system to improve efficiency and support the sales process. - Be integrate ESG considerations into investment and lending decisions to increase the share of sustainable projects by at least THB 25 million from total investments or loans by 2028. - Repurposing unused items: Encourage employees to donate leftover or unused items to those in need, charitable foundations, or social organisations. This initiative helps reduce waste generation and adds value to unused items. - All employees have received E-Learning training on relevant laws (100%). - A training program (PLEARN) has been developed, divided into three categories: 1) Employee PLEARN, providing Soft Skill training for general employees, 2) Leader PLEARN, offering Soft Skill training for supervisors at all levels, and 3) Employee PLAY, focusing on employee well-being, such as Happiness at the workplace. 60% of employees must receive at least 6 hours of PLEARN training annually.	- Integrate ESG considerations into investment and lending decisions to increase sustainable projects by at least THB 50 million by 2030 - Promoting eco-friendly products: Encourage employees to use reusable fabric bags instead of plastic bags and bring personal cups or bottles when purchasing beverages to reduce single-use plastic waste. - Increase employee engagement with the organisation, measured through annual assessments. - Reduce the employee turnover rate. 80% of employees must receive at least 6 hours of PLEARN training annually. - Promote a culture of safe work practices and mental health care for employees, including supporting health check-up programs focusing on well-being. - Focus on reducing employee illness through exercise activities to promote physical health.	- Create tools for customers to evaluate satisfaction across all service channels. - Develop additional systems such as the TFRS17 system, reinsurance system, and systems for Unit-Linked product products. - Develop an online insurance sales system to increase accessibility for the general public, making it easier to purchase insurance. Additionally, expand the range of products available for online sales to maintain our leadership in the online market. - Integrate ESG considerations into investment and lending decisions to increase the share of sustainable projects by at least THB 75 million from total investments or loans by 2035. - Transitioning to a Paperless Office: Implement policies for using recycled paper, set up used paper trays near printers, and convert some paper-based processes into digital documents. This will minimise unnecessary paper usage and lay the foundation for a Paperless Office, utilising Cloud Storage for efficient document management. - Create a learning culture for employees, enabling them to continuously develop themselves to adapt to rapid changes. - Develop health recovery plans for employees, such as providing counselling and support to help employees reduce stress or recover from illnesses. - Build a sustainable organisational culture that genuinely cares for the health and safety of employees.

Short-term Targets (1–3 Years) Medium-term Targets (3–5 Years) Long-term Targets (>5 Years)		
Prime Zone Asset Management Company Limited		
- Develop the collection of short-term customer satisfaction data to be no less than 70%. - Increase diversity training for employees and executives across all departments within two years.	- Develop the collection of customer satisfaction data to be no less than 75%. - Develop and improve the accident reporting system to be faster and more accurate and ensure effective emergency response by 2027. - Increase the proportion of women in leadership positions to 30% by 2027. - Reduce discrimination in the workplace by conducting annual surveys and assessments of employees' experiences regarding equity and diversity.	- Develop the collection of customer satisfaction data to be no less than 80%. - Establish a safety culture in the workplace as a fundamental aspect for all employees, while enhancing mental health support for employees by 2032. - Be recognised as an organisation for human rights and diversity at the international level, such as receiving certification from human rights organisations within five years. - No human rights violations in the supply chain, with compliance with international standards throughout the organisation.
Eastin Thana City Golf Resort Bangkok		
- Reduce the use of materials harmful to health and the environment, such as chemical cleaning products, by switching to natural-based products. - Source products that have quality certifications for safety and environmental friendliness as additional partners. - Update customer service facilities to be modern and replace equipment, appliances, and amenities to enhance customer convenience and create a positive impression. - Ensure that all employees are trained to acquire the essential skills and can adapt to new technologies within 1–3 years. - Provide employees with the ability to access online training at their convenience, anytime and anywhere, and achieve a training success rate of at least 80%.	- Utilise products from Diversey Hygiene (Thailand) Co., Ltd., which is a company that uses materials with minimal environmental impact. - Ensure that at least 30% of mid-level and senior leaders with the potential to drive the organisation effectively are developed within 3–5 years. - Increase employee engagement from diverse groups and improve the organisational environment to be more inclusive within 3–5 years. - Improve the working environment to ensure safer office operations and reduce work-related illnesses linked to the environment.	- By 2030, the hotel aims to achieve 100% sustainability in its supply chain, ensuring full compliance with environmental conservation and human rights standards. - Support and participate in government and private sector projects that promote the use of natural products and environmentally friendly products to meet standards and obtain certification. - Create an organisation where all employees engage in lifelong learning and continuously acquire new skills according to business needs over the long term. - Ensure the organisation achieves maximum efficiency, maintains sustainable growth, and enhances its global competitiveness within 5 years or more. - Create a zero-accident organisation and maintain the highest safety standards in the industry.
Eastin Grand Hotel Phayathai		
- Define supplier selection criteria by considering their reliability, product quality, pricing, and timely delivery. - Train staff on quality standards for raw materials and proper storage procedures. - Develop a supplier code of conduct to establish and communicate clear practices, promoting transparency and sustainable business practices together. - Provide training on data security under the Personal Data Protection Law as a part of employee's onboarding process. - Ensure that 100% of employees complete the "Service Culture by Heart" training programme. - By 2027, the Company aims to reduce the work injury rate by at least 20%. - By 2027, all employees must receive safety training suitable for their duties at least once per year. - No complaints related to human rights issues.	- Foster an organisational culture that emphasises the importance of and awareness of social media as a tool that carries both benefits and risks, requiring caution before publishing information to the public. - Provide training and skill development to establish career paths for employees. - By 2029, the Company will develop a system for reporting and tracking accidents to cover all incidents.	- Sustainable Business Development: Focus on long-term growth while creating value for society and the environment. - Promoting Sustainability with Suppliers: Support suppliers in developing their businesses sustainably alongside the Company. - Develop a system to prevent unauthorised access to confidential organisational data. - Skill development through the Cross Training programme in positions that employees are interested in, or higher positions within the department, to accumulate 80 training hours. Employees will use their break time or days off to gain experience and learn the responsibilities of those positions, or to prepare for promotions. Therefore, when considering promotions, employees who have completed the Cross Training programme will be prioritised for consideration. - By 2030, the Company aims to achieve zero accidents, with no serious injuries or fatalities resulting from workplace accidents.

Short-term Targets (1–3 Years)			Medium-term Targets (3–5 Years)			Long-term Targets (>5 Years)		
Eastin Grand Hotel Sathorn								
No complaints related to human rights, discrimination, or violations of applicable laws, regulations, and human rights standards.			Increase the use of safety and sustainability-certified products, such as natural cleaning products and recyclable materials.			Support and participate in government and private sector projects that promote the use of natural products and environmentally friendly products to meet standards and obtain certification.		
U Chiang Mai Hotel								
- Encourage suppliers to use reusable containers instead of single-use plastic bags in transportation to reduce environmentally harmful materials by 10%. - Provide 100% training for employees at all levels on data security and handling cyber threats. - Ensure 100% customer awareness of data protection from the moment they check in. - Reduce emissions by 10–15% within three years, using 2024 as the baseline year. - Train employees to develop both basic skills and specialised skills that align with the organisation’s needs. - Reduce the employee turnover rate by 20%. - Achieve employee satisfaction of over 80%. - No work-related injuries. - All employees will receive occupational health and safety training. - No complaints related to human rights, discrimination, or violations of applicable laws, regulations, and human rights standards.			- Encourage suppliers to use reusable containers instead of single-use plastic bags in transportation to reduce environmentally harmful materials by 40%. - Foster an organisational culture that prioritises data and cybersecurity at all levels. - Procure a company to oversee and inspect the electrical systems, plumbing, swimming pool, and common areas. Currently, the hotel’s technicians conduct monthly inspections, and specialised external experts are hired for certain areas, such as the transformer system and gas control system. - Increase customer satisfaction to 95%. - Develop the GMS platform or system that can integrate and link data from multiple sources, aiming to increase direct hotel room bookings by 20%. - Reduce GHG emissions by 15–30% from the 2024 baseline. - Prepare employees for future leadership or managerial positions to create growth opportunities within the organisation and increase engagement by 30%.			- Encourage suppliers to use reusable containers instead of single-use plastic bags in transportation to reduce environmentally harmful materials by 60%. - Invest in new technologies that enhance data and system security. - Upgrade guest rooms, common areas, office computer systems, and electrical systems to accommodate future usage needs. - Improve customer satisfaction by tracking feedback and implementing an action plan for areas that need improvement to achieve a satisfaction rate of 97%. - Lead innovation and digital technology in the hotel industry to create a competitive advantage. - Reduce GHG emissions by 30–45% from the 2024 baseline. - Employees continuously learn and develop themselves, adapting to market changes or technology, serving as role models for new employees, with 50% participation.		
U Inchantree Kanchanaburi Hotel								
- By 2027, the hotel will develop a supplier selection process prioritising environmental and social sustainability, fostering partnerships with responsible suppliers. - Zero complaints regarding personal data and information system security. - Reduce the injury rate and employee absenteeism by 10% compared to the current illness and absenteeism rate in 2024. - Foster collaboration with local communities and organisations to develop projects that mitigate environmental impacts and enhance opportunities for underprivileged groups in society, benefiting at least one community. - Increase local employment by 50% of the current total workforce. - Utilise local community products and services for at least 30% of total procurement. - Conduct social responsibility (CSR) activities at least twice per year.			- Reduce the use of non-biodegradable products by 30% by 2027 and increase the proportion of safety and sustainability-certified products, such as natural cleaning products and recyclable materials. - By 2027, the hotel will begin implementing automation systems and energy management technologies to reduce operational costs and enhance service efficiency. This will result in a cost reduction of approximately 25% in current energy expenses. - Increase clean energy usage from renewable sources by 25% by 2027 to support the hotel’s sustainability commitment. - Increase green areas by at least 10% by 2027. - Reduce the employee turnover rate by 10% by enhancing job satisfaction and work-life balance by 2028.			- Achieve a “Zero Waste” hotel by eliminating landfill waste by 2030. - By 2032, the hotel aims to achieve 100% sustainability in its supply chain, ensuring full compliance with environmental conservation and human rights standards.		

Short-term Targets (1–3 Years)	Medium-term Targets (3–5 Years)	Long-term Targets (>5 Years)
U Sathorn Hotel		
- Support products that create employment and income opportunities for persons with disabilities. - Enhance guest room services with safety features tailored for elderly guests and individuals requiring special assistance. - Provide employee training on plastic reduction and proper waste segregation. - Select suppliers based on environmental and social standards. - Reduce resource consumption throughout procurement and transportation processes. - Develop a Supplier Code of Conduct and communicate its requirements to ensure suppliers understand and adhere to the expected standards. - Reduce the resolution time for customer complaints to within 24 hours. Currently, issues reported during a guest's stay are resolved within 45 minutes, while post-stay complaints are resolved within 24–48 hours on average. - Install solar-powered lighting for at least 10% of outdoor lighting areas. - Maintain a workforce with approximately 50% female employees and 60% female representation in management positions.	- Increase procurement from sustainable suppliers to at least 50% of total procurement. - Implement traceability of raw materials throughout the supply chain. - Ensure that all employees achieve proficiency in a third language, such as English or Korean, at a level sufficient to effectively serve international guests by 2027. - Foster an organisational culture that prioritises occupational health and safety (OHS) with active participation from all employees by 2027. - Reduce work-related sick leave by 5% by 2029.	- Achieve 100% sustainability for core suppliers. - Reach Net Zero emissions within the supply chain. - Support all suppliers in complying with environmental and human rights standards. - Receive an international sustainability award, such as the Green Hotel Award, by 2032. - Continuously reduce costs associated with workplace accidents and diseases. - Provide annual safety training for all employees. - Provide annual first aid training for all employees. - Provide annual fire safety and evacuation training for all employees.
Avani Khon Kaen Hotel		
- Reduce the occupational accident rate to below 5% compared with the previous year's incident level. - Ensure that all employees receive occupational health and safety (OHS) training at least once per year.	- Reduce the employee turnover rate to no more than 5%. - Reduce workplace injuries and occupational accidents by 10–15% compared with the previous period.	- Reduce workplace injuries to zero or as close to zero as possible by fostering a Zero Accident Culture. - Achieve internationally recognised occupational health and safety certifications, such as ISO 45001 or OHSAS 18001, across all hotel facilities. - Ensure that all employees possess sufficient occupational safety knowledge and competencies to effectively support or take a leading role in maintaining workplace safety within the hotel.

Sustainability Performance

Economic and Governance Dimension

Indicator	Unit	Performance			
		2022	2023	2024	2025
Total revenues	Million Baht	7,929.65	5,283.38	5,508.81	7,836.65
Total operating revenues	Million Baht	5,456.94	3,992.34	4,583.61	5,165.26
Employee expenses; salaries, wages, other benefits	Million Baht	1,371.65	936.37	1,059.64	1,053.11
Profit (loss) for the year	Million Baht	1,331.47	(4,340.92)	(521.78)	1,075.96
Dividend payment	Million Baht	-	-	-	-
Income tax	Million Baht	(131.06)	20.76	(246.19)	(381.78)
Total assets	Million Baht	68,782.01	62,284.59	61,530.96	60,361.78
Total liabilities	Million Baht	27,768.44	29,156.70	29,546.66	28,134.07
Total equity	Million Baht	41,013.57	33,127.89	31,984.30	32,227.71

Social Dimension

Employment (GRI 401-1, 405-1)

Indicator	Unit	Performance			
		2022	2023	2024	2025
Total employees	Person	608	1,183	1,875	1,835
Male	Person	267	527	860	867
	Percentage of total employees	43.91	44.55	45.87	47.25
Female	Person	341	656	1,015	968
	Percentage of total employees	56.09	55.45	54.13	52.75
Breakdown by employment type					
Permanent employees	Person	601	1,150	1,840	1,789
	Percentage of total employees	98.85	97.21	98.13	97.49
Male	Person	267	514	841	843
Female	Person	334	636	999	946
Temporary employees	Person	7	33	35	46
	Percentage of total employees	1.15	2.79	1.87	2.51
Male	Person	0	13	19	24
Female	Person	7	20	16	22
Breakdown by working hours					
Full-time employees	Person	601	1,162	1,848	1,813
	Percentage of total employees	98.85	95.86	98.56	98.80
Male	Person	267	521	847	858
Female	Person	334	641	1,001	955

Indicator	Unit	Performance			
		2022	2023	2024	2025
Part-time employees	Person	7	21	27	22
	Percentage of total employees	1.15	1.78	1.44	1.20
Male	Person	0	6	13	9
Female	Person	7	15	14	13
Breakdown by nationality					
Thai employees	Person	608	1,183	1,872	1,831
	Percentage of total employees	100	100	99.84	99.78
Male	Person	267	527	858	864
Female	Person	341	656	1,014	967
Others	Person	0	0	3	4
	Percentage of total employees	0	0	0.16	0.22
Male	Person	0	0	2	3
Female	Person	0	0	1	1
Breakdown by age					
Age less than 30	Person	122	349	570	487
	Percentage of total employees	20.07	29.50	30.40	26.54
Male	Person	57	139	244	214
Female	Person	65	210	326	273
Age 30–50	Person	391	699	1,123	1,172
	Percentage of total employees	64.31	59.09	59.89	63.87
Male	Person	170	328	529	565
Female	Person	221	371	594	607

Indicator	Unit	Performance			
		2022	2023	2024	2025
Age over 50	Person	95	135	182	176
	Percentage of total employees	15.62	11.41	9.71	9.59
Male	Person	40	59	88	88
Female	Person	55	76	94	88
Breakdown by position					
General level	Person	444	932	1,441	1,381
	Percentage of total employees	73.03	78.78	76.85	75.26
Male	Person	197	419	672	655
Female	Person	247	513	769	727
Management level	Person	119	202	356	368
	Percentage of total employees	19.57	17.08	18.99	20.05
Male	Person	50	82	146	167
Female	Person	69	120	210	201
Executive level	Person	45	49	78	86
	Percentage of total employees	7.40	4.14	4.16	4.69
Male	Person	20	26	42	45
Female	Person	25	23	36	40

Indicator	Unit	Performance			
		2022	2023	2024	2025
Disability					
Employees with disability	Person	4	9	8	14
	Percentage of total employees	0.66	0.76	0.43	0.76
Male	Person	4	7	8	12
Female	Person	0	2	0	2
New Hire					
New hiring employees	Person	202	759	571	345
	Percentage of total employees	33.22	64.16	30.45	18.80
New Hire Breakdown by gender					
Male	Person	82	364	264	179
	Percentage of total employees	13.49	30.77	14.08	9.53
Female	Person	120	395	307	166
	Percentage of total employees	19.74	33.39	16.37	9.05
New Hire Breakdown by age					
Age less than 30	Person	73	280	256	161
	Percentage of total employees	12.01	23.67	13.65	8.77
Age 30-50	Person	100	434	283	172
	Percentage of total employees	16.45	36.69	15.09	9.37
Age over 50	Person	29	45	32	12
	Percentage of total employees	4.77	3.80	1.71	0.65

Turnover (GRI 401-1)

Indicator	Unit	Performance			
		2022	2023	2024	2025
Total turnover	Person	226	390	537	427
	Percentage of total employees	37.17	32.97	28.64	23.27
Voluntary turnover	Person	226	386	492	394
	Percentage of total employees	37.17	32.63	26.24	21.47

Notes:

- Avani Khon Kaen Hotel and Convention Centre and Eastin Thana City Golf Resort Bangkok began collecting employee headcount data in 2022.
- U Chiang Mai Hotel, Rabbit Life Insurance Public Company Limited, and Prime Zone Asset Management Company Limited began collecting employee headcount data in 2023, while other businesses began collecting employee headcount data in 2024.

Training (GRI 404-1)

Indicator	Unit	Performance			
		2022	2023	2024	2025
Average training hours per employees	Total training hours	2,200	7,882	16,613	37,403
	Hours / FTE	3.60	6.66	8.86	20.38

Notes:

- Avani Khon Kaen Hotel and Convention Centre, Eastin Thana City Golf Resort Bangkok and Rabbit Life Insurance Public Company Limited began collecting average employee training hours data in 2022.
- U Chiang Mai Hotel began collecting average employee training hours data in 2023, while other businesses began collecting average employee training hours data in 2024.

Employee Engagement and Satisfaction

Indicator	Unit	Performance			
		2022	2023	2024	2025
Employee Engagement	Percentage	N/A	N/A	98.05	98.00
Employee Satisfaction	Percentage	N/A	85.00	87.12–88.00	89.00

Notes:

- The Employee Engagement Survey results cover only employees of U Inchantree Kanchanaburi Hotel.
- The Employee Satisfaction Survey results cover only employees of Avani Khon Kaen Hotel & Convention Centre and U Chiang Mai Hotel.

Occupational Health and Safety (GRI 403-9)

Indicator	Unit	Performance			
		2022	2023	2024	2025
Number of employees work-related fatalities	Person	0	0	0	0
Number of contractors work-related fatalities	Person	0	0	0	0
Employees serious work-related injuries	times/million hours of work	0	0	0.33	0
Contractors serious work-related injuries	times/million hours of work	0	0	0	0
Employees lost time injury frequency rate	times/million hours of work	0	3.99	5.06	5.94
Contractors lost time injury frequency rate	times/million hours of work	0	0	0	0
Employees work-related injury rate	times/million hours of work	0	7.32	9.13	9.50
Contractors work-related injury rate	times/million hours of work	0	0	8.71	0

Notes:

- Hotel businesses and Rabbit Life Insurance Public Company Limited began collecting occupational health and safety data in 2022.
- Prime Zone Asset Management Company Limited began collecting occupational health and safety data in 2023, while other businesses began collecting occupational health and safety data in 2024.
- Serious Work-related Injury refers to an injury that requires hospitalisation as an inpatient for observation or immediate treatment following an accident and injury, resulting in one or more days of work absence.
- Lost Time Injury Frequency refers to a work-related injury that results in any of the following conditions:
 - Work-related fatalities; days away from work (excluding date of incident & company holidays); restricted work or job transfer; medical treatment beyond first aid; loss of consciousness; and injuries requiring professional medical procedures (e.g., injections, sutures, debridement, eye foreign body removal) or prescription medication.
 - Injuries from needle sticks or sharp objects contaminate another person's blood, or materials with a risk of infection. Such materials include human tissues and organs, or materials contaminated with HIV or Hepatitis B virus.
 - Job transfer for medical surveillance under the U.S. Occupational Safety and Health Administration standards.
- Work-related injury refers to any injury arising from work that results in one or more of the following:
 - Delayed or long-term effects on a person's physical condition, mental health, or cognitive function, which may include occupational diseases, illnesses, fatalities, injuries, or disabilities, whether occurring individually or collectively.
 - Hearing loss that must be recorded in accordance with the applicable hearing loss recording criteria referenced on the OSHA website: <https://www.osha.gov/recordkeeping/>
 - Significant work-related abnormalities are diagnosed by healthcare professionals. This includes occupational diseases such as cancer, chronic irreversible conditions, bone fractures or cracks, and perforated eardrums.
 - Employee job transfer for medical surveillance purposes in accordance with the standards of the Occupational Safety and Health Administration (OSHA) of the United States.

Environmental Dimension

Energy Consumption (GRI 302-1)

Indicator	Unit	Performance			
		2022	2023	2024	2025
Total energy consumption	MWh	40,483.26	64,072.06	74,403.77	51,791.49
Total electricity consumption	MWh	14,542.83	32,804.22	45,860.58	35,817.42
Energy consumption from stationary combustion	MWh	25,828.50	31,132.83	28,332.46	15,330.57
Energy consumption from mobile combustion	MWh	111.93	135.01	210.73	643.50
Total renewable electricity consumption	MWh	0	0	0	0

Note:

- Avani Khon Kaen Hotel and Convention Centre, U Chiang Mai Hotel, U Sathorn Hotel, Eastin Grand Hotel Sathorn, and Rabbit Life Insurance Public Company Limited began collecting energy consumption data in 2022
- Eastin Grand Hotel Phayathai began collecting energy consumption data in 2023, while other businesses began collecting energy consumption data in 2024
- The Company has established a long-term target to reduce greenhouse gas emissions (GHG) in alignment with the sustainability commitments of BTS Group Holdings Public Company Limited, aiming to achieve Net Zero emissions by 2050. As a target, the Company seeks to reduce Scope 1 and Scope 2 GHG emissions by 20% and Scope 3 GHG emissions by 10% by 2030, compared with the base year. These reductions will be achieved through improved energy efficiency and reductions in the consumption of electricity, fuel, water, waste generation, and other operational activities across the organisation.

Greenhouse Gas Emission (GHG) (GRI 305-1, 305-2, 305-3)

Indicator	Unit	Performance			
		2022	2023	2024	2025
Total GHG emissions	Tonnes CO ₂ e	16,192.43	28,636.93	38,525.35	28,499.27
Total GHG emissions from scope 1 and 2	Tonnes CO ₂ e	13,797.89	24,082.02	29,970.26	21,965.72
Total direct GHG emissions (scope 1)	Tonnes CO ₂ e	6,307.39	7,683.19	7,044.55	4,952.44
Total indirect GHG emissions (scope 2)	Tonnes CO ₂ e	7,490.50	16,398.83	22,925.71	17,013.28
Total other indirect GHG emissions (scope 3)	Tonnes CO ₂ e	2,394.54	4,554.91	8,555.09	6,533.55

Note:

- The hotel business and Rabbit Life Insurance Public Company Limited began collecting greenhouse gas emissions (GHG) data in 2022, while the Company's other business units commenced GHG emissions data collection in 2024.
- The Company has established a long-term target to reduce greenhouse gas emissions (GHG) in alignment with the sustainability commitments of BTS Group Holdings Public Company Limited, aiming to achieve Net Zero emissions by 2050. As a target, the Company seeks to reduce Scope 1 and Scope 2 GHG emissions by 20% and Scope 3 GHG emissions by 10% by 2030, compared with the base year. These reductions will be achieved through improved energy efficiency and reductions in the consumption of electricity, fuel, water, waste generation, and other operational activities across the organisation.

Water Consumption (GRI 303-3, 303-4, 303-5)

Indicator	Unit	Performance			
		2022	2023	2024	2025
Volume of water withdrawal (A)	Cubic metres	106,173.00	350,098.73	528,965.82	497,655.27
Volume of water discharge (B)	Cubic metres	40,618.23	234,756.22	379,761.29	377,914.98
Volume of treated water before discharge (C)	Cubic metres	56,482.42	56,482.42	56,904.06	89,241.71
Total water consumption (A-B-C)	Cubic metres	9,072.35	58,860.09	92,300.47	30,498.59

Notes:

- Avani Khon Kaen Hotel and Convention Centre, U Chiang Mai Hotel, and U Sathorn Hotel began collecting water consumption data in 2022, Rabbit Life Insurance Public Company Limited pays its water bills as part of the common area fees, while water consumption data for the other businesses could not be collected because they operate in leased premises. Therefore, the company's water usage is calculated at 50 liters per person per day.
- Eastin Grand Hotel Phayathai and Eastin Grand Hotel Sathorn began collecting water consumption data in 2023.
- Eastin Thana City Golf Resort Bangkok and U Inchantree Kanchanaburi Hotel began collecting water consumption data in 2024, while Prime Zone Asset Management Company Limited began collecting water consumption data in 2025.
- The water usage data for Rabbit Holdings Public Company Limited from January to June 2025, and Prime Zone Asset Management Company Limited, these companies pay their water bills as part of their common area fees Therefore, the company's water usage is calculated at 50 liters per person per day.
- The Company has established a long-term target to reduce greenhouse gas emissions (GHG) in alignment with the sustainability commitments of BTS Group Holdings Public Company Limited, aiming to achieve Net Zero emissions by 2050. As a target, the Company seeks to reduce Scope 1 and Scope 2 GHG emissions by 20% and Scope 3 GHG emissions by 10% by 2030, compared with the base year. These reductions will be achieved through improved energy efficiency and reductions in the consumption of electricity, fuel, water, waste generation, and other operational activities across the organisation.

Waste Management (GRI 306-3, 306-4, 306-5)

Indicator	Unit	Performance			
		2022	2023	2024	2025
Total volume of waste generated	Metric tonnes	22.51	37.05	179.20	1,128.46
Volume of general waste	Metric tonnes	22.51	37.05	179.20	1,128.46
Waste recycling	Metric tonnes	0.00	0.00	18.21	44.44
Waste reuse	Metric tonnes	0.00	0.00	0.00	0.00
Waste composting	Metric tonnes	0.00	0.00	115.86	152.77
Landfilling	Metric tonnes	22.51	37.05	45.13	919.73
Incineration with energy recovery	Metric tonnes	0.00	0.00	0.00	11.52
Incineration without energy recovery	Metric tonnes	0.00	0.00	0.00	0.00
Waste storage within the organisation	Metric tonnes	0.00	0.00	0.00	0.00
Disposal with unspecified method	Metric tonnes	0.00	0.00	0.00	0.00
Volume of hazardous waste	Metric tonnes	0.00	0.00	0.00	0.00

Notes:

- Avani Khon Kaen Hotel and Convention Centre and U Chiang Mai Hotel began collecting waste management data in 2022, while other businesses could not be collected due to the company locating in a leased space. Therefore, the company's waste management is calculated at 0.38 kilograms per person per day.
- Eastin Grand Hotel Phayathai began collecting waste management data in 2024, while Rabbit Life Insurance Public Company Limited, Prime Zone Asset Management Company Limited, and other businesses began collecting waste management data in 2025.
- The volume of waste data for Eastin Grand Hotel Sathorn, Eastin Thana City Golf Resort Bangkok, and U Inchantree Kanchanaburi Hotel is calculated at 1.83 kilograms per room per day.
- The Company has established a long-term target to reduce greenhouse gas emissions (GHG) in alignment with the sustainability commitments of BTS Group Holdings Public Company Limited, aiming to achieve Net Zero emissions by 2050. As a target, the Company seeks to reduce Scope 1 and Scope 2 GHG emissions by 20% and Scope 3 GHG emissions by 10% by 2030, compared with the base year. These reductions will be achieved through improved energy efficiency and reductions in the consumption of electricity, fuel, water, waste generation, and other operational activities across the organisation.



rabbit
HOLDINGS

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