

SUSTAINABILITY

PERFORMANCE

Economic and Governance Dimension

Revenue Structure

	2022	2023	2024
Total income (excluding other income) (Unit: million baht)	4,512.5	8,692.6	10,352.2
Revenue Separated by Type			
Room revenue	57%	59%	60%
Food and Beverage revenue	31%	30%	29%
Income from providing services to others	12%	12%	11%
Revenue Separated by Hotel Group			
Self-managed hotels	13%	18%	18%
Outrigger hotels	17%	15%	20%
The CROSSROADS hotels	28%	26%	26%
United Kingdom portfolio hotel	42%	41%	36%

Remark The CROSSROADS includes The Marina @ CROSSROADS Maldives, SAii Lagoon Maldives and Hard Rock Hotel Maldives

Guests and Occupied Rooms

	2022				2023				2024					
	Santiburi Koh Samui	SAii Phi Phi Island Village	Head Office	CROSSROADS Maldives	Santiburi Koh Samui	SAii Phi Phi Island Village	SAii Laguna Phuket	Head Office	CROSSROADS Maldives	Santiburi Koh Samui	SAii Koh Samui Villas	SAii Laguna Phuket	SAii Phi Phi Island Village	CROSSROADS Mald
Guest (person)				686,286				593	739,766	51,128	24,153	92,054	114,361	708,444
Occupied room (room)	38,932	97,637	44		53,501	50,053	63,947		233,406	25,175	12,368	48,559	57,321	223,033

Remark The rooms at the CROSSROADS Maldives project include the staff accommodation at The Marina @ CROSSROADS Maldives, as well as the number of rooms at SAii Lagoon Maldives and Hard Rock Hotel Maldives.

Environmental Dimension

Greenhouse Gas Emissions of SHR (305-1, 305-2, 305-3, 305-4)

Greenhouse Gas Emissions of SHR (Ton CO ₂ Equivalent)	2022				2023						2024						
	Santiburi Koh Samui	SAii Phi Phi Island Village	Head Office	Total	Santiburi Koh Samui	SAii Phi Phi Island Village	SAii Laguna Phuket	Head Office	CROSSROADS Maldives	Total	Santiburi Koh Samui	SAii Phi Phi Island Village	SAii Laguna Phuket	SAii Koh Samui Villas	Head Office	CROSSROADS Maldives	Total
Scope 1	673	1,092	147	1,912	1,004	1,231	705	97	16,195	18,228	1,545	2,185	1,806	328	38	18,111	24,014
Scope 2	1,626	1,877	59	3,562	1,730	1,559	2,447	69	-	4,075	1,929	1,917	2,259	628	82	7,360	14,175
Scope 3	487	308	1	796	877	396	4	2	10	412	806	264	506	110	129	1,732	3,832
Scope of operations that are additionally reported separately	423	198	-	621	620	198	36	-	-	234	498	264	71	-	-	-	833
Scope 1 and 2	2,722	3,167	206	6,095	2,744	2,790	3,152	166	16,195	22,303	3,475	4,102	4,065	956	120	25,471	38,189
Total Green House Gas Scope 1 and 2 per unit (Ton CO ₂ equivalent/unit)	0.07	0.03	0.21	N/A	0.051	0.056	0.049	0.27	0.021	N/A	0.14	0.07	0.05	0.08	0.14	0.11	N/A
Carbon offset through the purchase of carbon credits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Certification of information from external agencies	yes (LRQA Independent Assurance Statement)				yes (LRQA Independent Assurance Statement)						yes (LRQA Independent Assurance Statement)						

Remark

- CROSSROADS Maldives include The Marina @ CROSSROADS, SAii Lagoon Maldives and Hard Rock Hotel Maldives
- The disclosure of Scope 2 greenhouse gas emissions for CROSSROADS Maldives includes the total electricity purchased by SAii Lagoon Maldives and Hard Rock Hotel Maldives from The Marina @ CROSSROADS and the Back of House, which serves as the power generation source.
- The calculation of Scope 1 and 2 carbon emissions per user unit (ton CO₂ equivalent/unit) uses the following units:
 - 2022: The unit is "room per year"
 - 2023: Santiburi Koh Samui, SAii Phi Phi Island Village, SAii Laguna Phuket the head office use the unit "persons per year."
 - 2024: The unit "rooms per year" for hotels and the unit "persons per year" for the head office.

Energy Consumption Classified by Energy Type ^(302-1, 302-3,302-4)

	2022	2023	2024
Electricity (kilowatt-hour)			
Santiburi Koh Samui	2,655,600	3,465,326.00	3,770,520.00
SAii Koh Samui Villas	n/a	n/a	1,255,036.49
SAii Phi Phi Island Village	3,138,102	3,081,381.40	3,765,834.00
SAii Laguna Phuket	n/a	4,894,310.62	4,516,140.00
CROSSROADS Maldives	20,227,473	16,755,449	20,313,118.00
Total	26,021,175	28,196,467	33,620,648.49
Solar energy (kilowatt-hour)			
Santiburi Koh Samui	n/a	n/a	170,336.28
SAii Koh Samui Villas	n/a	n/a	-
SAii Phi Phi Island Village	n/a	n/a	784,870.14
SAii Laguna Phuket	n/a	n/a	458,871.86
CROSSROADS Maldives	n/a	n/a	2,569,766.00
Total	n/a	n/a	3,983,844.28
LPG (kilograms)			
Santiburi Koh Samui	88,704	96,525	93,460.00
SAii Koh Samui Villas	n/a	n/a	10,428.00
SAii Phi Phi Island Village	46,995	57,840	64,848.00
SAii Laguna Phuket	n/a	29,787	25,020.00
CROSSROADS Maldives	n/a	n/a	97,955.00
Total	135,699	278,692	291,711.00
Diesel (liters)			
Santiburi Koh Samui	5,130	11,744.41	7,022.70
SAii Koh Samui Villas	n/a	n/a	1,818.84
SAii Phi Phi Island Village	102,800	65,673.47	77,064.18
SAii Laguna Phuket	5,254,715	5,158.89	544.00
CROSSROADS Maldives	5,362,645	5,026,407.77	5,000,174.90
Total	10,725,290	10,052,816	5,086,624.62
Gasoline (liters)			
Santiburi Koh Samui	n/a	n/a	7,022.70
SAii Koh Samui Villas	n/a	n/a	738.54
SAii Phi Phi Island Village	n/a	n/a	196,267.74
SAii Laguna Phuket	n/a	n/a	586.97
CROSSROADS Maldives	n/a	n/a	9,409.80
Total	n/a	n/a	214,025.75

	2022	2023	2024
Total Energy (gigajoules)			
Santiburi Koh Samui	56,115.96	17,475.03	60,970.91
SAii Koh Samui Villas	n/a	n/a	9,847.62
SAii Phi Phi Island Village	50,053	16,317.17	55,649.19
SAii Laguna Phuket	n/a	19,220.76	28,865.54
CROSSROADS Maldives	n/a	252,645.12	122,773.48
Total	106,169	305,658	278,106.73
Energy Consumption per unit	Megajoules/room	Megajoules/room	gigajoules/room
Santiburi Koh Samui	584	326.63	2.42
SAii Koh Samui Villas	n/a	n/a	0.80
SAii Phi Phi Island Village	360.52	326	0.97
SAii Laguna Phuket	-	300.57	0.34
CROSSROADS Maldives	5,283.40	341.52	0.55
Total	6,228	1,295	0.69

Remark In 2024, additional energy usage data will be disclosed, including gasoline and solar power electricity, to provide a more comprehensive and accurate reflection of the organization's energy consumption.

Total Waste ⁽³⁰⁶⁻³⁾

Hotel Business	CROSSROADS Maldives			Santiburi Koh Samui			SAii Phi Phi Island Village			SAii Laguna Phuket		SAii Koh Samui Villas	Head office	Total		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2023	2024	2024	2024	2022	2023	2024
	Ton	Ton	Ton	Ton	Ton	Ton	Ton	Ton	Ton	Ton	Ton	Ton	Ton	Ton	Ton	Ton
Recyclable waste	77.92	192.68	167.35	7.87	11.75	14.48	26.78	36.10	17.63	2.90	1.64	5.84	0.15	117.2	251.7	207.1
General waste/wet waste	31.57	72.60	63.50	197.33	251.66	220.43	12.61	125.88	98.02	261.11	60.40	5.18	0.49	241.5	450.1	456.8
Organic waste	31.57	68.97	78.34	19.34	47.57	65.38	202.11	246.16	275.26	0.00	0.00	12.14	0.00	253.0	362.7	431.1
Food waste	159.21	356.13	364.76	21.92	29.22	39.11	76.88	125.88	144.55	175.67	64.24	3.31	0.07	258.0	511.2	616.0
Hazardous waste	0.00	0.00	0.00	0.13	0.01	0.00	2.65	1.94	0.00	0.00	0.03	0.00	0.00	2.8	1.9	0.0
Total	295.68	682.10	665.21	254.47	351.94	339.41	347.80	574.14	535.46	439.68	126.31	26.47	0.72	872.5	1,577.7	1,711.1

Remark Data for the head office started being collected in September 2024

Plastic Waste From the Ocean Sent to Parley				
2020	2021	2022	2023	2024
780 kilograms	250 kilograms	40 kilograms	230 kilograms	143 kilograms

Quantity of Water Withdrawal, Water Use, Water Disposal and Water Recycling of the Hotel (303-3, 303-4, 303-5)

Hotel Business	CROSSROADS Maldives			Santiburi Koh Samui			Santiburi Koh Samui			SAii Laguna Phuket		SAii Koh Samui Villas	Total		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2023	2024	2024	2022	2023	2024
Water Withdrawal (cubic meter)															
Surface water	-	-	-	-	-	-	170,932	182,419	145,070	-	-	-	170,932	182,419	145,070
Groundwater	-	-	-	38,060	86,222	70,964	-	694,526	523,000	-	-	138,437.00	38,060	155,675	214,631
Seawater	640,667	440,995.47	996,030	-	-	-	-	-	0	-	-	-	640,667	440,995	996,030
Produced water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Third-party water	-	-	-	-	15,467	570	-	-	2,400	130,770	96,944	3,884	-	-	6,854
Total water withdrawal	640,667	440,995.47	996,030.00	38,060.00	101,689.00	71,534	170,932	251,871.6	152,700	130,770	96,944	146,205	849,659	925,326	1,366,469
Water Consumption															
User (room/year)	686,286	233,406.00	223,032.90	38,932	21,422.00	12,368	97,637	50,053	57,321	63,947	85,992	25,406	822,855	368,828	318,128
Total water consumption (cubic meter)	640,667	264,965	285,959	38,060	59,585	58,041	170,932	91,606	111,597	130,629	96,034	142,321	849,659	546,785	597,918
Water consumption per unit (cubic meter/room)	0.93	1.14	1.28	0.98	2.78	4.69	1.75	1.83	1.95	2.04	1.12	5.60	N/A	1.48	1.88
Water Discharge (cubic meter)															
Surface water	-	-	-	-	-	11,608.20	-	-	223,194.0	-	19,206.8	28,464.2	-	-	62,392
Seawater	-	-	597,618	-	-	-	-	-	-	-	-	-	-	-	597,618
Total water discharge	-	-	597,618	-	-	11,608.20	-	-	223,194.0	-	19,206.8	28,464.2	-	-	660,010
Water Recycling															
Total recycled water (cubic meter)	119,720	191,115.20	285,958.73	30,449	53,716.50	46,432.8	40,290	58,627.08	89,277.6	104,502	76,827.20	113,856.80	190,459	407,961	535,526
Proportion of recycled water (Percentage)	18.69%	72.13%	100.00%	80.00%	90.15%	80.00%	23.57%	64.00%	80.00%	80.00%	80.00%	80.00%	22.42%	74.61%	89.57%

Remark

- In 2022, the CROSSROADS Maldives project used the unit persons/year.
- In 2024, the scope of the data reporting was updated to include the amount of brine water discharged back into the sea from the Reverse Osmosis (R.O.) process at CROSSROADS Maldives, which accounts for 60% of the external water usage.
- Hotels in Thailand calculate the amount of recycled water, which is 80% of the total water usage

Quality of Treated Wastewater in 2024

SAii Phi Phi Island Village

	Unit	Jan.	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Volume of Treated wastewater	Cubic meter	6,794	7,314	6,431	6,333	7,125	8,210	6,924	9,066	8,261	8,135	8,080	6,605
BOD	mg./L	10	7	11	5	6	6	5	4	10	9	3	1
COD	mg./L												
pH	mg./L	7.59	7.57	7.89	7.17	7.15	7.7	7.08	7.7	7.1	7.58	7.44	7.58
TDS	mg./L	1,040.00	2,304.50	1,731.00	2,096.00	2,297.00	1420	308.5	470.5	472.5	218	275	583.5
Oil and grease	mg./L	0.20	4.20	6.60	5.4	0.8	4.2	6.4	5.6	2	2.8	1.2	1.6
TN	mg./L	14.54	10.23	9.15	5.53	4.42	10.78	6.9	11.3	6.4	13.3	9.1	12.4
TP	mg./L												

Santiburi Koh Samui

	Unit	Jan.	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Volume of Treated wastewater	Cubic meter	3,865.6	3,564.8	3,968	4,444.8	3,435.2	3,723.2	4,712	4,229.6	3,552	3,816.8	2,932	4,188.8
BOD	mg./L	22			22			14			18		
COD	mg./L	20			19			22			25		
pH	mg./L	6.7			7.3			7.3			7.3		
TDS	mg./L	254			276			240			365		
Oil and grease	mg./L	0			0			0			3		
TN	mg./L	6			8			5			11		
TP	mg./L												

SAii Laguna Phuket

	Unit	Jan.	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Volume of Treated wastewater	Cubic meter	8,043.20	6,343.20	7,727.20	6,787.20	5,809.60	6,082.40	6,265.60	5,733.60	5,214.40	5,799.20	6,072.00	6,949.60
BOD	mg./L	12.9	15.3	15	9.8	19.2	1.5	5.3	11.3	19.5	16.4	3.8	20.5
COD	mg./L	52	64	62	102	43	88	133	101	340	296	366	214
pH	mg./L	5.7	6.1	6.4	6.1	6.5	6.2	6.6	6.6	6.9	6.9	6.8	6.6
TDS	mg./L	210	225	128	243	288	298	335	389	337	317	360	371
Oil and grease	mg./L	1	4.5	0.8	2.1	3.3	8.4	8.6	6.5	1.5	3.7	3.3	5.2
TN	mg./L	7.3	8.5	13.2	16	9.2	7.3	14.4	15.1	4.8	7.1	12.5	8.7
TP	mg./L	-	-	-	-	-	-	-	-	-	-	-	-

CROSSROADS Maldives (The Marina @ CROSSROADS Maldives, Saii Lagoon Maldives)

	Unit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Volume of Treated wastewater	Cubic meter	19,681	18,629	19,650	18,276	16,181	16,749	18,082	8,700	17,351	18,068	17,382	18,582
BOD	mg./L	5		6		9	10	9	7	14	13	3	30
COD	mg./L	17		19		26	29	26	26	36	39	23	38
pH	mg./L	7.6		7.6		7.2	7.3	7.4	6.8	7.8	7.5	7.5	7.3
TDS	mg./L	215	259	261	274	272	322	373	347	381	265	396	334
Oil and grease	mg./L	1		1		1	1	1	1	2	2.3	ND	ND
TN	mg./L	ND		ND		8.6	4.7	4.5	2.8	3.6	2.4	0.6	ND
TP	mg./L												

Hard Rock Maldives

	Unit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Volume of Treated wastewater	Cubic meter	5,663	5,602	5,656	5,535	5,663	5,644	5,706	5,730	4,757	5,881	5,856	6,935
BOD	mg./L	9	2	10	6	10	8		6	12	10	4	6
COD	mg./L	26	4	31	36	23	27		24	26	42	17	14
pH	mg./L	7.2	6.6	7.4	6.9	7.4	7.3		6.4	7.7	6.95	6.56	5.14
TDS	mg./L	14	2	12	6	12	11		9	16	<5	3	3
Oil and grease	mg./L	ND	ND	ND	ND	N/D	ND		ND	ND	<5	ND	ND
TN	mg./L	2.4	<01	3.6	0.2	2.3	2.3		2.7	3.1	<0.1	0.3	0.2
TP	mg./L												

Social Dimension

Employee Diversity ⁽⁴⁰⁵⁻¹⁾

	Characteristic of Employee			Operation/ Service Level	Management Level	Total	%	Totally
Head Office and Self-Managed Hotels Only	Gender	Male		1,218	30	1,248	69%	1,815
		Female		555	12	567	31%	
	Age	< 30 years old	Male	410	1	411	23%	1,815
			Female	164	-	164	9%	
		30 – 50 years old	Male	761	20	781	43%	
			Female	354	9	363	20%	
		> 50 years old	Male	47	9	56	3%	
			Female	37	3	40	2%	
	Nationality	Thai		909	21	930	51%	1,815
		Maldivian		427	2	429	24%	
		Other		437	19	433	25%	
	Characteristic of Employee			Operation/ Service Level	Management Level	Total	%	Totally
Hotels Managed Under Third-Party Management Contracts (Outrigger)	Gender	Male		510	11	521	55%	942
		Female		420	1	421	45%	
	Age	< 30 years old	Male	163	-	163	17%	942
			Female	118	-	118	13%	
		30 – 50 years old	Male	308	7	315	33%	
			Female	265	1	255	28%	
		> 50 years old	Male	39	4	43	5%	
			Female	37	-	37	4%	
	Nationality	Thai		681	6	687	25.6%	942
		Maldivian		247	3	250	9.3%	
		Other		2	3	5	0.2%	

**Numbers of Employees Classified by Type of Employment Contract,
Gender, Employee Levels and Proportion of Employment in the Area** ^(2-7,2-8,405-1)

Company		Classified by Level of Employees					Classified by Level of Employment Contracts				
		Operational Level		Management Level		Total	Full-time Employee		Part-time Employee		Total
		Male	Female	Male	Female		Male	Female	Male	Female	
S Hotel and Resort (Head office) (Local = Bangkok)	Total Employee	23	28	6	3	60	28	31	1	0	60
	Local Employee	15	13	2	0	30	16	13	1	0	30
	Percentage (%)	65%	46%	33%	0%	50%	57%	42%	100%	0	50%
Company's Self-Management Hotels											
SAii Lagoon Maldives, Curio Collection by Hilton (Local =Maldivian)	Total Employee	226	39	3	1	269	229	40	0	0	269
	Local Employee	103	12	1	0	116	104	12	0	0	116
	Percentage (%)	46%	31%	33%	0%	43%	45%	30%	0	0	43%
Hard Rock Hotel Maldives (Local = Maldivian)	Total Employee	289	53	3	1	346	292	54	0	0	346
	Local Employee	151	8	1	0	160	152	8	0	0	160
	Percentage (%)	52%	15%	33%	0%	46%	52%	15%	0	0	46%
Marina @ CROSSROADS (Local = Maldivian)	Total Employee	217	32	2	0	251	219	32	0	0	251
	Local Employee	135	6	2	0	143	137	6	0	0	143
	Percentage (%)	62%	19%	100%	0	57%	63%	19%	0	0	57%
Konotta Maldives (Local = Maldivian)	Total Employee	9	0	0	0	9	9	0	0	0	9
	Local Employee	3	0	0	0	3	3	0	0	0	3
	Percentage (%)	33%	0	0	0	33%	33%	0	0	0	33%
SAii Phi Phi Island Village (Local = Krabi, Phuket)	Total Employee	178	148	5	1	332	157	130	26	19	332
	Local Employee	31	21	2	0	54	30	20	3	1	54
	Percentage (%)	17%	14%	40%	0%	16%	19%	15%	12%	5%	16%

Company		Classified by Level of Employees					Classified by Level of Employment Contracts				
		Operational Level		Management Level		Total	Full-time Employee		Part-time Employee		Total
		Male	Female	Male	Female		Male	Female	Male	Female	
Santiburi Koh Samui (Local = Surat)	Total Employee	114	95	5	2	216	111	96	8	1	216
	Local Employee	49	45	0	1	95	47	46	2	0	95
	Percentage (%)	43%	47%	0%	50%	44%	42%	48%	25%	0%	44%
SAii Koh Samui Villas (Local = Surat)	Total Employee	32	32	2	1	67	34	33	0	0	67
	Local Employee	5	6	0	1	12	5	7	0	0	12
	Percentage (%)	16%	19%	0%	100%	18%	15%	21%	0	0	18%
SAii Laguna Phuket (Local = Phuket)	Total Employee	130	129	4	2	265	129	130	5	1	265
	Local Employee	60	73	2	2	137	58	75	4	0	137
	Percentage (%)	46%	57%	50%	100%	52%	45%	58%	80%	0%	52%
Hotels Managed under Third Party Management Contracts											
Outrigger FOR FCI (Local = Fiji)	Total Employee	367	315	8	1	691	192	118	183	198	691
	Local Employee	364	314	5	1	684	186	118	183	197	684
	Percentage (%)	99%	100%	63%	100%	99%	97%	100%	100%	99%	99%
Outrigger MOR (Local = Mauritius)	Total Employee	143	105	3	0	251	146	104	0	1	251
	Local Employee	136	105	3	0	244	139	104	0	1	244
	Percentage (%)	95%	100%	100%	0	97%	95%	100%	0	100%	97%
Totally	Total Employee	1728	976	41	12	2757	1546	768	223	220	2757
	Local Employee	1052	603	18	5	1678	874	409	193	199	1676
	Percentage (%)	61%	62%	44%	42%	61%	57%	53%	87%	90%	61%

Remark "Local employees" refers to employees whose residence is within the operational area, except for employees of SAii Phi Phi Island Village, which includes those residing in Krabi and Phuket provinces

Numbers of Employees Classified by Types of Contracts and Operation Areas ^(2-7,2-8)

Company	Unit	Full			Part-time/Contractal Employee			Totally		
		Thailand	Maldives	Total	Thailand	Maldives	Total	Thailand	Maldives	Total
S Hotels and Resorts (Head Office)	Number (person)	59	0	59	1	0	1	60	0	60
	percentage (%)	100.00%	0.00%	100.00%	100.00%	0.00%	100.00%	100.00%	0.00%	100.00%
SAii Lagoon Maldives, Curio Collection by Hilton	Number (person)	0	269	269	0	0	0	0	269	269
	percentage (%)	0.00%	100.00%	100.00%	0	0	0	0.00%	100.00%	100.00%
Hard Rock Hotel Maldives	Number (person)	0	346	346	0	0	0	0	346	346
	percentage (%)	0.00%	100.00%	100.00%	0	0	0	0.00%	100.00%	100.00%
The Marina @ CROSSROADS	Number (person)	0	251	251	0	0	0	0	251	251
	percentage (%)	0.00%	100.00%	100.00%	0	0	0	0.00%	100.00%	100.00%
SAii Phi Phi Island Village	Number (person)	287	0	287	45	0	45	332	0	332
	percentage (%)	100.00%	0.00%	100.00%	100.00%	0.00%	100.00%	100.00%	0.00%	100.00%
Santiburi Koh Samui	Number (person)	207	0	207	9	0	9	216	0	216
	percentage (%)	100.00%	0.00%	100.00%	100.00%	0.00%	100.00%	100.00%	0.00%	100.00%
SAii Laguna Phuket	Number (person)	259	0	259	6	0	6	265	0	265
	percentage (%)	100.00%	0.00%	100.00%	100.00%	0.00%	100.00%	100.00%	0.00%	79.82%
SAii Koh Samui Villas	Number (person)	67	0	67	0	0	0	67	0	67
	percentage (%)	100.00%	0.00%	100.00%	0	0	0	100.00%	0.00%	31.02%
Konotta Maldives Resort	Number (person)	0	9	9	0	0	0	0	9	9
	percentage (%)	0.00%	100.00%	100.00%	0	0	0	0.00%	100.00%	4.17%
Totally	Number (person)	879	875	1,754	61		61	940	875	1,815
	percentage (%)	48.43%	48.21%	96.64%	3.36%	0.00%	3.36%	51.79%	48.21%	100.00%

Remark The data includes the Head Office and self-managed hotels. Konotta Maldives Resort is not in operation in 2024

Numbers of Employees Classified by Employee Level and Gender ^(2-7,2-8)

Company	Unit	Operational Level		Management Level		Total		Totally
		Male	Female	Male	Female	Male	Female	
S Hotels and Resorts (Head Office)	Number (person)	23	28	6	3	29	31	60
	percentage (%)	38%	47%	10%	5%	48%	52%	100%
SAii Lagoon Maldives, Curio Collection by Hilton	Number (person)	226	39	3	1	229	40	269
	percentage (%)	84%	14%	1%	0%	85%	15%	100%
Hard Rock Hotel Maldives	Number (person)	289	53	3	1	292	54	346
	percentage (%)	83.5%	15.3%	0.9%	0.3%	84.4%	15.6%	100%
Marina @ CROSSROADS	Number (person)	217	32	2	0	219	32	251
	percentage (%)	86.5%	12.7%	0.8%	0.0%	87.3%	12.7%	100%
SAii Phi Phi Island Village	Number (person)	178	147	5	2	183	149	332
	percentage (%)	53.6%	44.3%	1.5%	0.6%	55.1%	44.9%	100%
Santiburi Koh Samui	Number (person)	114	95	5	2	119	97	216
	percentage (%)	52.8%	44.0%	2.3%	0.9%	55.1%	44.9%	100%
SAii Laguna Phuket	Number (person)	130	129	4	2	134	131	265
	percentage (%)	49.1%	48.7%	1.5%	0.8%	50.6%	49.4%	100%
SAii Koh Samui Villas	Number (person)	32	32	2	1	34	33	67
	percentage (%)	47.8%	47.8%	3.0%	1.5%	50.7%	49.3%	100%
Konotta Maldives Resort	Number (person)	9	0	0	0	9	0	9
	percentage (%)	100%	0%	0%	0%	100%	0%	100%
Total Self-managed Hotels	Number (person)	1,218	555	30	12	1,248	567	1,815
	percentage (%)	67.1%	30.6%	1.7%	0.7%	68.8%	31.2%	100.0%
Outriggers	Number (person)	510	420	11	1	521	421	942
	percentage (%)	54.1%	44.6%	1.2%	0.1%	55.3%	44.7%	100%
Totally	Number (person)	1,728	975	41	13	1,769	988	2,757
	percentage (%)	62.7%	35.4%	1.5%	0.5%	64.2%	35.8%	100.0%

Diversity of the Board ⁽⁴⁰⁵⁻¹⁾

Female and Male Company's Directors

Type	Number (person)	percentage (%)
Male	8	88.9%
Female	1	11.1%

Female and Male Senior Management

Type	Number (person)	percentage (%)
Male	6	66.7%
Female	3	33.3%

Age Range of Company's Directors

Type	Numbers			
	Male	Female	Total	percentage (%)
41-50 years old	1	0	1	11.1%
51-55 years old	0	0	0	0.0%
56-60 years old	0	0	0	0.0%
61-65 years old	4	1	5	55.6%
66-70 years old	3	0	3	33.3%
> 70 years old	0	0	0	0.0%
Total	8	1	9	100%

Age Range of Senior Management

Type	Numbers			
	Male	Female	Total	percentage (%)
30-40 years old	1	0	1	11.1%
41-50 years old	2	2	4	33.3%
> 50 years old	3	1	4	55.6%
Total	6	3	9	100%

Number of Incidents of Injuries or Accidents from Employees' Work that Resulted in Time Off Work ⁽⁴⁰³⁻⁹⁾

	Unit	2023			2024		
		Male	Female	Total	Male	Female	Total
Total Working Hours of All Employees	Hour	2,726,184	1,120,726	4,759,356	2,786,194.26	1,175,875.18	3,962,069.44
Number of Incidents of Injuries or Accidents From Employees' Work That Resulted in Time Off Work	Case	12	1	13	37	3	40
Number of Employees Who Were Injured at Work and Missed Work for 1 Day or More	Person	13	1	14	37	3	40
Percentage of Employees Who Were Injured at Work and Missed Work for 1 Day or More	%	0.73	0.11	0.52	2.97	0.53	2.21
Number of Employees Who Died from Work	Person	0	0	0	0	0	0
Percentage of Employees Who Died from Work	%	0	0	0	0	0	0
Lost Time Injury Rate (LTIFR)	person / 1 million working hours	4.40	0.89	2.73	13.28	2.55	10.10
	person / 200,000 working hours	0.88	0.17	0.54	2.66	0.51	2.02

Remark: The total working hours of all employees, including both the headquarters and the self-managed hotel

Employee Turnover Rate ⁽⁴⁰¹⁻¹⁾

Employee composition criteria		2022				2023				2024				
		New employees		Turnover		New employees		Turnover		New employees		Turnover		
		Number (person)	percentage	Number (person)	percentage	Number (person)	percentage	Number (person)	percentage	Number (person)	percentage	Number (person)	percentage	
Total		1,704	100%	1,704	100%	2,687	100%	2,687	100%	2,757	100%	2,757	100%	
Numbers of Changes		838	49%	387	23%	844	31%	690	26%	788	29%	688	25%	
Gender	Male	622	74%	274	71%	560	66%	447	65%	493	18%	459	67%	
	Female	216	26%	113	29%	284	34%	243	35%	295	11%	229	33%	
Age	< 30	374	22%	163	45%	<30	436	52%	301	44%	441	56%	336	43%
						Male	289	66%	201	67%	277	63%	223	66%
						Female	147	34%	100	33%	164	37%	113	34%
	30-50	434	25%	217	52%	30-50	389	46%	371	54%	333	42%	309	39%
						Male	255	66%	232	63%	207	62%	201	65%
						Female	134	34%	139	37%	126	38%	108	35%
	> 50	30	2%	7	4%	> 50	19	2%	18	3%	14	2%	44	6%
						Male	16	84%	14	78%	9	64%	34	77%
						Female	3	16%	4	22%	5	56%	10	29%
Operation areas	Thai	299	18%	130	8%	227	17%	127	12%	216	27%	109	16%	
	Maldives	539	32%	257	15%	564	42%	481	46%	248	9%	238	35%	
	Fiji	-	-	-	-	261	38%	210	33%	283	10%	240	35%	
	Mauritius	-	-	-	-	53	4%	95	9%	41	1%	101	15%	

Employee Engagement Score (EOS)

Company	2022	2023	2024
S Hotels & Resort	81%	-	69.00%
Santiburi Koh Samui	77%	80%	86.99%
SAii Phi Phi Island Village	87%	91%	94.32%
SAii Laguna Phuket	85%	88%	92.05%
SAii Koh Samui Villas	97%	99%	98.63%
Crossroads Maldives	79%	81%	73.78%
SAii Lagoon Maldives	74%	74%	76.83%
Hard Rock Hotel Maldives	79%	82%	73.35%

Remark: S Hotels & Resort: HOF or Head Office is evaluated every 2 years.

Maternity Leave ⁽⁴⁰¹⁻³⁾

Case of Leave	2022		2023		2024	
	Male	Female	Male	Female	Male	Female
Total Numbers of Employees	1,766	897	1,766	921	1,769	988
Number of Employees Eligible for Maternity Leave	-	897	1,289	921	1,261	988
Number of Employees Who Have Used Maternity Leave Rights	-	15	4	27	27	35
Number of Employees Returning to Work After Maternity Leave	-	15	4	26	27	30
Number of Employees Returning to Work After Maternity Leave Ends and Continuing to Work After 1 Year	-	10	3	25	27	25
Return to Work Rate After the Maternity Leave Period Has Ended	-	93%	100%	96%	100%	85.71%
Retention Rate of Employees Who Return to Work After Their Leave Period Has Ended	-	67%	75%	93%	100%	83%

Remark: Hotels in the Maldives and Outrigger group hotels have a policy allowing male employees to take parental leave.

Remuneration Ratio Between Female to Male ⁽⁴⁰⁵⁻²⁾

Company	Remuneration ratio between Female: Male
S Hotels & Resort	68.85%
SAii Laguna Phuket	70.28%
SAii Phi Phi Island Village	80.28%
SAii Koh Samui Villas	97.06%
Santiburi Koh Samui	86.35%
CROSSROADS Maldives	18.39%
Hard Rock Maldives	15.13%
SAii Lagoon Maldives	14.91%
Total	36.82%

Employees' Trainings

Training Budget

Company	2022			2023			2024		
	Numbers of Employees	Total	Average budget/ person	Numbers of Employees	Total	Average budget/ person	Numbers of Employees	Total	Average budget/ person
Head Office	44	624,812	14,200	54	280,237	5,190	60	429,037.65	7,150.63
Santiburi Koh Samui	183	38,309	209	214	168,538	788	216	442,912.71	2,050.52
SAii Phi Phi Island Village	292	108,978	373	294	113,483	386	332	247,480.82	745.42
SAii Laguna Phuket	255	116,870	458	249	103,513	416	265	429,082.01	1,619.18
SAii Koh Samui Villas	53	122,619	2,314	63	39,173	622	67	96,092.50	1,434.22
Crossroads Maldives	329	1,019,585	1,107	310	1,685,679	5,438	251	10,816.22	43.09
SAii Lagoon Maldives	251	537,739	193	301	283,936	943	269	528,166.17	1,963.44
Hard Rock Hotel Maldives	341	444,899	175	323	572,785	1,773	346	418,039.15	1,208.21
Konotta Maldives Resort	N/A	N/A	N/A	N/A	N/A	N/A	9	N/A	N/A
Outrigger	907	2,260,106.25	2,491.85	879	408,203.76	464.40	941	937,431.60	996.21
Totally	2,663.00	5,273,916.46	1,980.44	2,687.00	3,536,151.29	1,316.02	2,756	3,539,059	1,284.13

Number of Employee Training Hours ⁽⁴⁰⁴⁻¹⁾

		Total Number of Employee (persons)	Total Training Hours (Hours)	Average Training Hours (Hours/Person)
All trainings				
Total Numbers of Employees		2,748	133,262	48.64
Gender	Male	996	53,401	53.62
	Female	1,744	79,736	45.72
Level of Employees and Areas	Operation/ Service Level	2,660	131,062	49.27
	Executive Level	80	2,071	25.89
Trainings Held by the Head Office				
Total Numbers of Employees		60	1,625	27.1
Gender	Male	31	887	25.4
	Female	29	738	28.6
Level of Employees and Areas	Operation/ Service Level	51	1,450.5	28.4
	Executive Level	9	174.5	19.4
Trainings Held by Self-managed hotels				
Total Numbers of Employees		1,746	113,874	65.22
Gender	Male	536	43,431	81.03
	Female	1,210	70,316	58.11
Level of Employees and Areas	Operation/ Service Level	1,713	112,783	65.84
	Executive Level	33	962	29.16
Training Held by Outrigger Group				
Total Numbers of Employees		942	17,763.06	18.9
Gender	Male	429	9,082.25	21.2
	Female	505	8,681.93	17.2
Level of Employees and Areas	Operation/ Service Level	896	16,828.7	18.8
	Executive Level	38	934.3	24.6

Remark: The total does not include Konotta Maldives Resort, as it has not commenced operations in 2024 and is not within the reporting scope.

¹ Includes only self-managed hotels, excluding Konotta Maldives Resort, as it has not commenced operations and is not within the reporting scope.

² Includes hotels managed under external management contracts, excluding Konotta Maldives Resort, as it has not commenced operations.

³ Includes hotels managed under external management contracts, along with 9 employees from Konotta Maldives Resort, which has not commenced operations.