

Environmental Performance

GRI	Performance	Unit	2023	2024	2025
	Waste				
306-3	Total waste generates	Tons	1569.44	1702.24	1725.85
	Non-hazardous waste generated	Tons	1567.50	1702.21	1724.76
	Recyclable waste	Tons	243.43	207.02	265.51
	General waste	Tons	450.14	448.02	393.93
	Organic waste	Tons	362.70	431.12	431.24
	Food waste ¹	Tons	511.23	616.04	634.09
	Hazardous waste generated				
	Hazardous waste	Tons	1.95	0.03	0.09
	Intensity of waste generate				
	Food waste intensity	kg/guest	0.83	0.96	0.89
	Total waste intensity	kg/guest	2.56	2.66	2.43
	Water				
303-3 a	Water withdrawal (cubic meter)	cubic meter	925,326	1,353,933	878,601
	Surface water	cubic meter	182,419	145,070	124,806
	Groundwater	cubic meter	155,675	108,880	111,803
	Seawater	cubic meter	440,995	996,030	570,667
	Third-party water	cubic meter	146,237	103,953	71,325
303-3 b	Water withdrawal from each of the sources				
	Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	cubic meter	484,331	357,903	307,934
	Other water ($> 1,000$ mg/L Total Dissolved Solids)	cubic meter	440,995	996,030	570,667
303-3 c	Water withdrawal in water stress area	cubic meter	ND	108,259	129,337

¹Food waste data collection at the Head Office commenced in September 2024

Environmental Performance

GRI	Performance	Unit	2023	2024	2025
	Surface water	cubic meter	N/A	0	21,496
	Groundwater	cubic meter	N/A	103,650	107,283
	Seawater	cubic meter	N/A	0	0
	Third-party water	cubic meter	N/A	4,609	558
	Intensity of water withdrawal				
	water withdrawal intensity	m3/guest	ND	4.48	2.40
303-4	Water discharge (Cubic meter)		0	548,597	261,117
	Surface water	cubic meter	0	0	0
	Groundwater	cubic meter	0	0	0
	Seawater ²	cubic meter	0	548,597	261,117
	Third-party water	cubic meter	0	0	0
303-4 b	Water discharges from each of the sources				
	Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	cubic meter	N/A	0	0
	Other water ($> 1,000$ mg/L Total Dissolved Solids)	cubic meter	N/A	548,597	261,117
303-4 c	Water discharge in water stress area	cubic meter	0	0	0
	Water consumption (Cubic meter) ³				
303-5 a	Total water consumption in all areas	cubic meter	546,785	805,337	617,484
303-5 b	Total water consumption in water stress area	cubic meter	N/A	108,259	129,337
	Percentage of water consumption in water stress area	%	N/A	13.4%	20.9%
	Recycled water ⁴	cubic meter	407,961	644,269	493,987

² The discharge is generated from the backwash process of the Reverse Osmosis (RO) water treatment system at CROSSROADS Maldives.

³ Water consumption has been adjusted based on calculated data derived from water withdrawal minus water discharge, replacing previous data which was based on actual consumption.

⁴ Recycled water volume is calculated as 80% of total water consumption

Environmental Performance

GRI	Performance	Unit	2023	2024	2025
	Energy consumption				
	Electricity ⁵	kWh	11,882,411	17,455,818	18,228,739
	Solar Energy	kWh	N/A	3,983,844	3,927,455
	LPG	kg	184,152	291,711	303,406
	Diesel	Liter	5,108,985	5,090,061	5,513,066
	Gasoline	Liter	N/A	221,499	898,179
	Total energy ⁶	GJ	380,076	435,628	483,156
	Total energy intensity	GJ/Occupied room	1.82	1.76	1.78
	Green House Gas Emission				
305-1	Direct (Scope 1) GHG emissions	tCO ₂ e	18,228	21,538	24,924
305-2	Energy indirect (Scope 2) GHG emissions	tCO ₂ e	4,075	6,473	6,802
305-3	Other indirect (Scope 3) GHG emissions	tCO ₂ e	412	3,784	3,499
	Scope of operations that are additionally reported ⁷	tCO ₂ e	234	833	343
	GHG emissions scope 1 + scope 2	tCO ₂ e	22,303	28,011	31,726
305-4	GHG emissions intensity (scope 1+2)	tCO ₂ e/Room	N/A	0.11	0.12
305-7	Air emissions⁸				
	Nitrogen oxide (NOx) s emissions	kg	N/A	N/A	N/A
	Sulfur oxide (SOx) s emissions	kg	N/A	N/A	N/A
	Volatile organic compounds (VOCs)	kg	N/A	N/A	N/A

⁵ Electricity consumption includes solar-generated electricity and excludes electricity produced by diesel generators.

⁶ Total energy consumption was calculated by converting electricity, solar electricity, diesel, and gasoline usage into gigajoules (GJ) using standard conversion factors.

⁷ Additional scope of operations reported includes the use of R-22 refrigerant.

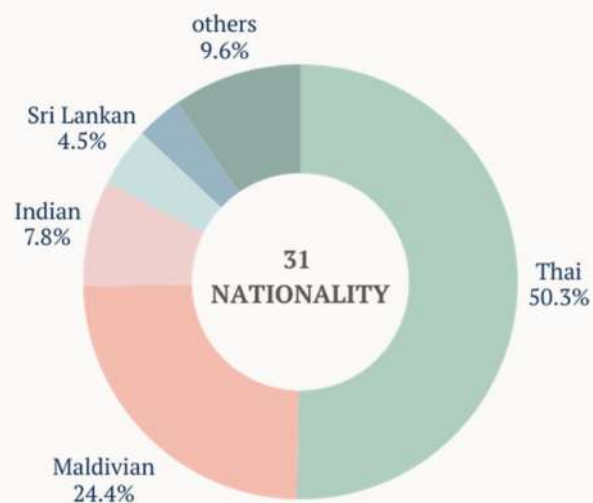
⁸ Air emissions (NOx, SOx, and VOCs) are not disclosed as they are considered immaterial to the Company's operations. The Company operates within the hospitality sector, where activities are limited to service operations and do not involve significant industrial processes or emission-intensive activities.

Social Performance

GRI	Performance	Unit	2023	2024	2025
403-9	Work-related injury				
403-9	Work hours	Hours	3,846,910	3,962,069	4,021,684
	By gender	Female: Male	29 : 71	30 : 70	29 : 71
	Recordable work-relate injury	Cases	13	33	38
	Recordable work-related injury rate	Cases /1,000,000 hours worked	3.38	8.33	9.45
	Lost Time Injury cases (LTI)	Cases	13	26	27
	Lost Time Injury Frequency Rate : LTIFR	Cases /1,000,000 hours worked	3.38	6.56	6.71
	Work-Related Fatality	Cases	0	0	0
	Work-Related Fatality Rate	Cases /1,000,000 hours worked	0	0	0
	Recordable work-related occupational illness and disease	Cases	N/A	0	0
2-7	Employee				
	Number of employees	Person	1816	1815	1866
	By gender	Female: Male	28 : 72	31 : 69	31 : 69
	By age group	Under 30 : 30-50 : Over 50	34 : 61 : 5	32 : 63 : 5	29 : 65 : 6
	By nationality	Thai : Maldivian : other	48 : 25 : 28	52 : 24 : 24	52 : 24 : 25
	By contract type	Permanent: Temporary	78 : 22	97 : 3	97 : 3
	By operational area				
	Bangkok	person	54	60	74
	Krabi	person	294	332	331
	Phuket	person	249	265	292
	Surat Thani	person	277	283	284

Social Performance

GRI	Performance	Unit	2023	2024	2025
	Maldives	person	942	875	879
405-1	Employee diversity				
	By level ⁹				
	Executive Level (VP up)	Female: Male	29 : 71	27 : 73	15 : 85
	Management Level (SM-FAVP)	Female: Male	N/A	N/A	31 : 69
	Operational Level (Manager and below)	Female: Male	28 : 72	31 : 69	31 : 69
	Employees with disabilities	Person	N/A	3	3
	Contribution to Thailand's Fund for the Empowerment and Development of the Quality of Life of Persons with Disabilities	THB	N/A	481,800	615,025



⁹ Employee levels were newly classified in 2025. For 2023 and 2024, employee classification covers only Management and Operational levels.

Social Performance

GRI	Performance	Unit	2023	2024	2025
405-2	Employee salary and remuneration				
	Total employee salary and remuneration	Million THB	N/A	1,337	1,484
	Total Employer Contribution to Provident Fund	Million THB	N/A	11	14
	Employee salary and remuneration ratio				
	All Level (Head office and self-managed hotel)	Female: Male	N/A	27:73	33 : 67
	Head office				
	Executive Level	Female: Male	N/A	N/A	0 : 100
	Management Level	Female: Male	N/A	N/A	40.9 : 59.1
	Operational Level	Female: Male	N/A	N/A	47.5 : 52.5
	Self-managed hotel				
	Executive Level	Female: Male	N/A	N/A	15 : 85
	Management Level	Female: Male	N/A	N/A	38 : 62
	Operational Level	Female: Male	N/A	N/A	58 : 42
401-1	Employee turnover				
	Voluntary employee turnover	Person	391	464	339
	Voluntary employee turnover rate	%	21.5	25.6	18.2
	By gender	Female: Male	29 : 71	37 : 63	36 : 64
	By age group	Under 30 : 30-50 : Over 50	46 : 51 : 2	52 : 46 : 2	42 : 53 : 5
	By Operational Area	Thai : Maldives	32 : 68	47 : 53	48 : 52
	Total employee turnover	Person	452	418	415
	Total new employee	Person	530	464	376

Social Performance

GRI	Performance	Unit	2023	2024	2025
	Maternity Leave				
	Employees take maternity leave	Person	6	41	40
	Employee returned to work after maternity leave	Person	5	39	36
	Employee returned to work after maternity leave and continuing to work after 1 year	Person	5	36	36
	Return to work rate of employees who return to work after their leave period had ended ¹⁰	%	83	95	90
	Retention Rate of employees who returned to work after their leave period had ended ¹¹	%	100	92	100
202-2	Local Employment				
	Total Local Employment	Person	719	750	779
	Percentage of local employment	%	40%	41%	42%
	By gender	Female: Male	22 : 78	25 : 75	25 : 75
	By level ¹²	Executive : Management : Operational	N/A : 2 : 98	N/A : 2 : 98	1 : 9 : 91
	By contract type	Permanent : Temporary	705 : 14	739 : 11	766 : 13
	By operational area				
	Bangkok	person	23	30	41
	Krabi	person	39	54	44.55
	Phuket	person	99	137	151
	Surat Thani	person	107	107	109
	Maldives	person	451	422	433

¹⁰ Number of 'Employee returned to work after maternity leave' / 'Employee take maternity leave' × 100

¹¹ Number of 'Employee returned to work after maternity leave and continuing to work after 1 year' / 'Employee returned to work after maternity leave' × 100

¹² Employee levels were newly classified in 2025. For 2023 and 2024, employee classification covers only Management and Operational levels.

Social Performance

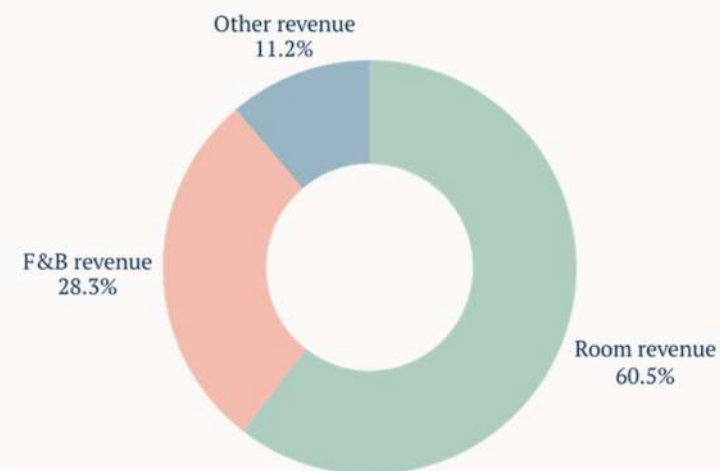
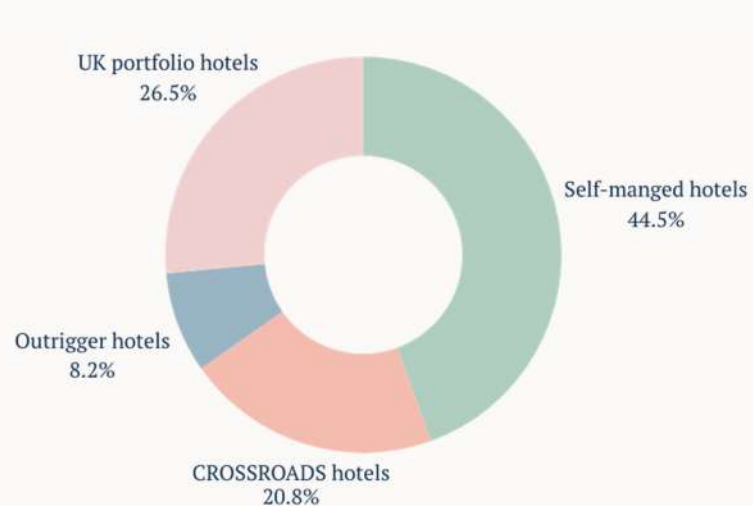
GRI	Performance	Unit	2023	2024	2025
	Employee Training ¹³				
	Total Training Hours	Hours	111,647	115,373	137,740
	By gender	Female: Male	35: 65	38 : 62	37 : 63
	By level ¹⁴	Executive : Management : Operational	N/A: 1 : 99	N/A : 1 : 99	0.1 : 4.4 : 95.5
	Total Training Budget	Million THB	3.53	1.68	2.09
	Employee Engagement	%	85	83	88

¹³ 2023 Data include Outrigger portfolio

¹⁴ Employee levels were newly classified in 2025. For 2023 and 2024, employee classification covers only Management and Operational levels.

Economic & Governance Performance

GRI	Performance	Unit	2023	2024	2025
	Financial Results				
201-1	Total Revenue from services ^{15,16}	Million Baht	9,701	10,352	10,299



	Guest statistics ¹⁷				
	Occupied room	Rooms	233,896	247,655	270,726
	Number of guests	Persons	613,788	640,327	710,268
	Guest satisfaction score	%	90.7	92.7	93.3
	Whistleblowing case	Cases	0	0	2

¹⁵ Excludes other income

¹⁶ Total revenue from all portfolios of SHR

¹⁷ Self-managed hotels only

Report Boundary

Subsidiaries Included in Sustainability Report 2025

Properties		Santiburi Koh Samui			SAii Koh Samui villas			SAii Laguna Phuket			Saii Phi Phi Island Village			CROSSROADS Maldives			Head Office			Konotta Maldives			Outrigger			UK	
Aspect	Year	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023-2025	
	Environment																										
Waste		✓	✓	✓	NR	✓	✓	NR	✓	✓	✓	✓	✓	✓	✓	✓	NR	✓	✓	NR	NR	NR	NR	NR	NR	NR	NR
Water		✓	✓	✓	NR	✓	✓	NR	✓	✓	✓	✓	✓	✓	✓	✓	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Energy		✓	✓	✓	NR	✓	✓	NR	✓	✓	✓	✓	✓	✓	✓	✓	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Carbon Emission		✓	✓	✓	NA	✓	✓	NR	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	NR	NR	NR	NR	NR	NR	NR	NR
Social																											
Work related injury		✓	✓	✓	NR	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	NR	NR	NR	NR	NR	NR	NR	NR
Employee Diversity		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	NR	NR	NR	NR	NR
Remuneration		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	NR	✓	✓	NR	NR	NR	NR	NR
Employee turnover		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	NR	NR	NR	NR	NR	NR	NR	NR
Maternity Leave		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	NR	NR	NR	✓	✓	NR	NR	NR
Local Employment		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	NR	NR	NR	✓	✓	NR	NR	NR
Employee Training		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	NR	NR	NR	✓	✓	NR	NR	NR
Employee Engagement		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	NR	NR	NR	✓	NR	NR	NR	NR
Economic & Governance																											
Consolidated Financial Results		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	NR	NR	NR	NR	NR	NR	✓	✓	✓	NR	NR
Occupied Room		✓	✓	✓	NR	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Number of Guest		✓	✓	✓	NR	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR

