

Attachment

ESG Performance 2025

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ENVIRONMENTAL DIMENTION

Indicators	Operational data	Unit	2023	2024	2025
Greenhouse Gas (GHG) Management					
FTSE	Reporting Boundary: The Company and its subsidiaries	Business Unit	N/A	N/A	4 ¹ form 4
		%	N/A	N/A	100
	Organization Boundary	Approach	Operational Control	Operational Control	Operational Control
GRI 305-1	Direct GHG Emission – Scope 1 (Thailand operation only) ²	TonCO ₂ eq	4,734.59	4,023	3,349.76
	Direct GHG Emission – Scope 1 (Thailand & Maldives operations)	TonCO ₂ eq	20,929.59	22,134.00	25,411.76
	- Head office	TonCO ₂ eq	132.00	105.00	104.00
	- Residential Business	TonCO ₂ eq	N/A ³	45.00	71.00
	- Commercial Business	TonCO ₂ eq	1,565.59	832.00	294.76
	- Industrial Estate and Infrastructure Businesses	TonCO ₂ eq	N/A ⁴	6.00	38.00
	- Hospitality Business (Thailand only)	TonCO ₂ eq	3,037.00	3,035.00	2,842.00
	- Hospitality Business (Maldives)	TonCO ₂ eq	16,195.00	18,111.00	22,062.00
GRI 305-2	Indirect GHG Emission – Scope 2 (Thailand operation only)	TonCO ₂ eq	15,670.93	16,886.97	16,035.00
	Indirect GHG Emission – Scope 2 (Thailand & Maldives operations)	TonCO ₂ eq	15,670.93	24,246.97	16,035.00
	- Head office	TonCO ₂ eq	478.00	362.00	243.00
	- Residential Business	TonCO ₂ eq	N/A	1,503.00	1,343.00
	- Commercial Business	TonCO ₂ eq	9,387.93	8,205.00	6,684.00
	- Industrial Estate and Infrastructure Businesses	TonCO ₂ eq	N/A	211.97	837.00
	- Hospitality Business (Thailand only)	TonCO ₂ eq	5,805.00	6,605.00	6,928.00
	- Hospitality Business (Maldives)	TonCO ₂ eq	N/A	7,360.00	0
GRI 305-1 and 305-2	Total GHG Emission – Scope 1+2 (Thailand operation only)	TonCO ₂ eq	20,405.52 ⁵	20,909.97	19,384.76
	Total GHG Emission – Scope 1+2 (Thailand & Maldives operations)	TonCO ₂ eq	36,600.52	46,380.97	41,446.76

¹ The Company operates through 4 business units: Residential Business, Commercial Business, Hospitality Business, and Industrial Estate and Infrastructure Businesses.

² The boundary for Direct GHG emissions - Scope reporting (Thailand operations only) is strictly limited to the 4-business unit managed within Thailand. This excludes the hospitality business at the CROSSROADS project in the Republic of Maldives, as well as other international operations.

³ In 2023, No operational data is reported for the Residential business, as the properties remained under construction throughout the reporting year.

⁴ In 2023, No operational data is reported for the Industrial Estate and Infrastructure Businesses, as the properties remained under construction throughout the reporting year.

⁵ Total S Group's Baseline GHG Emission

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Indicators	Operational data	Unit	2023	2024	2025	
GRI 305-3	Other GHG Emission – Scope 3 (Thailand operation only)	TonCO ₂ eq	13,469.00	8,234.00	6,983.13	
	Other GHG Emission – Scope 3 (Thailand & Maldives operation)	TonCO ₂ eq	13,479.00	9,966.00	8,513.13	
	Category 1. Purchased Goods & Services	Category 1 (Thailand operation only)	TonCO ₂ eq	N/A	367.96	20.30
		Category 1 (Thailand & Maldives operations)	TonCO ₂ eq	N/A	1,160.78	30.40
		- Head office	TonCO ₂ eq	N/A	2.94	5.93
		- Residential Business	TonCO ₂ eq	N/A	11.62	1.24
		- Commercial Business	TonCO ₂ eq	N/A	167.37	0.15
		- Industrial Estate and Infrastructure Businesses	TonCO ₂ eq	N/A	0.06	1.88
		- Hospitality Business (Thailand only)	TonCO ₂ eq	N/A	185.97	11.10
		- Hospitality Business (Maldives)	TonCO ₂ eq	N/A	792.82	10.10
	Category 3. Fuel- and Energy-Related Activities	Category 3 (Thailand operation only)	TonCO ₂ eq	N/A	3,831.48	5,567.12
		Category 3 (Thailand & Maldives operations)	TonCO ₂ eq	N/A	3,831.48	5,567.12
		- Head office	TonCO ₂ eq	N/A	0	41.46
		- Residential Business	TonCO ₂ eq	N/A	0	53.32
		- Commercial Business	TonCO ₂ eq	N/A	3,796	4,242.79
		- Industrial Estate and Infrastructure Businesses	TonCO ₂ eq	N/A	0	42.01
		- Hospitality Business (Thailand only)	TonCO ₂ eq	N/A	35.48	1,187.54
	- Hospitality Business (Maldives)	TonCO ₂ eq	N/A	0	0	
	Category 5. Waste generated in operations	Category 5 (Thailand operation only)	TonCO ₂ eq	N/A	2,416.68	812.43
		Category 5 (Thailand & Maldives operations)	TonCO ₂ eq	N/A	3,355.75	2,086.96
		- Head office	TonCO ₂ eq	N/A	19.42	5.27
- Residential Business		TonCO ₂ eq	N/A	201.00	2.13	
- Commercial Business		TonCO ₂ eq	N/A	831.36	514.43	
- Industrial Estate and Infrastructure Businesses		TonCO ₂ eq	N/A	0	0.05	
- Hospitality Business (Thailand only)		TonCO ₂ eq	N/A	1,364.90	289.24	
- Hospitality Business (Maldives)	TonCO ₂ eq	N/A	939.07	1,274.53		
Category 6. Business Travel	Category 6 (Thailand operation only)	TonCO ₂ eq	N/A	142.81	97.05	
	Category 6 (Thailand & Maldives operations)	TonCO ₂ eq	N/A	142.81	139.46	

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Indicators	Operational data	Unit	2023	2024	2025
GRI 305-3	- Head office	TonCO ₂ eq	N/A	2.63	2.39
	- Residential Business	TonCO ₂ eq	N/A	0	0
	- Commercial Business	TonCO ₂ eq	N/A	0	0
	- Industrial Estate and Infrastructure Businesses	TonCO ₂ eq	N/A	0	0
	- Hospitality Business (Thailand only)	TonCO ₂ eq	N/A	140.18	92.71
	- Hospitality Business (Maldives)	TonCO ₂ eq	N/A	0	44.36
	Category 7 (Thailand operation only)	TonCO₂eq	N/A	467.44	486.23
	Category 7 (Thailand & Maldives operations)	TonCO ₂ eq	N/A	467.44	639.40
	- Head office	TonCO ₂ eq	N/A	94.33	N/A
	- Residential Business	TonCO ₂ eq	N/A	0	N/A
	- Commercial Business	TonCO ₂ eq	N/A	0	N/A
	- Industrial Estate and Infrastructure Businesses	TonCO ₂ eq	N/A	0	N/A
	- Hospitality Business (Thailand only)	TonCO ₂ eq	N/A	373.11	486.23
	- Hospitality Business (Maldives)	TonCO ₂ eq	N/A	0	153.16
	GHG Emission Scope 1 + 2 + 3 (Thailand operation only)	TonCO₂eq	33,874.52	29,139.63	26,367.90
	GHG Emission Scope 1 + 2 + 3 (Thailand & Maldives operations)	TonCO ₂ eq	50,079.52	56,342.63	65,994.89
	Separately Disclosed Operational Boundaries	TonCO₂eq	779	838.66	0
	- Head office	TonCO ₂ eq	0	0	0
	- Residential Business	TonCO ₂ eq	0	0	0
	- Commercial Business	TonCO ₂ eq	247.00	6.00	0
	- Industrial Estate and Infrastructure Businesses	TonCO ₂ eq	0	0	0
	- Hospitality Business (Thailand only)	TonCO ₂ eq	532.00	832.66	0
	- Hospitality Business (Maldives)	TonCO ₂ eq	0	0	0
	Carbon Offset through the Purchase of Carbon Credits		N/A	N/A	N/A
	Independent Third-Party Verification		Yes	Yes	Yes
FTSE	GHG Emissions Scope 1 and 2 against the Base Year (2023)	TonCO ₂ eq	N/A	2.47	(5.00)

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Indicators	Operational data	Unit	2023	2024	2025	
GHG Emission Intensity						
GRI 305-4	GHG Emissions – Scope 1 and 2	TonCO ₂ /Person/Year	0.1985 ⁶	0.033 ⁷	0.0119 ⁸	
	GHG Emissions – Scope 3	TonCO ₂ /Person/Year	N/A	N/A	N/A	
Air Emission ⁹						
GRI 305-7	Nitrogen Oxide (NOx) s Emissions	Kilogram	N/A	N/A	N/A	
	Sulfur Oxide (SOx) s Emissions	Kilogram	N/A	N/A	N/A	
	Volatile Organic Compounds (VOCs)	Kilogram	N/A	N/A	N/A	
Energy						
GRI 302-1	Total Energy Consumption within the organization (Thailand operation only)	Gigajoule	231,627.13	184,580.51	143,228.69	
		kWh	64,341,385.36	51,272,773.43	39,786,066.77	
	Non-renewable Energy sources					
	Electricity Consumption (Thailand operation only)	Gigajoule	222,099.00	159,530.04	117,407.63	
		kWh	44,938,745.78	44,313,899.36	32,613,230.12	
	Electricity Consumption (Thailand & Maldives operations)	Gigajoule	282,418.80	232,754.46	151,035.81	
		kWh	61,694,244.78	64,654,017.36	41,954,391.12	
	- Head Office	Gigajoule	N/A	2,603.09	1,835.54	
		kWh	N/A	723,080.56	509,870.90	
	- Residential Business	Gigajoule	N/A	11,573.19	8,701.30	
		kWh	N/A	3,214,776.00	2,417,028.54	
	- Commercial Business	Gigajoule	120,592.00	64,200.75	49,320.20	
		kWh	33,497,777.78	17,833,542.00	13,700,056.68	
	- Industrial Estate and Infrastructure Businesses	Gigajoule	N/A	6,102.98	6,642.28	
		kWh	N/A	1,695,272.22	1,845,078.00	

⁶ Average GHG emissions intensity for the headquarters, commercial business, and hospitality businesses in Thailand only.

⁷ Average GHG emissions intensity for the headquarters, commercial business, and hospitality businesses in Thailand only.

⁸ Average GHG Emissions Intensity for the Headquarters only.

⁹ Air emission disclosures are currently excluded, given that the Company's operations do not constitute a major emission source. Furthermore, the business is not engaged in any significant industrial activities or processes that would result in material levels of air pollutants.

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Indicators	Operational data	Unit	2023	2024	2025
GRI 302-1	- Hospitality Business (Thailand only)	Gigajoule	41,187.48	75,050.02	50,908.31
		kWh	11,440,968.00	20,847,228.58	14,141,196.00
	- Hospitality Business (Maldives)	Gigajoule	60,319.80	73,224.42	33,628.18
		kWh	16,755,499.00	20,340,118.00	9,341,161.00
	Diesel (Thailand operation only)	Gigajoule	3,177.42	3,838.47	3,408.80
		Liter	87,243.76	105,394.51	93,597.00
	Diesel (Thailand & Maldives operations)	Gigajoule	183,231.74	185,944.84	201,055.77
		Liter	5,031,074.76	5,105,569.41	5,520,477.00
	- Head Office	Gigajoule	N/A	54.29	138.61
		Liter	N/A	1,490.66	3,806.00
	- Residential Business	Gigajoule	N/A	N/A	20.80
		Liter	N/A	N/A	571.00
	- Commercial Business	Gigajoule	170.00	50.51	193.21
		Liter	4,667.76	1,386.88	5,305.00
	- Industrial Estate and Infrastructure Businesses	Gigajoule	N/A	N/A	61.88
		Liter	N/A	N/A	1,699.00
	- Hospitality Business (Thailand only)	Gigajoule	3,007.42	3,733.67	2,994.31
		Liter	82,576.00	102,516.97	82,216.00
	- Hospitality Business (Maldives)	Gigajoule	180,054.33	182,106.37	197,646.97
		Liter	4,943,831.00	5,000,174.90	5,426,880.00
	Gasoline (Thailand operation only)	Gigajoule	N/A	7,649.61	8,849.13
		Liter	N/A	242,999.05	281,070.64
	Gasoline (Thailand & Maldives operations)	Gigajoule	N/A	7,945.83	29,106.35
		Liter	N/A	252,408.83	924,565.64
	- Head Office	Gigajoule	N/A	1,242.34	1,150.31
		Liter	N/A	39,464.42	36,541.00

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Indicators	Operational data	Unit	2023	2024	2025
GRI 302-1	- Residential Business	Gigajoule	N/A	N/A	7.56
		Liter	N/A	N/A	207.45
	- Commercial Business	Gigajoule	N/A	N/A	N/A
		Liter	N/A	N/A	N/A
	- Industrial Estate and Infrastructure Businesses	Gigajoule	N/A	N/A	23.58
		Liter	N/A	N/A	749.00
	- Hospitality Business (Thailand only)	Gigajoule	N/A	6,407.27	7,667.68
		Liter	N/A	203,534.63	243,573.19
	- Hospitality Business (Maldives)	Gigajoule	N/A	296.22	20,257.22
		Liter	N/A	9,409.78	643,495.00
	LPG (Thailand operation only)	Gigajoule	9,358.13	8,374.91	7,898.38
		Kilogram	247,570.09	221,558.83	208,952.29
	LPG (Thailand & Maldives operation)	Gigajoule	12,931.74	8,730.60	11,589.17
		Kilogram	342,110.09	230,968.63	306,592.29
	- Head Office	Gigajoule	N/A	N/A	N/A
		Kilogram	N/A	N/A	N/A
	- Residential Business	Gigajoule	N/A	N/A	N/A
		Kilogram	N/A	N/A	N/A
	- Commercial Business	Gigajoule	2,435.00	1,433.37	120.44
		Kilogram	64,418.09	37,919.90	3,186.29
	- Industrial Estate and Infrastructure Businesses	Gigajoule	N/A	N/A	N/A
		Kilogram	N/A	N/A	N/A
	- Hospitality Business (Thailand only)	Gigajoule	6,923.13	6,941.54	7,777.94
		Kilogram	183,152.00	183,638.92	205,766.00
	- Hospitality Business (Maldives)	Gigajoule	3,573.61	355.69	3,690.79
		Kilogram	94,540.00	9,409.80	97,640.00

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Indicators	Operational data	Unit	2023	2024	2025
GRI 302-1	Renewable Energy sources				
	Solar Cell (Thailand operation only)	Gigajoule	N/A	5,245.61	5,664.75
		kWh	N/A	1,457,114.39	1,573,542.00
	Solar Cell (Thailand & Maldives operations)	Gigajoule	N/A	264,850.94	14,999.60
		kWh	N/A	73,569,705.21	4,166,556.00
	- Head Office	Gigajoule	N/A	N/A	N/A
		kWh	N/A	N/A	N/A
	- Residential Business	Gigajoule	N/A	N/A	N/A
		kWh	N/A	N/A	N/A
	- Commercial Business	Gigajoule	N/A	154.93	155.05
		kWh	N/A	43,036.11	43,070.00
	- Industrial Estate and Infrastructure Businesses	Gigajoule	N/A	N/A	705.71
		kWh	N/A	N/A	196,031.00
	- Hospitality Business (Thailand only)	Gigajoule	N/A	5,090.68	4,803.99
		kWh	N/A	1,414,078.28	1,334,441.00
	- Hospitality Business (Maldives)	Gigajoule	N/A	259,605.33	9,334.85
		kWh	N/A	72,112,590.82	2,593,014.00
	Total Energy Intensity				
GRI 302-3	- Head office	kW/Person/Year	N/A	N/A	17.55
	- Residential Business ¹⁰	kW/Person/Year	N/A	3.95	933.29
	- Commercial Business ¹¹	kW/Person/Year	8.58	14.36	7.03
	- Industrial Estate and Infrastructure Businesses	kW/Person/Year	N/A	N/A	404.62
	- Hospitality Business (Thailand only)	kW/Person/Year	67.68	89.56	40.95
	- Hospitality Business (Maldives)	kW/Person/Year	N/A	N/A	N/A

¹⁰ Data specific to The Extro project

¹¹ The average energy intensity incorporates data from the Sun Towers, Singha Complex, S Oasis, and S Metro properties.

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Indicators	Operational data	Unit	2023	2024	2025
Water and Effluents					
GRI 303-3	Total Water Withdrawal (Thailand operation only)	m ³	1,263,004.00	3,019,769.00	4,378,537.97
	Total water withdrawal from all areas (Thailand & Maldives operation)	m ³	1,263,004.00	4,145,719.00	5,636,099.97
	Surface/Natural water (Thailand operation only)	m ³	182,419.00	2,380,749.00	1,677,055.31
	Surface/Natural water (Thailand & Maldives operations)	m ³	182,419.00	2,380,749.00	1,677,055.31
	- Head Office	m ³	N/A	0	0
	- Residential Business	m ³	N/A	0	0
	- Commercial Business	m ³	N/A	0	0
	- Industrial Estate and Infrastructure Businesses	m ³	N/A	2,235,679.00	1,552,249.31
	- Hospitality Business (Thailand only)	m ³	N/A	145,070.00	124,806.00
	- Hospitality Business (Maldives)	m ³	N/A	0	0
	Groundwater (Thailand operation only)	m ³	155,675.00	214,631.00	111,803.00
	Groundwater (Thailand & Maldives operations)	m ³	155,675.00	214,631.00	111,803.00
	- Head Office	m ³	N/A	0	0
	- Residential Business	m ³	N/A	0	0
	- Commercial Business	m ³	N/A	0	0
	- Industrial Estate and Infrastructure Businesses	m ³	N/A	0	0
	- Hospitality Business (Thailand only)	m ³	N/A	214,631.00	111,803.00
	- Hospitality Business (Maldives)	m ³	N/A	0	0
	Seawater (Thailand operation only)	m ³	0	0	0
	Seawater (Thailand & Maldives operations)	m ³	440,995.00	996,030.00	1,134,725.00
	- Head Office	m ³	N/A	0	0
	- Residential Business	m ³	N/A	0	0
	- Commercial Business	m ³	N/A	0	0
	- Industrial Estate and Infrastructure Businesses	m ³	N/A	0	0
- Hospitality Business (Thailand only)	m ³	N/A	0	0	
- Hospitality Business (Maldives)	m ³	440,995.00	996,030.00	1,134,725.00	

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Indicators	Operational data	Unit	2023	2024	2025
GRI 303-3	Produced water (Thailand operation only)	m ³	N/A	95,929.00	2,200,661.53
	Produced water (Thailand & Maldives operation)	m ³	N/A	225,849.00	2,200,661.53
	- Residential Business	m ³	N/A	0	0
	- Commercial Business	m ³	N/A	0	0
	- Industrial Estate and Infrastructure Businesses	m ³	N/A	95,929.00	2,200,661.53
	- Hospitality Business (Thailand only)	m ³	N/A	0	0
	- Hospitality Business (Maldives)	m ³	N/A	129,920.00	N/A
	Third-party water (Municipal Water Supply) (Thailand operation only)	m ³	464,248.00	320,696.00	388,461.13
	Third-party water (Municipal Water Supply) (Thailand & Maldives operations)	m ³	464,248.00	320,696.00	388,461.13
	- Residential Business	m ³	N/A	14,623.00	68,283.00
	- Commercial Business	m ³	N/A	210,039.00	249,411.00
	- Industrial Estate and Infrastructure Businesses	m ³	N/A	0	0
	- Hospitality Business (Thailand only)	m ³	N/A	96,034.00	70,767.00
	- Hospitality Business (Maldives)	m ³	N/A	0	0
	Third-party Water (Raw water/Trucked water) (Thailand operation only)	m ³	19,667.00	7,764.00	557.00
	Third-party Water (Raw water/Trucked water) (Thailand & Maldives operations)	m ³	19,667.00	7,764.00	123,394.00
	- Residential Business	m ³	N/A	0	0
	- Commercial Business	m ³	N/A	0	0
	- Industrial Estate and Infrastructure Businesses	m ³	N/A	0	0
	- Hospitality Business (Thailand only)	m ³	N/A	7,764.00	557.00
- Hospitality Business (Maldives)	m ³	N/A	N/A	122,837.00	
Third-party Water (Groundwater) (Thailand operation only)	m ³	N/A	N/A	N/A	
Third-party Water (Groundwater) (Thailand & Maldives operations)	m ³	N/A	N/A	N/A	
Water Discharge					
GRI 303-4	Total water discharge to all areas (Thailand operation only)	m ³	239,018.00	201,276.00	875,567.80
	Total water discharge to all areas (Thailand & Maldives operations)	m ³	239,018.00	1,130,090.00	1,358,066.80

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Indicators	Operational data	Unit	2023	2024	2025
GRI 303-4	Surface water (Thailand operation only)	m ³	0	0	0
	Surface water (Thailand & Maldives operations)	m ³	0	0	0
	- Residential Business	m ³	0	0	0
	- Commercial Business	m ³	0	0	0
	- Industrial Estate and Infrastructure Businesses	m ³	0	0	0
	- Hospitality Business (Thailand only)	m ³	0	0	0
	- Hospitality Business (Maldives)	m ³	0	0	0
	Groundwater (Thailand operation only)	m ³	0	0	0
	Groundwater (Thailand & Maldives operations)	m ³	0	0	0
	- Residential Business	m ³	0	0	0
	- Commercial Business	m ³	0	0	0
	- Industrial Estate and Infrastructure Businesses	m ³	0	0	0
	- Hospitality Business (Thailand only)	m ³	0	0	0
	- Hospitality Business (Maldives)	m ³	0	0	0
	Seawater (Thailand operation only)	m ³	0	0	0
	Seawater (Thailand & Maldives operations)	m ³	0	597,618.00	482,499.00
	- Residential Business	m ³	0	0	0
	- Commercial Business	m ³	0	0	0
	- Industrial Estate and Infrastructure Businesses	m ³	0	0	0
	- Hospitality Business (Thailand only)	m ³	0	0	0
	- Hospitality Business (Maldives)	m ³	0	597,618.00	482,499.00
	On-site Water Collection (Thailand operations only)	m ³	239,018.00	201,276.00	875,567.80
	On-site Water Collection (Thailand & Maldives operations)	m ³	239,018.00	201,276.00	875,567.80
- Residential Business	m ³	0	0	0	
- Commercial Business	m ³	0	0	0	
- Industrial Estate and Infrastructure Businesses	m ³	0	161,204.00	875,567.80	
- Hospitality Business (Thailand only)	m ³	0	40,072.00	0	

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Indicators	Operational data	Unit	2023	2024	2025
GRI 303-4	- Hospitality Business (Maldives)	m ³	0	0	0
	Third party (Thailand operation only)	m ³	N/A	0	0
	Third party (Thailand & Maldives operations)	m ³	N/A	129,920.00	0
	- Residential Business	m ³	N/A	0	0
	- Commercial Business	m ³	N/A	0	0
	- Industrial Estate and Infrastructure Businesses	m ³	N/A	0	0
	- Hospitality Business (Thailand only)	m ³	N/A	0	0
	- Hospitality Business (Maldives)	m ³	N/A	129,920.00	0
	Water discharge by water type (Thailand operation only)	m ³	239,018.00	201,276.00	875,567.80
	Water discharge by water type (Thailand & Maldives operations)	m ³	239,018.00	1,127,760.00	1,358,066.80
	Freshwater (≤ 1,000 mg/L Total Dissolved Solids) (Thailand operation only)	m ³	N/A	201,276.00	875,567.80
	Freshwater (≤ 1,000 mg/L Total Dissolved Solids) (Thailand & Maldives operations)	m ³	N/A	201,276.00	875,567.80
	- Residential Business	m ³	N/A	0	0
	- Commercial Business	m ³	N/A	0	0
	- Industrial Estate and Infrastructure Businesses	m ³	N/A	161,204.00	875,567.80
	- Hospitality Business (Thailand only)	m ³	N/A	40,072.00	0
	- Hospitality Business (Maldives)	m ³	N/A	0	0
	Other water (≥ 1,000 mg/L Total Dissolved Solids) (Thailand operation only)	m ³	0	0	0
	Other water (≥ 1,000 mg/L Total Dissolved Solids) (Thailand & Maldives operations)	m ³	0	727,538.00	482,499.00
	- Residential Business	m ³	0	0	0
	- Commercial Business	m ³	0	0	0
	- Industrial Estate and Infrastructure Businesses	m ³	0	0	0
	- Hospitality Business (Thailand only)	m ³	0	0	0
- Hospitality Business (Maldives)	m ³	0	727,538.00	482,499.00	
Total Water Consumption (Water Withdrawal – Water Discharge)					
GRI 303-5	Total Water Consumption from all areas (Thailand operation only)	m ³	1,023,986.00	2,818,493.00	3,502,970.17
	Total Water Consumption from all areas (Thailand & Maldives operations)	m ³	1,023,986.00	3,015,629.00	4,278,033.17

ESG Performance 2025

Indicators	Operational data	Unit	2023	2024	2025
GRI 303-5	- Residential Business	m ³	N/A	14,623.00	68,283.13
	- Commercial Business	m ³	N/A	210,039.00	249,411.00
	- Industrial Estate and Infrastructure Businesses	m ³	N/A	2,170,404.00	2,877,343.04
	- Hospitality Business (Thailand only)	m ³	N/A	423,427.00	307,933.00
	- Hospitality Business (Maldives)	m ³	N/A	398,412.00	775,063.00
Wastewater Treatment					
	Total volume of Treated Effluent (Thailand operation only)	m ³	227,368.60	498,534.00	537,007
	Total Treated Effluent (Thailand & Maldives operations)	m ³	227,368.60	784,493.00	931,390
	- Head Office	m ³	132,416.80	N/A	N/A
	- Residential Business	m ³	N/A	N/A	33,725
	- Commercial Business	m ³	94,951.80	132,067.00	150,674
	- Industrial Estate and Infrastructure Businesses	m ³	N/A	N/A	165,862
	- Hospitality Business (Thailand only)	m ³	N/A	366,467.00	186,746.00
	- Hospitality Business (Maldives)	m ³	N/A	285,959.00	394,382.73
Water Recycling					
	Total volume of water recycled (Thailand operation only)	m ³	227,368.60	326,394.00	270,163.22
	Total volume of water recycled (Thailand & Maldives operations)	m ³	227,368.60	612,353.00	664,546.95
	- Head Office	m ³	132,416.80	N/A	N/A
	- Residential Business	m ³	N/A	N/A	81.00
	- Commercial Business	m ³	94,951.80	N/A	14,160.00
	- Industrial Estate and Infrastructure Businesses	m ³	N/A	N/A	69,176.22
	- Hospitality Business (Thailand only)	m ³	N/A	326,394.00	186,746.00
	- Hospitality Business (Maldives)	m ³	N/A	285,959.00	394,382.73
	Percentage of Water Recycled (Thailand operation only)	m ³	70.37	51.61	10.36
	Percentage of Water Recycled (Thailand & Maldives operations)	m ³	N/A	66.68	21.98

ESG Performance 2025

Operational data		Unit	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Water Quality														
SINGHA COMPLEX ¹²	Water Treatment	m ³	6,286.00	6,946.00	6,345.00	4,964.00	5,379.00	5,595.00	6,038.00	6,399.00	6,681.00	6,060.00	6,340.00	5,921.00
	BOD	mg./L	63.80	55.50	33.50	29.80	41.20	34.10	33.60	51.60	34.30	25.50	25.50	39.90
	COD	mg./L	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
S-OASIS ¹³	Water Treatment	m ³	4,437.70	4,341.00	5,221.10	5,266.30	4,831.80	6,486.30	6,108.20	6,770.10	8,947.30	5,801.40	5,133.00	7,639.90
	BOD	mg./L	94	12.00	21.80	57.9	62.2	19.60	196	59	62.3	2.30	61.4	42.5
	COD	mg./L	200.00	119.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
S-METRO ¹⁴	Water Treatment	m ³	1,968.80	2,582.00	1,379.20	1,364.00	1,638.00	1,713.60	1,646.00	2,109.00	1,752.00	1,613.00	1,528.80	1,311.00
	BOD	mg./L	63.80	55.50	33.50	29.80	41.20	34.10	33.40	51.60	81.20	25.10	40.70	10.70
	COD	mg./L	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Indicators	Operational data	Unit	2023	2024	2025
FTSE	Operations in water-stressed regions	Business unit	N/A	N/A	4 ¹⁵ form 4
		%	N/A	N/A	100
	Water Withdrawal from Water-Stressed Regions (Thailand operation only)	m ³	N/A	N/A	2,826,288.66 ¹⁶
	- Residential business ¹⁷	m ³	N/A	N/A	68,283.13
	- Commercial business ¹⁸	m ³	N/A	N/A	249,411.00
	- Industrial Estate and Infrastructure Businesses ¹⁹	m ³	N/A	N/A	1,552,249.31
	- Hospitality Business (Thailand) ²⁰	m ³	N/A	N/A	307,933.00
	Total Water Discharged in Water-Stressed Regions (Thailand operation only)	m ³	N/A	N/A	N/A

¹² Singha Complex (Category A building; standard BOD <20 mg/L) experienced treated effluent quality exceeding legal limits due to aeration pump malfunctions. Rectification works are underway and slated for completion by Q1/2026.

¹³ S Oasis (Category A building; standard BOD <20 mg/L) experienced treated effluent quality exceeding legal limits due to aeration pump failures. Warranty claims have been filed with the construction contractor, and rectification is expected by Q1/2026.

¹⁴ S Metro (Category B building; standard BOD <30 mg/L) experienced treated effluent quality exceeding legal limits due to aeration pump malfunctions. Rectification works are underway and slated for completion by Q1/2026.

¹⁵ S Group operates across four business units: residential business, commercial business, hospitality business, and industrial estate and infrastructure businesses.

¹⁶ Total Water Withdrawal from Water-Stressed Regions (Excluding on-site produced water)

¹⁷ All residential projects are based in Bangkok, a High-Water Stress region (40–80%) as assessed by the Aqueduct Water Risk Atlas.

¹⁸ All commercial properties are based in Bangkok, a High-Water Stress region (40–80%) as assessed by the Aqueduct Water Risk Atlas.

¹⁹ Industrial Estate and Infrastructure (Ang Thong) is based in an 'Extremely High-Water Stress' region (>80%) as assessed by the Aqueduct Water Risk Atlas.

²⁰ S Group's hospitality operations in Thailand, SAI Phi Phi Island Village and SAI Laguna Phuket are categorized as being in 'Low Water Stress' regions (<10%). Conversely, SAI Koh Samui Choengmon is situated within a 'High Water Stress' region (40–80%) based on the Aqueduct Water Risk Atlas assessment.

ESG Performance 2025

Indicators	Operational data	Unit	2023	2024	2025	
FTSE	- Residential Business	m ³	N/A	N/A	N/A	
	- Commercial Business	m ³	N/A	N/A	N/A	
	- Industrial Estate and Infrastructure Businesses	m ³	N/A	N/A	N/A	
	- Hospitality Business (Thailand only)	m ³	N/A	N/A	N/A	
	Total Water Consumed in Water-Stressed Regions (Thailand operation only)		m ³	N/A	N/A	3,502,970.17
	- Residential Business	m ³	N/A	N/A	68,283.13	
	- Commercial Business	m ³	N/A	N/A	249,411.00	
	- Industrial Estate and Infrastructure Businesses	m ³	N/A	N/A	2,877,343.04	
- Hospitality Business (Thailand only)	m ³	N/A	N/A	307,933.00		
Waste						
GRI 306-3	Total Waste generated (Thailand operation only)		Tons	2,697.59	3,615.65	2,043.35
	Total Waste generated (Thailand & Maldives operations)		Tons	N/A	4,190.01	2,816.70
	Total hazardous waste (Thailand operation only)		Tons	1.94	0.61	40.36
	Total hazardous waste (Thailand & Maldives operations)		Tons	N/A	0.61	40.36
	Total non-hazardous waste (Thailand operation only)		Tons	2,695.64	3,615.09	2,002.99
	Total non-hazardous waste (Thailand & Maldives operations)		Tons	N/A	4,189.44	2,776.34
GRI 306-4	Waste diverted from disposal ²¹ (Thailand operation only)		Tons	242.51	268.84	510.94
	Waste diverted from disposal (Thailand & Maldives operations)		Tons	N/A	444.93	733.14
	Non-recyclable waste (Thailand operation only)		Tons	2,453.12	3,346.25	1,491.93
	Non-recyclable waste (Thailand & Maldives operations)		Tons	N/A	3,744.51	2,030.82
GRI 306-5	- General waste (Thailand operation only)		Tons	1,403.50	2,722.75	795.24
		- Landfill	Tons	1,403.50	2,722.75	795.24
		- Incineration with energy recovery	Tons	0	0	0
		- Incineration without energy recovery	Tons	0	0	0
	- Biodegradable Waste (Thailand operation only)		Tons	1,049.62	623.50	696.68
Organic waste	- Landfill	Tons	362.72	352.78	0	

²¹ Recyclables: Paper, glass, plastic, metal/aluminum, and foam.

ESG Performance 2025

Indicators	Operational data		Unit	2023	2024	2025
GRI 306-5	Organic waste	- Incineration with energy recovery	Tons	0	0	0
		- Incineration without energy recovery	Tons	0	0	0
		- Composting	Tons	0	0	345.91
	Food waste	- Landfill	Tons	686.90	270.71	0.73
		- Incineration with energy recovery	Tons	0	0	0
		- Incineration without energy recovery	Tons	0	0	0
		- Animal Feed	Tons	0	0	350.03
	- General waste (Maldives)		Tons	N/A	29.93	58.66
		- Landfill	Tons	N/A	29.93	58.66
		- Incineration with energy recovery	Tons	N/A	0	0
		- Incineration without energy recovery	Tons	N/A	0	0
	- Biodegradable Waste (Maldives)		Tons	N/A	78.33	480.22
	Organic waste	- Landfill	Tons	N/A	78.33	85.32
		- Incineration with energy recovery	Tons	N/A	0	0
		- Incineration without energy recovery	Tons	N/A	0	0
		- Composting	Tons	N/A	0	0
	Food waste	- Landfill	Tons	N/A	289.98	394.89
		- Incineration with energy recovery	Tons	N/A	0	0
- Incineration without energy recovery		Tons	N/A	0	0	
- Animal Feed		Tons	N/A	0	0	

ESG Performance 2025

SOCIAL DIMENTION

Indicators	Operational data		Unit	2023	2024	2025	
Employee and Diversity							
GRI 2-7	Total Employee ²²		Person	3,174	3,222	2,938	
	By Gender	Male	Person	1,998	1,982	1,841	
		Female	Person	1,176	1,240	1,097	
		Female : Male	%	37 : 63	38 : 62	37 : 63	
	By Regions	Thai	Person	1,353	1,674	1,342	
		Maldivian and others	Person	1,821	1,548	1,596	
	By Contract Type	Permanent employees		Person	2,771	2,763	2,695
		Temporary employees		Person	403	459	243
GRI 405-1	By Level	Executive Level	Male	Person	30	28	25
			Female	Person	23	17	14
			Female : Male	%	1.83	38 : 62	36 : 64
		Management Level	Male	Person	199	179	168
			Female	Person	102	97	95
			Female : Male	%	34: 66	35 : 65	36 : 64
	Operational Level	Male	Person	1,769	1,775	1,648	
		Female	Person	1,051	1,126	988	
		Female : Male	%	37 : 63	39 : 61	37 : 63	
	By Age	Under 30 years old	Male	Person	655	603	486
			Female	Person	295	325	233
		31 – 50 years old	Male	Person	1,208	1,246	1,211
			Female	Person	790	812	759
		Over 50 years old	Male	คน	135	133	144
			Female	คน	91	103	105

²² The total employee headcount of S Group includes 10 key business entities: Singha Estate PCL (S), SRD, SPD, Max Future, S.IE, S.IF, S REIT Management, S Park Property, S Klas Management, and SHR (Thailand-based operations only).

ESG Performance 2025

Indicators	Operational data		Unit	2023	2024	2025	
GRI 405-2	Employee salary and remuneration ratio (Female: Male)		%	N/A	N/A	63 : 37	
	Executive Level (Female: Male)		%	N/A	N/A	79 : 21	
	Management Level (Female: Male)		%	N/A	N/A	60 : 40	
	Operational Level (Female: Male)		%	N/A	N/A	61 : 39	
New Employee Hire and Employee Turnover							
GRI 401-1	New Hires		Person	968	858	509	
	Percentage of total employees		%	30.50	26.63	17.32	
	By Gender	Male	Person	616	525	324	
		Female	Person	352	333	185	
		Female : Male	%	36 : 64	39 : 61	36 : 64	
	By Age	Under 30 years old		Person	477	470	262
		30 - 50 years old		Person	470	374	229
		Over 50 years old		Person	21	14	18
		under 30 yr : 30 - 50 yr : over 50 yr		%	49:49:02	55:44:01	51:45:04
	By Region	Thai	Person	351	284	203	
			%	36.26	33.1	39.88	
		Maldivian and others	Person	303	250	205	
			%	31.3	29.14	40.28	
		Fiji	Person	261	283	43	
			%	26.96	32.98	8.45	
		Mauritius	Person	53	41	58	
			%	5.48	4.78	11.39	
		Others	Person	0	0	0	
			%	0	0	0	
		Employee Turnover (Voluntary)		Person	793	749	552
Turnover Rate		%	24.98	23.25	18.79		
By Gender	Male	Person	499	487	330		

ESG Performance 2025

Indicators	Operational data		Unit	2023	2024	2025		
GRI 401-1	By Gender	Female	Person	294	262	222		
		Female : Male	%	37 : 63	35 : 65	40 : 60		
	By Age	Under 30 years old	Person	331	348	219		
		30 - 50 years old	Person	440	352	301		
		Over 50 years old	Person	22	49	32		
		under 30 yr : 30 - 50 yr : over 50 yr	%	42:55:03	46:47:07	40:54:06		
	By Region	Thai	Person	351	170	239		
			%	44.26	22.7	43.3		
		Maldivian and others	Person	303	238	157		
			%	38.21	31.78	28.44		
		Fiji	Person	261	240	86		
			%	32.91	32.04	15.58		
		Mauritius	Person	53	101	70		
			%	6.68	13.48	12.68		
		Others	Person	0	0	0		
			%	0	0	0		
		Parental Leave						
		GRI 401-3	Employees that were entitled to parental leave	Male	Person	228	661	1,127
Female	Person			1,176	1,159	1,175		
Employees that took parental leave	Male		Person	5	28	31		
	Female		Person	31	39	41		
Employees that returned to work in the reporting period after parental leave ended	Male		Person	5	28	31		
	Female		Person	30	34	35		
Employees who returned to work after parental leave and remained employed 12 months later	Male		Person	4	28	31		
	Female		Person	28	29	33		
Return-to-work rate	Male		%	100.00	100.00	100.00		
	Female		%	96.77	87.18	85.37		

ESG Performance 2025

Indicators	Operational data		Unit	2023	2024	2025	
GRI 401-3	Retention Rate	Male	%	100.00	100.00	100	
		Female	%	93.00	85.00	94	
Local Employment							
GRI 202-2	Total Employees		Person	2,088	2,122	1,829	
			%	66	66	62	
	By Level	Executive Level		Person	N/A	N/A	39
				%	N/A	N/A	1.33
		Management Level		Person	N/A	N/A	263
				%	N/A	N/A	8.97
		Operational Level		Person	N/A	N/A	2636
				%	N/A	N/A	89.71
Employee Opinion Survey (EOS) ²³							
SET ESG Ratings	Employee Opinion Survey		%	75	77		
Employee Training							
GRI 404-1	Total Training Hours		Hour	N/A	N/A	169,734	
	Average training hours		Hour/person/year	42.44	45.77	58	
			Day/person/year	7.0	7.6	9.7	
	By Gender	Male		Hour/person/year	44.55	45.31	55.18
		Female		Hour/person/year	41.20	46.37	62.11
	By Level	Executive Level		Hour/person/year	24.74	47.97	16.55
		Management Level		Hour/person/year	53.37	30.51	33.86
		Operational Level		Hour/person/year	41.68	35.62	60.77
GRI 404-1	Training Budget		Baht/year	8,362,941.93	3,450,063.54	5,462,679	
Work-related Injury Data							
FTSE	Occupational Health and Safety Reporting Boundary		Business Unit	N/A	N/A	4 from 4	
			%	N/A	N/A	100	

²³ S Group conducts an Employee Opinion Survey (EOS) every two years to measure engagement levels.

ESG Performance 2025

Indicators	Operational data		Unit	2023	2024	2025		
GRI 403-9	Number and rate of fatalities as a result of work-related injury							
	Work-related Injuries	- Head Office ²⁴	Employee	Case / Rate	0 / 0	0 / 0	0 / 0	
			Contractors	Case / Rate	3 / 0	0 / 0	0 / 0	
		- Residential Business ²⁵	Employee	Case / Rate	0 / 0	0 / 0	0 / 0	
			Contractors	Case / Rate	0 / 0	0 / 0	0 / 0	
		- Commercial Business ²⁶	Employee	Case / Rate	0 / 0	0 / 0	0 / 0	
			Contractors	Case / Rate	0 / 0	0 / 0	0 / 0	
		- Industrial & Infrastructure Businesses ²⁷	Employee	Case / Rate	0 / 0	0 / 0	0 / 0	
			Contractors	Case / Rate	0 / 0	0 / 0	0 / 0	
		- Hospitality Business ²⁸	Employee	Case / Rate	51 / 1.93	0 / 0	0 / 0	
			Contractors	Case / Rate	N/A	N/A	N/A	
		Rate of fatalities as a result of work-related injury	- Head Office	Employee	Case / Rate	0 / 0	0 / 0	0 / 0
				Contractors	Case / Rate	0 / 0	0 / 0	0 / 0
	- Residential Business		Employee	Case / Rate	0 / 0	0 / 0	0 / 0	
			Contractors	Case / Rate	0 / 0	0 / 0	0 / 0	
	- Commercial Business		Employee	Case / Rate	0 / 0	0 / 0	0 / 0	
			Contractors	Case / Rate	0 / 0	0 / 0	0 / 0	
	- Industrial & Infrastructure Businesses		Employee	Case / Rate	0 / 0	0 / 0	0 / 0	
			Contractors	Case / Rate	0 / 0	0 / 0	0 / 0	
	- Hospitality Business		Employee	Case / Rate	0 / 0	0 / 0	0 / 0	
Contractors			Case / Rate	N/A	N/A	N/A		

²⁴ Headquarters: Singha Estate PCL (S)

²⁵ Residential Business: Residential Development Company Limited (SRD).

²⁶ Commercial Real Estate: Singha Property Development Co., Ltd. (SPD), Max Future Co., Ltd.

²⁷ Industrial Estate and Infrastructure: S Industrial Estate Co., Ltd. (S.IE)

²⁸ Hospitality: S Hotels and Resorts PCL (SHR)

ESG Performance 2025

Indicators	Operational data			Unit	2023	2024	2025	
GRI 403-9	Number and rate of high-consequence work-related injuries (excluding fatalities)							
	Lost Time Injury Frequency Rate (LTIFR)	- Head Office	Employee	Case / Rate	0 / 0	0 / 0	1 / 1.1846 ²⁹	
			Contractors	Case / Rate	0 / 0	0 / 0	0 / 0	
		- Residential Business	Employee	Case / Rate	0 / 0	0 / 0	0 / 0	
			Contractors	Case / Rate	3 / 0.7151	0 / 0	0 / 0	
		- Commercial Business	Employee	Case / Rate	0 / 0	0 / 0	0 / 0	
			Contractors	Case / Rate	0 / 0	0 / 0	0 / 0	
		- Industrial & Infrastructure Businesses	Employee	Case / Rate	0 / 0	0 / 0	0 / 0	
			Contractors	Case / Rate	0 / 0	0 / 0	0 / 0	
	- Hospitality Business	Employee	Case / Rate	13 / 2.73146	0 / 0	0 / 0		
Contractors		Case / Rate	N/A	0 / 0	0 / 0			
GRI 403-10	Work-related ill health							
	Number of Cases of Recordable Work-Related Ill Health	- Head Office	Employee	Case	0	0	0	
			Contractors	Case	0	0	0	
		- Residential Business	Employee	Case	0	0	0	
			Contractors	Case	0	0	0	
		- Commercial Business	Employee	Case	0	0	0	
			Contractors	Case	0	0	0	
		- Industrial & Infrastructure Businesses	Employee	Case	0	0	0	
			Contractors	Case	0	0	0	
		- Hospitality Business	Employee	Case	0	0	0	
			Contractors	Case	0	0	0	
		Number of fatalities as a result of work-related ill-health	- Head Office	Employee	Case	0	0	0
				Contractors	Case	0	0	0
	- Residential Business		Employee	Case	0	0	0	
Contractors			Case	0	0	0		

²⁹ Average Number of Employees (Jan 1 – Dec 31, 2025): 406, Total Man-hours Worked: 844,133 Hours (Calculated based on 406 employees x 8 hours/day x 5 days/week x 52 weeks/year.), Formula: (Number of injuries / Total man-hours worked) x 1,000,000 man-hours worked

ESG Performance 2025

Indicators	Operational data		Unit	2023	2024	2025	
GRI 403-10	Number of fatalities as a result of work-related ill-health	- Commercial Business	Employee	Case	0	0	0
			Contractors	Case	0	0	0
		- Industrial & Infrastructure Businesses	Employee	Case	0	0	0
			Contractors	Case	0	0	0
		- Hospitality Business	Employee	Case	0	0	0
			Contractors	Case	0	0	0
Occupational Health and Safety Training for Employees and Contractors							
GRI 403-5	Number of Safety Training Courses	Employee	Course	6	6	6	
		Contractors	Course	350	260	150	
	Safety Training Hours	Employee	Hour	45	45	45	
		Contractors	Hour	2,100	1,560	900	
	Average Safety Training Hours	Employee	Hour/person/year	45	45	7.5	
		Contractors	Hour/person/year	6.5	6	6	
	Training Coverage	Employee	%	100	100	100	
		Contractors	%	100	100	100	
Standardized Operating System Certifications for Office Buildings Managed by Singha Estate Group ³⁰							
FTSE	ISO 45001: Occupational Health and Safety Management System (OH&S)	Project		N/A	4	4	
		%		N/A	100	100	
	ISO 14001: Environmental Management System (EMS)	Project		N/A	4	4	
		%		N/A	100	100	
	ISO 9001: Quality Management System (QMS)	Project		N/A	4	4	
		%		N/A	100	100	

³⁰ The office buildings within the Singha Estate portfolio are managed by Max Future Company Limited, a subsidiary of the Group. This management covers four primary projects: S-OASIS, S-METRO, SUNTOWERS, and SINGHA COMPLEX.

ESG Performance 2025

GOVERNANCE AND ECONOMIC DIMENTION

Indicators	Operational data		Unit	2023	2024	2025	
Direct Economic Value Generated and Distributed							
GRI 201-1	Total Revenue ³¹		Million Baht	14,674.76	15,095.26	13,988.33	
	Total Operating Expenses ³²		Million Baht	9,344.91	9,492.82	10,537.57	
	Total Employee-Related Expenses ³³		Million Baht	3,635.79	3,859.51	3,924.12	
	Payments to Providers of Capital ³⁴		Million Baht	137.07	123.16	129.59	
	Taxes Paid to the Government ³⁵		Million Baht	250.59	223.11	198.62	
	Charitable Contributions and Social & Environmental Initiatives		Million Baht	4.50	1.67	2.87	
	Economic Value Retained ³⁶		Million Baht	1,301.90	1,415.34	(804.45)	
	Employee Compensation ³⁷	Total		Million Baht	2,188	2,319	2,298
		Male		Million Baht	751.00	1,510.00	1,418
Female		Million Baht	1,437	808	880		
Employee Compensation Ratio (Female : Male)			%	35 : 65	35 : 65	38 : 62	
Total Cost of Environmental Fines and Penalties							
FTSE	Environmental Non-compliance		Number of cases	N/A	N/A	0	
	Environmental Budget, Expenditures, and Fines		Baht	N/A	N/A	0	
	Political Contributions		Baht	N/A	N/A	0	
	Pollution Prevention and Waste Management Expenditures		Baht	N/A	N/A	0	

³¹ Excluding other income

³² Total operating expenses exclude personnel-related costs, taxes and duties, charitable donations, public utility contributions, and educational support programs.

³³ Total employee-related expenses include salaries, wages, overtime pay, bonuses, and severance pay, as well as cost-of-living allowances. It also encompasses employee benefits, mandatory legal contributions paid by the company, and other welfare assistance and perks, such as health insurance and annual physical examinations.

³⁴ Payments to providers of capital refer to dividends paid to shareholders and interest expenses.

³⁵ Taxes paid to the government comprise both direct and indirect taxes, including but not limited to corporate income tax, property tax, value-added tax (VAT), and specific business tax.

³⁶ value retained is calculated as the direct economic value generated less the economic value distributed.

³⁷ Total employees of the Group comprise personnel from the following entities: (1) Singha Estate Public Company Limited (S), (2) S Residential Development Company Limited (SRD), (3) Singha Property Development Company Limited (SPD), (4) Max Future Company Limited, (5) S Industrial Estate Company Limited (S.IE), (6) S. IF. Company Limited (S.IF), (7) S REIT Management Company Limited, (8) S Park Property Company Limited, (9) S Class Management Company Limited, and (10) S Hotels and Resorts Public Company Limited (SHR).

ESG Performance 2025

Indicators	Operational data	Unit	2023	2024	2025
Number of grievances and complaints arising from Singha Estate's operations					
SET ESG Ratings	Noise Disturbance	Case	16	1	4
	Dust	Case	13	2	1
	Water Leakage	Case	0	0	0
	Falling Objects	Case	41	0	0
	Others	Case	12	0	0
	Total Complaints Received	Case	82	3	0
	Total Number of Projects	Project	7	3	9
Provident Fund (PVD) Data ³⁸					
CGR	Number of Participating Employees	Person	944	953	990
		%	70	68	73
	Amount of money contributed by the Company	Million Baht	37	42	43

³⁸ Provident Fund data for 2025, as of 31 December 2025, represents exclusively the personnel of Singha Estate Group entities operating within Thailand only.