



HPL

Sustainability Report

Hotel Properties Limited

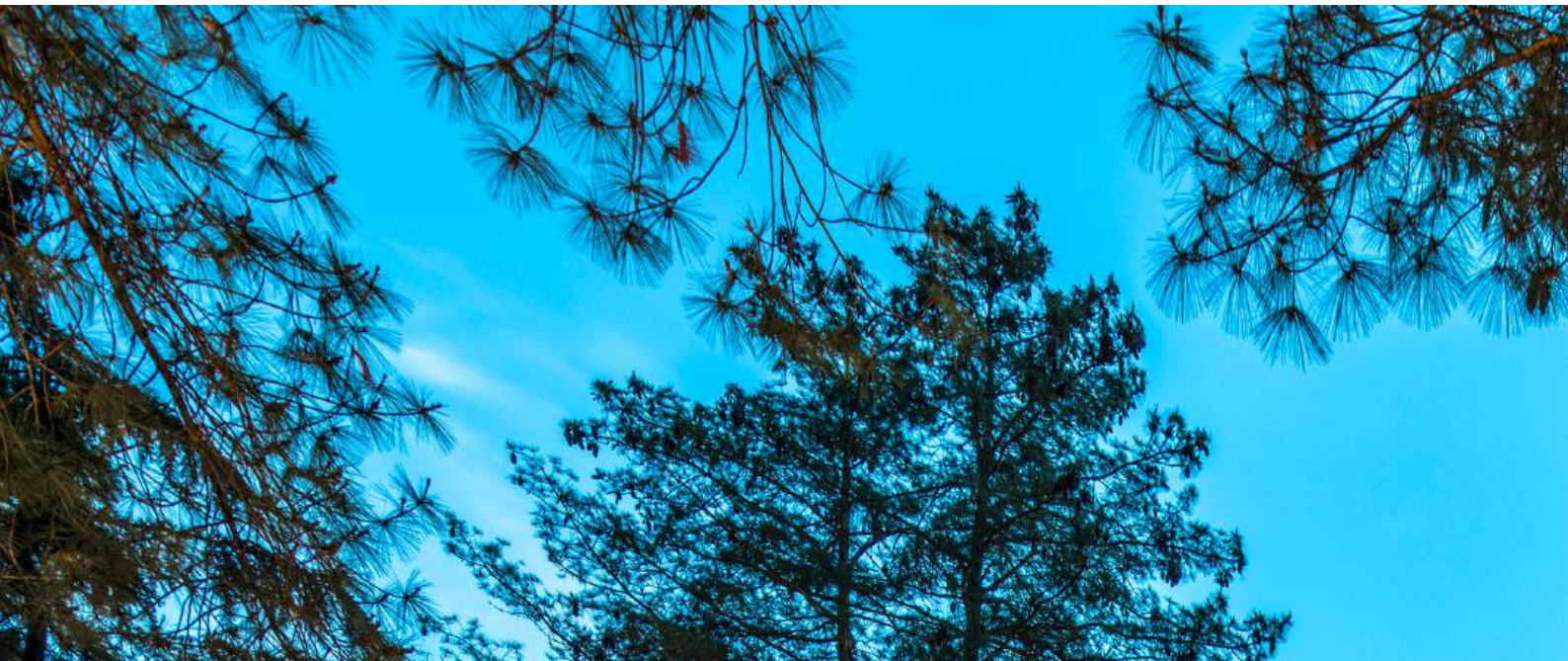


2025



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Introduction

Welcome to Hotel Properties Limited's ("HPL") 9th annual Sustainability Report, presenting our environmental, social, and governance ("ESG") performance for the financial year 1 January to 31 December 2025 ("FY2025"). This year marks a pivotal phase in our sustainability journey as we strengthen our data governance, expand reporting coverage, and enhance alignment with emerging regulatory requirements for climate-related disclosures.

Building on the capabilities we developed in 2024 under the Greenview reporting platform, FY2025 saw further refinements to our measurement processes, including strengthened internal controls, improved data validation with our hotel operators, and broader adoption of consistent methodologies across our 23 hotels and 3 commercial properties in scope (full list in Appendix A).

As sustainability issues continue to shape the hospitality sector—from climate resilience and resource efficiency to workforce well-being and responsible tourism—we remain focused on progressing initiatives that create long-term value for our stakeholders. Through enhanced monitoring, collaboration with global hotel operators, and active engagement with employees, guests, and communities, we aim to embed sustainability across our operations while maintaining exceptional service quality.

We invite our stakeholders to review our progress and share their perspectives as we continue our transition towards resilient, low-carbon and socially responsible asset ownership and operations.





Reporting Standards and Guidelines

This report is prepared in accordance with the Global Reporting Initiative (“GRI”) 2021 Universal Standards and sustainability reporting requirements of Singapore Exchange Securities Trading Limited (“SGX”). The GRI framework enables us to align with international standards, effectively identify and address key sustainability impacts, and gain a competitive edge by demonstrating our commitment to responsible and sustainable business practices. Our GRI Content Index can be found in Appendix A7.

Recognising the rapid evolution of sustainability standards, we have also begun mapping our disclosures against the International Sustainability Standards Board (“ISSB”) climate standards — aligned with the expectations outlined by the Sustainability Reporting Advisory Committee (“SRAC”) in Singapore.

Notwithstanding that this report has not undergone external assurance, we continue to integrate ESG processes into internal audits, and intend to explore external verification for future years.

Contact Us

We value all opinions and thoughts, and any feedback is welcomed at

- sustainability@hotelprop.com.sg
- April 30 2026



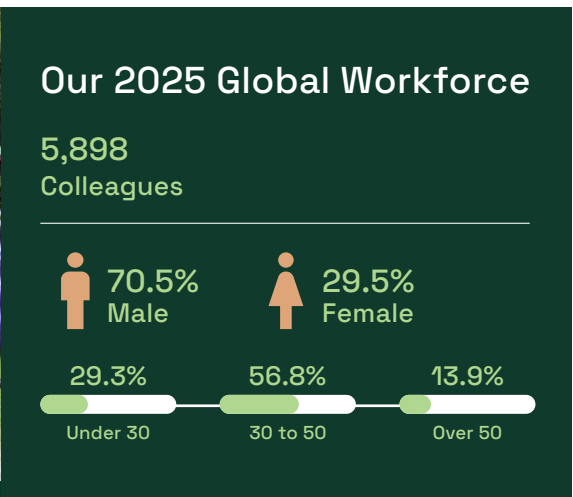
Corporate Profile

Since our founding in 1980, HPL has grown into a global hospitality and property development leader, headquartered in Singapore. As at 31 December 2025, we proudly own 41 hotels across 17 countries, partnering with world-class brands including Four Seasons Hotels & Resorts, COMO Hotels & Resorts, IHG Hotels & Resorts, Six Senses Hotels & Resorts, and Marriott International. We also manage properties under well-established brands, such as our HPL Boutique Collection, Hard Rock Hotels, and Concorde Hotels & Resorts.

Our footprint spans Asia Pacific to Europe, Africa, and the Americas, with landmark projects like London's Paddington Square development, and the transformative Bankside Yards which is the UK's first fossil-free major mixed-use development. In Singapore, we maintain prime retail assets including Forum The Shopping Mall and the Concorde Shopping Mall.



Hotel Properties Limited's Countries Of Operation





Board Statement

Sustainability continues to move from aspiration to action — and at HPL, it is now firmly part of how we think, plan, and operate across our global hospitality portfolio.

This year, we sharpened our focus on climate-related governance and the quality of our sustainability data. With Singapore's mandatory climate reporting requirements on the horizon, we have been getting ahead of the curve — assessing climate risks and opportunities, refreshing our scenario analyses, and weaving these considerations into how we make investment and asset-planning decisions. This builds on our commitment to align with the ISSB climate standards, ensuring we are not just ready for what's required, but genuinely prepared for what comes next.

On the ground, we continued to make meaningful progress in energy efficiency, emissions management, and water conservation across our hotels and commercial properties. Better monitoring systems, closer collaboration with our hotel operators, and targeted local initiatives have all played a part. These are results that reflect real effort from our teams and partners — delivered without compromising the guest experience.

We also remained focused on our people and communities — investing in workforce development, maintaining strong health and safety practices, and supporting local initiatives that reflect HPL's ethos of responsible hospitality.

Looking ahead, the Board recognises that building a more climate-resilient and future-ready business is not a one-off exercise — it is an ongoing journey that will continue to shape our priorities. We remain committed to overseeing this journey with both clarity and ambition, keeping sustainability at the heart of our governance, operations, and long-term planning.









We are grateful to our colleagues, operators, and partners whose collective efforts continue to strengthen what we are building together. This report captures our shared progress — and we invite you to explore how we are working to turn our sustainability vision into reality.

Sincerely,

Board of Directors

Hotel Properties Limited

Key Highlights and Achievements

For The Planet			
Material Topic	GRI & SDGs	Short-Term Targets	2025 Performance
 <p>Energy Consumption and Renewable Energy Usage</p>	<p>GRI 302-1 Energy consumption within the organisation GRI 302-3 Energy intensity</p> 	Between 5% to 10% reduction in energy intensity	9.5% decrease In energy intensity (per occupied room) from 2022.
 <p>Water Consumption</p>	<p>GRI 303-3: Water withdrawal GRI 303-5: Water consumption</p> 	10% reduction in water intensity	19.8% decrease In water intensity (per occupied room) from 2022.
 <p>Green House Gas (GHG) Emissions</p>	<p>GRI 305-1 Direct (Scope 1) GHG emissions GRI 305-2 Energy indirect (Scope 2) GHG emissions GRI 305-4 GHG emissions intensity</p> 	5% reduction in emissions intensity	1.3% decrease In emissions intensity (per occupied room) from 2022.
 <p>Waste Management</p>	<p>GRI 306-3: Waste generated</p> 	Target setting in progress	76% diversion Of food waste generated across hotel properties

In 2025, we have intensified our focus on advancing environmental performance across our portfolio. We have expanded renewable energy initiatives, deepened collaboration with our hotel operators, and enhanced the consistency of our energy management practices. These efforts contributed to a 9.5% reduction in energy intensity relative to our 2022 baseline.

We also advanced our waste management agenda by improving our waste reporting framework and looking at more sustainable alternatives. While we have a full set of waste generation data for 2025, it should be noted that we are still refining our reporting verification tools, and some data may be generated from estimates. Through continued food waste diversion measures, 76% of food waste from our hotel operations were diverted¹. Our water stewardship efforts remained a priority, with enhanced tracking systems and property-level optimisation initiatives resulting in a reduction of water consumption intensity per occupied room by 19.8%, relative to 2022 baseline.

These improvements reflect our disciplined and practical approach to resource efficiency, and underscore our commitment to strengthening environmental performance in a measurable and practical manner.

➔ ¹ Represents data from 19 of our reporting hotel properties.


For Our Colleagues

Material Topic	GRI & SDGs	Short-Term Targets	2025 Performance
 Talent Attraction and Retention	GRI 401-1: New employee hires and employee turnover   	No violation of labour laws Conduct Staff engagement survey at least once a year Conduct Staff performance appraisal at least once a year	Zero violations of labour laws
 Occupational Health and Safety	GRI 403-9: Work-related injuries   	Every staff to attend at least 1 safety training per year	0 workplace fatalities
 Training and Development	GRI 404-1: Average hours of training per year per employee GRI 404-3: Percentage of employees receiving regular performance and career development reviews    	Short-term: 35 hours per employee per year	48.6 training hours per employee in 2025

Operating across diverse geographies, we continue to foster an inclusive, respectful and supportive workplace culture. We uphold human rights and ensure equitable employment opportunities through fair hiring practices and strong internal controls. We have maintained our investment in capability building, delivering an average of 48.6 training hours per employee in FY2025.



These efforts underscore our belief that a positive workplace—rooted in inclusivity, fairness and development—is essential to the long-term success of the Group.

For Our Guests

Material Topic	GRI & SDGs	Short-Term Targets	2025 Performance
 Talent Attraction and Retention	GRI 416-1: Assessment of the health and safety impacts of product and service categories  	Maintain the highest level of guest safety, security and hygiene	0 incidents of non-compliance relating to health and safety of hotel services and amenities / guest injury numbers

Guest well-being remains at the centre of our operations. All properties maintain robust security protocols, including 24-hour surveillance, trained security personnel and stringent access controls. Our commitment to hygiene is reflected in consistently high housekeeping standards and internationally recognised food safety certifications. We safeguard personal information and uphold data privacy practices with strong cybersecurity systems. Together, these measures ensure a safe, clean and comfortable environment for every guest.

For Our Guests

Material Topic	GRI & SDGs	Short-Term Targets	2025 Performance
 Climate Change Strategy	GRI 201-2: Financial implications and other risks and opportunities due to climate change 	Identify climate-related risks and opportunities for our business	Ongoing engagement of external parties for better understanding and assessment of climate-related risks and opportunities

Our long-term success depends on how we respond to climate change. As the world accelerates toward Paris Agreement goals, we're adapting our business for a low-carbon future — transparently tracking and reporting our progress to build resilience and create lasting value for our stakeholders and communities.

For Our Communities

Material Topic	SDGs
 Climate Change Strategy	        



Our properties continued to play an active role in supporting the communities in which we operate. Across the portfolio, employees and guests participated in a wide range of initiatives, including beach clean-ups, food donation drives, engagement with special needs and underserved groups, and local conservation programmes. These efforts reflect our commitment to contributing positively to our communities and supporting meaningful causes that foster environmental and social well-being.

Accolades and Awards

Global Sustainable Tourism Council (GSTC)



Orchard Singapore

voco Orchard, Singapore



Concorde Hotel, Singapore



Four Seasons Hotel, Singapore



Hard Rock Hotel, Bali



EarthCheck



Four Seasons Landaa Giraavaru, Maldives
Four Seasons Kuda Huraa, Maldives



COMO Metropolitan, Bangkok



Six Senses Kanuhura, Maldives
Six Senses Laamu, Maldives

GreenGlobe

Holiday Inn Resort Kandooma,
Maldives



CASBEE – Japan Green Building

Four Seasons Hotel, Osaka

OTHERS

SHA Singapore Hotel Sustainability Award – Concorde Hotel, Singapore

Company Of Good Award - 3 hearts – Concorde Hotel, Singapore

Tri Hita Karana Award & Certification – Hard Rock Hotel Bali

Hotelier Maldives - CSR Program award – Six Senses Laamu

BeSS (Best Safety & Sanitation) award – The Boathouse, Pulau Tioman

Green Fins Association Gold Status (responsible diving practices) – The Boathouse, Pulau Tioman

ICRT Responsible Tourism Award – Six Senses Laamu









For Our Planet

We are continuing our focus on mitigating our environmental impact. As a global hospitality group, we are driving improvements across our properties through targeted initiatives that lower energy use, reduce emissions, and manage waste, water and resources more effectively.

Sustainability is embedded into our daily operations, and our employees play a pivotal role in integrating environmental awareness into their work and interactions with guests, suppliers, and partners. This section demonstrates how we translate our environmental commitments into tangible results, without compromising service quality.

Environmental Targets ²	 Energy	 Emissions	 Water	 Waste
Short-Term Targets (<5 years)	5-10% reduction in energy intensity	5% reduction in emissions intensity	10% reduction in water intensity	Waste management targets in process
Mid-Term Targets (5-10 years)	15% reduction in energy intensity	10% reduction in emissions intensity	15% reduction in water intensity	Waste management targets in process
Long-Term Targets (>10 years)	20% reduction in energy intensity	15% reduction in emissions intensity	20% reduction in water intensity	Waste management targets in process
2025 Progress ³	9.5% reduction in energy intensity	1.3% reduction in emissions intensity	19.8% reduction in water intensity	Waste management targets in process

➔ ² Targets are made with respect to performance of our hotel operations from the year 2022

➔ ³ Versus 2022 baseline year



Energy Consumption and Renewable Energy Usage

Our environmental strategy is anchored by energy management. We implement structured measures to reduce consumption across our properties, reducing both our carbon footprint and operating costs. With both monitoring systems as well as practical efficiency improvements, we enable our teams to make energy-conscious decisions daily.

In 2025, we delivered promising results – our energy intensity has dropped 9.5% compared to 2022. This improvement reflects our investment in energy-efficient equipment, enhanced monitoring systems, and property-wide conservation programmes. Our teams have embraced these initiatives, integrating energy awareness into daily operations while maintaining exceptional guest experiences.

We continue to observe no significant environmental impacts this year and strive to keep maintaining rigorous monitoring initiatives and clear efficiency targets. This approach ensures we continue making meaningful progress toward our environmental goals while running sustainable and cost-effective operations.



Energy Consumption and Intensity

In 2025, total energy consumption across our properties increased due to an additional 2 hotels and 3 commercial properties in our reporting portfolio. Our hotels achieved a 9.5% decrease in energy intensity of 1.05 gigajoules per occupied room compared to 1.16 gigajoules per occupied room in 2022.

Non-renewable fuels were the largest source of energy consumption in 2025, accounting for 623,131 GJ, with diesel making up 64% of non-renewable energy use. Electricity followed as the second-largest source at 333,375 GJ (35%).

The proportion of renewable energy in our total energy mix declined from 3.2% in 2022 to 1.2% in 2025. 11,633 GJ in renewable energy was consumed in 2025 compared to 24,992.2 GJ in 2022. This change was primarily due to the reduction in renewable energy purchased.

For a detailed breakdown of energy consumption figures, please refer to the Sustainability Data Summary Table on page 59.

Energy Intensity and Intensity

2025 Progress	Long-Term Target
9.5% reduction in energy intensity	20% reduction in energy intensity

Energy Reduction Initiatives



Hard Rock Hotel, Pattaya

New ON Grid solar system for the Spa Building using a 20kWh ON Grid system for daytime consumption.

Reduction of CO₂ emissions of approximately 13,102.51 kg CO₂e on a yearly basis or 1,091.88 kg CO₂e per month.

Six Senses Laamu, Maldives

Partnership with EIT InnoEnergy SELECT students as part of the 2024-2025 Integrated Project of the Year (IPoY), bringing fresh perspective to one of our most pressing challenges: how to continue reducing our environmental footprint as a remote, off-grid island resort. Eight Master Degree students are exploring practical pathways for lowering carbon emissions and reducing our reliance on diesel as a remote, off-grid island resort.

The IPoY team conducted site audits, technical feasibility assessments, and financial modelling to propose ideas for clean energy and efficiency measure, in particular how to maximise the usage of existing solar installations on the island.



Intercontinental Maamunagau Resort, Maldives

Resort has installed 1,577 heavy-duty solar panels with the capacity of 686kWp covering 2,594 sqm, producing up to 2800 kWh daily (15% of total island demand). Since installation, we estimate a total reduction of CO₂ of 4,703 tonnes, and total diesel savings of 1,274,800 litres.

Water Consumption

Water stewardship is crucial, especially in many regions where we operate our hotels. Local communities depend on this resource, and so do we. We recognise that responsible water management is not only about operational efficiency, but about protecting shared resources.

Operationally, we regularly track water consumption across our properties and act quickly when issues arise. Maintenance teams address leaks and inefficiencies as soon as they are detected. Conservation programmes engage both staff and guests, making water-saving a collective effort rather than a top-down mandate.

Building a culture of stewardship requires participation at every level. Housekeeping teams, operations staff, and local partners all contribute to making conservation routine. These collaborative efforts ensure water awareness is embedded in daily operations and not treated as an isolated environmental initiative.

What makes our approach work is how we bring everyone along on this journey. From housekeeping teams to local partners, we are building a culture where water conservation becomes second nature. While our current operations have not significantly impacted local water resources, we remain vigilant, working toward a future where luxury hospitality and responsible water management go hand in hand.

Our operations have not placed significant stress on local water resources, but we remain proactive. We continue monitoring usage patterns, setting intensity targets, and working toward a model where quality hospitality and responsible resource management reinforce rather than compete with each other.



Water Consumption Intensity

In 2025, the Group recorded a total water usage of 3,031 megalitres, marking an 8.4% increase from 2022. Of this, 2,483 megalitres (82%) was sourced from water-stressed regions, including the Maldives, Thailand (Bangkok and Pattaya), Indonesia (Bali) and Sri Lanka. Water intensity of our hotels was measured at 3.4 cubic meters per occupied room, reflecting a 19.8% reduction from 2022.

The rise in total water consumption is largely attributable to an additional 2 hotels and 3 commercial properties in our reporting portfolio. A detailed breakdown of water usage figures can be found in the Sustainability Data Summary Table on page 59.

With the exception of Maldives, the World Resources Institute's Aqueduct 4.0 was referenced to determine water-stressed areas (medium to extremely high-water stress levels). For Maldives, HPL conducted its own assessment and had determined that all hotels and resorts lie in water-stressed areas.

Water Consumption Reduction

2025 Progress	Long-Term Target
19.8% reduction in water intensity	20% reduction in water intensity

Water Conservation Initiatives



COMO Metropolitan, Bangkok

Recycling water for facilities management
COMO Metropolitan's heat pump system generates approximately 170 litres of excess water daily, which goes towards landscaping with an automated sprinkler system. Combined with a rainwater harvesting system which stores rainwater in two on-site tanks of 200 m³ each, this is used for outdoor cleaning and washdown and reduces consumption of, and reliance on, municipal water.

Intercontinental Maamunagau Resort, Maldives

Sewerage Treatment and Ultra Filtration plants are employed to treat wastewater, with a production capacity of 215,000 litres of water per day. The treated water is reused in various ways such as in irrigation lines, toilet flushing, and for the cooling tower.





GHG Emissions

Our renewable energy investments continue to grow, and we continue to explore large-scale floating solar farms across our Maldivian portfolio, an ambitious expansion that could significantly increase our renewable energy generation while addressing land constraints inherent to island operations.

Meaningful decarbonisation action has been enabled through accurate and timely data. The Greenview Reporting Platform, has strengthened our ability to track emissions consistently across properties and time periods. This visibility allows us to identify reduction opportunities, measure progress, and refine our decarbonisation strategies with precision.

Working with world-class hotel operators, they provide access to proven low-carbon solutions and operational best practices, accelerating our transition while maintaining service excellence.



Carbon Emissions and Intensity

In 2025, total Scope 1 and 2 GHG emissions amounted to 109 ktCO₂e. The GHG intensity of our hotels is 118.5 kgCO₂e per occupied room. Our Scope 1 emissions primarily resulted from diesel usage, while Scope 2 emissions were driven by electricity consumption.

Emission Intensity Reduction on Hotel operations

2025 Progress	Long-Term Target
1.3% reduction in emissions intensity	15% reduction in emissions intensity

Consistent with energy consumption trends, total Scope 1 and 2 GHG emissions increased due to a decline in renewable energy usage following the discontinuation of a power purchase agreement at one of our hotels in Singapore. However, carbon emissions intensity per occupied room night decreased by 1.3% in 2025 compared to 2022. For a detailed breakdown of emissions figures, please refer to the Sustainability Data Summary Table on page 60.

Carbon Reduction Initiatives

Lowering carbon footprint by sourcing ingredients locally

Where possible, ingredients are sourced locally to reduce transportation emissions while supporting Singapore's food ecosystem. Four Seasons Singapore partners with local suppliers for fresh microgreen and herbs, as well as locally produced eggs. This approach shortens supply chains, reduces our carbon footprint, and strengthens relationships with local food producers.



Hard Rock Hotel, Penang

In 2025, we purchased an electric luxury vehicle for guest transportation in order to enhance energy efficient guest experience and reduce GHG emissions.

voco Orchard, Singapore

Why take a taxi when you can ride a bike? Cycling is one of the most sustainable modes of transportation. voco bicycles were introduced to encourage guests to rent for free during their stay with the hotel. Increased ridership reduces fossil fuel consumption and pollution, saves space, and improves public health and safety. Plus it's fun!





Waste Management

Managing waste reduction across different waste streams requires us to track multiple dimensions: total waste volumes, food waste, single-use items, and disposal pathways. As waste management gains prominence in our sustainability strategy, we are strengthening our measurement and tracking capabilities.

Food waste represents a significant opportunity. We are deploying better measurement systems to pinpoint reduction opportunities across kitchens and food service operations. Beyond reduction, we are exploring composting programmes and partnerships with local organisations to redistribute surplus food. These initiatives reflect our commitment to circular economy principles, where we keep resources in use rather than send them to landfill.

We identified waste as a material sustainability topic and continue to work towards building stronger measurement and reporting frameworks. We expect these to be gradually implemented over the coming years.

Waste Generation and Intensity

In 2025, the total waste generated by our hotels and commercial malls is 7,180 tonnes. This largely driven by our hotel properties, which account for 6,103 tonnes (85%) of the total waste generated. The waste generation intensity for hotel properties is 6.9 kg per occupied room, while that for commercial properties is 42.0 kg per square metre.

Total food waste generated by hotel properties for 2025 amounted to 1,328 tonnes, of which 1,008 tonnes (76%) were diverted from disposal. Initiatives such as food composting helped reduce the food waste that is incinerated or sent to the landfill. The food waste generation intensity for hotel properties is 1.5 kg per occupied room. For a detailed breakdown of waste generation figures, please refer to the Sustainability Data Summary Table on page 61.

With the increasing first full set of data collected across our portfolio, we will evaluate waste generation trends prior to establishing formal targets in the near future.



Waste Reduction Initiatives



Recycling of cling film

COMO Metropolitan Bangkok partnered with a leading stretch film manufacturer to recycle used cling film. On a weekly basis, the manufacturer collects the used cling film, processes it for recycling, and repurposes the recycled plastic to create boots, tables and chairs. These are then donated to underprivileged children in rural areas.

Reducing food waste

Hard Rock Hotel Bali's "Zero Food Waste Day" demonstrates the impact of targeted awareness campaigns. Through staff training and guest engagement, the initiative achieved a significant reduction in daily food waste, from 95kg to just 2kg. This decrease reduces food waste sent to local landfills and demonstrates a replicable model for other properties.



Intercontinental Maamunagau Resort, Maldives

An onsite composting machine that converts food waste into nutrient-rich compost for landscaping. This closed-loop system diverts organic waste from disposal while reducing the need for commercial fertilisers, creating a self-sustaining approach to grounds maintenance in a remote island environment.

Concorde Hotel, Singapore

Treasure is an initiative that aims to tackle food waste with the power of technology and new solutions. The app connects hotels and grocers with surplus food to everyday consumers, saving up to 1.2kg of food waste for each box sold.





Moving away from single-use plastics

Concorde Hotel Singapore is eliminating single-use plastics across guest touchpoints. Plastic keycards have been replaced with durable wooden alternatives that reduce single-use plastic waste. In partnership with Guava, they provide sustainable room amenities including eco-friendly toiletries and writing materials, replacing conventional plastic-packaged products with responsibly sourced alternatives.



The Boathouse, Pulau Tioman

The Boathouse on Pulau Tioman has implemented its Kitchen Organic Waste Composting initiative to reduce food waste and turn kitchen scraps into a valuable resource for the resort. Leftover food, vegetable trimmings, and organic kitchen debris are collected daily and processed through an in-house composting system. Through this ongoing initiative, the resort produces an estimated 90 kg of organic fertiliser each month which is used to enrich the soil in the resort's landscaping areas and herb garden, and excluding artificial fertilisers.



Single Use Items & Plastic Reduction



Six Senses Kanuhuraa, Maldives

In 2025 we completed ten lagoon clean-ups, removing over 2,050kg of plastic tarpaulin from our lagoon. Much of this debris was buried under sand and seagrass, where it chokes marine life and blocks natural recovery.

These efforts go beyond clearing waste; they restore ecosystems. By removing heavy plastic, we give seagrass room to grow and create space for fish and rays to return. Each clean-up also builds community, bringing guests, hosts, and local partners together to protect the future of our island.

We have also removed 4,000kg of ghost nets from the ocean.

Six Senses Laamu, Maldives




We continue to engage our suppliers in reducing plastic packaging as part of the Plastic Free by 2022 Six Senses campaign. This resulted in a replacement of all nuts, dried herbs and spices from plastic bags to foil/paper ones, and the elimination of styrofoam/polystyrene boxes from 3 of our largest suppliers, replacing them with cardboard boxes and biodegradable coconut fiber insulation.

The coconut insulation is then re-used in a variety of ways at Six Senses Laamu, including as bedding for our chickens and liners of garden beds and pot plants to assist with nutrient release and moisture retention. This initiative has led to the annual elimination of more than 13,500 polystyrene boxes from our supply chain.







Employee Targets	 Attraction & Retention	 Health & Safety	 Training & Development
Short-Term Targets (<5 years)	No violation of labour laws		35 hours per employee per year
Mid-Term Targets (5-10 years)	Conduct staff engagement survey at least once a year	Every staff to attend at least 1 safety training per year	40 hours per employee per year
Long-Term Targets (>10 years)	Conduct staff performance appraisal at least once a year		Maintain at 40 hours per employee per year
2025 Progress	All targets met Employee performance appraisals are conducted for eligible employees, defined as those who are not in their probationary or notice periods, and excluding employees who have formally indicated their intention not to renew their employment in the following year.	All targets met	48.6 hours per employee



For Our Colleagues

Our success starts with our people. We build strong, diverse teams by bringing together local talent and global expertise across our properties. Our approach is simple: treat people fairly, listen to their needs, and create great places to work. We take pride in doing things right – from competitive pay to clear career pathways.

When our people have concerns, they know they will be heard, whether through surveys, town halls, or direct contact with leadership. Fair treatment isn't just good ethics, it's also good business. It helps us attract and keep great talent, avoid workplace issues, and ultimately deliver great guest experiences.

We regularly review our practices to be competitive and fair, considering both individual performance and results. By building inclusive teams and embracing diverse perspectives, we create an environment where everyone can thrive. After all, happy employees mean happy guests!



Collective Bargaining Rights

As of 2025, 28.3%⁴ of our workforce across Our Properties are covered under collective agreements.



Human Rights Due Diligence

We are pleased to report that in 2025, no human rights grievances were raised through our whistleblowing channels.



→ ⁴ This represents 91.6% of our bargainable workforce (staff who are entitled to join unions) in Indonesia, Japan, Malaysia, Maldives, Singapore, Sri Lanka, USA and Vanuatu.

Talent Attraction and Retention

Our people are at the heart of our operations. We adopt inclusive recruitment practices and actively seek employee feedback to foster positive and supportive working environments. In complying with local labour laws, we also cultivate a diverse global workforce that enhances guest experiences across our properties.

Clear and transparent policies on compensation, benefits, professional development and diversity are implemented at the property level, with engagement supported through surveys, town halls and established feedback channels. Our approach to diversity is embedded across hiring, progression and remuneration practices. Together, these fair employment practices help position the Group as an employer of choice, while reducing the risk of workplace disputes and supporting a stable and harmonious workforce.

Employee Statistics

As of 31 December 2025, the Group employed 5,898 full-time permanent employees, an increase from 5,530 in 2024. The workforce comprised 4,157 males and 1,741 females. During the reporting period, the Group also engaged 1,745 non-employee workers, an increase from 1,360 in 2024. Workforce movement in 2025 included 1,155 new hires (19.6%) and 1,105 employee departures (18.7%). For a detailed breakdown of employment figures, please refer to the Sustainability Data Summary Table on pages 61 to 63.

5,898

Full-time permanent employees



VOCO[®]

AN IHG HOTEL



Employee Initiatives

COMO Metropolitan, Bangkok:



Supporting Young Talent through Job Fairs

The hotel attended job fairs in March to attract talent and strengthen its employer brand, giving students and job seekers direct access to HR representatives to learn about career opportunities, company culture, and values. This reinforces our reputation in the market and builds relationships with academic institutions and the wider professional community.

Celebrating Pride Month

To celebrate Pride Month, staff participated in an interactive online quiz, with a reward presented to the highest scorer. The initiative helped promote awareness and understanding of LGBTQ+ topics in an engaging and accessible way. In addition, weekly music performances at Met Point showcased staff talent and fostered an inclusive, celebratory atmosphere.



Empowering Staff Voices with COMO Voice

COMO Voice, the organisation's staff engagement survey, was conducted to gather honest feedback and insights from employees across all departments. The survey promoted open communication and encouraged active participation, helping to identify operational strengths as well as areas for improvement. Findings from the survey will guide management in developing targeted initiatives to enhance staff satisfaction, workplace culture, and long term engagement.



International Women's Day

In celebration of International Women's Day, the team took the opportunity to recognise and appreciate the incredible women on our team with some sweet treats and heartfelt messages of gratitude.





Celebrating International Day of Sign Languages

To commemorate the International Day of Sign Languages, the Front Office team created and shared a video featuring staff from various departments using sign language to express appreciation and encouragement. This gesture was especially meaningful as it acknowledged two colleagues from the uniform room who communicate exclusively through sign language. In a touching response, the two colleagues created a thank-you video, which was warmly received by the entire team and strengthened the sense of connection and mutual respect across the workplace.

Concorde Hotel, Singapore:

Heritage Peranakan Theme Walk For Hosts

Concorde Hotel Singapore hosted 'A Peranakan Story Stroll', an educational heritage walk designed to foster team engagement through cultural discovery. Participants explored the hidden history of Orchard Road, including site visits to the nutmeg sculpture and Emerald Hill's historic school, deepening their connection to the hotel's vibrant local neighborhood.



The Boathouse, Pulau Tioman:



Hosts Engagement & Appreciation Programmes

In 2025, The Boathouse Pulau Tioman organised Hosts Engagement & Appreciation Programmes to foster a motivated, cohesive, and valued workforce. The initiative includes staff recognition activities such as Spin & Win, the annual Thank You Dinner, birthday celebrations, team-building exercises, and other host engagement activities designed to promote well-being, collaboration, and a positive workplace culture.

Hard Rock Hotel, Penang:



Motown Day – Celebrations for all Band Members

We take pride in honouring the rich tapestry of cultures and traditions that make up our team. Throughout the year, we celebrate each festivity with the care and authenticity it deserves — bringing all Band Members together in the true spirit of each occasion.

For Chinese New Year, we gathered for a joyful Lo Hei tossing session, with everyone raising chopsticks together to usher in prosperity and good luck.

Hari Raya Aidilfitri was marked with a heartwarming spread of traditional Malay favourites — rendang, leman, and kuih muih — lovingly prepared by team members or sourced from local favourites.

Deepavali was celebrated with an aromatic feast of Briyani rice, Chicken 65, and Mutton Dalcha, with Heads of Departments personally serving the staff in a gesture of unity and appreciation — a tradition carried forward into our Christmas celebration too, where a festive spread of Roasted Turkey, Christmas Pudding, and seasonal treats brought the year to a warm and grateful close. These celebrations are more than just meals — they reflect our commitment to fostering an inclusive workplace where every heritage is seen, valued, and joyfully shared.

voco Orchard, Singapore:

Employee Well-being Initiatives 2025

The hotel conducted its Annual Colleague Heartbeat Engagement Survey as well as a Great Place to Work Accreditation Survey. The hotel held its annual Celebrate Service Week in June to appreciate employees across all departments. Dress Down Friday was introduced in 2025 to enhance workplace flexibility and comfort. During the year, the hotel also increased paternity leave from two weeks to four weeks ahead of upcoming legislation. In addition, the team carried out the Collective Bargaining Agreement negotiation as part of its ongoing commitment to fair and transparent workplace practices.





→ ⁵ A high-consequence injury is a work-related injury that results in a fatality or an injury from which the worker or employee cannot, does not, or is not expected to recover fully to preinjury health status within six months. In calculating high-consequence work-related injury, fatalities are excluded as this number has been separately reported.

Occupational Health and Safety

Employee health and safety remains our key priority. We maintain comprehensive Occupational Health and Safety (“OHS”) policies to identify workplace hazards and reduce associated risks. Employees receive targeted training on hazard identification, risk assessment and safe work procedures, complemented by wellness initiatives that support mental well-being. Our OHS framework complies with relevant regional regulations, encourages the reporting of safety concerns, and enables employees to remove themselves from situations that pose an immediate risk. Workplace safety performance is monitored through monthly injury reviews and post-incident safety reassessments.

Employee Health and Safety Statistics

In 2025, the Group recorded 0 work-related fatality, 6 high-consequence ⁵ work-related incidents and 243 recordable work-related injuries, with slips, trips, falls, broken glass and knife cuts being the most common causes. Among non-employee workers, 1 high-consequence work-related injury and 85 recordable injuries were reported, primarily involving slips, trips, falls and cut injuries. For detailed information on health and safety data related to employees and workers, please refer to the Sustainability Data Summary Table on page 62.

0

**Work-related fatalities
recorded**

Employee Health and Safety Initiatives

Concorde Hotel, Singapore:



Health Wellness Screening for Hosts

Concorde Hotel Singapore remains committed to employee well-being as a core priority. Given that 1 in 4 individuals in Singapore are affected by cancer, the hotel emphasises the critical role of early detection in improving medical outcomes. In partnership with the ESG Virtual Wellness Series, we have launched an initiative providing complimentary Basic Health Screenings. Furthermore, all employees are eligible for pro bono spine assessments, accessible regardless of their participation in the general health screening.

Some Examples on the type of safety training that our staff undergoes:

1. Social Media Awareness
2. Information Security Awareness
3. Harassment, Discrimination & Workplace Violence
4. Ethical Business Behaviour
5. Suspicious Behaviour & Armed Assailant Awareness
6. Human Trafficking Awareness
7. Payment Card Standards (Only for several departments which handle Credit Cards)
8. Anti-Money Laundering Awareness (For Managers)
9. Ladder safety, Fire safety, and hazardous chemical handling training (For all new hires and related staff)



Training and Development

We recognise our employees as our most valuable asset and continue to invest in training and development to support their growth and effectiveness. Through regular performance reviews and goal-setting discussions, employees are equipped with the skills and capabilities required for their roles. Training programmes are tailored to individual and role-based needs, including initiatives such as the Effective Orientation and Induction Programme, Guest Experience Workshop and Safety at Work Workshop. Learning is delivered through a mix of online e-learning platforms and in-person sessions, with participant feedback used to inform ongoing improvements.

Employee Training Statistics

In 2025, employees across the Group completed a total of 286,780 training hours. On average, female employees completed 44.9 training hours, while male employees completed 50.2 hours. Management staff received an average of 49.2 training hours, compared to 48.5 hours for non-management staff. Overall, average training hours per employee increased by 104.1% to 48.6 hours in 2025, as compared to 2022. In addition, 99.6% of our employees participated in performance and career development reviews during the year. We remain committed to consistent employee engagement and timely appraisals across the Group.

286,780

Total training hours

Employee Training Initiatives

The Boathouse, Pulau Tioman:



Work-Based Learning Trainee Programme

The Boathouse partnered with hospitality schools and TVET institutions to host a Work-Based Learning (WBL) Trainee Programme, providing students with hands-on industry experience in a real resort environment. Trainees gain practical skills across various departments, from food and beverage to operations and guest services, while learning about sustainable hospitality practices. The programme not only supports the professional development of young talent but also strengthens the resort's connection with the local community.

Four Seasons Landaa Giraavaru, Maldives

In 2025, we celebrated 70 graduates of the Four Seasons Resorts Hospitality Apprenticeship programme, with 93 new apprentices joining for its 2026 intake.





For Our Guests

Guest safety and well-being remain central to our hospitality promise. From the moment guests arrive at our properties, they are supported by a comprehensive suite of safety measures that operate seamlessly alongside our service standards.

Our approach combines rigorous systems with personal attention. Each property upholds strict cleanliness and hygiene protocols, and our food service teams undergo specialised training in food safety, allergen management and handling best-practice. Experience gained from past global health events has strengthened these measures, enabling us to maintain protocols that are both robust and adaptable.

To ensure readiness in any situation, our properties are equipped with essential safety features, including AED devices, clear evacuation guidance in guest rooms and well-established emergency procedures. Our island resorts extend this further by maintaining on-site medical support and satellite communication capabilities to safeguard guests in more remote locations. Regular fire drills, first-aid training and emergency response exercises reinforce preparedness across our teams.

Maintaining high standards also requires ongoing improvement. We conduct periodic food safety audits, monitor vendor compliance and collect feedback through guest surveys and mystery shopper reviews. These continuous assurance activities help us identify opportunities for enhancement while reinforcing consistent quality across our operations.

Beyond meeting regulatory and international requirements, we maintain wide-ranging contingency plans that address natural disasters, geopolitical disruptions and other emerging risks. This comprehensive readiness ensures we can protect our guests while continuing to deliver the exceptional experiences that define HPL.

Our target for Customer Health and Safety is, and always will be, zero incidents.

Customer Health and Safety

Guest health and safety underpin every aspect of our operations. From maintaining high standards of hygiene in guest rooms and shared spaces to implementing robust food safety controls, we take a proactive and preventative approach to safeguarding our guests. We adhere to both international and local health and safety requirements, with fire protection systems, emergency response procedures and comprehensive risk assessments in place across all properties. Compliance is monitored closely, with issues addressed in a timely manner and safety practices regularly reviewed and enhanced to provide guests with confidence and peace of mind.

Our Commitment to Safety Across Services

Our hotel accommodations are designed to provide safe and comfortable environments, with all rooms and public areas subject to comprehensive safety protocols and routine inspections. In our restaurant and dining operations, stringent hygiene and food safety standards are reinforced through regular audits and staff certification programmes. Event venues are equipped with essential safety features and undergo frequent reviews to ensure preparedness for both daily operations and emergency situations. Other services, including spa facilities and laundry operations, follow specialised safety procedures tailored to their specific risk profiles. Continuous assessments across all service areas reinforce our commitment to protecting guest wellbeing at every touchpoint.

Customer Health and Safety Initiatives

All incidents are carefully reviewed to ensure prompt follow-up, effective corrective actions and ongoing improvements to our health and safety processes. Through these measures, we aim to maintain a safe, comfortable environment that builds trust and long-term loyalty among our guests.

The Boathouse, Pulau Tioman:



BeSS (Best Safety and Sanitation) Award

In 2025, The Boathouse Pulau Tioman was awarded the BeSS (Best Safety and Sanitation) recognition by the Ministry of Health Malaysia. This accolade reflects the resort's commitment to strict hygiene protocols, staff training, safe food handling, and adherence to national health regulations, ensuring a safe and healthy environment for guests and team members.

COMO Metropolitan, Bangkok:

Health and Safety Assessments

We assess safety and environmental performance by gathering customer feedback and maintaining records of any incidents occurring within the hotel. Additionally, we engage third-party auditors to conduct safety and environmental reviews, ensuring that no aspect is overlooked.

For The Future

Climate Change Strategy

Alongside exceptional hospitality, HPL is committed to building climate resilience across our properties. We recognise that our business must adapt to environmental challenges while creating lasting positive impact across our global portfolio.



Strategy

Our 2023 climate risk assessment identified climate-related risks relevant to our operations. Physical risks, such as extreme weather and rising sea levels, can damage property and infrastructure, disrupt business operations, and increase costs through higher insurance premiums, flood protection measures, and damage recovery. Transition risks, such as policy, legal, market, and technological risks, may also present financial, operational and reputational risks.⁶

However, HPL is also focused on realising climate-related opportunities. These include the use of lower-emission energy sources, including increasing the proportion of renewable energy in our total energy mix. We are also actively using new technologies to optimise functionality of our properties and are monitoring subsidies and incentives offered by governments.

While climate risks often develop gradually over decades, HPL has been implementing initiatives in the short-term to proactively strengthen HPL's resilience and manage climate-related risks in our properties. Climate-related risks and opportunities are monitored across all countries where our hotel subsidiaries operate, evaluating impacts over short-, medium-, and long-term horizons. These timeframes reflect our hotels' typical asset lifespans and our investment planning cycles.

Risk Management

This year, we refreshed our strategies to managing climate-related risks. Led by HPL's ESG Committee with support from external consultants, we assessed risk management strategies across our portfolio. This resulted in updated risk management strategies tailored to specific climate-related risks and opportunities at different time horizons, ensuring our response remains proactive and effective.

➔ ⁶ For more information on the climate risk assessment, including the scope, time horizons, and climate scenarios used, please refer to our pages 20 to 22 of our 2023 Sustainability Report.

Physical Risks

Change in Precipitation

HPL recognises that changing precipitation patterns pose flood risks to our hospitality assets, particularly in vulnerable coastal and low-lying locations.

To build resilience, we conduct **comprehensive flood risk assessments** across our properties exposed to flood risk, utilising a third-party climate modelling tool to identify asset-specific vulnerabilities across multiple climate scenarios.

This assessment enables us to **estimate the financial impact of climate-related risks, generating a climate value at risk (CVaR)** metric that directly informs our strategic planning. By quantifying climate-related financial exposure, we ensure our resilience-building efforts are prioritised and resourced accordingly, strengthening HPL's long-term resilience to climate change.

Near-term actions include **implementing flood emergency response plans across affected properties**, and we work closely with property managers to ensure operational preparedness.

To mitigate disruptions caused by periods of water stress, rainwater harvesting and greywater reuse are done at selected properties. In the event of water shortages, which have historically affected our properties in Bali, water trucks are deployed to ensure minimal disruption to hotel operations and guest experience.

For new developments and redevelopments, we will conduct site assessments during planning and design phases to account for extreme weather risks.

Long-term strategies include integrating climate-related risk factors into investment evaluation processes, ensuring future capital allocation reflects evolving precipitation risks and building long-term operational resilience.

Rising Sea Level

Rising sea levels and coastal erosion over time pose risks to our resort assets, particularly properties located in low-lying coastal and island environments.

We are actively implementing **physical adaptation measures** at selected properties to enhance resilience against rising sea levels and coastal erosion. Infrastructure upgrades include the construction of beach walls.

We have also engaged an external consultant to aid in our coastline monitoring efforts. Bathymetric data is collected, enabling us to understand sand erosion trends and informs future adaptation efforts.

We are beginning to integrate climate-related risk factors into our **investment evaluation processes** for future developments and acquisitions.

This includes monitoring **sea level rise projections** informed by the latest climate science. By doing so, we account for long-term risks stemming from rising sea levels, **reducing exposure to stranded assets.**

Transition Risks

Policy and Legal	<p>As climate policies tighten globally, the hospitality sector faces increasing regulatory pressure to improve building energy efficiency and reduce operational carbon emissions.</p> <p>We actively monitor evolving regulatory requirements for environmental sustainability across our portfolio, including the standards set by regulatory authorities in the areas in which we operate. We are committed to implementing proactive measures that enhance energy performance, reduce our carbon footprint, and future-proof our operations against emerging regulations.</p>	<p>We are systematically certifying our properties to green building standards.</p>
Market	<p>As awareness of climate change grows and sustainability becomes an increasingly important factor in consumer decision-making, the hospitality sector faces shifting demand toward greener travel and accommodation options.</p> <p>Guests, corporate clients, and event planners are placing greater emphasis on the environmental credentials of the properties they choose, and there is a risk that hotels which fail to meet evolving sustainability expectations may experience declining bookings, loss of corporate accounts, and reduced competitiveness in the market.</p> <p>We recognise this shift and are committed to enhancing the sustainability profile of our properties — from green certifications and energy-efficient facilities to transparent environmental reporting — ensuring we remain a compelling choice for the increasingly eco-conscious traveller and business partner.</p>	<p>To address shifting market demand toward sustainable hospitality, our medium to long-term strategy focuses on repositioning our properties as destinations of choice for eco-conscious travellers and sustainability-driven corporate clients.</p> <p>We will pursue recognised green certifications such as Green Mark, LEED, and EarthCheck and GSTC, while developing sustainability-focused guest experiences including low-carbon dining and locally sourced menus.</p> <p>Our sustainability credentials will be prominently communicated across all booking channels, complemented by guest engagement programmes that reward environmentally responsible behaviours.</p>

Transition Opportunities

<p>Policy and Legal</p> <p>Technology</p>	<p>We are well-positioned to capitalise on the transition to a low-carbon economy, through proactive adoption of sustainable practices and green technologies.</p> <p>Near-term opportunities include increasing the proportion of renewable energy in our total energy mix by installing more solar panels in some of our properties to reduce operational carbon emission; providing EV charging points for our customers in response to their preference for a more sustainable lifestyle; and using new technologies to optimise the functionality of our properties.</p> <p>We are also actively monitoring and exploring sustainability-related subsidies and incentives offered by various governments. Additionally, we are trialling the adoption of technology-powered solutions to optimise property operations.</p>	<p>As green taxonomies develop, we will leverage our green credentials to access favourable financing and attract investment capital from an increasingly sustainability-focused financial sector.</p> <p>This access to capital enables us to deploy technology-driven sustainability innovations at scale, accelerating our decarbonisation efforts.</p> <p>By being a sustainability-minded hospitality and property development leader, we strengthen stakeholder relationships and competitive positioning in a climate-conscious market.</p>
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<p>Market</p>	<p>The same shift in consumer and corporate behaviour that presents a market risk also creates a significant opportunity. As demand for sustainable hospitality grows, hotels that credibly demonstrate strong environmental performance stand to capture a larger share of an increasingly values-driven market.</p> <p>We actively monitor evolving consumer preferences and corporate procurement trends across our portfolio, recognising that sustainability is becoming a key purchasing criterion for travellers, travel managers, and event organisers alike. We are committed to build long-term loyalty among guests who prioritise environmental responsibility.</p>	<p>Our strategy to capitalise on this opportunity mirrors and reinforces our risk mitigation approach — turning defensive measures into proactive growth drivers.</p> <p>We will pursue green certifications across our portfolio to meet the benchmarks used by corporate travel platforms and procurement teams, while developing differentiated sustainability-led guest experiences that command premium appeal.</p> <p>We will invest in communicating our sustainability story authentically across all channels, ensuring our environmental credentials are visible, credible, and compelling at every customer touchpoint.</p> <p>Ultimately, we see the transition to a low-carbon economy not as a threat to our business model, but as a catalyst for innovation, differentiation, and long-term growth.</p>
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Initiatives to Safeguard Nature for the Future

Six Senses Kanuhura, Maldives



Coral Census

Using advanced photogrammetry and AI-powered analysis, we have now created detailed 3D maps of four reef sites surrounding the resort. These models allow us to measure coral cover, diversity, and health with unprecedented accuracy, turning what was once complex scientific research into a visually engaging and accessible tool for everyone. Beyond science, the project invites guests to experience our reefs like never before, bridging conservation and curiosity.

(Special thanks to researcher John Stratford from Newcastle University and University College London for his ongoing collaboration and technical expertise).

Seagrass Industry Leaders

This year, we proudly joined the Seagrass Industry Leaders Initiative, started by Maldives Resilient Reefs and the Blue Marine Foundation. This nationwide effort unites resorts that protect their seagrass rather than remove it, recognising its vital role in supporting marine life, storing carbon and keeping our oceans healthy.

We have also expanded our seagrass research through detailed drone mapping, in-water surveys, and AI-assisted image analysis. Using aerial imagery, we create high-resolution maps of our lagoon's meadows, which we then analyse to assess changes in cover and density over time. In the water, we record species composition, canopy height, algal growth, and overall meadow health. These methods provide a comprehensive understanding of our seagrass ecosystems and their changing dynamics.



White Tailed Tropicbirds

Our White Tailed Tropicbird Monitoring Project continues to provide valuable insights into one of the Maldives' most elusive seabirds. In collaboration with Professor James Russell and Dr. Sebastian Steibl from the University of Auckland, we are studying the nesting behaviour, breeding success, and movement patterns of these ground-nesting birds across Kanuhura, successfully monitoring 16 active nests on 2025. This pioneering research marks the first long-term seabird study of its kind in the Maldives.

Four Seasons, Maldives



Our two Four Seasons Resorts in the Maldives is making family bonding and marine conservation the centrepiece of its offering across its Kuda Huraa and Landaa Giraavaru properties, catering to the growing demand for multi-generational travel. Both resorts feature structured marine education programmes — the Junior Marine Savers programme at Kuda Huraa introduces children aged 8–12 to coral-frame building and turtle conservation, while Landaa Giraavaru's Trainee Marine Biologist programme engages teenagers in hands-on research including manta ray identification and biodiversity surveys. Families can also dive together through the resorts' PADI five-star dive centres, with age-appropriate entry points from lagoon Bubblemaker sessions to full open water certification.

Together, the two resorts reflect a broader industry shift toward travel experiences built around connection, learning, and environmental awareness rather than passive leisure.

Hard Rock Hotel, Pattaya

Black Bear Conservation

The Asian Black Bear is classed by the IUCN as a vulnerable species, mostly due to deforestation and active hunting for its body parts, and numbers are estimated at just 300 individuals. We have joined with local organisation Banglamung Wildlife Breeding Center for the protection of the Black Bear, arranging for donations of food, as well as tyres to make swings as stress-relief tools. This project is funded by Fundraising activities and donation boxes.



Concorde Hotel, Singapore



Adoption of A Rain Tree - Samanea Saman at the Giraffe Exhibit, Mandai Wildlife Reserve.

Four Seasons Kuda Huura, Maldives



In 2025, we launched Phase 1 of the Bodu Huraa 100 Trees Planting Project, a community-driven sustainability initiative designed to offset Scope 3 carbon emissions while deepening the Resort's long-standing partnership with its neighbouring island, Bodu Huraa.

The Boathouse, Pulau Tioman

The Boathouse Pulau Tioman, in collaboration with Dive Centre and Reef Check Malaysia, continued its Nipah Beach coral restoration programme, building on the substrate foundation established in 2024. The team actively replanted coral fragments and monitored marine life, resulting in a 700% increase in fish activity, demonstrating significant ecosystem recovery.

The initiative also includes regular beach clean-ups and removal of marine debris to protect the reef and surrounding shoreline. By combining scientific monitoring, hands-on restoration, and guest engagement opportunities, the programme fosters environmental stewardship, supports marine biodiversity, and reinforces the resort's commitment to sustainable tourism practices.





For Our Communities

People are central to our hospitality philosophy — encompassing our employees, partners, guests and the communities we serve. We believe that meaningful hospitality extends beyond exceptional service to making a positive contribution in the places where we operate. Our properties are closely connected to their local communities, which motivates us to look beyond business performance and actively support community wellbeing. In 2025, we deepened these connections through targeted initiatives focused on local development and environmental stewardship. By working closely with local organisations, we are translating our commitment to community engagement into practical action, helping us better understand local priorities and deliver initiatives that create lasting positive impact where it matters most.

Singapore



Concorde Hotel, Singapore

NGO Partnerships and Collaborations – Bukit Batok East (BBE) community

In support of the People's Association (PA), Bukit Batok East SG60 National Day Observance Ceremony & Carnival, a total of 84 cartons and 2016 water bottles were distributed to the BBE community. PA is a government agency whose mission is to serve as a bridge between the government and the people, promoting social cohesion, and implementing government-endorsed grassroots activities.

Our work in BBE also included the donation of 115 cartons of adult diapers to the BBE Community Club, aimed at providing essential care supplies to those in need within the district.

In December, we hosted our annual Christmas charity light-up in collaboration with the BBE Community Club and Youth Network. The event was graced by Mdm Rahayu Mahzam, Minister of State for Digital Development and Information and Health, serving as the Guest of Honour. Designed to bring festive cheer to the underprivileged, the evening featured an official tree-lighting ceremony in the hotel lobby followed by a buffet dinner and activities for over 300 beneficiaries and their families. This initiative continues our tradition of supporting the BBE community during the holiday season.



voco Orchard Singapore

Gift A Gift & Toy Run 2025

The initiative was led by the Harley-Davidson Owners Group (HOG) and supported by voco Orchard Singapore, with Children's Wishing Well as the beneficiary. During the campaign period, the hotel invited public participation in two ways: contributing to a cash donation box, with 100% of proceeds directed to Children's Wishing Well, and donating a gift of choice—such as toys or school supplies—which the hotel collected and delivered to the organisation.

Annual IHG Giving For Good Month 2025

As part of the Annual IHG Giving for Good Month 2025, we organised four activities throughout the month to support the community and the environment. These included the annual IHG Giving for Good Relay, covering more than 35 kilometres across 14 IHG locations in Singapore, including the IHG Singapore office. A month long food drive was also conducted in support of Food Bank Singapore, which redistributes surplus food to those in need and promotes food sustainability. In the second week of September, employees participated in two days of volunteering at Krsna's Free Meals, a soup kitchen in Little India serving migrant workers and individuals requiring assistance.



Hard Rock Hotel, Penang

Doa Selamat Event (Iftar breaking of fast)

Hard Rock Hotel Penang hosted an Iftar event on 11th March 2025 at the Hall of Fame which brought our Band Members, clients, and partners together in a spirit of inclusivity and community. The Hotel served a mix of traditional and diverse cuisines to cater to different tastes.

HOG Charity Lunch with PPKD Teluk Bahang

Hard Rock Cafe hosted a special charity lunch in collaboration with HOG, bringing special needs children from PPKD Teluk Bahang for a memorable dining experience. A total of 55 participants attended, including 30 HOG bikers who escorted the children to the cafe, making it an engaging and heartwarming event

Pinktober 2025

Pinktober is a Hard Rock International philanthropic initiative that reflects the brand's commitment to its mottoes, "Love All – Serve All" and "Take Time to Be Kind." Throughout Breast Cancer Awareness Month, Hard Rock extends its support to individuals and communities that need it most.

Jingle Beat Party (Christmas Celebration with The Salvation Army Penang Children's Home)

We had the distinct honour of hosting a heartwarming dinner with the remarkable children from The Salvation Army Penang Children's Home. The evening unfolded as a vibrant celebration, beginning with interactive station games alongside our band members, setting the stage for laughter and connection. This was followed by a delightful spread of Western delicacies that brought everyone together in a spirit of unity and joy. The children's joyful Christmas caroling and the lively dancing shared with our team filled Starz Diner with infectious energy, creating moments that will be cherished long after the night ended. The celebration concluded with the distribution of Christmas gifts from the children's wish lists—a heartfelt gesture symbolising blessings, gratitude, and shared prosperity for all.

International Children's Day

In conjunction with International Children's Day worldwide, we invited 22 students with 3 teachers to experience with our hotel facilities and enjoying fun exciting activities schedule for them together with our in-house guests & stage pass members.





The Boathouse, Pulau Tioman

Malaysian Cultural Promotion

The Boathouse Pulau Tioman celebrated and promoted Malaysian culture throughout the resort by offering guests hands-on, authentic kampung-inspired experiences in 2025. Activities included cooking demonstrations, teh tarik making, traditional games, and kite-making workshops, introducing guests to local customs, traditions and heritage. By engaging guests in these activities, the resort helps preserve cultural identity, supports community pride, and reinforces our commitment to sustainable and socially responsible tourism.

Thailand

COMO Metropolitan, Bangkok

Garage Sales and HDF Mercy Centre Donation

COMO Metropolitan Bangkok organised a garage sale and booth game four times in 2025 to raise funds for a selected foundation. Each year, COMO Hotels and Resorts matches the total amount raised, up to USD 2,000, to support the same foundation. Unsold items from the Garage Sale were donated to the Mercy Centre to support children in need. The activity promoted a spirit of sharing and extended the value of unused items. It encouraged employees to contribute to society through meaningful donations and reinforced the company's commitment to social responsibility. The initiative created a positive impact on the community while fostering employee engagement.

Blood Donation

Staff came together to donate blood at The Thai Red Cross Society. The activity supported life saving efforts and helped patients in need of blood. It promoted social responsibility and the spirit of giving among employees, while strengthening teamwork through participation in a meaningful cause.

Jit-Arsa Creative Workshops

The Jit Arsa programme included two creative initiatives designed to support children in remote and underserved communities. Through the Painted Sandals Workshop, volunteers created hand painted sandals to provide children with essential footwear while uplifting their spirits and building compassionate connections between communities. Similarly, the Tie Dye Shirt Workshop brought colour and joy to students at Ban Huai Na Primary School through handcrafted shirt donations, fostering empathy, creativity, and cross cultural understanding among participants.





The Boathouse, Phuket

Sponsorship of PIWC's 35th anniversary Fundraising Event

We are honoured to support PIWC's 35th Anniversary Fundraising Event, joining their efforts to expand their impact and uplift more children's lives. To date, PIWC has helped over 2,000 students through its scholarship programme.

Maldives

Four Seasons Kuda Huraa, Maldives

International Women's Day 2025 Fun Run

A Fun Run session was organised for the female employees of Kuda Huraa as well as the women of the local community in Bodu Huraa to celebrate to celebrate womanhood and raising awareness about gender equality. The Fun Run was followed by a delicious and engaging iftar.



Holiday Inn Resort Kandooma, Maldives

World Hunger Day

In honour of World Hunger Day 2025, the resort proudly did a heartfelt initiative to support our local community. Thanks to the generosity and dedication of our incredible team, we had the privilege of serving lunch to 220 residents at the Guraidhoo Home for People with Special Needs. This experience was a powerful reminder of the impact compassion and unity can have, proving that even a single meal can bring comfort, dignity, and hope. We are deeply grateful for the opportunity to give back and stand in solidarity against hunger.





Intercontinental Maamunagau Resort, Maldives

2025 Blood Donation Camp

In partnership with Indra Gandhi Memorial Hospital (IGMH), InterContinental Maldives hosted a blood donation camp at the resort. With 30 successful donors, the initiative underscored the gift of life and the collective strength of humanity.

Donation to Raa, Alifushi School

The Resort donated complete set of multi-purpose court mats to Raa, Alifushi school. This contribution creates a safe and vibrant space for sports and recreation, encouraging students to come together in play, teamwork and community spirit for the years to come.

Career Day with Baa, Dhonfanu School Students

Our hotel Management team organised a Career Day with students from Baa, Dhonfanu School. The students engaged in interactive departmental sessions – ranging from culinary arts to guest services – gaining hands-on exposure to the hospitality industry and encouragement for their future career paths.



Six Senses Kanuhura, Maldives

Atoll School Visits

Education has been at the heart of our conservation journey this year, with three school visits bringing young minds face to face with sustainability in action. In August & September, Grade 8 students from Lh. Atoll School, Kurendhoo, spent a day exploring Kanuhura's Earth Lab, hydroponic gardens, and marine biology projects. Just a week later, 15 Grade 9 students from the same school returned with fresh curiosity and enthusiasm. Earlier in the year, we also welcomed students from Naifaru Madharusa School, who toured our departments and engaged with our marine and sustainability teams. In total, 119 students have joined us this season, leaving inspired and eager to protect their island environments. These visits are not just tours, but seeds planted for the next generation of conservation leaders in the Maldives.



Our Sustainability Champions

Focus on Six Senses Kanuhura, Maldives



Jocelyn Panjikaran
Director of Sustainability

With over 10 years of experience in luxury hospitality, marine conservation, and ESG strategy, Jocelyn brings a thoughtful and grounded approach to sustainability. At Six Senses Kanuhura, she has played a key role in building sustainability and conservation initiatives from the ground up, embedding responsible practices into daily operations while enhancing the guest experience. She is known for her collaborative style, working closely with teams and communities to translate sustainability into practical, engaging actions that create meaningful environmental and social impact.



James Cordery
Lead Marine Biologist

James is pioneering the use of AI and 3D mapping to transform marine conservation within resorts. With a Masters degree from the University of Bristol, research experience at the University of Oxford, and field experience across the Caribbean and Australia, he now leads innovative monitoring of coral reefs and seagrass meadows at Six Senses Kanuhura. By combining cutting-edge technology with field science, his work delivers faster, more precise insights into ecosystem health, helping position the resort at the forefront of data-driven conservation in the Maldives.

Appendix

A1. List of Hotels Covered in SR2025

SR2025 communicates our sustainability progress in FY2025 and covers the sustainability performance on material Environmental, Social, Governance (“ESG”) aspects across the following hotels and commercial properties:

No.	Hotel Name
1	COMO Metropolitan Bangkok
2	Concorde Hotel New York
3	Concorde Hotel Singapore
4	Four Seasons Bali at Jimbaran Bay Private Retreats
5	Four Seasons Resort Bali at Jimbaran Bay
6	Four Seasons Resort Bali at Sayan
7	Four Seasons Hotel Singapore
8	Four Seasons Hotel Osaka*
9	Four Seasons Resort Maldives at Kuda Huraa
10	Four Seasons Resort Maldives at Landaa Giraavaru
11	Hard Rock Hotel Bali
12	Hard Rock Hotel Pattaya
13	Hard Rock Hotel Penang
14	Holiday Inn Resort Kandooma Maldives
15	Holiday Inn Resort Vanuatu
16	InterContinental Maldives Maamunagau Resort
17	Six Senses Kanuhura
18	Six Senses Laamu
19	The Boathouse Phuket
20	The Boathouse Tioman*
21	The Lakehouse, Cameron Highlands
22	voco Orchard Singapore
23	Weligama Bay Marriott Resort & Spa
No.	Commercial Properties Name
1	Concorde Shopping Mall, Singapore*
2	Forum Shopping Mall, Singapore*
3	HPL House, Singapore*

➔ *Newly added properties compared to FY2024 sustainability reporting scope.

A2. Governance

Sustainability Governance Framework

HPL's sustainability governance framework is structured across four tiers, providing clear oversight, accountability and execution across the Group.

The Board of Directors has overall responsibility for sustainability governance and ensures that sustainability considerations are embedded within HPL's business strategy. The Board oversees ESG-related risks and opportunities, integrates climate considerations into enterprise risk management, and ensures transparent and credible sustainability disclosures aligned with SGX requirements and the TCFD recommendations. Through ongoing engagement, training and monitoring, the Board supports a corporate culture where sustainability underpins long-term resilience and value creation.

The Board is supported by the ESG Committee, chaired by the Chief Sustainability Officer and comprising senior group-level operational leaders. The ESG Committee drives the Group's sustainability agenda by setting strategic direction, establishing policies, and identifying priority action areas for implementation across properties. Sustainability performance updates are provided regularly by the hotels to asset managers, who consolidate and review the information before escalating to the ESG Committee and, where relevant, to the Board. This structure ensures a consistent feedback loop and effective oversight across all levels of the organisation.

The Working Groups comprise colleagues from both group and property levels and are responsible for translating sustainability strategy into action. They focus on specific ESG themes, support policy implementation, and ensure timely and accurate reporting of sustainability metrics. The Working Groups also play a key role in fostering a culture of sustainability across the organisation and recognising contributions by individuals and teams who advance sustainability objectives.

Sustainability Champions are appointed at each property and serve as on-the-ground drivers of environmental and social initiatives. They lead local programmes, engage with surrounding communities, and pilot new sustainability initiatives tailored to site-specific needs, supporting innovation and continuous improvement.

Board Effectiveness

The Board recognises that effective governance depends on an environment where open and constructive dialogue is encouraged. Directors are empowered to raise concerns, challenge assumptions and critically evaluate management proposals to support robust decision-making and ethical business conduct.

The Nominating Committee conducts an annual review of the Board's composition, assessing directors' qualifications, expertise, experience and suitability. This review includes consideration of each director's ability to oversee the Group's economic, social and environmental impacts. To strengthen oversight of ESG matters, Directors also consider sustainability-related training where appropriate.

Grievance Mechanism

HPL maintains a Whistle-Blowing Policy that provides an independent and confidential channel for reporting concerns relating to misconduct, including fraud, corruption or unethical behaviour. All reports are submitted directly to the Chairman of the Audit Committee to ensure impartiality and protection against retaliation. Each case is reviewed and investigated thoroughly, with appropriate follow-up actions taken where necessary.

The whistle-blowing channel supports anonymous reporting via email, and all information received is treated with strict confidentiality. In FY2025, no whistle-blowing cases were reported to the HPL whistle-blowing channel.

A3. Stakeholder Engagement and Materiality

Stakeholder Engagement




Our success depends on understanding what matters to the people connected to HPL. Through active and regular dialogue with our key stakeholders, we gain valuable insights into their concerns, priorities, and expectations. This shapes our sustainability priorities and actions. We engage through various communication channels, as outlined in the Table of Stakeholder Engagement on Pages 54 to 55, gathering insights that direct our decisions and help us improve. This report reflects these conversations and shows how we are responding to what we have heard.




Here is how we connect with the people and partners who shape our business. These ongoing conversations help us build trust and deliver meaningful impact across the stakeholder spectrum. The findings from these engagements are presented in this report.

The Working Groups comprise colleagues from both group and property levels and are responsible for translating sustainability strategy into action. They focus on specific ESG themes, support policy implementation, and ensure timely and accurate reporting of sustainability metrics. The Working Groups also play a key role in fostering a culture of sustainability across the organisation and recognising contributions by individuals and teams who advance sustainability objectives.

Sustainability Champions are appointed at each property and serve as on-the-ground drivers of environmental and social initiatives. They lead local programmes, engage with surrounding communities, and pilot new sustainability initiatives tailored to site-specific needs, supporting innovation and continuous improvement.

Table of Stakeholder Engagement

Our Stakeholders	Engagement Method	Frequency of Engagement	Key Topics of Interest	HPL's Response
External Stakeholders				
 Investors, Analysts and Media	<ul style="list-style-type: none"> Annual reports, circulars, and press release Company website Announcements and Media Channels 	Annually or on a needs basis	<ul style="list-style-type: none"> Compliance to environmental and social laws and regulation Sustainable development strategy and progress Financial performance of the company Corporate governance practices Identification and management of ESG-related risks 	<ul style="list-style-type: none"> Timely updates on financial performance and sustainability initiatives via press release and SGX announcements Prudent capital management Strict compliance to regulations and ensuring strategic planning Regular review of ESG risks and enhanced assessment of climate-related risks
 Hotel Guests	<ul style="list-style-type: none"> Guest satisfaction and feedback forms Guest reviews Personal interactions Website and emails Materiality assessment survey 	Ongoing	<ul style="list-style-type: none"> Quality of hotel service and overall satisfaction of visit Services and products with minimal adverse impact on the environment and society Management of health and safety risks in hotels and resorts Protection of guest privacy and personal data 	<ul style="list-style-type: none"> Continuous upskilling and training of employees to provide best service Innovation and adoption of best practices for services and products provided Ensuring health and safety risks, and guest data are properly managed, and proper actions are taken when incidents happen Strict rules governing data privacy of hotel guests
 Local Community	<ul style="list-style-type: none"> Corporate Social Responsibility ("CSR") programmes Events and sponsorships Donations Media channels Materiality assessment survey 	Ongoing	<ul style="list-style-type: none"> Business impact on the environment, people and economy Contributions to the local communities where the business operates 	<ul style="list-style-type: none"> Encouraging staff volunteerism Engaging the community in charity events Risk assessments to identify, prioritise, and mitigate all risks of our operations Compliance with all local jurisdictional regulations

Our Stakeholders	Engagement Method	Frequency of Engagement	Key Topics of Interest	HPL's Response
External Stakeholders				
 Suppliers	<ul style="list-style-type: none"> Annual and Sustainability reports Timely media releases 	Ongoing	<ul style="list-style-type: none"> Sustainable procurement practices Ensuring compliance to environmental and social laws, and ethical practices in supply chain Human rights 	<ul style="list-style-type: none"> Ensuring proactive business updates Monitoring and ensuring compliance of suppliers to ESG requirements
Internal Stakeholders				
 Directors	<ul style="list-style-type: none"> Regular dialogues with senior management Periodic Board meetings Annual general meetings Materiality assessment survey 	Ongoing	<ul style="list-style-type: none"> Economic performance and sustainable development of HPL Business strategy and outlook Compliance to environmental and social laws and regulation Ethical business conduct and sound governance practices 	<ul style="list-style-type: none"> Ensuring proper communication and communication channels among all properties Regular reporting of sustainability performance and issues to the Board Share feedback from investment community
 Employees	<ul style="list-style-type: none"> Dialogue sessions Employee appreciation events and wellness activities Company cohesion activities Employee surveys Materiality assessment survey 	Ongoing	<ul style="list-style-type: none"> Fair and equal opportunities Workplace diversity, equity and inclusion practices Provision of wage and benefits Safe and healthy working environment Training and skills upgrading Regular engagement 	<ul style="list-style-type: none"> Stepping up of internal communications with staff (e.g., virtual staff communications sessions) to gather feedback and ideas to improve their working environment Wellness activities to create healthy working environment Cater more learning and development programmes for employees Keeping employees informed with latest updates and announcements on intranet and staff emails Regular monitoring and review of internal practices (e.g., hiring practices and wage structure)
	<ul style="list-style-type: none"> Orientation programmes Training and education Career development activities Employee intranet platforms Emails Performance reviews Materiality assessment survey 	Ongoing		

Key stakeholders are identified by weighing considerations such as their influence and interest in HPL's sustainability and financial performance.

How do we determine our Material Topics?

HPL's nine material topics were identified and assessed in FY2024 through a structured review that considered stakeholder input, industry trends and regulatory developments. In FY2025, we reviewed the continued relevance of these topics in the context of our business, operating environment and evolving sustainability expectations. This review confirmed that all identified material topics remain relevant, providing a consistent and robust foundation for our sustainability strategy and disclosures.

Our approach to identifying our material topics can be outlined as follows:

1. Identify: Conduct desk-based research on relevant regulatory standards, perform media scans, and carry out benchmarking analysis to identify an initial list of material ESG topics.
2. Rate and Prioritise: HPL's initial list of material ESG topics was assessed by the Management and prioritised from both the perspective of financial and impact materiality through extensive engagement with both internal and external stakeholders.
3. Validate and Endorse: The quantitative and qualitative results were consolidated and analysed, then further rationalised and validated by HPL's Management, and subsequently approved by the Board of Directors.

Material topics that are recommended for disclosures are submitted to the CSO for confirmation. The Board has approved this list of material topics for the Reporting Period.



A4. Statement of Methodology

Environmental Data Quantification Methodology

This section outlines the calculation boundaries, methodologies, and assumptions used in the computation of energy, GHG emissions, water and waste data for the 23 hotels and 3 commercial malls included in this report.

Energy Consumption within the Organisation

Energy consumption includes purchased electricity, renewable electricity (solar), diesel, petrol, bunker oil, kerosene, and Liquefied Petroleum Gas (LPG). The total energy consumption is expressed in gigajoules (GJ). HPL does not have any cooling or steam consumption, nor does it sell heating, cooling, or steam. Energy consumption is calculated for the 23 hotels and 3 commercial malls covered in this report.

Energy Intensity

The energy intensity ratios are calculated relative to the number of occupied rooms during the reporting period for hotel operations, expressed as GJ per occupied room, and the gross floor area of commercial malls, expressed as GJ per square metre (sqm).

GHG Emissions

Direct (Scope 1) emissions refer to emissions from HPL's activities, including the consumption of bunker oil, diesel, kerosene, LPG, natural gas, petrol, and newly purchased or refilled fire extinguishing agents and refrigerants. These emissions are expressed in kilo tonnes of CO₂e. Biogenic emissions are not measured and are excluded from Scope 1 emissions.

Indirect (Scope 2) emissions result from the generation of purchased electricity. HPL calculates its Scope 2 emissions using both location-based and market-based methods. Scope 2 location-based emissions are calculated from the consumption of grid electricity, expressed in kilo tonnes of CO₂e, using regional or sub-national emission factors. Scope 2 market-based emissions include the reduction in emissions from the generation of solar energy.

GHG Emissions Intensity

The intensity ratios for Scope 1 and 2 emissions are calculated relative to the number of occupied rooms during the reporting period for hotel operations, expressed as kg CO₂e per occupied room, and the gross floor area of commercial malls, expressed as kg CO₂e per square metre.

Emission & Conversion Factors

HPL utilises the Greenview portal, a well-established sustainability data platform for hotels, which adheres to rigorous third-party verification standards such as the GHG Protocol, ISO 14064, and the Science-Based Targets initiative (SBTi) for its emission and conversion factors. A complete list of sources can be found in Appendix A8 of this report.

Water Usage

The total water withdrawn is approximately equal to the amount discharged into third-party sewers, with minimal water consumption. Therefore, the total water usage reported is the same as the amount of water withdrawn. Water storage has a negligible impact on water usage and is not included in the report.

Water Intensity

The water intensity ratios are determined by dividing the volume of water consumed by the total number of occupied rooms during the Reporting Period for hotel operations, expressed as cubic metres per occupied room, and dividing the volume of water consumed by the gross floor area of commercial malls, expressed as cubic metres per square metre.

Waste Generated

The main types of waste generated across all properties are plastic, cardboard, mixed metals, and food waste. The total waste generated is expressed in tonnes (MT, or 1000 kg). Food waste generation is tracked across hotel properties, and is also expressed in tonnes.

Waste Generation Intensity

The waste generation intensity ratios are calculated relative to the number of occupied rooms during the reporting period for hotel operations, expressed as kg per occupied room, and the gross floor area of commercial malls, expressed as kg per square metre.

A5. Performance and Environmental Data

For Our Planet

Metrics	Unit of Measurement	2025	2024
Total occupied rooms	Number	880,707	888,719
Energy (GRI 302-1, 302-3)			
Total energy consumption	gigajoules	968,139	888,007
<i>Hotels</i>	gigajoules	927,652	888,007
<i>Commercial Properties</i>	gigajoules	40,487	Not reported
Total non-renewable fuel consumption	gigajoules	623,131	594,038
Total renewable energy consumption	gigajoules	11,633	11,352
Total renewable energy consumption as a percentage of total energy consumption	%	1.20	1.28
Total electricity consumption (purchased electricity)	gigajoules	333,375	282,617
Energy intensity ratio: GJ per occupied room	gigajoules/occupied room	1.05	1.00
Energy intensity ratio: GJ per square metre	gigajoules/sqm	1.58	Not reported
Water and Effluents (GRI 303-3, 305-5)			
Water usage from all areas	megaliters	3,031	2,994
<i>Hotels</i>	megaliters	2,982	2,994
<i>Commercial Properties</i>	megaliters	49	Not reported
Surface water	megaliters	3	0.0
Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	megaliters	3	0.0
Other water ($> 1,000$ mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Ground water	megaliters	290	337
Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	megaliters	290	337
Other water ($> 1,000$ mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Seawater	megaliters	1,707	1,662
Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Other water ($> 1,000$ mg/L Total Dissolved Solids)	megaliters	1,707	1,662
Third-party water	megaliters	1,031	995
Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	megaliters	1,031	995
Other water ($> 1,000$ mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Produced water	megaliters	0.0	0.0
Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Other water ($> 1,000$ mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Total water consumption from all areas with water stress	megaliters	2,483	2,502
Surface water	megaliters	2	0.0
Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	megaliters	2	0.0

Water and Effluents (GRI 303-3, 305-5)			
Other water (>1,000 mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Ground water	megaliters	290	337
Freshwater (≤1,000 mg/L Total Dissolved Solids)	megaliters	290	337
Other water (>1,000 mg/L Total Dissolved Solids)	megaliters	0	0.0
Seawater	megaliters	1,704	1,662
Freshwater (≤1,000 mg/L Total Dissolved Solids)	megaliters	0	0.0
Other water (>1,000 mg/L Total Dissolved Solids)	megaliters	1,704	1,662
Third-party water	megaliters	488	503
Freshwater (≤1,000 mg/L Total Dissolved Solids)	megaliters	488	503
Other water (>1,000 mg/L Total Dissolved Solids)	megaliters	0	0.0
Produced water	megaliters	0	0.0
Freshwater (≤1,000 mg/L Total Dissolved Solids)	megaliters	0	0.0
Other water (>1,000 mg/L Total Dissolved Solids)	megaliters	0	0.0
Water intensity ratio: cubic metre per occupied room	cubic metre/ occupied room	3.4	3.4
Water intensity ratio: cubic metre per square metre	cubic metre/sqm	1.9	Not reported
Emission ₂ s (GRI 305-1, 305-2, 305-4)			
Total Scope 1 and 2 emissions (Location-based)	kilotonnes CO ₂ e	109.0	103.8
Total Scope 1 and 2 emissions (Market-based)	kilotonnes CO ₂ e	109.0	103.8
<i>Hotels</i>	kilotonnes CO ₂ e	104.3	103.8
<i>Commercial Properties</i>	kilotonnes CO ₂ e	4.6	Not reported
Scope 1	kilotonnes CO ₂ e	60.2	60.3
Fuel combustion	kilotonnes CO ₂ e	44.8	43.1
Refrigerants Fugitive Emissions	kilotonnes CO ₂ e	15.2	17.2
Scope 2		49.0	43.5
Total location-based indirect (Scope 2) GHG emissions	kilotonnes CO ₂ e	49.0	43.5
Total market-based indirect (Scope 2) GHG emissions	kilotonnes CO ₂ e	49.0	43.5
Total Scope 1 and 2 GHG emissions intensity for hotel properties (Location-based)	kg CO ₂ e/occupied room	118.5	116.8
Total Scope 1 and 2 GHG emissions intensity for hotel properties (Market-based)	kg CO ₂ e/occupied room	118.5	116.8
Scope 1 and 2 GHG emissions intensity for commercial properties (Location-based)	kgCO ₂ e/sqm	181.4	Not reported
Scope 1 and 2 GHG emissions intensity for commercial properties (Market-based)	kgCO ₂ e/sqm	181.4	Not reported

Waste (GRI 306-3, 306-4, 306-5)				
Total waste generated		MT	7,180	Not reported
	<i>Hotels</i>	MT	6,103	Not reported
	<i>Commercial Properties</i>	MT	1,077	Not reported
Diverted waste		MT	2,346	Not reported
Non-diverted waste		MT	4,834	Not reported
Total food waste generated by hotels		MT	1,328	Not reported
Diverted food waste		MT	1,008	Not reported
Non-diverted food waste		MT	320	Not reported
Waste generation intensity (Hotels)		kg / occupied room	6.9	Not reported
Waste generation intensity (Commercial)		kg / sqm	42.0	Not reported
Food waste generation intensity (Hotels)		kg / occupied room	1.5	Not reported

For Our Colleagues

Metrics	Unit of Measurement	2025			2024		
		Male	Female	Total	Male	Female	Total
Workforce¹ (GRI 2-7, 2-8)							
Total employees	number	4,157	1,741	5,898	3,974	1,556	5,530
Total employees by age							
<i>Employees under 30 years old</i>	number	1,156	570	1,726	1,118	488	1,606
<i>Employees between 30 – 50 years old</i>	number	2,421	933	3,354	2,315	857	3,172
<i>Employees above 50 years old</i>	number	580	238	818	541	211	752
Total employees by position							
<i>Management</i>	number	841	439	1,280	760	359	1,119
<i>Non-management</i>	number	3,316	1,302	4,618	3,214	1,197	4,411
Total full-time employees by region							
<i>Singapore</i>	number	436	337	773	442	323	765
<i>Indonesia</i>	number	931	419	1,350	914	406	1,320
<i>Maldives</i>	number	1,764	302	2,066	1,749	291	2,040
<i>Thailand</i>	number	304	249	553	315	252	567
<i>Malaysia</i>	number	258	141	399	226	127	353
<i>Sri Lanka</i>	number	265	56	321	266	58	324
<i>United States</i>	number	20	23	43	17	26	43
<i>Vanuatu</i>	number	35	62	97	45	73	118
<i>Japan</i>	number	144	152	296	Not reported	Not reported	Not reported
Total non-employees							
<i>Workers</i>	number	1,404	341	1,745	1,152	208	1,360

New Employee Hire and Employee Turnover (GRI 401-1)	Unit of Measurement	2025			2024		
		Male	Female	Total	Male	Female	Total
Total new employees hire	number	779	376	1,155	762	355	1,117
New employee hire rate	%	13.2	6.4	19.6	13.8	6.4	20.2
Total new employee hires by age							
<i>Employees under 30 years old</i>	number	455	245	700	413	213	626
<i>Employees between 30 – 50 years old</i>	number	301	121	422	319	132	451
<i>Employees above 50 years old</i>	number	23	10	33	30	10	40
Total new employee hires by region							
<i>Singapore</i>	number	106	94	200	77	64	141
<i>Indonesia</i>	number	90	27	117	80	54	134
<i>Maldives</i>	number	393	104	497	448	125	573
<i>Thailand</i>	number	44	34	78	55	54	109
<i>Malaysia</i>	number	32	20	52	28	22	50
<i>Sri Lanka</i>	number	52	14	66	59	20	79
<i>United States</i>	number	3	1	4	2	3	5
<i>Vanuatu</i>	number	5	8	13	13	13	26
<i>Japan</i>	number	54	74	128	Not reported	Not reported	Not reported
Total employee turnover	number	756	349	1,105	667	294	961
Employee turnover rate	%	12.8	5.9	18.7	12.1	5.3	17.4
Employee turnover by age							
<i>Employees under 30 years old</i>	number	324	163	487	264	143	407
<i>Employees between 30 – 50 years old</i>	number	351	162	513	348	132	480
<i>Employees above 50 years old</i>	number	81	24	105	55	19	74
Total employee turnover rate by region							
<i>Singapore</i>	number	117	91	208	87	60	147
<i>Indonesia</i>	number	72	15	87	45	12	57
<i>Maldives</i>	number	362	103	465	356	115	471
<i>Thailand</i>	number	55	38	93	66	49	115
<i>Malaysia</i>	number	38	21	59	24	16	40
<i>Sri Lanka</i>	number	53	16	69	63	14	77
<i>United States</i>	number	0	4	4	3	1	4
<i>Vanuatu</i>	number	16	18	34	23	27	50
<i>Japan</i>	number	43	43	86	Not reported	Not reported	Not reported

Health and Safety ² (GRI 403-9)	Unit of Measurement	2025			2024		
		Male	Female	Total	Male	Female	Total
For ALL EMPLOYEES							
Number of fatalities as a result of work-related injuries	number	0	0	0	1	0	1
Rate per 200,000 hours	%			0			0
Rate per 1,000,000 hours	%			0			0.06
Number of high-consequence work-related injuries	number	6	0	6	1	0	1
Rate per 200,000 hours	%			0.10			0
Rate per 1,000,000 hours	%			0.52			0.06
Number of recordable work-related injuries	number	176	67	243	168	72	240
Rate per 200,000 hours	%			4.21			4.07
Rate per 1,000,000 hours	%			21.04			20.36
Total number of hours worked	hours	8,481,588	3,070,010	11,551,597	8,525,217	3,265,198	11,790,415
For NON-EMPLOYEES							
Number of fatalities as a result of work-related injury	number	0	0	0	0	0	0
Rate per 200,000 hours	%			0			0
Rate per 1,000,000 hours	%			0			0
Number of high-consequence work-related injuries	number	1	0	1	1	1	2
Rate per 200,000 hours	%			0.05			0.02
Rate per 1,000,000 hours	%			0.27			0.39
Number of recordable work-related injuries	number	77	8	85	44	4	48
Rate per 200,000 hours	%			4.54			3.24
Rate per 1,000,000 hours	%			22.72			16.19
Total number of hours worked	hours	2,993,873	747,996	3,741,869	2,526,515	437,904	2,964,419
Training and Education (GRI404-1)	Unit of Measurement	2025			2024		
		Male	Female	Total	Male	Female	Total
Average training hours	hours	50.2	44.9	48.6	34.1	44.1	36.9
Average hours of training per management	hours	52.2	43.6	49.2	33.3	35.6	34.0
Average hours of training per non-management	hours	49.7	45.3	48.5	34.3	46.6	37.6
Total training hours	hours	208,691	78,088	286,780	135,451	68,594	204,045
Total hours of training per management	hours	43,862	19,149	63,012	25,278	12,796	38,074
Total hours of training per non-management	hours	164,829	58,939	223,768	110,174	55,797	165,971

Training and Education (GRI404-1)	Unit of Measurement	2025			2024		
		Male	Female	Total	Male	Female	Total
Total employees who received performance review and career development	number	4,146	1,731	5,877	3,974	1,556	5,530
<i>Management</i>	number	838	437	1,275	760	359	1,119
<i>Non-management</i>	number	3,308	1,294	4,602	3,214	1,197	4,411
Management	%	99.6%	99.5%	99.6%	100%	100%	100%
<i>Non-management</i>	%	99.8%	99.4%	99.7%	100%	100%	100%
<i>Total</i>	%	99.7%	99.4%	99.6%	100%	100%	100%

Collective Bargaining Agreement (GRI 2-30)	Unit of Measurement	2025	2024
		Total employees who have the rights to join a trade union as at 31 December	Number
Percentage of employees who have the rights to join a trade union as at 31 December	%	91.6	87.1
Total employees who have the rights to join a trade union and are members of the union as at 31 December	Number	1,672	1,615
Percentage of employees who have the rights to join a trade union and are members of the union as at 31 December	%	28.3	29.2

A6. List of Corporate Policies

Our corporate policies set forth the principles of business conduct and ethics that all employees and stakeholders are expected to adhere to. These policies are accessible via our staff intranet. Our Whistle-Blowing and Board Diversity policy commitments are publicly outlined in our Corporate Governance Report, which can be found in our Annual Report on our website at <https://www.hotelprop.com.sg>.

All corporate policies undergo review and approval by our Board.

Corporate Policies	Objectives
Enterprise Risk Management Policy	Provides a structured approach to identify, evaluate and manage significant business risks
Code of Conduct Policy	Sets out the general principles of business conduct, including ethics, anti-fraud, discrimination, insider trading, and health and safety policies that all employees must adhere to
Investor Relations Policy	Sets out the approach and practices to ensure proper communication of information to stakeholders
Whistle-Blowing Policy	Outlines reporting channel and procedures to encourage stakeholders to raise matters of concerns about possible improprieties in confidence
Board Diversity Policy	Sets out the approach and framework to achieve diversity on the Board
Climate Change Policy	Outlines an enterprise-wide approach to environmental risk management
Privacy Statement and Data Protection Policy	Lays out how HPL collects, uses, discloses and shares personal data obtained in the course of all our daily operations

A7. GRI Content Index

Statement of use	Hotel Properties Ltd has reported in accordance with the GRI Standards for the period of 1 January 2025 to 31 December 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N.A.

GRI Standard	Disclosure		Section in the Report	Page Number	Omission		
					Requirements(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-1	Organisational details	Introduction, Corporate Profile	4-6			
	2-2	Entities included in the organisation's sustainability reporting	Appendix A1	52			
	2-3	Reporting period, frequency and contact point	Introduction	4-5			
	2-4	Restatements of information	Introduction	4-5			
	2-5	External assurance	Introduction	5			
	2-6	Activities, value chain and other business relationships	Corporate Profile	6			
	2-7	Employees	For Our Colleagues, Appendix A5	26, 61-63			
	2-8	Workers who are not employees	For Our Colleagues, Appendix A5	26, 61-63			
	2-9	Governance structure and composition	Appendix A2, Annual Report 2025; Corporate Governance Report	53 AR 2025			
	2-10	Nomination and selection of the highest governance body	Annual Report 2025: Corporate Governance Report (Principle 4)	AR 2025			
	2-11	Chair of the highest governance body	Chairman of the Board of Directors	AR 2025			

**GRI 2:
General
Disclosures
2021**

2-12	Role of the highest governance body in overseeing the management of impacts	Appendix A2, A3	52-56			
2-13	Delegation of responsibility for managing impacts	Appendix A2	53			
2-14	Role of the highest governance body in sustainability reporting	Appendix A2, A3	52-56			
2-15	Conflicts of interest	Annual Report 2025: Corporate Governance Report (Principle 1 and 2)	AR 2025			
2-16	Communication of critical concerns	Grievance Mechanism	53			
2-17	Collective knowledge of the highest governance body	Board Effectiveness	53			
2-18	Evaluation of the performance of the highest governance body	Board Effectiveness Annual Report 2025: Corporate Governance Report (Principle 4)	53 AR 2025			
2-19	Remuneration policies	Annual Report 2025: Corporate Governance Report (Principle 7 and 8)	AR 2025			
2-20	Process to determine remuneration	Employment	AR 2025			
2-21	Annual total compensation ratio	N.A	N.A		Confidential constraints	HPL is unable to disclose this information due to confidentiality constraints which the group is bounded by.
2-22	Statement on sustainable development strategy	Statement from the Board	7			
2-23	Policy commitments	Appendix A6 Annual report 2025: corporate governance report	65 AR 2025			
2-24	Embedding policy commitments	Appendix A6	65			
2-25	Processes to remediate negative impacts	Grievance Mechanism	53			

	2-26	Mechanisms for seeking advice and raising concerns	Grievance Mechanism, Stakeholder Engagement	53-55			
	2-27	Compliance with laws and regulations	In FY2025, there were no instances of non-compliance with laws and regulations. Consequently, there were no fines paid in relation to non-compliance	N.A			
	2-28	Membership associations	N.A	N.A		Not applicable	HPL is not a member of any associations in which it holds a significant role.
	2-29	Approach to stakeholder engagement	Stakeholder Engagement	54-56			
	2-30	Collective bargaining agreements	Collective Bargaining Rights	25, 64			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Materiality Assessment	55-56			
	3-2	List of material topics	Materiality Assessment	56			
GRI 302: Energy 2016	3-3	Management of material topics	Energy Consumption and Renewable Energy Usage	13-14			
	302-1	Energy consumption within the organisation	Energy Consumption and Renewable Energy Usage, Appendix A5	12-13, 59-61			
	302-3	Energy intensity	Energy Consumption and Renewable Energy Usage, Appendix A5	12-13, 59-60			
GRI 303: Water and Effluents 2018	3-3	Management of material topics	Water Consumption	15			
	303-3	Water withdrawal	Water Consumption, Appendix A5	15-16, 59-60			
	303-5	Water consumption	Water Consumption, Appendix A5	15-16, 59-60			
GRI 306: Waste 2020	3-3	Management of material topics	Waste Management	19-22			
	306-3	Waste generated	Waste Management, Appendix A5	19-22, 61			
	306-4	Waste diverted from disposal	Waste Management, Appendix A5	19-22, 61			
	306-5	Waste directed to disposal	Waste Management, Appendix A5	19-22, 61			

GRI 305: Emissions 2016	3-3	Management of material topics	GHG Emissions	17-18			
	305-1	Direct (Scope 1) GHG emissions	GHG Emissions, Appendix A5	17-18, 60			
	305-2	Energy indirect (Scope 2) GHG emissions	GHG Emissions, Appendix A5	17-18, 60			
	305-4	GHG emissions intensity	GHG Emissions, Appendix A5	17-18, 60			
GRI 401: Employment 2016	3-3	Management of material topics	For Our Colleagues	25-34			
	401-1	New employee hires and employee turnover	For Our Colleagues, Appendix A5	25-34, 62			
GRI 403: Occupational Health and Safety 2018	3-3	Management of material topics	For Our Colleagues	31-32			
	403-9	Work-related injuries	For Our Colleagues, Appendix A5	31, 63			
GRI 404: Training and Education 2016	3-3	Management of material topics	For Our Colleagues	33-34			
	404-1	Average hours of training per year per employee	For Our Colleagues, Appendix A5	33, 63			
	404-3	Percentage of employees receiving regular performance and career development reviews	For Our Colleagues, Appendix A5	33, 64			
GRI 416: Customer Health & Safety 2016	3-3	Management of material topics	For Our Guests	35-36			
	416-1	Assessment of the health and safety impacts of product and service categories	For Our Guests	N.A	Across all our service areas, we conduct continuous safety assessments		The product and service categories is not directly applicable to the operations of hotel.

GRI Compliance Statements

GRI 2-6(b)	Principal business activities of the Group include hotel ownership, management and operation, property development and investments.
GRI 2-6(d)	There have not been any significant changes in our portfolio and business activities compared to the previous year.
GRI 2-24(b)(c)	We embed our sustainability commitments into our strategies, policies, and daily operations to guide decision-making across the organisation, and trainings are provided.
GRI 3-3(a)(b)	Emissions: We have not identified any significant negative impacts on the environment, the community and business relationships arising from the energy consumption of our operations.
	Water: While our activities and business relationships have not been identified to have negative impacts on water resources, we acknowledge that certain regions where we operate may face water stress or scarcity.
	Waste: We recognise the adverse impact of improper waste and plastic disposal within the broader waste ecosystem, leading to subsequent land and sea pollution that adversely impacts biodiversity.
GRI 3-3(b)	We are vigilant about identifying any negative impacts of our employment practices at our properties and take prompt actions to address them as soon as possible.
GRI 3-3(e)	As most emissions come from energy use, we track the impact of our efficiency measures, do regular maintenance to minimise refrigerant leaks, and look for renewable energy partnerships to drive continuous improvement.
GRI 3-3(f)	<p>Regular engagement with our guests and employees on energy reduction and water-savings initiatives serve as a platform to collate feedback for continuous improvement of our energy consumption strategy, and our water-saving practices.</p> <p>Feedback collected from stakeholders and other data collected helps to guide future improvements in our initiatives and processes relating to GHG Emissions and waste reduction.</p>
GRI 403-9 (c)(d)	The Group is informed of hazards leading to high consequence workplace injuries across our properties such as injuries from falling, using machines or tools. We will continue to maintain workplace health and safety through monthly injury reviews and post-incident safety assessments. Through these assessments, our team will strive to eliminate these identified workplace hazards, if possible. Otherwise, a mitigation approach will be taken to substitute and control the hazard. Where risks cannot be controlled, we will ensure safeguards are in place to ensure a safe working environment.

A8. References for Emission Factors, Conversion Factors, and Refrigerants

Emission Factor References

Country	Purchased Electricity	Natural Gas	Butane, Propane, and Liquefied Petroleum Gas (LPG)	Liquefied Natural Gas (LNG)	Compressed Natural Gas (CNG)	All fuels, unless specified in the "Other Fuels" column	Other Fuels, refer to specific types in brackets	Towngas / City Gas	Purchased Steam and Hot Water	Purchased Chilled Water	Biomass	Charcoal	Ethanol
Japan (*2021 onwards)	International Energy Agency	National Greenhouse Gas Inventory Report of JAPAN	National Greenhouse Gas Inventory Report of JAPAN	National Greenhouse Gas Inventory Report of JAPAN	UK Government GHG Conversion Factors for Company Reporting	WRI Stationary Combustion Tool	National Greenhouse Gas Inventory Report of JAPAN [Gasoline (Stationary), Diesel (Stationary), Biofuel Wood Waste, Kerosene]	National Greenhouse Gas Inventory Report of JAPAN	UK Government GHG Conversion Factors for Company Reporting	US EIA form 1605 (2010). Appendix N	WRI Stationary Combustion Tool (CH4 and N20 Only)	WRI Stationary Combustion Tool (CH4 and N20 Only)	EPA Emission Factors for GHG Inventories (CH4 and N20 only)
Malaysia (*2025 onwards)	Malaysia Energy Commission (Suruhanjaya Tenaga, ST): Grid Emission Factor	WRI Stationary Combustion Tool	WRI Stationary Combustion Tool	UK Government GHG Conversion Factors for Company Reporting	UK Government GHG Conversion Factors for Company Reporting	WRI Stationary Combustion Tool	WRI Stationary Combustion Tool	(Natural Gas as proxy) WRI Stationary Combustion Tool	UK Government GHG Conversion Factors for Company Reporting	US EIA form 1605 (2010). Appendix N	WRI Stationary Combustion Tool (CH4 and N20 Only)	WRI Stationary Combustion Tool (CH4 and N20 Only)	EPA Emission Factors for GHG Inventories (CH4 and N20 only)
Singapore (*2022 onwards)	Energy Market Authority - Singapore Energy Statistic	Singapore National Environment Agency (NEA) Reckonable Emissions Calculator	Singapore National Environment Agency (NEA) Reckonable Emissions Calculator	WRI Stationary Combustion Tool (*2025 onwards) UK Government GHG Conversion Factors for Company Reporting	UK Government GHG Conversion Factors for Company Reporting	WRI Stationary Combustion Tool	Singapore National Environment Agency (NEA) Reckonable Emissions Calculator [Gasoline (Stationary), Diesel (Stationary), Fuel Oil 1-6, Kerosene]	Singapore National Environment Agency (NEA) Reckonable Emissions Calculator	UK Government GHG Conversion Factors for Company Reporting	US EIA form 1605 (2010). Appendix N	Singapore National Environment Agency (NEA) Reckonable Emissions Calculator (CH4 and N20 Only)	Singapore National Environment Agency (NEA) Reckonable Emissions Calculator (CH4 and N20 Only)	EPA Emission Factors for GHG Inventories (CH4 and N20 only)
Sri Lanka (*2023 onwards)	Sri Lanka Energy Balance	WRI Stationary Combustion Tool	WRI Stationary Combustion Tool	WRI Stationary Combustion Tool (*2025 onwards) UK Government GHG Conversion Factors for Company Reporting	UK Government GHG Conversion Factors for Company Reporting	WRI Stationary Combustion Tool	WRI Stationary Combustion Tool	(Natural Gas as proxy) WRI Stationary Combustion Tool	UK Government GHG Conversion Factors for Company Reporting	US EIA form 1605 (2010). Appendix N	WRI Stationary Combustion Tool (CH4 and N20 Only)	WRI Stationary Combustion Tool (CH4 and N20 Only)	EPA Emission Factors for GHG Inventories (CH4 and N20 only)
Thailand (*2022 onwards)	Thailand Ministry of Energy - Energy Policy and Planning Office	Thailand Greenhouse Gas Management Organization (TGO) - Fuel Emission Factors	Thailand Greenhouse Gas Management Organization (TGO) - Fuel Emission Factors	WRI Stationary Combustion Tool (*2025 onwards) UK Government GHG Conversion Factors for Company Reporting	Thailand Greenhouse Gas Management Organization (TGO) - Fuel Emission Factors	WRI Stationary Combustion Tool	Thailand Greenhouse Gas Management Organization (TGO) - Fuel Emission Factors [Gasoline, Diesel, Biogas, Biofuel Wood Waste]	(Natural Gas as proxy) Thailand Greenhouse Gas Management Organization (TGO) - Fuel Emission Factors	UK Government GHG Conversion Factors for Company Reporting	US EIA form 1605 (2010). Appendix N	WRI Stationary Combustion Tool (CH4 and N20 Only)	WRI Stationary Combustion Tool (CH4 and N20 Only)	EPA Emission Factors for GHG Inventories (CH4 and N20 only)
United States, Puerto Rico, other US Territories (American Samoa, Guam, Northern Mariana Islands, and US Virgin Islands)	EPA eGRID	EPA Emission Factors for GHG Inventories	EPA Emission Factors for GHG Inventories	EPA Emission Factors for GHG Inventories	EPA Emission Factors for GHG Inventories	WRI Stationary Combustion Tool	EPA Emission Factors for GHG Inventories [Gasoline (Stationary), Diesel (Stationary) Kerosene, Fuel Oil 1-6]	EPA Emission Factors for GHG Inventories	EPA Emission Factors for GHG Inventories	US Energy Star Portfolio Manager Technical Reference: Greenhouse Gas Emissions	WRI Stationary Combustion Tool (CH4 and N20 Only)	WRI Stationary Combustion Tool (CH4 and N20 Only)	EPA Emission Factors for GHG Inventories (CH4 and N20 only)
Indonesia, Maldives, Vanuatu	International Energy Agency	WRI Stationary Combustion Tool	WRI Stationary Combustion Tool	WRI Stationary Combustion Tool (*2025 onwards) UK Government GHG Conversion Factors for Company Reporting	UK Government GHG Conversion Factors for Company Reporting	WRI Stationary Combustion Tool	WRI Stationary Combustion Tool	(Natural Gas as proxy) WRI Stationary Combustion Tool	UK Government GHG Conversion Factors for Company Reporting	US EIA form 1605 (2010). Appendix N	WRI Stationary Combustion Tool (CH4 and N20 Only)	WRI Stationary Combustion Tool (CH4 and N20 Only)	EPA Emission Factors for GHG Inventories (CH4 and N20 only)

Conversion factor references

Fuel Type	kWh/kg (from kg to kWh)	kWh/L (from L to kWh)
Liquefied Petroleum Gas (LPG) (Stationary and Mobile)	US EPA Direct Emissions from Stationary Combustion Sources (Dec 2020)	WRI Stationary Combustion Tool V4.1 - CO ₂ EFs tab
Gasoline (Stationary)	US EPA Direct Emissions from Stationary Combustion Sources (Dec 2020)	WRI Stationary Combustion Tool V4.1 - CO ₂ EFs tab
Gasoline (Mobile)	US EPA Direct Emissions from Stationary Combustion Sources (Dec 2020)	
Diesel (Stationary)	US Energy Star Portfolio Manager Technical Reference Thermal Energy Conversions (2015 Aug) - U.S. Property Assumptions (HHV)	WRI Stationary Combustion Tool V4.1 - CO ₂ EFs tab
Diesel (Mobile)	US EPA Direct Emissions from Mobile Combustion Source (Dec 2020)	
Fuel Oil #1	US EPA Direct Emissions from Stationary Combustion Sources (Dec 2020)	US Energy Star Portfolio Manager Technical Reference Thermal Energy Conversions (2015 Aug) - U.S. Property Assumptions (HHV)
Fuel Oil #2	US Energy Star Portfolio Manager Technical Reference Thermal Energy Conversions (2015 Aug) - U.S. Property Assumptions (HHV)	US Energy Star Portfolio Manager Technical Reference Thermal Energy Conversions (2015 Aug) - U.S. Property Assumptions (HHV)
Fuel Oil #5	US Energy Star Portfolio Manager Technical Reference Thermal Energy Conversions (2015 Aug) - U.S. Property Assumptions (HHV)	WRI Stationary Combustion Tool V4.1 - CO ₂ EFs tab
Kerosene	US Energy Star Portfolio Manager Technical Reference Thermal Energy Conversions (2015 Aug) - U.S. Property Assumptions (HHV)	WRI Stationary Combustion Tool V4.1 - CO ₂ EFs tab

Refrigerant References

Fuel Type	Reference
CFC-11 HCFC-22 R-134a HFC-32 HCFC-22	WMO Scientific Assessment of Ozone Depletion: 2018, Global Ozone Research and Monitoring Project—Report No. 58
R-401A R-404A R-407C R-410A R-417A	2018 UNEP Technical Options Committee Refrigeration, Air Conditioning and Heat Pumps Assessment Report

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We would like to extend our heartfelt gratitude to everyone who has supported and contributed to our sustainability journey. To our dedicated team members, industry partners, stakeholders, and valued guests—thank you for your collaboration, commitment, and belief in our vision for a more sustainable future. Your efforts and encouragement inspire us to continuously improve and create meaningful, positive impacts within the hospitality industry and beyond. Together, we can join the global drive towards a more environmentally, and socially conscious tomorrow.



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