

ANNUAL REPORT

2025



HOTEL PROPERTIES LIMITED



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CHAIRMAN'S STATEMENT

FINANCIAL REVIEW

For the year ended December 31, 2025, the Group recorded a revenue of \$742.7 million, which is 7.2% higher than the \$692.9 million recorded last year. Gross profit also increased from \$143.7 million for FY2024 to \$153.5 million for the year under review. The increase is mainly attributable to the opening of Four Seasons Hotel Osaka in August 2024.

The Group generated an operating profit before share of results of associates and jointly controlled entities, depreciation, amortisation, fair value changes and finance cost of \$164.6 million for the year under review compared to \$148.8 million for the previous year (excluding a non-recurring profit of \$38.7 million from completion of sold units in Brillia Tower Dojima in Osaka).

For the year ended December 31, 2025, the Group recorded a mark-to-market fair value loss of \$16.3 million on long-term investments compared to \$1.5 million last year. Finance cost increased from \$105.6 million last year to \$108.2 million for the year under review due to higher borrowings.

The Group's share of losses from associates and jointly controlled entities decreased from \$57.5 million for FY2024 to \$15.7 million for the year under review mainly due to lower fair value loss and a gain recorded by Paddington Square, London upon a favourable settlement of disputes with certain tenant.

After accounting for income tax and non-controlling interest, Group net loss attributable to shareholders for the year ended December 31, 2025 was \$46.2 million compared to a net profit of \$27.2 million last year.

RECENT DEVELOPMENTS

Hotels

In January 2026, the Group successfully completed the strategic acquisition of InterContinental Auckland, marking a significant milestone in our ongoing portfolio expansion. Located in the heart of Auckland's vibrant waterfront precinct, InterContinental Auckland enhances our presence in the key Australasian hospitality market and aligns with our long-term growth objectives. The addition of this iconic hotel strengthens our exposure to both international and domestic travel demand, supported by Auckland's status as a major business and leisure destination.

This acquisition also reflects our disciplined approach to capital deployment and our confidence in the resilience and longer term recovery of the global hospitality sector. We look forward to leveraging our operational strengths and strategic partnerships to maximise the performance of InterContinental Auckland and further support our expansion aspirations.

Four Seasons Hotel Osaka, which marks our inaugural hospitality presence in Japan, is located in the vibrant Dojima district, where the Group continues to deliver a refined blend of modern luxury accommodation and traditional Japanese elegance for discerning guests. Occupying floors 28 to 37 of One Dojima, the 175-room luxury hotel offers panoramic city and river views, creating a tranquil sanctuary above the bustling metropolis.

Designed in collaboration with Nikken Sekkei Ltd, Four Seasons Hotel Osaka showcases a thoughtful balance of contemporary design and traditional craftsmanship, incorporating natural materials and

serene open spaces. Its diverse culinary venues, comprehensive wellness facilities which includes a fitness centre, indoor pool, spa and versatile event spaces position the hotel to serve both leisure and business travellers, all underpinned by Four Seasons' hallmark personalised service and attention to detail.

Properties

In London, United Kingdom, Paddington Square offers 350,000 sq. ft. of light-filled, flexible workspace across 14 floors which has been fully leased. Paddington Square also delivers 80,000 sq. ft. of vibrant retail, dining and café space, seamlessly integrated alongside a new Bakerloo Line entrance and ticket hall, which are progressively being filled up. 2025 has seen final snagging and defect works undertaken with the new tube station entrance now seeing over 6 million passengers a year delivered directly into the lower-level retail mall. A generous 1.35-acre public piazza anchors the development, enhanced by a curated collection of specially commissioned public artworks. Crowning the building is West London's highest rooftop restaurant and terrace, commanding striking panoramic views across the capital. This is now fully open, with Ce La Vi, the global rooftop specialist, operating over 400 covers, a bar, private dining and external terrace dining facilities all overlooking London's iconic skyline in all directions.

At Bankside Yards, construction of the 50-storey, 249-apartment residential tower called Opus has remained on schedule. As of the year end, construction of the frame is complete, cladding installation has progressed with the main elements all finished and fit out of apartments well advanced with the first 7 levels fully completed. Sales and marketing of the building was formally launched in Spring 2025 with specific events in a number of global cities. Practical completion of the building is due in early 2027.

In Singapore, the Urban Redevelopment Authority has plans to create a destination park in the heart of Orchard Road with the merging of Dhoby Ghaut Green, Istana Park and a 500-metre stretch of Orchard Road. This will transform the precinct into a family-friendly lifestyle zone. There are also plans for Istana Heritage Gallery to be remodelled and a new temperature-controlled glass house which showcases Singapore's historic role as a global botanical hub. With the completion of the enbloc acquisition of the

Concorde Hotel & Shopping Mall in August 2025, the Group is well positioned to take advantage of this when it comes into fruition. Separately, the Group continues to actively engage the relevant government agencies with a view to advance the redevelopment of the Forum, voco Orchard Singapore and HPL House into a mixed redevelopment.

PROSPECTS

According to a report by UN Tourism in January 2026, international tourist arrivals increased by 4% in 2025. This positive trend is expected to continue into 2026, assuming Asia and the Pacific continue to recover, global economic conditions stay favorable, and geopolitical conflicts do not escalate. The report also highlighted that although headline inflation eased worldwide in 2025, inflation in tourism-related services remain elevated by historical standards.

However, at the time of writing of this Annual Report, the eruption of military conflict in the Middle East is further increasing global geopolitical risks and casting another layer of pall over world trade and the global economy. This could further undermine consumer confidence and the overall business environment.

The Board and Management will remain vigilant in the face of volatile operating environment and channel efforts to minimise any impact while taking advantage of any opportunities.

DIVIDEND

The Board of Directors has recommended a first and final one-tier tax-exempt cash dividend of 4 cents per ordinary share for the year ended December 31, 2025.

ACKNOWLEDGEMENTS

On behalf of the Board, I would like to extend our heartfelt gratitude to our customers, bankers, business associates, shareholders and staff for their valued contribution and we look forward to your continuing support.

Wong Liang Ying
Chairman

BUSINESS REVIEW HOTELS



Four Seasons Resort The Nam Hai, Hoi An, Vietnam

BUSINESS REVIEW

HOTELS

As of December 31, 2025, our Hotel Division has a portfolio of 41 properties spanning 17 countries, including Bhutan, Indonesia, Japan, Italy, Malaysia, the Maldives, Singapore, Sri Lanka, the United Kingdom, the United States of America and Vietnam.

These hotels operate under esteemed hospitality brands, including COMO Hotels & Resorts, HPL Hotels & Resorts, Four Seasons Hotels & Resorts, Hard Rock Hotels, IHG Hotels & Resorts, Six Senses Hotels & Resorts and Marriott International.

Together, they form a tapestry of experiences that offer travellers not just accommodation, but journeys of discovery, indulgence and lasting memories.

In Japan, Four Seasons Hotel Osaka offers a harmonious blend of modern luxury and traditional Japanese elegance in the lively Dojima district. Occupying the 28th to 37th floors of One Dojima, the hotel's 175 rooms and suites provide panoramic views of the city and the Dojima river, offering a serene retreat above the bustling metropolis.



Four Seasons Resort Bali at Jimbaran Bay



Four Seasons Hotel Osaka

Designed in collaboration with Nikken Sekkei Ltd, the property reflects a delicate balance of contemporary design and traditional craftsmanship, with natural materials, understated décor and open spaces that evoke calm.

Culinary experiences range from celebrity chef Alléno Yannick's Sushi L'Abyssé restaurant to a fine dining Cantonese restaurant Jiang Nan Chun together with a French inspired bistro complemented by lounges for quiet reflection or social gatherings. The wellness floor, featuring a state-of-the-art fitness centre, indoor pool and spa, ensures holistic rejuvenation. With versatile event spaces and its proximity to Osaka's commercial hubs and cultural landmarks, Four Seasons Hotel Osaka caters to both leisure travellers seeking cultural immersion and business guests requiring sophisticated facilities—all delivered with Four Seasons' signature attention to detail and personalised service.

In Vietnam, Four Seasons Resort The Nam Hai, Hoi An, is a sanctuary where timeless elegance meets the soul of the region. Nestled along Ha My Beach, the resort's all-villa accommodations are designed as a modern homage to traditional Vietnamese architecture, framed by tranquil lotus ponds, lush gardens and sweeping ocean vistas.

Interiors are inspired by feng shui principles, with spacious layouts and outdoor living areas that allow guests to relax in total privacy.

Central to the resort is the earth-havened spa, a sanctuary over a lotus lagoon offering holistic therapies, rejuvenating rituals and wellness journeys steeped in Eastern traditions. Beyond the resort, the UNESCO World Heritage town of Hoi An awaits, with its lantern-lit streets, artisan workshops, ancient temples and vibrant markets. Here, guests experience a seamless connection between luxury and culture, where every day is enriched by the traditions and stories of Vietnam.

In the Seychelles, Four Seasons Resort Seychelles at Desroches Island is a secluded paradise where pristine beaches, turquoise waters and barefoot luxury converge.

Surrounded by 14 kilometers of powder-soft sands and lush tropical forests, the resort's villas, suites and residences offer spacious indoor-outdoor living, private pools and direct access to the shoreline, creating an intimate connection with nature. Guests can snorkel or dive vibrant coral reefs, cycle along jungle paths, encounter giant Aldabra tortoises or discover hidden coves.



COMO Castello del Nero

In Italy, COMO Alpina Dolomites is an alpine sanctuary perched on the Alpe di Siusi, Europe's largest high-altitude plateau and a UNESCO World Heritage site.

Surrounded by dramatic peaks, rolling meadows and endless skies, the resort's rooms and suites feature floor-to-ceiling windows, warm wood finishes and minimalist decor, offering serene spaces that harmonise with nature. Winter guests enjoy world-class skiing and snowboarding, while summer brings hiking, mountain biking and high-altitude exploration.

Exceptional dining highlights seasonal ingredients and Italian culinary traditions, and holistic wellness offerings ensure guests can reset body and mind in a setting that inspires calm and reflection. COMO Alpina Dolomites exemplifies the seamless blend of luxury, adventure and wellness, creating a holistic escape in the heart of the mountains.

In Africa, Four Seasons Safari Lodge Serengeti invites guests to experience the awe of the African wilderness with elevated comfort.

Situated in Tanzania's legendary Serengeti National Park, the lodge offers 77 rooms, suites and villas

designed to reflect local materials and craftsmanship while providing expansive terraces with unobstructed views of wildlife roaming freely below.

The lodge's iconic watering hole allows for daily encounters with elephants, zebras and buffalo without leaving the property. Guests can embark on guided game drives, sunrise wildlife safaris or engage in conservation activities, and the open-air Serengeti Kani Spa provides a tranquil retreat where the sounds of nature accompany every treatment.

The lodge creates an immersive experience that blends adventure, relaxation and luxury, allowing guests to witness the Serengeti in all its grandeur.

Returning to Indonesia, our portfolio includes five remarkable resorts: Four Seasons Resort Bali at Jimbaran Bay, Four Seasons Resort Bali at Sayan, Four Seasons Resort Bali Jimbaran Estates, Hard Rock Hotel Bali and Sheraton Belitung Resort.

Four Seasons Resort Bali at Jimbaran Bay comprises of 147 thatched-roof villas and nine expansive Residence Villas, with private pavilions, plunge pools, lush gardens and sunlit terraces. The resort embodies the charm of a traditional Balinese

village, offering quiet paths, open courtyards and a sense of intimacy that encourages relaxation and connection with nature.

Sheraton Belitung Resort, on the island of Belitung, features rooms, suites and beachfront villas with private pools and terraces. Guests can enjoy peaceful mornings on white-sand beaches, rejuvenating spa treatments, or explore surrounding islands through eco-trekking, island-hopping and visits to granite rock beaches and historic lighthouses.

Our resorts demonstrate our dedication to blending luxury, cultural authenticity and natural beauty to create meaningful travel experiences.

Across all regions, our Hotel Division delivers more than accommodation, it provides journeys defined by culture, nature and exceptional service. From bustling urban centres to remote private islands, from alpine peaks to the vast African savannah, each property embodies a sense of place, offering discerning guests distinctive experiences that are as enriching as they are memorable. Our portfolio represents a global collection of destinations where luxury meets authenticity and where every moment is curated to inspire, delight and create lasting impressions.

For those seeking the ultimate in privacy, Four Seasons Private Island at Voavah in Baa Atoll offers a seven-bedroom retreat in the Maldives' unique UNESCO Biosphere Reserve, where the island is entirely yours. Overwater and beachfront villas, private pools, bespoke culinary experiences and a dedicated concierge team ensure that each moment is curated to perfection, from sunset beach banquets to private marine adventures aboard a luxury yacht. Both resorts exemplify an extraordinary level of exclusivity, personalised service and connection to nature, offering guests once-in-a-lifetime escapes in some of the world's most pristine island settings.

Our Maldives portfolio also includes Four Seasons Resort Maldives at Kuda Huraa, Four Seasons Resort Maldives at Landaa Giraavaru, Six Senses Kanuhura, Six Senses Laamu, InterContinental Maldives Maamunagau Resort, Holiday Inn Resort Kandooma and Gili Lankanfushi, reflecting our breadth across the archipelago and our commitment to delivering transformative experiences for every type of traveller.



COMO Alpina Dolomites

BUSINESS REVIEW PROPERTIES



Arbor, London

BUSINESS REVIEW

PROPERTIES



Bankside Yards, London (Artist's Impression)

Bankside Yards

Nestled along London's historic South Bank, between Tate Modern and Blackfriars Station, Bankside Yards is a visionary 5.5-acre mixed-use development that reimagines and redefines the city's industrial heritage as a modern, sustainable riverside quarter.

Designed as the United Kingdom's first major fossil-fuel-free mixed-use estate, Bankside Yards seeks to blend residential, commercial, cultural and public-realm spaces, breathing new life to the 14 railway arches that run through the site and creating a vibrant, future-facing urban community.

Central to the appeal of Bankside Yards is its commitment to sustainability. All eight buildings in

the masterplan will be fully electric and powered by renewable energy. The estate features a cutting-edge 5th-generation energy sharing network, supported by air-source heat pumps, optimised façades, efficient ventilation and heat-recovery systems; a configuration designed to deliver net-zero carbon emissions in operation. This positions Bankside Yards as a benchmark for future urban regeneration efforts in London and beyond.

Bankside Yards has progressed significantly since 2024. The first building to complete was Arbor, which offers 222,252 square feet of flexible, contemporary workspace over 19 storeys. Arbor has become a sought-after address for businesses, with over 75% of its space leased and to firms such as

Merlin Entertainments, which expanded its footprint in late 2024, a testament to confidence in the quality and appeal of this pioneering workspace.

Building on this momentum, in Spring 2025 the first residential tower, Opus, launched to market. Rising 50 storeys and 170 metres above the Thames, Opus features 249 premium apartments which range from studios to four-bedroom homes with design excellence and sweeping panoramic views over London.

Opus's rich suite of amenities includes recreational, wellness, and lifestyle facilities and underscores the prestigious development's ambition to deliver a new standard of urban living.

Construction reached a major milestone on 15 September 2025, when Opus officially "topped out," signalling the emergence of a new residential landmark in central London. The residential launch of Opus has drawn robust interest from both domestic and international buyers, demonstrating confidence in Bankside Yards' unique value proposition as a sustainable, design-forward riverside community. Opus was also named in The London Magazine's "Most Wanted

in 2025," reinforcing its appeal in the prime-residential market.

With Opus progressing well under development and Arbor being operational, Bankside Yards has successfully transitioned from blueprint to a living and vibrant neighbourhood, signalling the first tangible manifestation of a long-term vision.

Bankside Yards is more than just homes and offices as it is being shaped into a thriving, bustling and vibrant neighbourhood. The 14 historic railway arches will be reactivated to host curated retail, leisure, dining and cultural venues, creating an atmospheric and characterful public realm. Once completed, the development will open approximately 3.3 acres of landscaped public space along the South Bank, offering Londoners and visitors a seamlessly integrated environment of work, living, culture and leisure. Moreover, recognition from influential media underscores the standing of Bankside Yards: in 2025, the project was featured in Financial Times's "How to Spend It Property Hot List," drawing comparisons with flagship international mixed-use developments and highlighting Bankside Yards as London's answer to global urban benchmarks.



Arbor, London

Looking ahead, the full realisation of the masterplan includes additional residential buildings, a 5-star hotel and branded residences by Mandarin Oriental, further office blocks, and a thriving public-realm ecosystem spanning retail, leisure and culture; proposing to deliver not just real estate, but a lasting legacy; the reinvention of a once-underutilised industrial corridor into a vibrant, inclusive and sustainable urban neighbourhood. Bankside Yards is a defining chapter in London's urban evolution, a riverside community where architectural heritage, environmental stewardship, modern design and human-centric living converge.

Paddington Square

Meanwhile, in the heart of Paddington, our landmark development Paddington Square has progressed from ambition toward reality, establishing itself as a dynamic, modern urban quarter that redefines what it means to live, work and connect in central London.

Located adjacent to the iconic Paddington Station, Paddington Square delivers seamless transport connectivity and a thoughtfully designed environment that integrates office space, retail, dining, public realm and cultural-oriented spaces.

At the centre of the development stands the striking mixed-use building conceived by the world-renowned Renzo Piano Building Workshop. This architectural landmark with its crystalline facade and sculptural presence houses premium office space across 14 floors and approximately 350,000 square feet of Grade A workspace that forms the backbone of a wider mixed-use scheme of over 430,000 square feet of development space.

As of 2025, Paddington Square has reached practical completion. One of the defining features of Paddington Square is its new public piazza, a 1.35-acre landscaped square that reconnects the station with the surrounding urban fabric, featuring green and open space, while providing a public realm that invites people to linger, meet and enjoy.

Accompanying the piazza is a pioneering public art programme where internationally renowned artists such as Ugo Rondinone, Pae White and Catherine Yass have contributed permanent art installations, the first of their kind in Paddington, creating a rich cultural layer that elevates the space beyond retail and offices.



Meanwhile, the public-realm, retail and hospitality offerings have begun to take shape. Around the piazza and along prime pedestrian routes, a diverse mix of retail shops, cafés, restaurants and leisure venues have opened, providing both convenience and lifestyle choices for office workers, residents, commuters and visitors alike.

An iconic rooftop restaurant and bar operated by Cé La Vi is open across the 17th and 18th floors, offering panoramic views over London, including vistas toward Hyde Park and beyond. This crowns the building's skyline presence and adds a premium leisure amenity to the development.

In parallel, the office component rapidly attracted interest. As of late 2025, all of the space is fully leased, reflecting strong demand for high-quality, well-connected, centrally located offices. To complement workspaces and retail, Paddington Square also incorporates dedicated wellness and amenity facilities, for example, a high-spec fitness studio is on site, providing tenants and workers with flexible access to health, fitness and wellbeing services.



From a community and cultural standpoint, the combination of public art, open piazza, retail, dining and hospitality ensures that Paddington Square is more than a transit-oriented office complex, it is evolving into a lively, inclusive, mixed-use urban quarter that serves a broad community be it commuters heading through the station, or office workers, shoppers, residents, and visitors seeking leisure or social experiences.

Today, Paddington Square stands as a leading example of urban regeneration, blending architectural ambition, infrastructure, public realm, commercial viability and cultural activation while repositioning Paddington as a prime destination for work, transit, culture and leisure.

It has also been shortlisted for the 2026 London Awards by the Royal Institute of British Architects, reflecting its architectural clarity, high-quality public realm and integration with Paddington Station. The final results have yet to be announced at the time of this report.

As we look to the future, growth and stabilisation of the rooftop restaurant, further activation of retail and leisure units, 5 yearly rent reviews for the office space, and continued public-art programming will further anchor Paddington Square as a flagship district in West London. Paddington Square is not just a development. It is a statement of what 21st-century mixed-use, transit-integrated, culturally enriched urban living can and should be.

Singapore

With Provisional Permission secured in 2023, the redevelopment of the Forum, voco Orchard Singapore and HPL House has moved into further planning and coordination phases.

Envisioned as a mixed-use landmark combining hospitality, retail, office and residential elements, the project is set to transform this section of Orchard Road into a lively and iconic new precinct when fully developed.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Chairman

Wong Liang Ying

Members

Christopher Lim Tien Lock

Stephen Lau Buong Lik

David Fu Kuo Chen

Arthur Tan Keng Hock

Nicholas James Loup

Rahul Goswamy

NOMINATING COMMITTEE

Wong Liang Ying (Chairman)

David Fu Kuo Chen

Nicholas James Loup

REMUNERATION COMMITTEE

Nicholas James Loup (Chairman)

Arthur Tan Keng Hock

Rahul Goswamy

AUDIT COMMITTEE

Rahul Goswamy (Chairman)

Arthur Tan Keng Hock

Wong Liang Ying

COMPANY SECRETARY

Joanna Lim Lan Sim

PRINCIPAL BANKERS

OCBC Bank

DBS Bank

United Overseas Bank

AUDITORS

Deloitte & Touche LLP

Public Accountants and

Chartered Accountants

Singapore

Partner-in-charge

Hoe Chi-Hsien

(appointed on April 28, 2023)

REGISTRAR

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Four Seasons Resort Bali Jimbaran Estates



Arbor, London

FINANCIAL STATEMENTS 2025

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DIRECTORS' STATEMENT

The directors present their statement together with the audited consolidated financial statements of the Group and statement of financial position and statement of changes in equity of the Company for the financial year ended December 31, 2025.

In the opinion of the directors,

(a) the financial statements set out on pages 26 to 91 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at December 31, 2025, and the financial performance and cash flows of the Group and changes in equity of the Group and of the Company for the year ended on that date in accordance with the provisions of the Singapore Companies Act 1967 and Singapore Financial Reporting Standards (International); and

(b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

1. DIRECTORS

The directors of the Company in office at the date of this statement are:

Wong Liang Ying
Christopher Lim Tien Lock
Stephen Lau Buong Lik
David Fu Kuo Chen
Arthur Tan Keng Hock
Nicholas James Loup
Rahul Goswamy

2. ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE BENEFITS BY MEANS OF THE ACQUISITION OF SHARES AND DEBENTURES

Neither at the end of the financial year nor at any time during the financial year did there subsist any arrangement whose object is to enable the directors of the Company to acquire benefits by means of the acquisition of shares or debentures in the Company or any other body corporate except as disclosed in this statement.

3. DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

The directors of the Company holding office at the end of the financial year had no interests in the share capital of the Company and related corporations as recorded in the register of directors' shareholdings and debentures kept by the Company under Section 164 of the Singapore Companies Act 1967 except as follows:

Name of director and company in which interests are held	At beginning of year	At end of year
Shares in Hotel Properties Limited		
David Fu Kuo Chen	26,026,307	26,026,307
Christopher Lim Tien Lock	-	1,650,000
Stephen Lau Buong Lik	1,031,600	1,281,600

DIRECTORS' STATEMENT

3. DIRECTORS' INTERESTS IN SHARES AND DEBENTURES (CONT'D)

Name of director and company in which interests are held	At beginning of year	At end of year
Shares in HPL Ealing Pte Ltd		
David Fu Kuo Chen	3*	3*
Shares in Great Western Enterprises Limited		
David Fu Kuo Chen	39,825,006*	39,825,006*
Options to acquire ordinary shares under the Hotel Properties Limited Share Option Scheme		
Christopher Lim Tien Lock	4,400,000	2,050,000
Stephen Lau Buong Lik	3,750,000	1,750,000

* Held by other persons or bodies corporate in which the director has interest by virtue of Section 7 of the Singapore Companies Act 1967.

There have been no changes in the above directors' interests as at January 21, 2026.

4. SHARE OPTIONS AND PERFORMANCE SHARES

The Company has a share option scheme, known as Hotel Properties Employee Share Option Scheme 2010 ("Scheme 2010"), which was approved and adopted by the shareholders on April 29, 2010. The Company has a performance share plan, known as the Hotel Properties Limited Performance Share Plan 2017 ("HPL PSP 2017"), which was approved and adopted by the shareholders on April 27, 2017.

Scheme 2010 and HPL PSP 2017 are administered by the Remuneration Committee whose current members are:

Nicholas James Loup
Arthur Tan Keng Hock
Rahul Goswamy

a) Share Options Granted

No option to take up unissued shares of the Company or any corporation in the Group was granted during the financial year.

b) Share Options Exercised

During the financial year, the Company issued 6,475,000 new ordinary shares for cash following the exercise of options granted in conjunction with Scheme 2010 by executives of the Company.

Other than the above, there were no shares of the Company or any corporation in the Group issued by virtue of the exercise of an option to take up unissued shares.

DIRECTORS' STATEMENT

4. SHARE OPTIONS AND PERFORMANCE SHARES (CONT'D)

c) Unissued Shares Under Option

At the end of the financial year, there were no unissued shares of the Company or any corporation in the Group under option except as follows:

Date of grant	Number of Share Options			Exercise price	Exercise period
	Balance at 1/1/25	Exercised / Expired	Balance at 31/12/25		
06/01/2015	2,900,000	(2,900,000)	-	\$3.24	06/01/2017 – 05/01/2025
28/08/2015	2,400,000	(2,400,000)	-	\$2.90	28/08/2017 – 27/08/2025
11/03/2016	2,300,000	(1,650,000)	650,000	\$2.82	11/03/2018 – 10/03/2026
16/08/2017	2,350,000	(150,000)	2,200,000	\$3.10	16/08/2019 – 15/08/2027
02/04/2019	2,350,000	(175,000)	2,175,000	\$3.00	02/04/2021 – 01/04/2029
20/08/2019	2,325,000	(300,000)	2,025,000	\$2.82	20/08/2021 – 19/08/2029
Total	14,625,000	(7,575,000)	7,050,000		

d) The information on directors of the Company participating in Scheme 2010 is as follows:

Name of director	Options granted during the financial year	Aggregate options granted since commencement of the Scheme to the end of the financial year	Aggregate options exercised/lapsed since commencement of the Scheme to the end of the financial year	Aggregate options outstanding at the end of the financial year
Christopher Lim Tien Lock	-	6,650,000	(4,600,000)	2,050,000
Stephen Lau Buong Lik	-	5,550,000	(3,800,000)	1,750,000

Other than those disclosed above, no participant has received 5% or more of the total number of options available under Scheme 2010.

No options under Scheme 2010 were granted to controlling shareholders or their associates.

e) Awards under Performance Share Plan

At the end of the financial year, there was no award of performance shares under the Performance Share Plan.

DIRECTORS' STATEMENT

5. AUDIT COMMITTEE

The Audit Committee ("AC") currently comprises three non-executive directors namely, Mr Rahul Goswamy, Mr Arthur Tan Keng Hock and Mr Wong Liang Ying, two of whom are independent directors. The AC is chaired by Mr Rahul Goswamy. The AC has held two meetings since the last Annual General Meeting and has reviewed the following, where relevant, with the executive directors and external and internal auditors of the Company:

- the audit plans and results of the internal auditors' examination and evaluation of the Group's system of internal accounting controls;
- the audit plan of the external auditors;
- the half-yearly and full year announcements of the results and financial position of the Company and the Group and the financial statements of the Company and consolidated financial statements of the Group prior to their submission to the board of directors;
- interested person transactions;
- the co-operation given by the Company's officers to the internal and external auditors; and
- the re-appointment of the external auditors of the Group.

The AC received co-operation from the management and was not obstructed or impeded by the management in carrying out its functions during the year. The AC has full discretion to invite any director or executive officer of the Company to attend its meetings.

The AC has recommended to the directors the nomination of Deloitte & Touche LLP for re-appointment as external auditors of the Company at the forthcoming Annual General Meeting of the Company.

6. AUDITORS

The auditors, Deloitte & Touche LLP, have expressed their willingness to accept re-appointment.

ON BEHALF OF THE DIRECTORS

Wong Liang Ying

Christopher Lim Tien Lock

March 30, 2026

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF HOTEL PROPERTIES LIMITED

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Hotel Properties Limited (the "Company") and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at December 31, 2025, and the consolidated income statement, consolidated statement of other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group and the statement of changes in equity of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 26 to 91.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Singapore Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)s") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at December 31, 2025 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and of the changes in equity of the Company for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ("ACRA Code"), as applicable to audits of financial statements of public interest entities, together with the ethical requirements that are relevant to our audits of the financial statements of public interest entities in Singapore. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current year. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Valuation for investment properties

The Group's investment properties comprise commercial properties located in Singapore, with a carrying amount of \$1,526.8 million as at December 31, 2025. These investment properties are stated at fair values based on independent external valuations performed by independent valuers using the direct comparison method. The valuation of investment properties involves significant judgement and estimation, including the selection of an appropriate valuation methodology and the estimates used in the underlying key assumptions. These estimates include adjustments made for differences between the subject properties and comparable transacted property sales taking into consideration differences such as location, size and tenure.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF HOTEL PROPERTIES LIMITED

Our audit performed and responses thereon

We obtained an understanding of management's process for selecting external valuers with the appropriate knowledge and experience, and how the valuation reports are used in determining the fair values for accounting purpose. This included understanding management's assessment of the highest and best use of the investment properties. We also evaluated the qualifications and competence of the external valuer.

We discussed with the external valuers and involved our valuation specialists to understand and assess the appropriateness of the valuation methodology used and further evaluated the reasonableness of the underlying key assumptions and adjustments made.

We noted that the Group has a process to select valuers with the appropriate knowledge and experience, and to review and accept the valuations. We are satisfied with the competency and objectivity of the valuers selected. With the involvement of our valuation specialists, we noted that the valuation methodology used is in line with general market practices, and that the key assumptions, including adjustments made for differences between the subject properties and comparable transacted property sales, were within a reasonable range. We have also assessed the disclosures in the financial statements to be appropriate.

Information other than the Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I)s, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF HOTEL PROPERTIES LIMITED

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- (a) Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- (d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- (f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF HOTEL PROPERTIES LIMITED

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is Hoe Chi-Hsien.

Deloitte & Touche LLP
Public Accountants and
Chartered Accountants
Singapore

March 30, 2026

STATEMENTS OF FINANCIAL POSITION

DECEMBER 31, 2025

	Note	Group		Company	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
ASSETS					
Current assets:					
Cash and bank balances	6	96,753	131,308	6,777	48,621
Trade and other receivables	7	58,657	113,211	5,086	5,811
Amount due from associates and jointly controlled entities	10	56,881	57,620	-	-
Amount due from subsidiaries	13	-	-	102,901	150,024
Inventories	8	16,339	16,982	94	113
Completed properties held for sale	9	7,834	7,655	-	-
Total current assets		236,464	326,776	114,858	204,569
Non-current assets:					
Associates and jointly controlled entities	10	815,863	753,216	5,217	5,410
Subsidiaries	13	-	-	2,096,521	1,831,139
Investments	14	117,194	133,353	-	-
Property, plant and equipment	15	1,808,757	1,841,896	220,331	220,971
Investment properties	16	1,526,807	1,416,565	-	-
Long-term deposits	7	23,423	-	10,076	-
Deferred tax assets	20	4,784	3,296	-	-
Intangible assets	17	9,556	9,617	-	-
Total non-current assets		4,306,384	4,157,943	2,332,145	2,057,520
Total assets		4,542,848	4,484,719	2,447,003	2,262,089
LIABILITIES AND EQUITY					
Current liabilities:					
Short-term borrowings	18	42,832	236,326	-	219,880
Trade and other payables	19	183,631	175,150	16,843	17,509
Amount due to subsidiaries	13	-	-	-	7,191
Income tax payable		6,650	9,066	-	-
Total current liabilities		233,113	420,542	16,843	244,580
Non-current liabilities:					
Advances from subsidiaries	13	-	-	348,112	264,942
Long-term borrowings	18	1,854,144	1,539,236	1,021,750	698,777
Long-term lease liabilities	21	104,878	105,977	-	-
Deferred tax liabilities	20	17,122	18,982	313	547
Total non-current liabilities		1,976,144	1,664,195	1,370,175	964,266
Share capital and reserves:					
Share capital	22	757,854	735,265	757,854	735,265
Treasury shares	23	(1,746)	(1,746)	(1,746)	(1,746)
Reserves		1,350,980	1,431,142	145,077	160,924
Equity attributable to owners of the Company		2,107,088	2,164,661	901,185	894,443
Perpetual capital securities	25	158,800	158,800	158,800	158,800
		2,265,888	2,323,461	1,059,985	1,053,243
Non-controlling interests		67,703	76,521	-	-
Total equity		2,333,591	2,399,982	1,059,985	1,053,243
Total liabilities and equity		4,542,848	4,484,719	2,447,003	2,262,089

See accompanying notes to financial statements.

CONSOLIDATED INCOME STATEMENT

YEAR ENDED DECEMBER 31, 2025

	Note	Group	
		2025 \$'000	2024 \$'000
Revenue	26	742,687	692,928
Cost of sales		(589,187)	(549,192)
Gross profit		153,500	143,736
Other operating income		14,493	51,339
Administrative expenses		(90,668)	(78,821)
Other operating expenses		(23,708)	(17,102)
Finance costs		(108,217)	(105,634)
Share of results of associates and jointly controlled entities		(15,707)	(57,487)
Loss before income tax and fair value changes in investment properties	27	(70,307)	(63,969)
Net fair value gain in investment properties	16	31,376	96,632
(Loss) Profit before income tax	27	(38,931)	32,663
Income tax expense	28	(17,562)	(26,039)
(Loss) Profit for the year		(56,493)	6,624
Attributable to:			
Owners of the Company		(46,215)	27,218
Non-controlling interests		(10,278)	(20,594)
		(56,493)	6,624
(Loss) Earnings per share (Cents):	29		
- basic		(10.43)	3.86
- diluted		(10.43)	3.86

See accompanying notes to financial statements.

STATEMENTS OF CHANGES IN EQUITY

YEAR ENDED DECEMBER 31, 2025 (CONT'D)

Company	Share capital \$'000	Treasury shares \$'000	Reserves		Attributable to owners of the Company \$'000	Perpetual capital securities \$'000	Total equity \$'000
			Retained profits \$'000	Option reserve \$'000			
Balance as at January 1, 2024	726,780	(1,746)	150,386	10,688	886,108	159,214	1,045,322
Total comprehensive income for the year:							
Profit for the year	-	-	40,675	-	40,675	-	40,675
Total	-	-	40,675	-	40,675	-	40,675
Transactions with owners, recognised directly in equity:							
Dividends (Note 30)	-	-	(31,366)	-	(31,366)	-	(31,366)
Issue of shares	8,485	-	-	(1,614)	6,871	-	6,871
Total	8,485	-	(31,366)	(1,614)	(24,495)	-	(24,495)
Issue of perpetual capital securities	-	-	-	-	-	158,800	158,800
Redemption of perpetual capital securities	-	-	(786)	-	(786)	(159,214)	(160,000)
Distribution to perpetual capital securities holders (Note 25)	-	-	(7,059)	-	(7,059)	-	(7,059)
Balance as at December 31, 2024	735,265	(1,746)	151,850	9,074	894,443	158,800	1,053,243
Total comprehensive income for the year:							
Profit for the year	-	-	17,354	-	17,354	-	17,354
Total	-	-	17,354	-	17,354	-	17,354
Transactions with owners, recognised directly in equity:							
Dividends (Note 30)	-	-	(21,093)	-	(21,093)	-	(21,093)
Net movement during the year	-	-	2,012	(2,012)	-	-	-
Issue of shares	22,589	-	-	(3,308)	19,281	-	19,281
Total	22,589	-	(19,081)	(5,320)	(1,812)	-	(1,812)
Distribution to perpetual capital securities holders (Note 25)	-	-	(8,800)	-	(8,800)	-	(8,800)
Balance as at December 31, 2025	757,854	(1,746)	141,323	3,754	901,185	158,800	1,059,985

CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2025

	Group	
	2025 \$'000	2024 \$'000
Operating activities:		
(Loss) Profit before income tax and share of results of associates and jointly controlled entities	(23,224)	90,150
Adjustments for:		
Amortisation of intangible assets	53	53
Depreciation expense	94,655	86,745
Net fair value gain in investment properties	(31,376)	(96,632)
Net fair value loss in investments	16,313	1,525
Net loss on disposal of property, plant and equipment	1,253	550
Finance costs	108,217	105,634
Interest income	(916)	(3,041)
Dividend income	(1,440)	(4,567)
Profit before working capital changes	163,535	180,417
Trade and other payables	14,892	11,957
Trade and other receivables	3,285	(23,530)
Inventories	(120)	(1,019)
Cash generated from operations	181,592	167,825
Dividend received	1,440	4,567
Income tax paid	(20,549)	(24,928)
Net cash from operating activities	162,483	147,464
Investing activities:		
Additional property, plant and equipment	(105,682)	(213,351)
Additional investment properties	(37,816)	-
Additional long-term deposits	(13,734)	-
Net (additional) repayment from investments	(390)	569
Net investment in associates and jointly controlled entities*	(62,837)	(117,010)
Proceeds from disposal of investments	-	86,678
Proceeds from disposal of property, plant and equipment	778	534
Net cash used in investing activities	(219,681)	(242,580)

* Includes interest income of \$72,000 (2024: \$112,000) and dividend income of \$2,250,000 (2024: \$2,720,000) received from associates and jointly controlled entities during the year.

CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2025 (CONT'D)

	Group	
	2025 \$'000	2024 \$'000
Financing activities:		
Interest received	916	3,041
Finance costs paid	(99,464)	(98,368)
Repayment of lease liabilities	(2,774)	(2,434)
Dividend paid	(21,093)	(31,366)
Distribution to perpetual capital securities holders	(8,800)	(7,059)
Net receipts from non-controlling shareholders	1,866	12,406
Additional borrowings	477,060	508,729
Repayment of borrowings	(344,042)	(261,323)
Decrease in deposits under pledge to bank	231	3,276
Redemption of perpetual capital securities	-	(160,000)
Net proceeds from issue of perpetual capital securities	-	158,800
Proceeds from issue of shares	19,281	6,871
Net cash from financing activities	23,181	132,573
Net (decrease) increase in cash and cash equivalents	(34,017)	37,457
Cash and cash equivalents at beginning of year	128,660	91,077
Effect of exchange rate changes on cash balances held in foreign currencies	(455)	126
Cash and cash equivalents at end of year	94,188	128,660

The cash and cash equivalents as at December 31, 2025, for the purposes of Consolidated Statement of Cash Flows, comprise cash and bank balances less deposits pledged to banks (Note 6).

Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	Group	
	2025 \$'000	2024 \$'000
Borrowings, lease liabilities and interest payable:		
As at beginning of the year	1,892,914	1,628,079
Net additions (remeasurement / disposal) of lease liabilities	5,685	(2,031)
Financing cash flows ⁽¹⁾	30,780	146,604
Finance costs	108,217	105,634
Foreign exchange movement	(23,611)	14,786
Other changes	(215)	(158)
As at end of the year	2,013,770	1,892,914

Note:

⁽¹⁾ The cash flows make up the net amount of additional borrowings, repayment of borrowings, finance costs paid and repayment of lease liabilities in the consolidated statement of cash flows. Total cash outflow for leases in 2025 was \$12,487,000 (2024: \$13,544,000).

See accompanying notes to financial statements.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

1. GENERAL INFORMATION

The Company (Registration No. 198000348Z) is incorporated in the Republic of Singapore with its principal place of business and registered office at 50 Cuscaden Road, #08-01 HPL House, Singapore 249724. The principal place of business for the hotel operations of Voco Orchard Singapore is at 581 Orchard Road, Singapore 238883. The Company is listed on the Singapore Exchange Securities Trading Limited. The financial statements are expressed in Singapore dollars.

The principal activities of the Company are those of a hotelier and an investment holding company. The principal activities of subsidiaries, significant associates and jointly controlled entities are described in Notes 34, 35 and 36 respectively to the financial statements.

The consolidated financial statements of the Group and statement of financial position and statement of changes in equity of the Company for the year ended December 31, 2025 were authorised for issue by the Board of Directors on March 30, 2026.

2.1 BASIS OF PREPARATION

The financial statements are prepared in accordance with the historical cost basis, except as disclosed in the material accounting policy information below, and drawn up in accordance with the provisions of the Singapore Companies Act and Singapore Financial Reporting Standards (International) ("SFRS(I)s").

2.2 ADOPTION OF NEW AND REVISED STANDARDS

In the current year, the Group and the Company adopted all the new and revised SFRS(I) Accounting Standards that are mandatory and relevant to its operations and effective for an accounting period that begins on or after January 1, 2025.

The adoption did not have any material impact on the financial statements of the Group.

2.3 STANDARDS ISSUED BUT NOT EFFECTIVE

The following new standards, interpretations and amendments to standards that are relevant to the Group and the Company were issued but not effective during the financial year:

SFRS(I) 18: *Presentation and Disclosure in Financial Statements*

SFRS(I) 18 will replace SFRS(I) 1-1 *Presentation of Financial Statements* and applies for annual reporting periods beginning on or after 1 January 2027. SFRS(I) 18 carries forward many of the requirements from SFRS(I) 1-1 unchanged but introduces newly defined subtotals to be presented in the Consolidated Income Statement, disclosure of management-defined performance measures and requirements for grouping of information. The Group is still in the process of assessing the impact of the new standard.

Other accounting standards

The following amendments to SFRS(I)s are not expected to have a significant impact on the Group's consolidated financial statements and the Company's balance sheet.

Amendments to SFRS(I) 9 and SFRS(I) 7: *Amendments to the Classification and Measurement of Financial Instruments*

Annual Improvements to SFRS(I)s – Volume 11

Amendments to SFRS(I) 9 and SFRS(I) 7: *Contracts Referencing Nature-dependent Electricity*

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION

FAIR VALUE MEASUREMENT – Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of SFRS(I) 2 *Share-based Payments*, leasing transactions that are within the scope of SFRS(I) 16 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in SFRS(I) 1-2 *Inventories* or value in use in SFRS(I) 1-36 *Impairment of Assets*.

Fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

BASIS OF CONSOLIDATION – The consolidated financial statements incorporate the financial statements of the Company and the entities controlled by the Company (its subsidiaries). Control is achieved when the Company:

- Has power over the investee;
- Is exposed, or has rights, to variable returns from its involvement with the investee; and
- Has the ability to use its power to affect its returns.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Company has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Company considers all relevant facts and circumstances in assessing whether or not the Company's voting rights in an investee are sufficient to give it power, including:

- The size of the Company's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- Potential voting rights held by the Company, other vote holders or other parties;
- Rights arising from other contractual arrangements; and
- Any additional facts and circumstances that indicate that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies used in line with the Group's accounting policies.

All significant intra-group transactions and balances are eliminated on consolidation.

Changes in the Group's ownership interest in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

When the Group loses control of a subsidiary, a gain or loss is recognised in profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable SFRS(I)s). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under SFRS(I) 9, or when appropriate, the cost on initial recognition of an investment in an associate or a joint venture.

In the Company's financial statements, investments in subsidiaries and associates are carried at cost less any impairment in net recoverable value that has been recognised in profit or loss.

BUSINESS COMBINATION AND PROPERTY ACQUISITION – Acquisitions of subsidiaries and businesses are accounted for using the acquisition method. The cost of each acquisition is measured as the aggregate of the fair values, at the date of exchange, of assets given, liabilities incurred or assumed by the Group, and any equity interests issued by the Group, in exchange for control of the acquiree. Acquisition-related costs are recognised in profit or loss as incurred.

Where applicable, the consideration for the acquisition includes any asset or liability resulting from a contingent consideration arrangement, measured at its acquisition-date fair value. Subsequent changes in such fair values are adjusted against the cost of acquisition where they qualify as measurement period adjustments (see below). The subsequent accounting for changes in the fair value of the contingent consideration that do not qualify as measurement period adjustments depends on how the contingent consideration is classified. Contingent consideration that is classified as equity is not remeasured at subsequent reporting dates and its subsequent settlement is accounted for within equity. Contingent consideration that is classified as an asset or a liability is remeasured at subsequent reporting dates at fair values, with changes in fair values recognised in profit or loss.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Where a business combination is achieved in stages, the Group's previously held interests in the acquired entity are remeasured to fair value at the acquisition date (i.e. the date the Group attains control) and the resulting gain or loss, if any, is recognised in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognised in other comprehensive income are reclassified to profit or loss, where such treatment would be appropriate if that interest were disposed of.

The acquiree's identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition under the SFRS(I)s are recognised at their fair value at the acquisition date, except that:

- deferred tax assets or liabilities and liabilities or assets related to employee benefit arrangements are recognised and measured in accordance with SFRS(I) 1-12 *Income Taxes* and SFRS(I) 1-19 *Employee Benefits* respectively;
- liabilities or equity instruments related to the replacement by the Group of an acquiree's share-based payment awards are measured in accordance with SFRS(I) 2 *Share-based Payment*; and
- assets (or disposal groups) that are classified as held for sale in accordance with SFRS(I) 5 *Non-current Assets Held for Sale and Discontinued Operations* are measured in accordance with that Standard.

Non-controlling interests in subsidiaries are identified separately from the Group's equity therein. The interest of non-controlling shareholders may be initially measured (at date of original business combination) either at fair value or at the non-controlling interests' proportionate share of the fair value of the acquiree's identifiable net assets. The choice of measurement basis is made on an acquisition-by-acquisition basis. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity and net advances.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see below), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed as of the acquisition date that, if known, would have affected the amounts recognised as of that date.

The measurement period is the period from the date of acquisition to the date the Group obtains complete information about facts and circumstances that existed as of the acquisition date and is subject to a maximum of one year from acquisition date.

Goodwill arising in a business combination is recognised as an asset at the date that control is acquired (the acquisition date). Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of the acquirer's previously held equity interest (if any) in the entity over net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed.

If, after reassessment, the Group's interest in the fair value of the acquiree's identifiable net assets exceeds the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of the acquirer's previously held equity interest in the acquiree (if any), the excess is recognised immediately in profit or loss as a bargain purchase gain.

For the acquisition of an asset or a group of assets that does not constitute a business, the Group identifies and recognises the individual identifiable assets acquired (including those assets that meet the definition of, and recognition criteria for, intangible assets in SFRS(I) 1-38 *Intangible Assets*) and liabilities assumed. The cost of acquisition is allocated to the individual assets and liabilities on the basis of their relative fair values at the date of purchase. Such a transaction or event does not give rise to goodwill.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

FINANCIAL INSTRUMENTS – Financial assets and financial liabilities are recognised on the statement of financial position when the Group becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

Financial assets

All financial assets are recognised and de-recognised on a trade date basis where the purchase or sale of financial assets is under a contract whose terms require delivery of assets within the time frame established by the market concerned.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification of financial assets

The Group classifies its financial assets in the following measurement categories:

- Amortised cost;
- Fair value through other comprehensive income (FVTOCI); and
- Fair value through profit or loss (FVTPL).

Financial assets classified as at amortised cost

These mainly comprise cash and cash equivalents and trade and other receivables.

Financial assets that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Amortised cost and effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance.

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost and at FVTOCI. Interest income is recognised in profit or loss.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Debt instruments classified as measured at FVTOCI

Debt instruments that meet the following conditions are subsequently measured at FVTOCI:

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Fair value is determined in the manner described in the respective note to financial statements. These debt instruments are initially measured at fair value plus transaction costs. Subsequently, changes in the carrying amount of these debt instruments as a result of foreign exchange gains and losses, impairment gains or losses, and interest income calculated using the effective interest method are recognised in profit or loss. The amounts that are recognised in profit or loss are the same as the amounts that would have been recognised in profit or loss if these debt instruments had been measured at amortised cost. All other changes in the carrying amount of these debt instruments recognised in other comprehensive income and accumulated under the heading of other capital reserve. When these debt instruments are derecognised, the cumulative gains or losses previously recognised in other comprehensive income are reclassified to profit or loss.

Equity instruments

Equity instruments designated as at FVTOCI

On initial recognition, the Group may make an irrevocable election (on an investment-by-investment basis) to designate investments in equity instruments as at FVTOCI. Designation at FVTOCI is not permitted if the equity investment is held for trading or if it is contingent consideration recognised by an acquirer in a business combination to which SFRS(I) 3 applies.

Investments in equity instruments at FVTOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the investments revaluation reserve. The cumulative gain or loss will not be reclassified to profit or loss on disposal of the equity investments, instead, they will be transferred to retained earnings.

Movements in fair values of investments classified as FVTOCI are taken to “other reserves” in Other Comprehensive Income. Dividends from equity investments are recognised in profit or loss.

Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortised cost or FVTOCI are measured at FVTPL. Specifically:

- Investments in equity instruments are classified as at FVTPL, unless the Group designates an equity investment that is neither held for trading nor a contingent consideration arising from a business combination as at FVTOCI on initial recognition.
- The Group classified all debt instruments that do not meet the amortised cost criteria or the FVTOCI criteria as FVTPL. In addition, debt instruments that meet either the amortised cost criteria or the FVTOCI criteria may be designated as FVTPL upon initial recognition if such designation eliminate or significantly reduce any measurement or recognition inconsistency that would arise from measuring assets or liabilities or recognising the gains and losses on them on different bases. The Group has not designated any debt instruments as FVTPL.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognised in profit or loss to the extent they are not part of a designated hedging relationship. Fair value is determined in the manner described in the respective notes to the financial statements.

Impairment of financial assets

The Group recognises a loss allowance for expected credit loss (“ECL”) on financial assets at amortised costs and debt instruments measured at FVTOCI. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The lifetime ECL on trade receivables are estimated based on the Group’s historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial assets, the Group measures the loss allowance based on lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-months ECL (“12m ECL”). The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit-impaired at the reporting date or an actual default occurring.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12m ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Group’s debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organisations, as well as consideration of various external sources of actual and forecast economic information that relate to the Group’s core operations, namely the hotel and residential properties development industries.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor’s ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor; or
- significant increases in credit risk on other financial instruments of the same debtor.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

The Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if i) the financial instrument has a low risk of default, ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations. The Group considers a financial asset to have low credit risk when it has an internal or external credit rating of 'investment grade' as per globally understood definition.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

Definition of default

The Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- a) significant financial difficulty of the issuer or the borrower;
- b) a breach of contract, such as a default or past due event;
- c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;
- d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- e) the disappearance of an active market for that financial asset because of financial difficulties.

Write-off policy

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery. Any recoveries made are recognised in profit or loss.

Measurement and recognition of expected credit losses

The measurement of ECL is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate.

If the Group has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12m ECL at the current reporting date.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

The Group recognises an impairment gain or loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt instruments that are measured at FVTOCI, for which the loss allowance is recognised in other comprehensive income and accumulated in other capital reserve, and does not reduce the carrying amount of the financial asset in the statement of financial position.

Derecognition of financial assets

The Group derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss. In addition, on derecognition of an investment in a debt instrument classified as at FVTOCI, the cumulative gain or loss previously accumulated in other capital reserve is reclassified to profit or loss. In contrast, on derecognition of an investment in equity instrument which the Group has elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the investments revaluation reserve is not reclassified to profit or loss, but is transferred to retained earnings.

Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments issued by a group entity are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by a group entity are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method.

Financial liabilities that are not 1) contingent consideration of an acquirer in a business combination, 2) held-for-trading, or 3) designated as at FVTPL are initially measured at fair value and subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

Derivative financial instruments

The Group uses derivative financial instruments such as cross currency swaps to hedge its risks associated with exchange rate fluctuations. The Group maintains natural hedges, whenever possible, by borrowing in currencies that match the future revenue stream to be generated from its investments. The Group does not use derivative financial instruments for speculative purposes.

Derivatives are initially recognised at fair value at the date the derivative contracts are entered into and are subsequently remeasured to their fair value at the end of each reporting period. The resulting gain or loss is recognised in profit or loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in profit or loss depends on the nature of the hedge relationship.

Hedge accounting

The Group designates certain derivatives as hedging instruments in respect of foreign currency risk and interest rate risk in cash flow hedges or hedges of net investments in foreign operations as appropriate.

At the inception of the hedge relationship, the Group documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Group documents whether the hedging instrument is effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk, which is when the hedging relationships meet all of the following hedge effectiveness requirements:

- there is an economic relationship between the hedged item and the hedging instrument;
- the effect of credit risk does not dominate the value changes that result from that economic relationship; and
- the hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the entity actually uses to hedge that quantity of hedged item.

If a hedging relationship ceases to meet the hedge effectiveness requirement relating to the hedge ratio but the risk management objective for that designated hedging relationship remains the same, the Group adjusts the hedge ratio of the hedging relationship (i.e. rebalances the hedge) so that it meets the qualifying criteria again.

Cash flow hedges

The effective portion of changes in the fair value of derivatives and other qualifying hedging instruments that are designated and qualify as cash flow hedges is recognised in other comprehensive income and accumulated under the heading of cash flow hedging reserve, limited to the cumulative change in fair value of the hedged item from inception of the hedge. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss.

Amounts previously recognised in other comprehensive income and accumulated in equity are reclassified to profit or loss in the periods when the hedged item affects profit or loss, in the same line as the recognised hedged item. If the Group expects that some or all of the loss accumulated in other comprehensive income will not be recovered in the future, that amount is immediately reclassified to profit or loss.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

The Group discontinues hedge accounting only when the hedging relationship (or a part thereof) ceases to meet the qualifying criteria (after rebalancing, if applicable). This includes instances when the hedging instrument expires or is sold, terminated or exercised. The discontinuation is accounted for prospectively. Any gain or loss recognised in other comprehensive income and accumulated in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in profit or loss. When a forecast transaction is no longer expected to occur, the gain or loss accumulated in equity is recognised immediately in profit or loss.

Hedges of net investments in foreign operations

Hedges of net investments in foreign operations are accounted for similarly to cash flow hedges. Any gain or loss on the hedging instrument relating to the effective portion of the hedge is recognised in other comprehensive income and accumulated under the heading of foreign currency translation reserve. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss.

Gains and losses on the hedging instrument relating to the effective portion of the hedge accumulated in the exchange fluctuation reserve are reclassified to profit or loss on the disposal or partial disposal of the foreign operation.

Fair value hedges

The fair value change on qualifying hedging instruments is recognised in the same line as the hedged item in profit or loss when the hedging instrument hedges an equity instrument designated at FVTPL.

The Group discontinues hedge accounting only when the hedging relationship (or a part thereof) ceases to meet the qualifying criteria (after rebalancing, if applicable). This includes instances when the hedging instrument expires or is sold, terminated or exercised. The discontinuation is accounted for prospectively.

Offsetting arrangements

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when the Group and the Company have a legally enforceable right to set off the recognised amounts; and intend either to settle on a net basis, or to realise the asset and settle the liability simultaneously. A right to set-off must be available today rather than being contingent on a future event and must be exercisable by any of the counterparties, both in the normal course of business and in the event of default, insolvency or bankruptcy.

FINANCIAL GUARANTEE CONTRACT LIABILITIES - Financial guarantee contract liabilities are measured initially at their fair values and are measured subsequently, if applicable, at the higher of:

- the amount of the loss allowance determined in accordance with SFRS(I) 9 (see financial assets above); and
- the amount recognised initially less, where appropriate, cumulative amortisation recognised in accordance with the principles of SFRS(I) 15.

INVENTORIES – Inventories are stated at the lower of cost and net realisable value. Cost comprises direct materials and those overheads that have been incurred in bringing the inventories to their present location and condition. Cost is calculated using the moving average/first-in first-out method. Net realisable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

COMPLETED PROPERTIES HELD FOR SALE – Completed properties held for sale are stated at the lower of cost and net realisable value. Cost is calculated using the specific identification method. Net realisable value represents the estimated selling price less all estimated costs to be incurred in the marketing and selling.

ASSOCIATES AND JOINTLY CONTROLLED ENTITIES – An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The results and assets and liabilities of associates and jointly controlled entities (collectively referred to as "equity accounted investees") are incorporated in these consolidated financial statements using the equity method of accounting, except when the investment, or a portion thereof, is classified as held for sale, in which case it is accounted for in accordance with SFRS(I) 5. Under the equity method, investments in equity accounted investees are initially recognised in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the investees. Losses of an investee in excess of the Group's interest in that investee (which includes any long-term interests that, in substance, form part of the Group's net investment in the investee) are not recognised, unless the Group has incurred legal or constructive obligations or made payments on behalf of the investee.

An investment in an equity accounted investee is accounted for using the equity method from the date on which the investee becomes an associate or a joint venture. On acquisition, any excess of the cost of investment over the Group's share of the net fair value of the identifiable assets, liabilities and contingent liabilities of the equity accounted investees recognised at the date of acquisition is recognised as goodwill. The goodwill is included within the carrying amount of the investment and is assessed for impairment as part of the investment. Any excess of the Group's share of the net fair value of the identifiable assets, liabilities and contingent liabilities over the cost of investment, after reassessment, is recognised immediately in profit or loss.

The requirements of SFRS(I) 1-36 are applied to determine whether it is necessary to recognise any impairment loss with respect to the Group's investment in an equity accounted investee. When necessary, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with SFRS(I) 1-36 *Impairment of Assets* as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs to sell) with its carrying amount. Any impairment loss recognised forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with SFRS(I) 1-36 to the extent that the recoverable amount of the investment subsequently increases.

The Group discontinues the use of the equity method from the date when the investment ceases to be an equity accounted investee, or when the investment is classified as held for sale. When the Group retains an interest in the former investee and the retained interest is a financial asset, the Group measures the retained interest at fair value at that date and the fair value is regarded as its fair value on initial recognition in accordance with SFRS(I) 9. The difference between the carrying amount of the equity accounted investee at the date the equity method was discontinued, and the fair value of any retained interest and any proceeds from disposing of a part interest in the equity accounted investee is included in the determination of the gain or loss on disposal of the investee. In addition, the Group reclassifies to profit or loss all amounts previously recognised in other comprehensive income in relation to that investee on the same basis as would have been required if that investee had directly disposed of the related assets or liabilities.

The Group continues to use the equity method when an investment in an associate becomes an investment in a joint venture or an investment in a joint venture becomes an investment in an associate. There is no remeasurement to fair value upon such changes in ownership interests.

When the Group reduces its ownership interest in an equity accounted investee but the Group continues to use the equity method, the Group reclassifies to profit or loss the proportion of the gain or loss that had previously been recognised in other comprehensive income relating to that reduction in ownership interest if that gain or loss would be required to be reclassified to profit or loss on the disposal of the related assets or liabilities.

Where a group entity transacts with an equity accounted investee of the Group, profits and losses are eliminated to the extent of the Group's interest in the relevant equity accounted investees.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

The gain or loss arising on the disposal of an equity accounted investee of the Group is determined as the difference between the sales proceeds and its net carrying amount and is recognised in profit or loss. Amounts previously recognised in other comprehensive income in relation to the equity accounted investee are reclassified from equity to profit or loss (as a reclassification adjustment) upon disposal.

PROPERTY, PLANT AND EQUIPMENT – Property, plant and equipment are stated at cost or valuation, less accumulated depreciation and any accumulated impairment loss where the recoverable amount of the asset is estimated to be lower than its carrying amount.

Properties in the course of construction are carried at cost, less any recognised impairment loss. Cost includes professional fees, and for qualifying assets, borrowing costs capitalised in accordance with the Group's accounting policy. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

Operating equipment is written off based on periodic physical inventory counts. Depreciation is charged so as to write off the cost of assets, other than freehold and long-term leasehold land and construction-in-progress, over their estimated useful lives, using the straight-line method, on the following bases:

Leasehold land and property	- 19 to 89 years
Buildings and improvements	- 5 to 50 years
Plant and equipment, furniture, fixtures and fittings	- 3 to 20 years

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

Depreciation is not provided on freehold and long-term leasehold land and construction-in-progress. Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets.

Fully depreciated assets still in use are retained in the financial statements.

The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the assets and is recognised in profit or loss.

INVESTMENT PROPERTIES – Investment properties are held on a long-term basis for investment potential and income. Investment properties are measured initially at their cost, including transaction cost. Subsequent to initial recognition, investment properties are stated at their fair values based on valuation performed by professional valuers on an open market value basis. Gains or losses arising from changes in the fair values of investment properties are included in profit or loss for the period in which they arise.

INTANGIBLE ASSETS – These comprise goodwill and franchise rights. Franchise rights are reported at cost less accumulated amortisation and accumulated impairment losses. Amortisation is charged on a straight-line basis over the estimated useful lives of 20 years. The estimated useful life and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis.

Goodwill is not amortised but is reviewed for impairment at least annually. For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period.

On disposal of a subsidiary, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

IMPAIRMENT OF TANGIBLE AND INTANGIBLE ASSETS EXCLUDING GOODWILL – At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible assets (excluding goodwill) to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in the profit or loss.

LEASES – Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease.

When a contract includes lease and non-lease components, the Group applies SFRS(I) 15 *Revenue from Contracts with Customers* to allocate the consideration under the contract to each component.

As a lessee, the Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Group recognises the lease payments as an expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses the incremental borrowing rate specific to the lessee.

Lease payments included in the measurement of the lease liability are fixed lease payments (including in-substance fixed payments), less any lease incentives.

The lease liability is presented as a separate line in the statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under SFRS(I) 1-37 *Provisions, Contingent Liabilities and Contingent Assets*. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as part of property, plant and equipment in the statement of financial position.

The Group applies SFRS(I) 1-36 *Impairment of Assets* to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line 'Other operating expenses' in the statement of profit or loss.

As a practical expedient, SFRS(I) 16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group has not used this practical expedient. For a contract that contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

PROVISIONS – Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle that obligation and a reliable estimate can be made of the amount of the obligations. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation, and is discounted to present value where the effect is material.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

SHARE-BASED PAYMENTS – The Group issues equity-settled share-based payments to certain employees. Equity-settled share-based payments are measured at fair value at the date of grant. The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of the shares that will eventually vest.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

REVENUE RECOGNITION - Revenue is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts and sales related taxes.

- a) Sales other than revenue from development properties are recognised when the control of the goods or services underlying the particular performance obligation is transferred to the customer;
- b) Revenue from development properties is recognised in accordance with the Group's accounting policy on development properties (see above);
- c) Hotel room revenue is recognised at a point in time based on room occupancy while other hotel revenue are recognised at a point in time when the goods are delivered or the services are rendered to the customers;
- d) Rental income is recognised on a straight-line basis over the term of the relevant lease;
- e) Management fee income is recognised when services are rendered;
- f) Interest income is accrued on a time proportion basis, by reference to the principal outstanding and at the interest rate applicable; and
- g) Dividend income from investments is recognised when the shareholders' rights to receive payment have been established.

BORROWING COSTS - Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing cost eligible for capitalisation.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

RETIREMENT BENEFIT COSTS - Payments to defined contribution retirement benefit plans are charged as an expense as they fall due. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund, are dealt with as payments to defined contribution plans where the Group's obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

For defined benefit retirement benefit plans, the cost of providing benefits is determined by actuarial valuations carried out at the end of each reporting period. Remeasurement, comprising actuarial gains or losses, is reflected immediately in the statement of financial position with a charge or credit recognised in other comprehensive income in the period in which they occur. Remeasurement recognised in the other comprehensive income is reflected immediately in retained earnings and will not be reclassified to profit or loss. Past service cost is recognised in the profit or loss in the period of a plan amendment.

INCOME TAX - Income tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are not taxable or tax deductible. The Group's liability for current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted in countries where the Company and respective subsidiaries operate by the end of the reporting period.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from (i) initial recognition of goodwill or (ii) initial recognition of assets and liabilities in a transaction that is not a business combination, and at the time of the transaction affects neither accounting nor taxable profit, and does not give rise to equal taxable and deductible temporary differences.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries, associates and jointly controlled entities, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the tax rates (and tax laws) that are expected to apply in the period when the liability is settled or the asset realised based on the tax rates that have been enacted or substantively enacted by the end of the reporting period. Deferred tax is charged or credited to profit or loss, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity.

For the purpose of measuring deferred tax liabilities and deferred tax assets for investment properties that are measured using the fair value model, the carrying amounts of such properties are presumed to be recovered through sale, unless the presumption is rebutted. The presumption is rebutted when the investment property is depreciable and is held within a business model of the Group whose business objective is to consume substantially all of the economic benefits embodied in the investment property over time, rather than through sale. The Group has not rebutted the presumption that the carrying amount of the investment properties will be recovered entirely through sale.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

Current and deferred tax are recognised as an expense or income in profit or loss, except where they arise from the initial accounting for a business combination, in which case the tax effect is taken into account in calculating goodwill or determining the excess of the acquirer's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities over cost.

FOREIGN CURRENCY TRANSACTIONS AND TRANSLATION - The individual financial statements of each entity within the Group are presented in the currency of the primary economic environment in which the entity operates (its functional currency). The consolidated financial statements of the Group and the statement of financial position and the statement of changes in equity of the Company are presented in Singapore dollars, which is the functional currency of the Company, and the presentation currency for the consolidated financial statements.

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency are recorded at the rates of exchange prevailing on the date of the transactions. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing on the reporting date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Exchange differences arising on the settlement of monetary items, and on retranslation of monetary items are included in profit or loss for the period. Exchange differences arising on the retranslation of non-monetary items carried at fair value are included in profit or loss for the period except for differences arising on the retranslation of non-monetary items in respect of which gains and losses are recognised in other comprehensive income. For such non-monetary items, any exchange component of that gain or loss is also recognised in other comprehensive income.

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Group's foreign operations (including comparatives) are expressed in Singapore dollars using exchange rates prevailing at the end of the reporting period. Income and expense items (including comparatives) are translated at the average exchange rates for the period, unless exchange rates fluctuated significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in the Group's exchange fluctuation reserve.

On consolidation, exchange differences arising from the translation of the net investment in foreign entities (including monetary items that, in substance, form part of the net investment in foreign entities), and of borrowings and other currency instruments designated as hedges of such investments, are recognised in other comprehensive income and accumulated in exchange fluctuation reserve (attributed to non-controlling interest, as appropriate). Such reserves are reclassified from equity to profit or loss (as a reclassification adjustment) on disposal.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate.

3. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of financial statements in conformity with SFRS(I)s requires the exercise of judgement, the use of estimates and assumptions concerning the future by management.

The Group on its own or in reliance on third party experts, applies estimates, judgements and assumptions in various areas including the following:

- i) Impairment of tangible and intangible assets.
Determining whether an asset is impaired requires an estimation of the recoverable amount of this asset. The recoverable amount of the asset is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal is largely based on the fair value of the asset determined by independent professional valuer. The value in use calculation requires the Group to estimate the future cash flows expected from the assets and an appropriate discount rate in order to calculate the present value of the future cash flows. The net realisable value of completed properties held for sale is estimated based on recent transacted sales of the existing units as well as similar properties in the surrounding location. The assessment is performed on a unit-by-unit basis taking into consideration the location and type of the underlying unit.
- ii) Determination of fair value of unquoted investments and investment properties, where the details are described in Notes 14 and 16 respectively.
- iii) Assessment of adequacy of provision for income taxes.
The Group is subject to income taxes in numerous jurisdictions. Judgement is involved in determining the group-wide provision for income taxes. The Group recognises the expected liabilities for tax based on an estimation of the likely taxes due, which requires judgement as to the ultimate tax determination of certain items, where the actual liability arising from these issues differs from these estimates, such differences will have an impact on income tax and deferred tax provisions in the period when such determination is made.

These estimates, judgements and assumptions are assessed on an on-going basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The carrying amounts of the above are disclosed in the respective notes to the financial statements.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT

The following table sets out the financial instruments as at the end of the reporting period:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Financial assets				
Financial assets at amortised cost	185,482	219,585	2,056,753	1,880,839
Financial assets measured at FVTPL	117,194	133,353	-	-
Financial liabilities				
Financial liabilities at amortised cost	2,077,365	1,948,167	1,386,705	1,208,299
Lease liabilities	108,120	108,522	-	-

The main risks arising from the Group's financial instruments are interest rate risk, foreign exchange risk, credit risk, liquidity risk and market risk. The policies for managing each of these risks are summarised below.

Interest rate risk management

The Group's and the Company's exposure to the risk of changes in interest rates relates mainly to bank borrowings and advances to and from subsidiaries respectively. The Group actively reviews its debt portfolio to achieve the most favourable interest rates available. The Group manages its interest rate exposure by maintaining a prudent mix of fixed and floating rate borrowings. Hedging instruments such as interest rate swaps are also used where appropriate to minimise its exposure to interest rate volatility.

Interest rate sensitivity

The sensitivity analysis below have been determined based on the exposures to interest rates for significant non-derivative instruments at the end of the reporting period and the stipulated change taking place at the beginning of the financial year and held constant throughout the reporting period in the case of instruments that have floating rates.

At the end of the reporting period, it is estimated that a 50 basis point increase (decrease) in interest rates would increase (decrease) the Group's loss before tax by approximately \$5.3 million (2024: (decrease) increase the Group's profit before tax by \$4.7 million). A 50 basis point increase (decrease) in interest rates would increase (decrease) the Company's profit before tax by approximately \$0.6 million (2024: \$0.9 million).

Foreign exchange risk management

The Group operates internationally and is exposed to foreign exchange risk arising from various currency exposures primarily with respect to United States dollar and Sterling pound.

The Group maintains natural hedges, whenever possible, by borrowing in currencies that match the future revenue stream to be generated from its investments. Hedging instruments such as cross currency swaps are also used where appropriate to hedge its exposure to foreign exchange risk.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONT'D)

At the reporting date, the significant carrying amounts of monetary assets and monetary liabilities denominated in currencies other than the respective group entities' functional currencies, after taking into consideration the cross currency swaps, where applicable, are as follows:

	Group				Company			
	Liabilities		Assets		Liabilities		Assets	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
United States dollar	100,452	108,195	178,794	188,369	65,466	67,165	66,150	72,196
Sterling pound	423,523	241,308	539,073	324,143	119,078	14,482	119,130	14,510

Foreign currency sensitivity

The sensitivity analysis uses a 10% increase and decrease in the functional currency against the relevant foreign currencies. The sensitivity analysis includes only significant outstanding foreign currency denominated monetary items not designated as hedge and adjusts their translation at the year end for a 10% change in foreign currency rates. The following table details the sensitivity to a 10% increase/decrease in the functional currency against the relevant foreign currencies. If the functional currency strengthens by 10% against the relevant foreign currency, the Group's and the Company's loss and profit before tax respectively (2024: the Group's and the Company's profit before tax) and other equity will increase (decrease) by:

	US dollar impact		Sterling pound impact	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Group				
Loss before tax	782	(1,137)	-	(2)
Other equity	7,052	(6,880)	11,555	(8,281)
Company				
Profit before tax	(68)	(503)	(5)	(3)

If the functional currency weakens by 10% against the relevant foreign currency, the Group's and the Company's loss and profit before tax respectively (2024: the Group's and the Company's profit before tax) and other equity will decrease (increase) by the same amounts.

Credit risk management

The Group has a diversified portfolio of businesses and at the end of the reporting period, there was no significant concentration of credit risk with any entity, except for balances due from certain jointly controlled entities and subsidiaries which individually accounted for 5% or more of the total receivables of the Group and the Company respectively. The Group has guidelines governing the process of granting credit as a service or product provider in its respective segments of business. The Group and the Company have considered the credit quality of the advances and receivables and determined that the credit loss is low except as disclosed.

The carrying amount of advances and receivables (including cash and bank balances) represents the maximum credit risk exposure for the Group and the Company at the end of the reporting period.

The Group develops and maintains its credit risk gradings to categorise exposures according to their degree of risk of default. The Group uses its own trading records to rate its major customers and other debtors.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONT'D)

The Group's current credit risk grading framework comprises the following categories:

Category	Description	Basis for recognising ECL
Performing	The counterparty has a low risk of default and does not have any past due amounts.	12-month ECL
Doubtful	Amount is >30 days past due or there has been a significant increase in credit risk since initial recognition unless the Group has reasonable and supportable information to indicate that amount is subject to low credit risk.	Lifetime ECL – not credit-impaired
In default	Amount is >90 days past due or there is evidence indicating the asset is credit-impaired and adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate.	Lifetime ECL – credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery.	Amount is written off

The table below details the credit quality of the Group's and the Company's financial assets as well as maximum exposure to credit risk by credit risk rating grades:

2025	Note	Internal credit rating	12-month or lifetime ECL	Gross carrying amount \$'000	Loss allowance \$'000	Net carrying amount \$'000
Group						
Trade receivables	7	(a)	Lifetime ECL (simplified approach)	27,261	(406)	26,855
Other receivables	7	(b)	12-month ECL	4,993	-	4,993
Amount due from associates – current	11	(b)	12-month ECL	2,688	-	2,688
Amount due from jointly controlled entities – current	12	(b)	12-month ECL	54,193	-	54,193
					(406)	
Company						
Trade receivables	7	(a)	Lifetime ECL (simplified approach)	2,214	(23)	2,191
Other receivables	7	(b)	12-month ECL	2,394	-	2,394
Amount due from subsidiaries – current	13	(b)	12-month ECL	102,901	-	102,901
Non-current advances to subsidiaries	13	(b)	12-month ECL	1,966,267	(23,777)	1,942,490
					(23,800)	

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONT'D)

2024	Note	Internal credit rating	12-month or lifetime ECL	Gross carrying amount \$'000	Loss allowance \$'000	Net carrying amount \$'000
Group						
			Lifetime ECL			
Trade receivables	7	(a)	(simplified approach)	25,025	(439)	24,586
Other receivables	7	(b)	12-month ECL	6,071	-	6,071
Amount due from associates – current	11	(b)	12-month ECL	3,659	-	3,659
Non-current advances to associates	11	(b)	12-month ECL	194	-	194
Amount due from jointly controlled entities – current	12	(b)	12-month ECL	53,961	-	53,961
					(439)	
Company						
			Lifetime ECL			
Trade receivables	7	(a)	(simplified approach)	1,862	(29)	1,833
Other receivables	7	(b)	12-month ECL	3,253	-	3,253
Non-current advances to associates	11	(b)	12-month ECL	194	-	194
Amount due from subsidiaries – current	13	(b)	12-month ECL	150,024	-	150,024
Non-current advances to subsidiaries	13	(b)	12-month ECL	1,700,885	(23,777)	1,677,108
					(23,806)	

(a) The Group and the Company determine the expected credit losses on these items estimated based on historical credit loss experience and the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions.

(b) The Group and the Company determine the expected credit losses on these items by taking into account the financial position of the other receivables, associates, jointly controlled entities and subsidiaries, adjusted for factors that are specific to these companies and general economic conditions of the industries in which they operate.

The Group and the Company have adopted procedures in extending credit terms to customers and in monitoring its credit risk. The Group and the Company only grants credit to creditworthy counterparties. Cash is held with creditworthy institutions and is subject to immaterial credit loss.

The Group and the Company have no significant concentration of credit risk with any single customer or group of customers.

Further details of credit risks on trade and other receivables, amount due from associates, jointly controlled entities and subsidiaries are disclosed in Notes 7, 11, 12 and 13 respectively.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONT'D)

Liquidity risk management

The Group actively manages its debt maturity profile, operating cash flows and availability of funding so as to ensure that all refinancing, repayment and funding needs are met. As part of its overall prudent liquidity management, the Group maintains sufficient level of cash or cash convertible investments to meet its working capital requirement. In addition, the Group maintains available committed banking facilities of a reasonable level to its overall debt position.

Liquidity risk analysis

The following are the expected contractual undiscounted cash flows of financial liabilities, including interest payments:

	Contractual cash flows (including interest payments)				
	Carrying amount \$'000	Total \$'000	On demand or within 1 year \$'000	Within 2 to 5 years \$'000	After 5 years \$'000
Group					
2025					
Non-interest bearing	180,389	180,389	180,389	-	-
Interest bearing	2,005,096	2,446,070	144,325	2,038,920	262,825
	2,185,485	2,626,459	324,714	2,038,920	262,825
2024					
Non-interest bearing	172,605	172,605	172,605	-	-
Interest bearing	1,884,084	2,368,571	328,902	1,764,814	274,855
	2,056,689	2,541,176	501,507	1,764,814	274,855
Company					
2025					
Non-interest bearing	16,843	16,843	16,843	-	-
Interest bearing	1,369,862	1,513,487	61,376	1,452,111	-
	1,386,705	1,530,330	78,219	1,452,111	-
2024					
Non-interest bearing	24,700	24,700	24,700	-	-
Interest bearing	1,183,599	1,331,346	269,885	1,061,461	-
	1,208,299	1,356,046	294,585	1,061,461	-

The Group and the Company have provided corporate guarantees of approximately \$675 million (2024: \$667 million) and \$1,339 million (2024: \$1,298 million) respectively to financial institutions in respect of credit facilities granted to certain associate, certain jointly controlled entities and certain subsidiaries respectively at the end of the reporting period.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONT'D)

The Group and the Company are exposed to credit risk in respect of the corporate guarantees they have provided. To mitigate the risk, management continually monitors the risk and has established processes including performing credit evaluations of the associate, jointly controlled entities and subsidiaries. The maximum exposure to credit risk in respect of these financial guarantees at year end is as disclosed above. These guarantees are subject to the impairment requirements of SFRS(I) 9. The Group and the Company have assessed that these associate, jointly controlled entities and subsidiaries have the financial capacity to meet the contractual cash flow obligations in the near future and hence, does not expect significant credit losses arising from these guarantees.

The earliest period that the corporate guarantees could be called is within 1 year (2024: 1 year) from the end of the reporting period. Based on expectations at the end of the reporting period, the Group and the Company consider that it is more likely than not that no amount will be payable under the arrangements. However, this estimate is subject to change depending on the probability of the counterparty claiming under the guarantee which is a function of the likelihood that the financial receivables held by the counterparty which are guaranteed suffer credit losses. The Group and the Company have also obtained bankers' guarantees as disclosed in Note 18.

The Group's financial assets are due on demand or within 1 year. The Company's financial assets are due on demand or within 1 year except for certain non-current advances to subsidiaries (Note 13).

Market risk management

Market risk is the risk that the value of financial instruments will fluctuate as a result of changes in market prices whether those changes are caused by factors specific to quoted securities or factors affecting all securities traded in the market.

The Group has invested in various securities. The valuations and liquidity of these investments are subject to market risk.

At the end of the reporting period, it is estimated that a 10% change in market prices would have an impact on the Group's loss/profit before tax for the year by approximately \$2.4 million (2024: \$2.3 million).

Capital management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to maintain an optimal capital structure so as to maximise shareholder value. The Group is not subjected to any externally imposed capital requirements except for certain subsidiaries in Indonesia and Thailand which are subjected to minimum paid-up capital regulated by the Ministry of Investment, Republic of Indonesia, and the Thailand Board of Investment respectively, and these subsidiaries have complied with the requirement throughout the year.

The total capital of the Group as at the end of the reporting period is represented by the "Equity attributable to owners of the Company" as presented on the statements of financial position.

The Group manages its capital structure and makes adjustment to it, in the light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives during the years ended December 31, 2025 and 2024.

Fair values of financial assets and financial liabilities

The carrying amounts of cash and bank balances, trade and other current receivables and payables and other liabilities approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONT'D)

The carrying amounts of long-term financial liabilities and financial assets comprising mainly long-term borrowings and certain advances to subsidiaries approximate their respective fair values as they are based on interest rates that approximate market interest rates, except as disclosed in Note 18(a).

The fair values of other classes of financial assets and liabilities are determined as follows:

- the fair value of financial assets and financial liabilities traded on active liquid markets are determined with reference to quoted market prices; and
- the fair value of unquoted financial instruments are determined in accordance with Note 14.

The table below analyses financial instruments carried at fair value, by valuation method.

	Total \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Group				
2025				
Financial assets				
Investments	117,194	23,537	-	93,657*
2024				
Financial assets				
Investments	133,353	23,247	-	110,106*

* The Group's Level 3 financial assets comprise substantially investments in certain funds. Their fair values are measured based on the Group's proportionate interest in each fund's net asset value. The net asset value is a key unobservable input as it reflects the combined fair value of the fund's underlying investment portfolio, together with other net assets and liabilities, and is determined using valuation methodologies suited to the characteristics of the underlying investments, including both market-based and income-based approaches which involves unobservable inputs. Changes in those inputs will result in corresponding increases or decreases in the fair value.

Reconciliation of level 3 fair value measurements:

	Group	
	2025 \$'000	2024 \$'000
<i>Unquoted investments</i>		
Opening balance	110,106	121,673
Total net losses in profit or loss	(16,839)	(10,998)
Net purchases (repayment)	390	(569)
Closing balance	93,657	110,106

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

5. RELATED PARTY TRANSACTIONS

Some of the Group's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances are unsecured, interest-free and repayable on demand unless otherwise stated.

- a) Significant transactions with such related parties during the year, other than those disclosed elsewhere in the financial statements, are as follows:

	Group	
	2025 \$'000	2024 \$'000
Transactions with companies in which certain director and/or substantial shareholder are deemed to have interests:		
Management fee and other expense	2,429	1,963
Interest expense	2,106	2,305
Management fee income	(1,386)	(1,619)
Hotel revenue and rental income	(6,184)	(6,033)
Transactions with associates:		
Management fee income	(859)	(817)

- b) The remuneration of directors and other members of key management during the year was as follows:

	Group	
	2025 \$'000	2024 \$'000
Short-term benefits	13,053	12,904
Post-employment benefits	357	350
	13,410	13,254

6. CASH AND BANK BALANCES

- a) As at December 31, 2025, cash and bank balances of the Group of approximately \$2,565,000 (2024: \$2,648,000) were pledged to the banks to secure certain credit facilities.
- b) Certain bank deposits of the Group bear annual interest ranging from 0.01% to 6.5% (2024: 0.01% to 13.8%). The interest rate is re-fixed on a short-term basis typically 3 months or less.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

7. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Trade receivables	27,261	25,025	2,214	1,862
Less: Loss allowance	(406)	(439)	(23)	(29)
	26,855	24,586	2,191	1,833
Deposits placed for investments	25,126	44,020	10,076	-
Other deposits	7,320	6,026	94	298
Other receivables	4,993	6,071	2,394	3,253
Prepayments	17,786	32,508	407	427
Total	82,080	113,211	15,162	5,811
Analysed as:				
Current	58,657	113,211	5,086	5,811
Non-current	23,423	-	10,076	-
	82,080	113,211	15,162	5,811

As at January 1, 2024, the Group's and the Company's trade receivables from contracts with customers amounted to \$23,267,000 and \$2,122,000 respectively (net of loss allowance of \$474,000 and \$38,000 respectively).

Interest is charged at rates ranging from 2% to 18% (2024: 2% to 18%) per annum on certain overdue trade balances.

Included in the Group's trade receivables balance are debtors with a carrying amount of \$4.1 million (2024: \$3.9 million) which are past due as at the end of the reporting period for which the Group has not provided as there has not been a significant change in credit quality and the amounts are still considered recoverable. The average age of these receivables is 40 days (2024: 39 days).

Trade receivables are provided for based on estimated irrecoverable amounts from the sale of goods and services. Loss allowance for trade receivables has been measured at an amount equal to lifetime ECL. The ECL on trade receivables are estimated by reference to past default experience of the debtor and an analysis of the debtor's current financial position, as well as historical experience and forward-looking information that is available, adjusted for factors that are specific to the debtors and general economic conditions of the industry in which the debtors operate. In determining the recoverability of a trade receivable, the Group considers any change in the credit quality of the trade receivable. The concentration of credit risk is limited due to the customer base being large and unrelated to one another.

A trade receivable is written off when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery. Hence, an amount of \$62,000 (2024: \$435,000) was written off during the financial year.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

7. TRADE AND OTHER RECEIVABLES (CONT'D)

The table below shows the movement in lifetime ECL that has been recognised for trade receivables in accordance with the simplified approach set out in SFRS(I) 9:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Balance at beginning of year	439	474	29	38
Amount written off during the year	(62)	(435)	-	-
Net increase (decrease) in allowance recognised in profit or loss	40	395	(6)	(9)
Exchange realignment	(11)	5	-	-
Balance at end of year	406	439	23	29

8. INVENTORIES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Saleable merchandise	10,009	10,898	94	113
Operating supplies	6,330	6,084	-	-
Total	16,339	16,982	94	113

9. COMPLETED PROPERTIES HELD FOR SALE

Group

Location	Title	Description
The Met 123 South Sathorn Road, Bangkok, Thailand	Freehold	9 (2024: 9) condominium units with an aggregate floor area of approximately 20,969 (2024: 20,969) square feet

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

10. ASSOCIATES AND JOINTLY CONTROLLED ENTITIES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Associates (Note 11)	456,278	414,800	5,217	5,410
Jointly controlled entities (Note 12)	359,585	338,416	-	-
Total	815,863	753,216	5,217	5,410
Amount due from associates - current (Note 11)	2,688	3,659	-	-
Amount due from jointly controlled entities - current (Note 12)	54,193	53,961	-	-
Total	56,881	57,620	-	-

11. ASSOCIATES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Cost of investments in associates ⁽¹⁾	381,498	378,875	-	-
Share of post-acquisition results and reserves net of dividend received	(286,711)	(243,971)	-	-
Advances to associates ⁽²⁾	361,491	279,896	5,217	5,410
Net (Note 10)	456,278	414,800	5,217	5,410

(1) During the financial year, equity contribution of \$2,623,000 (2024: \$6,493,000) was made in certain associates of the Group in which a substantial shareholder (2024: director) is deemed to have interest.

(2) Advances to associates are in substance net investment except for an amount of \$194,000 in respect of the previous financial year which bore interest rates ranging from 5.3% to 5.4% per annum.

For the purpose of impairment assessment, the amount due from associates (classified as current asset) are considered to have low credit risk as there has been no significant increase in the risk of default since initial recognition. In determining the ECL, management has taken into account the financial position of the associates, adjusted for factors that are specific to the associates and general economic conditions of the industry in which the associate operates, in estimating the probability of default of the advances as well as the loss upon default and determines the advances to associates are subject to immaterial credit loss.

As at December 31, 2025, the amount due from associates (current) (Note 10) to the Group of \$2,688,000 (2024: \$3,659,000) is unsecured, interest-free and repayable on demand, except for the amount of \$2,543,000 (2024: \$2,316,000) due to the Group which bears interest ranging from 5.5% to 6.0% (2024: 5.5% to 6.0%) per annum.

Information relating to significant associates is shown in Note 35 to the financial statements.

NOTES TO FINANCIAL STATEMENTS

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12. JOINTLY CONTROLLED ENTITIES

	Group	
	2025 \$'000	2024 \$'000
Cost of investments in jointly controlled entities	302,411	302,412
Share of post-acquisition results and reserves net of dividend received	(377,432)	(354,453)
Advances to jointly controlled entities ⁽¹⁾	438,066	393,917
Impairment loss	(3,460)	(3,460)
Net (Note 10)	359,585	338,416

⁽¹⁾ Advances to jointly controlled entities are in substance net investment.

For the purpose of impairment assessment, the amount due from jointly controlled entities (classified as current asset) are considered to have low credit risk as there has been no significant increase in the risk of default since initial recognition. In determining the ECL, management has taken into account the financial position of the jointly controlled entities, adjusted for factors that are specific to the jointly controlled entities and general economic conditions of the industry in which the jointly controlled entity operates, in estimating the probability of default of the advances as well as the loss upon default and determines the advances to jointly controlled entities are subject to immaterial credit loss.

As at December 31, 2025, the amount due from jointly controlled entities (current) (Note 10) to the Group of \$54,193,000 (2024: \$53,961,000) is unsecured, interest-free and repayable on demand.

During the financial year, advances of \$18,025,000 (2024: \$64,815,000) were made to certain jointly controlled entities of the Group in which certain director and substantial shareholder are deemed to have interest.

Information relating to significant jointly controlled entities is shown in Note 36 to the financial statements.

13. SUBSIDIARIES

	Company	
	2025 \$'000	2024 \$'000
Total advances to subsidiaries	2,069,168	1,850,909
Less: Loss allowance	(23,777)	(23,777)
	2,045,391	1,827,132
Less: Amount due from subsidiaries classified as current asset	(102,901)	(150,024)
Non-current advances to subsidiaries	1,942,490	1,677,108
Unquoted equity shares, at cost	154,031	154,031
Total	2,096,521	1,831,139

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

13. SUBSIDIARIES (CONT'D)

The non-current advances to subsidiaries of \$1,942,490,000 (2024: \$1,677,108,000) are unsecured, substantially non-trade in nature and have been classified as non-current assets as the Company does not expect repayment within 12 months from the end of the reporting date. These advances are interest-free except for the amount of \$494,588,000 (2024: \$395,695,000) which bears annual interest at rates ranging from 2.2% to 4.4% (2024: 4.2% to 4.8%) per annum.

The amounts due from subsidiaries (current) of \$102,901,000 (2024: \$150,024,000) are unsecured, interest-free and repayable on demand except for the amount of \$76,372,000 (2024: \$80,880,000) which bears annual interest at rates ranging from 2.2% to 4.4% (2024: 4.2% to 4.8%) per annum.

For the purpose of impairment assessment, the advances to/amount due from subsidiaries are considered to have low credit risk as the timing of payment is controlled by the Company taking into account cash flow management within the Group and there has been no significant increase in the risk of default on the advances since initial recognition. Accordingly, for the purpose of impairment assessment of the advances, the loss allowance is measured at an amount equal to 12-month expected ECL. In determining the ECL, management has taken into account the financial position of the subsidiaries, adjusted for factors that are specific to the subsidiaries and general economic conditions of the industry in which the subsidiary operates, in estimating the probability of default of the advances as well as the loss upon default and determines the advances to subsidiaries are subject to immaterial credit loss.

The advances from subsidiaries of \$348,112,000 (2024: \$264,942,000) bear interest at rates ranging from 2.4% to 6.1% (2024: 4.0% to 6.7%) per annum and are unsecured. As at December 31, 2024, the amount due to subsidiaries of \$7,191,000 were unsecured, interest-free and repayable on demand.

During the financial year, interest income from and interest expense to subsidiaries amounted to \$18,237,000 and \$17,061,000 respectively (2024: to \$18,426,000 and \$16,828,000 respectively).

Information relating to subsidiaries is shown in Note 34 to the financial statements.

14. INVESTMENTS

	Group	
	2025 \$'000	2024 \$'000
Non-current:		
Financial assets measured at FVTPL		
Quoted equity shares	23,537	23,247
Unquoted equity shares	93,657	110,106
	117,194	133,353

The Group's investments in equity instruments have been designated as at FVTPL on an investment-by-investment basis.

The fair values of the quoted equity shares were determined based on market prices at the end of the reporting period. The fair values of the unquoted equity shares were determined based on the net asset values of these investments which approximate the fair values.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

15. PROPERTY, PLANT AND EQUIPMENT

	Freehold and long-term leasehold land and buildings \$'000	Leasehold land and buildings \$'000	Plant and equipment, furniture, fixtures and fittings \$'000	Construction-in-progress \$'000	Total \$'000
Group					
Cost:					
At January 1, 2024	858,746	1,209,104	669,907	136,360	2,874,117
Additions	102,183	22,303	39,040	50,941	214,467
Lease remeasurement	-	(2,943)	-	-	(2,943)
Reclassifications	58,995	20,812	14,786	(94,593)	-
Disposals	(1,651)	(509)	(7,566)	(17)	(9,743)
Exchange realignment	14,864	28,925	11,775	(275)	55,289
At December 31, 2024	1,033,137	1,277,692	727,942	92,416	3,131,187
Additions	4,659	12,453	18,506	75,994	111,612
Reclassifications	17,028	33,828	19,610	(70,466)	-
Disposals	(3,513)	(538)	(7,846)	(575)	(12,472)
Exchange realignment	(8,306)	(60,003)	(22,590)	105	(90,794)
At December 31, 2025	1,043,005	1,263,432	735,622	97,474	3,139,533
Accumulated depreciation:					
At January 1, 2024	183,931	457,424	537,939	-	1,179,294
Depreciation for the year	11,794	35,892	39,059	-	86,745
Disposals	(1,086)	(509)	(7,064)	-	(8,659)
Exchange realignment	3,061	11,347	8,940	-	23,348
At December 31, 2024	197,700	504,154	578,874	-	1,280,728
Depreciation for the year	15,744	36,238	42,673	-	94,655
Disposals	(2,754)	(538)	(7,149)	-	(10,441)
Exchange realignment	(968)	(24,705)	(17,210)	-	(42,883)
At December 31, 2025	209,722	515,149	597,188	-	1,322,059
Impairment loss:					
At January 1, 2024	2,322	-	-	6,044	8,366
Exchange realignment	12	-	-	185	197
At December 31, 2024	2,334	-	-	6,229	8,563
Exchange realignment	8	-	-	146	154
At December 31, 2025	2,342	-	-	6,375	8,717
Carrying amount:					
At December 31, 2024	833,103	773,538	149,068	86,187	1,841,896
At December 31, 2025	830,941	748,283	138,434	91,099	1,808,757

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

15. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Group's property, plant and equipment includes right-of-use assets which comprise of:

	Leasehold land and buildings \$'000	Plant and equipment, furniture, fixtures and fittings \$'000	Total \$'000
Group			
Cost:			
At January 1, 2024	370,309	1,092	371,401
Additions*	16,175	234	16,409
Lease remeasurement	(2,943)	-	(2,943)
Disposals	(508)	-	(508)
Exchange realignment	5,499	57	5,556
At December 31, 2024	388,532	1,383	389,915
Additions*	7,879	-	7,879
Disposals	(434)	-	(434)
Exchange realignment	(11,105)	33	(11,072)
At December 31, 2025	384,872	1,416	386,288
Accumulated depreciation:			
At January 1, 2024	107,714	673	108,387
Depreciation	7,184	207	7,391
Disposals	(508)	-	(508)
Exchange realignment	2,154	37	2,191
At December 31, 2024	116,544	917	117,461
Depreciation	7,605	208	7,813
Disposals	(434)	-	(434)
Exchange realignment	(3,755)	26	(3,729)
At December 31, 2025	119,960	1,151	121,111
Carrying amount:			
At December 31, 2024	271,988	466	272,454
At December 31, 2025	264,912	265	265,177

* Includes upfront payment in cash of \$1,949,000 (2024: \$15,293,000).

NOTES TO FINANCIAL STATEMENTS

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15. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	Freehold and long-term leasehold land and buildings \$'000	Plant and equipment, furniture, fixtures and fittings \$'000	Construction-in-progress \$'000	Total \$'000
Company				
Cost:				
At January 1, 2024	232,915	104,623	17	337,555
Additions	-	1,746	-	1,746
Disposals	-	(927)	(17)	(944)
At December 31, 2024	232,915	105,442	-	338,357
Additions	-	1,946	681	2,627
Disposals	-	(731)	-	(731)
At December 31, 2025	232,915	106,657	681	340,253
Accumulated depreciation:				
At January 1, 2024	21,295	93,683	-	114,978
Depreciation for the year	419	2,791	-	3,210
Disposals	-	(802)	-	(802)
At December 31, 2024	21,714	95,672	-	117,386
Depreciation for the year	419	2,751	-	3,170
Disposals	-	(634)	-	(634)
At December 31, 2025	22,133	97,789	-	119,922
Carrying amount:				
At December 31, 2024	211,201	9,770	-	220,971
At December 31, 2025	210,782	8,868	681	220,331

As at December 31, 2025, certain property, plant and equipment with total carrying amount of approximately \$1,344 million (2024: \$1,423 million) were mortgaged to banks to secure credit facilities for the Company and respective subsidiaries of the Group.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

16. INVESTMENT PROPERTIES

Group	Property Description/Location	Title
	Office and shop units at 50 Cuscaden Road, Singapore 249724	Freehold
	Office and shop units at 583 Orchard Road, Singapore 238884	Freehold
	97 shop units at 100 Orchard Road, Concorde Shopping Mall, Singapore 238840	Leasehold 99 years from August 17, 1979
	The Group acquired 34 shop units in Concorde Shopping Mall amounting to \$78.8 million during the year.	
	For the year ended December 31, 2025, total fair value gain recognised for all investment properties amounted to \$31.4 million (2024: \$96.6 million).	
	Gross rental income and direct operating expenses arising from all investment properties amounted to \$22.0 million (2024: \$22.4 million) and \$8.8 million (2024: \$8.3 million) respectively for the year ended December 31, 2025.	
	As at December 31, 2025, certain investment properties amounting to approximately \$1,526.8 million (2024: \$1,402 million) were mortgaged to banks to secure credit facilities for the respective subsidiaries of the Group.	
	The fair value of the investment properties at December 31, 2025, which represents their highest and best use, has been determined on the basis of valuation carried out at the year end date by independent valuers having an appropriate recognised professional qualification based on direct comparison method that reflects the prevailing property market conditions and redevelopment opportunities as at this date and conforms to International Valuation Standards. The valuation is classified as level 3 of the fair value hierarchy as at December 31, 2025 and 2024.	
	The Group considers certain unobservable inputs used by the independent valuers in determining the fair value measurement of the Group's investment properties as sensitive to the fair value measurement. A change in these inputs will have a corresponding increase/decrease in the fair valuation as follows:	
	a) the higher the transacted price of comparable land which range from \$30,000 to \$36,000 (2024: \$30,000 to \$36,000) per square metre per plot ratio, the higher the fair value; and	
	b) the higher the transacted price of comparable units which range from \$30,000 to \$64,000 (2024: \$28,000 to \$87,000) per square metre, the higher the fair value.	

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

17. INTANGIBLE ASSETS

	Goodwill \$'000	Franchise rights \$'000	Total \$'000
Group			
Cost:			
At January 1, 2024	19,653	7,060	26,713
Exchange realignment	183	44	227
At December 31, 2024	19,836	7,104	26,940
Exchange realignment	(157)	(13)	(170)
At December 31, 2025	19,679	7,091	26,770
Accumulated amortisation:			
At January 1, 2024	-	6,626	6,626
Amortisation charged against other operating expenses	-	53	53
Exchange realignment	-	22	22
At December 31, 2024	-	6,701	6,701
Amortisation charged against other operating expenses	-	53	53
Exchange realignment	-	(5)	(5)
At December 31, 2025	-	6,749	6,749
Impairment loss:			
At January 1, 2024	10,439	-	10,439
Exchange realignment	183	-	183
At December 31, 2024	10,622	-	10,622
Exchange realignment	(157)	-	(157)
At December 31, 2025	10,465	-	10,465
Carrying amount:			
At December 31, 2024	9,214	403	9,617
At December 31, 2025	9,214	342	9,556

Goodwill acquired in a business combination is allocated at acquisition to the cash generating units ("CGUs") that are expected to benefit from that business combination. The carrying amount of goodwill attributable to certain hotel business is approximately \$9.2 million (2024: \$9.2 million) respectively.

Recoverable amount was determined based on the valuation performed by independent professional valuers using discounted cashflow method, at discount rates ranging from 7.5% to 9.7% per annum (2024: ranging from 7.5% to 10.5% per annum) and terminal yield rates ranging from 6.0% to 7.0% per annum (2024: 6.0% to 8.5% per annum).

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

18. BORROWINGS AND OTHER LONG-TERM LIABILITIES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Due after twelve months				
Long-term bank loans	1,017,433	921,775	185,039	81,431
Notes payable	836,711	617,346	836,711	617,346
Other long-term liabilities	-	115	-	-
	1,854,144	1,539,236	1,021,750	698,777
Due within twelve months				
Notes payable	-	219,880	-	219,880
Current portion of long-term bank loans	42,723	16,174	-	-
Current portion of other long-term liabilities	109	272	-	-
	42,832	236,326	-	219,880
Bankers' guarantees	1,674	1,773	406	468

- During the year, bank loans (secured) bear floating interest rates ranging from 1.6% to 6.3% (2024: 1.6% to 7.2%) per annum, and certain notes payable (unsecured) and other long-term liabilities (secured) bear fixed interest rates ranging from 3.8% to 5.3% (2024: 3.8% to 5.3%) per annum. The carrying amount of these notes and other long-term liabilities is \$836,820,000 and their fair value is \$850,690,000 (2024: \$837,613,000 and \$823,022,000 respectively). The notes and other long-term liabilities are classified under level 2 of the fair value hierarchy and the fair value has been determined in accordance with generally accepted pricing models based on a discounted cash flow analysis, with the most significant input being the discount rate. The facilities are repayable from 2026 to 2030 (2024: 2025 to 2029).
- Securities include legal mortgages on properties of the Company and certain subsidiaries (Notes 15 and 16); subordinated mortgages over certain subsidiaries' lease rights, fixed and floating charges on the assets of the Company and certain subsidiaries; pledge of shares of certain subsidiaries and corporate guarantees from the Company, certain subsidiaries and certain non-controlling shareholders.
- Bank loans at floating interest rates are contractually repriced on a short-term basis, typically six months or less.
- The Group has obtained bankers' guarantees mainly to secure utility services. These guarantees are secured by the assets and undertakings as disclosed in (b) above and/or pledge of fixed deposits (Note 6) of certain subsidiaries.
- Included in the borrowings is a subsidiary's long-term bank loan of approximately \$33 million whereby the critical terms of the bank loan are expected to hedge against the foreign exchange movements of the income stream of the subsidiary. The subsidiary performed a qualitative assessment and it is expected that the cash flow of the bank loan is effective in offsetting the cash flow of the income stream. During the year, there is no hedge ineffectiveness recognised in profit or loss and the deferred loss on the hedge recognised in other comprehensive income amounted to approximately \$0.9 million (2024: gain of \$5 million) (Note 24).
- The Group and the Company have non-current borrowings with a carrying amount of \$1,854 million and \$1,022 million (2024: \$1,539 million and \$699 million) respectively which are subject to financial covenants, including loan-to-valuation ratio, interest cover ratio and minimum tangible net worth. Compliance with these covenants is tested at least annually.

NOTES TO FINANCIAL STATEMENTS

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19. TRADE AND OTHER PAYABLES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Trade payables	99,953	102,695	4,399	5,168
Accrued employee-related expenses	27,781	24,606	2,541	1,767
Accrued operating expenses	33,825	26,996	2,897	3,035
Due to companies in which certain directors have interests*	466	374	-	-
Interest payable to non-related companies	8,674	8,830	6,558	6,321
Lease liabilities – current (Note 21)	3,242	2,545	-	-
Others	9,690	9,104	448	1,218
Total	183,631	175,150	16,843	17,509

* Amounts due to companies in which certain directors have interests are unsecured, interest-free and repayable on demand.

The average credit period on purchases of goods and services ranges from 1 to 2 months (2024: 1 to 2 months).

20. DEFERRED TAX (ASSETS)/ LIABILITIES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Deferred tax assets	(4,784)	(3,296)	-	-
Deferred tax liabilities	17,122	18,982	313	547
	12,338	15,686	313	547

The following are the major deferred tax assets and liabilities recognised by the Group and the Company and movements thereon during the year:

	Net accelerated tax depreciation \$'000	Other temporary differences* \$'000	Total \$'000
Group			
At January 1, 2024	2,833	11,426	14,259
(Credit) Charge to profit or loss (Note 28)	(205)	905	700
Charge to other comprehensive income	-	77	77
Exchange realignment	30	620	650
At December 31, 2024	2,658	13,028	15,686
(Credit) Charge to profit or loss (Note 28)	(1,094)	310	(784)
Credit to other comprehensive income	-	(2,125)	(2,125)
Exchange realignment	91	(530)	(439)
At December 31, 2025	1,655	10,683	12,338

* Other temporary differences comprise mainly deferred tax liability arising from business combinations.

NOTES TO FINANCIAL STATEMENTS

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20. DEFERRED TAX (ASSETS)/ LIABILITIES (CONT'D)

	Accelerated tax depreciation \$'000
Company	
At January 1, 2024	446
Charge to profit or loss	101
At December 31, 2024	547
Credit to profit or loss	(234)
At December 31, 2025	313

21. LEASE LIABILITIES

The Group as lessee

	2025 \$'000	2024 \$'000
Lease liabilities		
Maturity analysis:		
Year 1	14,707	13,182
Year 2	15,105	12,980
Year 3	15,414	14,457
Year 4	15,308	15,020
Year 5	14,311	15,025
Year 6 onwards	262,825	274,855
	337,670	345,519
Less: Unearned interest	(229,550)	(236,997)
	108,120	108,522
Analysed as:		
Current (Note 19)	3,242	2,545
Non-current	104,878	105,977
	108,120	108,522

22. SHARE CAPITAL AND OPTIONS

	Group and Company			
	2025 Number of ordinary shares	2024	2025 \$'000	2024 \$'000
Issued and fully paid:				
At beginning of year	523,965,251	521,815,251	735,265	726,780
Issue of shares for cash (share options exercised)	6,475,000	2,150,000	22,589	8,485
At end of year	530,440,251	523,965,251	757,854	735,265

The Company has one class of ordinary shares which carries no right to fixed income and has no par value.

NOTES TO FINANCIAL STATEMENTS

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22. SHARE CAPITAL AND OPTIONS (CONT'D)

Options to subscribe for the Company's ordinary shares may be granted to executives of the Company under the Hotel Properties Employee Share Option Scheme 2010 ("Scheme 2010"). The scheme is administered by the Remuneration Committee. The exercise price of the granted options is determined based on the average last business done price for the shares of the Company for the five market days preceding the date of grant. The Remuneration Committee may at its discretion fix the exercise price at a discount not exceeding 20% to the above price. The vesting period is 2 years for options granted at a discounted exercise price, and 1 year for options granted without discount. The share options have a validity period of 10 years from the date of grant, unless they have been forfeited prior to that date.

Details of the share options outstanding during the year are as follows:

	Group and Company			
	2025		2024	
	Number of share options	Weighted average exercise price \$	Number of share options	Weighted average exercise price \$
Outstanding at the beginning of the year	14,625,000	2.99	18,375,000	3.03
Exercised during the year	(6,475,000)	2.98	(2,150,000)	3.20
Expired during the year	(1,100,000)	3.24	(1,600,000)	3.21
Outstanding at the end of the year	7,050,000	2.96	14,625,000	2.99
Exercisable at the end of the year	7,050,000	2.96	14,625,000	2.99

The weighted average market price at the date of exercise for share options exercised during the financial year was \$4.09 (2024: \$3.62). The options outstanding at the end of the year have a weighted average remaining contractual life of 2.6 (2024: 2.2) years.

The Company also has a Hotel Properties Limited Performance Share Plan that is administered by the Remuneration Committee. Fully paid shares are awarded to participants taking into consideration certain performance criteria and vesting period. There are no award of performance shares under the Performance Share Plan as at the beginning and end of the year.

23. TREASURY SHARES

	Group and Company			
	2025	2024	2025	2024
	Number of ordinary shares		\$'000	
At beginning and end of year	515,300	515,300	1,746	1,746

The Company acquired its own shares through purchases on the Singapore Exchange and the total amount paid to acquire the shares had been deducted from shareholders' equity. The shares are held as treasury shares. The Company intends to reissue these shares to executives under the share option and performance share plans.

NOTES TO FINANCIAL STATEMENTS

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24. OTHER RESERVES

	Exchange fluctuation reserve \$'000	Hedge reserve \$'000	Option reserve \$'000	Other capital reserve \$'000	Total \$'000
Group					
Balance as at January 1, 2024	(74,739)	(13,040)	10,688	(22,170)	(99,261)
Total comprehensive income for the year	14,870	4,845	-	(8,298)	11,417
Other movements during the year	2,914	-	(1,614)	-	1,300
Balance as at December 31, 2024	(56,955)	(8,195)	9,074	(30,468)	(86,544)
Total comprehensive income for the year	830	(636)	-	2,709	2,903
Other movements during the year	(2,903)	118	(5,320)	-	(8,105)
Balance as at December 31, 2025	(59,028)	(8,713)	3,754	(27,759)	(91,746)

Hedge reserve records the fair value changes on the derivative financial instruments and certain bank borrowings designated as hedging instruments in cash flow and net investment hedges that are determined to be an effective hedge.

Option reserve represents the Group's and the Company's equity-settled share options and performance shares granted to employees. The reserve is made up of the cumulative value of services received from employees recorded on grant of equity-settled share options and performance shares. The expense for services received will be recognised over the vesting period.

The exchange fluctuation reserve is used to record foreign exchange differences arising from the translation of the financial statements of foreign subsidiaries whose functional currencies are different from that of the Group's presentation currency and exchange differences arising from translation of monetary items that form part of a net investment in a foreign entity.

Other capital reserves include the cumulative fair value changes of financial assets at FVTOCI until they are derecognised, as well as reserve on consolidation which represents the difference between the fair value of the consideration paid and the amount by which the non-controlling interest are reduced during the acquisition of additional interests from non-controlling shareholders.

25. PERPETUAL CAPITAL SECURITIES

The Company issued \$160 million in aggregate principal amount of 5.5% perpetual capital securities on October 30, 2024. The securities are recorded at the proceeds received, net of direct issue costs.

The \$160 million 5.5% securities are perpetual and confer a right to receive distribution payments. Such distributions are payable semi-annually in arrear unless deferred in accordance with the conditions of the securities. The rate of distribution applicable from October 30, 2024 to October 30, 2029 (the "First Reset Date") is 5.5% per annum; from the First Reset Date to each subsequent reset date occurring on each date falling every five years after the First Reset Date with each such date, a "Reset Date", the applicable Reset Distribution Rate as defined in the conditions of the securities.

NOTES TO FINANCIAL STATEMENTS

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25. PERPETUAL CAPITAL SECURITIES (CONT'D)

The securities constitute direct, unsecured and subordinated obligations of the Company and rank *pari passu* and without any preference or priority among themselves. The securities may be redeemed at the option of the Company on October 30, 2029, or on any distribution payment date thereafter and otherwise upon the occurrence of certain redemption events specified in the conditions of the securities.

The Company exercised the option to redeem in full the \$160 million 4.4% perpetual capital securities on October 22, 2024 (the "First Reset Date") in accordance with the conditions of the securities. These securities were issued on October 22, 2019.

26. REVENUE

	Group	
	2025 \$'000	2024 \$'000
Hotel revenue	718,151	667,626
Rental income	22,169	22,587
Management fee	2,367	2,715
Total	742,687	692,928

27. (LOSS) PROFIT BEFORE INCOME TAX

This is determined after charging (crediting):

	Group	
	2025 \$'000	2024 \$'000
Staff costs (including share-based payments), net of government grant	215,507	202,113
Cost of defined contribution plans included in staff costs	11,466	10,548
Cost of inventories recognised as expense	49,930	53,413
Depreciation and amortisation	94,708	86,798
Finance costs on lease liabilities	12,364	12,668
Audit fees paid to auditors:		
Auditors of the Company	619	605
Other auditors	856	762
Non-audit fees paid to auditors:		
Auditors of the Company	138	102
Other auditors	95	122
Loss allowance for trade receivables [^]	40	395
Net foreign exchange (gain) loss [^]	(283)	334
Net fair value loss in investments [^]	16,313	1,525
Net loss on disposal of property, plant and equipment [^]	1,253	550
Interest income [^]	(916)	(3,041)
Dividend income [^]	(1,440)	(4,567)

[^] These are included in other operating (income) expenses.

NOTES TO FINANCIAL STATEMENTS

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28. INCOME TAX EXPENSE

	Group	
	2025 \$'000	2024 \$'000
Current tax	17,473	26,026
Deferred tax (Note 20)	(784)	700
	16,689	26,726
Under (Over) provision in prior years	873	(687)
	17,562	26,039

The income tax expense varied from the amount of income tax expense determined by applying the Singapore income tax rate of 17% (2024: 17%) to loss/profit before income tax and share of results of associates and jointly controlled entities as a result of the following differences:

	Group	
	2025 \$'000	2024 \$'000
(Loss) Profit before income tax and share of results of associates and jointly controlled entities	(23,224)	90,150
Tax (credit) expense calculated at a tax rate of 17% (2024: 17%)	(3,948)	15,326
Non-deductible (Non-taxable) items (net)	15,949	3,407
Tax exemption	(162)	(507)
Utilisation of unabsorbed tax losses and capital allowances brought forward	(1,344)	(1,082)
Deferred tax asset on tax losses arising during the year not recorded	3,943	8,448
Effect of different tax rate of overseas operations	2,251	1,134
	16,689	26,726
Effective tax rate	(71.9%)	29.6%

Subject to the agreement with the relevant tax authorities and compliance with certain conditions of the relevant tax legislations, in the respective countries in which the subsidiaries operate, the Group has unrecognised tax losses and capital allowances totaling approximately \$168,406,000 and \$9,657,000 (2024: \$199,255,000 and \$6,341,000) respectively which are available for set off against future taxable income of the respective subsidiaries. No deferred tax asset has been recognised in respect of these due to unpredictability of future profit stream. Tax losses approximating \$125,870,000 (2024: \$141,082,000) will expire within the next 5 years.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

29. (LOSS) EARNINGS PER SHARE

The calculation of basic (loss) earnings per share is based on the Group net (loss) profit attributable to owners of the Company after deducting provision for distribution to perpetual capital securities holders divided by the weighted average number of ordinary shares in issue (excluding treasury shares) during the year.

Diluted (loss) earnings per share is based on Group earnings and adjusted weighted average number of ordinary shares (excluding treasury shares) to reflect the effect of all potentially dilutive ordinary shares, assuming the full exercise of outstanding share options and release of performance shares during the year. In 2025, diluted loss per share is not adjusted for the effect of potentially dilutive ordinary shares which are deemed anti-dilutive.

	2025 \$'000	2024 \$'000
(Loss) Profit attributable to owners of the Company less distribution to perpetual capital securities holders	(55,015)	20,159
Adjusted (loss) profit attributable to owners of the Company less distribution to perpetual capital securities holders	(55,015)	20,228
	No. of shares (^{'000})	No. of shares (^{'000})
Weighted average number of ordinary shares used to compute basic (loss) earnings per share (excluding treasury shares)	527,387	522,455
Adjustment for potential dilutive ordinary shares	-	917
Weighted average number of ordinary shares used to compute diluted (loss) earnings per share (excluding treasury shares)	527,387	523,372
Basic (loss) earnings per share	(10.43 cents)	3.86 cents
Diluted (loss) earnings per share	(10.43 cents)	3.86 cents

30. DIVIDENDS

In 2024, the Company declared and paid a first and final one-tier tax exempt dividend of 4 cents per ordinary share, and a one-tier tax exempt special dividend of 2 cents per ordinary share of the Company, totaling \$31,366,000 in respect of the financial year ended December 31, 2023.

In 2025, the Company declared and paid a first and final one-tier tax exempt dividend of 4 cents per ordinary share of the Company, totaling \$21,093,000 in respect of the financial year ended December 31, 2024.

Subsequent to December 31, 2025, the directors of the Company recommended that a first and final one-tier tax exempt dividend be paid at 4 cents per ordinary share of the Company, totaling \$21,197,000 for the financial year ended December 31, 2025, based on the number of issued shares (excluding treasury shares) as at year end. The proposed dividends are not accrued as a liability for the current financial year in accordance with SFRS(I) 1-10 *Events After The Reporting Period*.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

31. CAPITAL COMMITMENTS

As at the end of the financial year, the Group has capital commitments contracted but not provided for in the financial statements in respect of the following:

	Group	
	2025 \$'000	2024 \$'000
Capital expenditure	28,352	36,013
Associates, jointly controlled entities and other investments	67,918	107,960

32. OPERATING LEASE COMMITMENTS

The Group as lessor

Operating leases, in which the Group is the lessor, relate to investment properties and certain property, plant and equipment owned by the Group with lease terms of between 1 to 4 years, with 3 years extension option for selected leases. Certain operating lease contracts contain market review clauses in the event that the lessee exercises its option to renew. The lessee does not have an option to purchase the property at the expiry of the lease period.

Maturity analysis of operating lease payments:

	Group	
	2025 \$'000	2024 \$'000
Year 1	20,934	22,056
Year 2	12,307	10,622
Year 3	4,835	4,347
Year 4	-	140
Total	38,076	37,165

NOTES TO FINANCIAL STATEMENTS

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33. SEGMENT INFORMATION

a) The segment information of the Group is organised into the following reportable segments:

Hotels

These refer mainly to the operations of the hotels and the shopping galleries of the Group as well as the provision of hotel management services. Income is derived mainly from the rental of rooms and shop units, sale of food and beverage and management fee.

Properties

These refer to the rental and sale operations on residential properties and commercial units. Sales and profit from the condominium development projects in Singapore are recognised based on percentage of completion method, and those from overseas projects are recognised based on completion of construction method.

Others

These refer to distribution and retail operations, activities on quoted and unquoted investments and others.

b) The following segment information is prepared on the same basis as the Group's material accounting policies described in Note 2:

- i) Segment revenue and expenses are revenue and expenses reported in the Group's income statement that either are directly attributable to a segment or can be allocated on a reasonable basis to a segment.
- ii) Segment revenue and expenses include transfers between business segments. Inter-segment sales are charged at cost plus a percentage profit mark-up. These transfers are eliminated on consolidation. Share of results of associates and jointly controlled entities are allocated as they are specifically attributable to a segment.
- iii) Segment assets are all operating assets that are employed by a segment in its operating activities and are either directly attributable to the segment or can be allocated to the segment on a reasonable basis. Segment assets exclude interest-producing assets. Investments in associates and jointly controlled entities are included as segment assets of the Group.
- iv) Segment liabilities are all operating liabilities of a segment and are either directly attributable to the segment or can be allocated to the segment on a reasonable basis. Segment liabilities exclude interest-bearing liabilities and income tax liabilities.
- v) Segment revenue and non-current assets are analysed based on the location of those assets.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

33. SEGMENT INFORMATION (CONT'D)

c) Information by business segment:

Group	Hotels		Properties		Others		Elimination		Consolidation	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
REVENUE										
External sales	719,773	669,621	22,908	23,301	6	6	-	-	742,687	692,928
Inter-segment sales	-	-	347	347	-	-	(347)	(347)	-	-
Total revenue	719,773	669,621	23,255	23,648	6	6	(347)	(347)	742,687	692,928
RESULTS										
Profit (Loss) before interest, tax and fair value changes in investment properties	65,524	53,318	2,212	39,962	(15,035)	2,831	-	-	52,701	96,111
Segment results	65,524	53,318	2,212	39,962	(15,035)	2,831	-	-	52,701	96,111
Finance costs									(108,217)	(105,634)
Interest income									916	3,041
Share of results of equity accounted investees	(4,138)	(1,897)	(5,923)	(54,312)	(5,646)	(1,278)	-	-	(15,707)	(57,487)
Fair value changes in investment properties	-	-	31,376	96,632	-	-	-	-	31,376	96,632
Income tax expense									(17,562)	(26,039)
Non-controlling interests									10,278	20,594
Net (loss) profit									(46,215)	27,218
OTHER INFORMATION										
Segment assets	1,955,915	1,992,767	1,570,915	1,489,978	118,560	133,654	-	-	3,645,390	3,616,399
Investment in equity accounted investees	264,820	254,772	601,299	550,644	6,625	5,420	-	-	872,744	810,836
Unallocated corporate assets									24,714	57,484
Consolidated total assets									4,542,848	4,484,719

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

33. SEGMENT INFORMATION (CONT'D)

c) Information by business segment (cont'd):

Group	Hotels		Properties		Others		Elimination		Consolidation	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Segment liabilities	279,634	272,049	8,191	8,440	391	352	-	-	288,216	280,841
Unallocated corporate liabilities									1,921,041	1,803,896
Consolidated total liabilities									2,209,257	2,084,737
Additions to non-current assets (excluding fair value changes)	155,720	222,050	139,349	111,358	500	5,000	-	-	295,569	338,408
Depreciation and amortisation	93,843	85,757	865	1,041	-	-	-	-	94,708	86,798
Non-cash expenses (income) other than depreciation, amortisation, impairment loss and fair value changes in investment properties	(388)	726	123	151	16,306	1,347	-	-	16,041	2,224

d) Information by geographic regions:

Group	Revenue		Non-current assets	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Singapore	193,023	206,321	1,971,724	1,864,274
The Maldives	275,871	254,173	611,149	662,631
The rest of Asia	243,552	203,424	822,063	806,323
United Kingdom and Europe	745	720	644,313	572,474
Others	29,496	28,290	135,157	115,592
	742,687	692,928	4,184,406	4,021,294

Others consist of mainly U.S.A., Australasia and Africa.

NOTES TO FINANCIAL STATEMENTS

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34. SUBSIDIARIES

Information relating to subsidiaries is as follows:

Subsidiary	Principal Activity	Country of Incorporation / Place of Business	Group's Effective Interest	
			2025 %	2024 %
Held by the Company				
Cleaton Investments Pte Ltd	Investment holding company	Singapore	100	100
HPL Hotels & Resorts Pte Ltd	Hotel management and investment holding company	Singapore	100	100
HPL Investment & Development Pte Ltd	Investment holding company	Singapore	100	100
HPL Leisure Holdings Pte Ltd	Investment holding company	Singapore	100	100
HPL Orchard Place Pte Ltd	Investment holding company	Singapore	100	100
HPL Properties Pte Ltd	Property development, hotelier and investment holding company	Singapore	100	100
HPL Properties (Australasia) Pte Ltd	Investment holding company	Singapore	100	100
HPL Properties (Indian Ocean) Pte Ltd	Investment holding company	Singapore	70	70
HPL Properties (Pacific Ocean) Pte Ltd	Investment holding company	Singapore	70	70
HPL Properties (SEA) Pte Ltd	Investment holding company	Singapore	100	100
HPL Properties (West) Pte Ltd	Investment holding company	Singapore	100	100
HPL Properties (West Asia) Pte Ltd	Investment holding company	Singapore	100	100
HPL Singapore Pte Ltd	Investment holding company	Singapore	100	100
HPL Tourism & Leisure Pte Ltd	Investment holding company	Singapore	100	100
Luxury Holdings Pte Ltd	Investment holding company	Singapore	100	100
Maxford Investments Pte Ltd	Investment holding company	Singapore	100	100
Super Vista Sdn Bhd ⁽¹⁾	Hotelier	Malaysia	100	100
Tiga Stars Pte Ltd [^]	Investment holding company	Singapore	-	70

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34. SUBSIDIARIES (CONT'D)

Subsidiary	Principal Activity	Country of Incorporation / Place of Business	Group's Effective Interest	
			2025 %	2024 %
Held by subsidiaries of the Company				
21 st Century Holding Pte Ltd	Investment holding company	Singapore	100	100
Allegro Investments Pte Ltd	Investment holding company	Singapore	100	100
Amberwood Investments Pte Ltd	Investment holding company	Singapore	100	100
Asia Hotel Growth Fund ⁽¹⁾	Investment holding company	Thailand	100	100
Astrid Holdings Co., Ltd ⁽¹⁾	Investment holding company	Thailand	49**	49**
Bayford Investments Pte Ltd	Investment holding company	Singapore	100	100
Baywood Investments Pte Ltd	Investment holding company	Singapore	100	100
Belitung Investments Pte Ltd	Investment holding company	Singapore	100	100
Berkley Investments Pte Ltd	Investment holding company	Singapore	100	100
Boathouse Holding Co., Ltd ⁽¹⁾	Investment holding company	Thailand	49**	49**
Boathouse Kata Co., Ltd ⁽¹⁾	Hotelier	Thailand	74	74
Campden Hill Investment LLP ⁽¹⁾	Investment holding company	United Kingdom	100	100
Chatsworth Development Management Pte Ltd	Project management company	Singapore	100	100
Clearwater Island Resorts Sdn Bhd ⁽¹⁾	Hotelier	Malaysia	100	100
Concorde Hotel Management Inc. ⁽⁶⁾	Investment holding company	U.S.A.	100	100
Concorde Hotel New York Inc. ⁽⁶⁾	Investment holding company	U.S.A.	100	100
Concorde Hotels & Resorts (Malaysia) Sdn Bhd ⁽¹⁾	Hotel management	Malaysia	100	100
Coralbell Pty Ltd ⁽⁶⁾	Investment holding company	Australia	100	100
Dojima Hotel TMK ⁽¹⁾	Acquisition, management and disposition of specified assets	Japan	100	100
Dojima Investments Pte Ltd	Investment holding company	Singapore	100	100
Dojima Luxury Holdings Co., Ltd ⁽¹⁾	Hotelier	Japan	75	75
Dojima Properties Pte Ltd	Investment holding company	Singapore	100	100
Dojima Realty Pte Ltd	Investment holding company	Singapore	100	100
East Phuket Holdings Pte Ltd	Investment holding company	Singapore	100	100

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34. SUBSIDIARIES (CONT'D)

Subsidiary	Principal Activity	Country of Incorporation / Place of Business	Group's Effective Interest	
			2025 %	2024 %
Held by subsidiaries of the Company (cont'd)				
Eastpoint Investments Limited ⁽¹⁾	Investment holding company	United Kingdom	100	100
Hermill Investments Pte Ltd	Investment holding company	Singapore	100	100
Hotel Holdings USA Inc ⁽⁴⁾	Investment holding company	U.S.A.	100	100
Hotel Properties Lanka Investments (Private) Limited ⁽²⁾	Investment holding company	Sri Lanka	100	100
HPL (Croatia) Limited	Investment holding company	United Kingdom	100	100
HPL (Campden) Pte Ltd	Investment holding company	Singapore	100	100
HPL (Eaton) Ltd ⁽¹⁾	Dormant	United Kingdom	100	100
HPL (Europe) Pte Ltd	Investment holding company	Singapore	100	100
HPL Gateway Investments Pte Ltd [^]	Investment holding company	Singapore	-	100
HPL Hotels Pty Ltd ⁽⁶⁾	Provision of administrative services	Australia	100	100
HPL Investors Pte Ltd	Trading in quoted investments and share dealing	Singapore	100	100
HPL (Kensington) Pte Ltd	Investment holding company	Singapore	100	100
HPL (Mayfair) Pte Ltd	Investment holding company	Singapore	100	100
HPL (Osaka) Pte Ltd	Investment holding company	Singapore	100	100
HPL (Paddington) Pte Ltd	Investment holding company	Singapore	100	100
HPL Properties Management Pte Ltd	Investment holding company	Singapore	100	100
HPL Properties (North Asia) Pte Ltd	Investment holding company	Singapore	100	100
HPL Resorts (Maldives) Private Limited ⁽¹⁾	Hotelier and investment holding company	Maldives	70	70
HPL Retail Pte Ltd	Trading in quoted investments and investment holding company	Singapore	100	100
HPL Services Pte Ltd	Privilege card services operations and investment holding company	Singapore	100	100
HPL (Southbank) Pte Ltd	Investment holding company	Singapore	100	100
HPL Tulip Pte Ltd	Investment holding company	Singapore	100	100

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34. SUBSIDIARIES (CONT'D)

Subsidiary	Principal Activity	Country of Incorporation / Place of Business	Group's Effective Interest	
			2025 %	2024 %
Held by subsidiaries of the Company (cont'd)				
HPL Tulip Holdings Pte Ltd	Investment holding company	Singapore	100	100
HPL (UK) Limited ⁽¹⁾	Provisions of information and services	United Kingdom	100	100
HPL (Whitechapel) Pte Ltd	Investment holding company	Singapore	100	100
HRH Merchandise (M) Sdn Bhd ⁽¹⁾	Retailer	Malaysia	100	100
Kata Boathouse Holdings Pte Ltd	Investment holding company	Singapore	100	100
Kupari Luxury Hotels d.o.o. ^{# (6)}	Provision of tourist services	Croatia	97	95
Laem Ka Properties Co. Ltd ⁽¹⁾	Hotelier and property developer	Thailand	90	90
Landaa Giraavaru Private Limited ⁽¹⁾	Hotelier	Hong Kong / Maldives	70	70
Landeal Properties Pte Ltd	Investment holding company	Singapore	100	100
Leisure Beach Private Limited ⁽¹⁾	Developer and hotelier	Maldives	70	70
Leisure Development Koror Inc.	Hotel development	Palau	70	70
Leisure Frontiers Private Limited ⁽¹⁾	Hotelier	Maldives	70	70
Leisure Holidays Private Limited ⁽¹⁾	Developer and hotelier	Maldives	70	70
Leisure Horizons Private Limited ⁽¹⁾	Developer and hotelier	Maldives	70	70
Leisure Oceans Private Limited ⁽¹⁾	Hotelier	Maldives	70	70
Leisure Sands Private Limited ⁽¹⁾	Hotelier	Maldives	70	70
Luxury Complex Pte Ltd	Investment holding company	Singapore	100	100
Luxury Hotels (1989) Pte Ltd	Hotelier	Singapore	100	100
Luxury Peak Pte Ltd	Investment holding company	Singapore	100	100
Luxury Properties Pte Ltd	Investment holding company	Singapore	100	100
Moonstone Investments Pte Ltd	Investment holding company	Singapore	100	100
Naka Yai Holdings Co. Limited ⁽¹⁾	Investment holding company	Thailand	49**	49**
Naka Yai Land Co. Limited ⁽¹⁾	Hotelier	Thailand	74	74
NYC 55., Corp. ⁽³⁾	Hotelier	U.S.A.	100	100
Palmco Hotels Sdn Bhd ⁽¹⁾	Hotelier	Malaysia	100	100
Pebble Bay (Thailand) Co. Ltd ⁽¹⁾	Property development	Thailand	74	74

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34. SUBSIDIARIES (CONT'D)

Subsidiary	Principal Activity	Country of Incorporation / Place of Business	Group's Effective Interest	
			2025 %	2024 %
Held by subsidiaries of the Company (cont'd)				
Phang Nga Development Holdings Co. Ltd * ⁽¹⁾	Investment holding company	Thailand	49**	-
Phang Nga Hotel & Resort Co. Limited ^{@(1)}	Hotelier	Thailand	74	74
Phang Nga Residences Co. Ltd * ⁽¹⁾	Investment holding company	Thailand	74	-
Phang Nga (Singapore) Pte Ltd *	Investment holding company	Singapore	100	-
PT Amanda Arumdhani ⁽¹⁾	Hotelier	Indonesia	100	100
PT Amanda Citra ⁽⁶⁾	Dormant	Indonesia	100	100
PT Amanda Natha ⁽¹⁾	Hotelier	Indonesia	100	100
PT Amanda Pramudita ⁽¹⁾	Hotelier	Indonesia	100	100
PT Amanda Surya ⁽⁶⁾	Investment holding company	Indonesia	100	100
PT Bali Girikencana ⁽¹⁾	Hotelier	Indonesia	100	100
Quin Properties Pte Ltd	Investment holding company	Singapore	100	100
Seaside Hotel (Thailand) Co. Ltd ⁽¹⁾	Hotelier	Thailand	74	74
Seaside Properties (Thailand) Co. Ltd ⁽¹⁾	Hotelier	Thailand	74	74
South West Pacific Investments Limited ⁽⁵⁾	Hotelier	Vanuatu	100	100
Sovereign Builders & Development Sdn Bhd ⁽¹⁾	Investment holding company	Malaysia	100	100
Straits Realty Co. Ltd ⁽¹⁾	Investment holding company	Thailand	74	74
Supreme Prospects Sdn Bhd ⁽¹⁾	Hotelier	Malaysia	100	100
Suseem Pty Ltd ⁽⁶⁾	Dormant	Australia	100	100
Tangalla Bay Hotels Private Limited ⁽²⁾	Hotelier	Sri Lanka	48**	48**
The Island Development Pte Ltd	Investment holding company	Singapore	100	100
Travel Bug Touring Pte Ltd	Investment holding company	Singapore	100	100
Weligama Hotel Properties Ltd ⁽²⁾	Hotelier	Sri Lanka	49**	49**
Wesclove Investments Pte Ltd	Investment holding company	Singapore	100	100
Xspand Investments Pte Ltd	Investment holding company	Singapore	100	100
Yarra Investments Pte Ltd [^]	Property development and investment holding company	Singapore	-	100

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

34. SUBSIDIARIES (CONT'D)

All companies are audited by Deloitte & Touche LLP, Singapore except for the following:

- (1) Audited by overseas practices of Deloitte Touche Tohmatsu Limited
- (2) Audited by overseas practices of KPMG International
- (3) Audited by overseas practices of BDO International Limited
- (4) Audited by Cohen & Schaeffer P.C.
- (5) Audited by Barrett & Partners
- (6) Not required to be audited by law in country of incorporation and subsidiary not considered material.

^ Placed under members' voluntary liquidation during the financial year.

Equity interest increased due to further subscription of share.

@ Formerly known as Naka Yai Hotel Co. Limited.

* Incorporated during the financial year.

** This company is considered a subsidiary as the Group is exposed, or has rights, to variable returns from its involvement with the company and has the ability to affect those returns through its power over the company.

The table below shows details of non-wholly owned subsidiaries of the Group that have material non-controlling interests:

Name of subsidiary	Place of incorporation and principal place of business	Proportion of ownership interests and voting rights held by non-controlling interests		Loss allocated to non-controlling interests		Accumulated non-controlling interests	
		2025	2024	2025	2024	2025	2024
				\$'000	\$'000	\$'000	\$'000
HPL Resorts (Maldives) Private Limited	Maldives	30%	30%	(8,958)	(14,079)	50,044	57,735
Individually immaterial subsidiaries with non-controlling interests				(1,320)	(6,515)	17,659	18,786
Total				(10,278)	(20,594)	67,703	76,521

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

34. SUBSIDIARIES (CONT'D)

Summarised financial information in respect of HPL Resorts (Maldives) Private Limited and its subsidiaries is set out below:

	2025 \$'000	2024 \$'000
Current assets	48,168	51,003
Non-current assets	661,137	711,550
Current liabilities	(79,974)	(75,318)
Non-current liabilities	(462,475)	(494,741)
Equity attributable to owners of the Company	116,812	134,759
Non-controlling interests	50,044	57,735
Revenue	276,028	254,333
Expenses	(305,889)	(301,263)
Loss for the year	(29,861)	(46,930)
Loss attributable to owners of the Company	(20,903)	(32,851)
Loss attributable to the non-controlling interests	(8,958)	(14,079)
Loss for the year	(29,861)	(46,930)
Other comprehensive (loss) income attributable to owners of the Company	(6,863)	4,376
Other comprehensive (loss) income attributable to the non-controlling interests	(824)	744
Other comprehensive (loss) income for the year	(7,687)	5,120
Total comprehensive loss attributable to owners of the Company	(27,766)	(28,475)
Total comprehensive loss attributable to the non-controlling interests	(9,782)	(13,335)
Total comprehensive loss for the year	(37,548)	(41,810)
Net cash inflow from operating activities	34,158	17,118
Net cash outflow from investing activities	(40,919)	(59,918)
Net cash inflow from financing activities	7,612	43,849
Net cash inflow	851	1,049

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

35. ASSOCIATES

Information relating to significant associates is as follows:

Associate	Principal Activity	Country of Incorporation / Place of Business	Group's Effective Interest	
			2025 %	2024 %
Bankside Quarter (Jersey) Limited ⁽²⁾	Investment holding company	Jersey	30	30
Leisure Ventures Pte Ltd ⁽¹⁾	Investment holding company	Singapore	50	50

⁽¹⁾ Audited by Deloitte & Touche LLP, Singapore.

⁽²⁾ Audited by overseas practices of Deloitte Touche Tohmatsu Limited.

Summarised financial information in respect of each of the Group's material associates is set out below. The summarised financial information below represents amounts shown in the associate's financial statements prepared in accordance with SFRS(I)s adjusted by the Group for equity accounting purposes.

Bankside Quarter (Jersey) Limited and its subsidiaries

	2025 \$'000	2024 \$'000
Current assets	2,028,107	1,689,677
Non-current assets	58,706	-
Current liabilities	(39,682)	(55,282)
Non-current liabilities	(1,958,616)	(1,501,286)
Revenue	26,881	21,967
Loss for the year	(6,554)	(18,592)
Other comprehensive income for the year	1,673	2,953
Total comprehensive loss for the year	(4,881)	(15,639)

Reconciliation of the above summarised financial information to the carrying amount of the interest in Bankside Quarter (Jersey) Limited and its subsidiaries recognised in the consolidated financial statements:

	2025 \$'000	2024 \$'000
Net assets of Bankside Quarter (Jersey) Limited and its subsidiaries	88,515	133,109
Proportion of the Group's ownership interest	30%	30%
Shareholder's advances and intercompany eliminations	254,802	192,886
Carrying amount of the Group's interest	281,357	232,819

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

35. ASSOCIATES (CONT'D)

Leisure Ventures Pte Ltd and its subsidiaries

	2025 \$'000	2024 \$'000
Current assets	23,558	21,662
Non-current assets	320,332	307,802
Current liabilities	(59,176)	(59,739)
Non-current liabilities	(118,246)	(99,579)
Revenue	82,309	83,398
Loss for the year	(9,174)	(6,519)
Other comprehensive income for the year	2,736	1,524
Total comprehensive loss for the year	(6,438)	(4,995)

Reconciliation of the above summarised financial information to the carrying amount of the interest in Leisure Ventures Pte Ltd and its subsidiaries recognised in the consolidated financial statements:

	2025 \$'000	2024 \$'000
Net assets of Leisure Ventures Pte Ltd and its subsidiaries	166,468	170,146
Proportion of the Group's ownership interest	50%	50%
Carrying amount of the Group's interest	83,234	85,073

Aggregate information of associates that are not individually material

	2025 \$'000	2024 \$'000
The Group's share of profit	1,789	5,710
The Group's share of other comprehensive income	1,513	673
The Group's share of total comprehensive income	3,302	6,383
Aggregate carrying amount of the Group's interests in these associates	91,687	96,908

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

36. JOINTLY CONTROLLED ENTITIES

Information relating to significant jointly controlled entities is as follows:

Jointly Controlled Entity	Principal Activity	Country of Incorporation / Place of Business	Group's Interest	
			2025 %	2024 %
Great Western Enterprises Ltd ⁽¹⁾	Investment holding company	Jersey	70	70

(1) Audited by overseas practices of Deloitte Touche Tohmatsu Limited.

Summarised financial information in respect of the Group's material jointly controlled entity is set out below. The summarised financial information below represents amounts shown in the jointly controlled entity's financial statements prepared in accordance with SFRS(I)s adjusted by the Group for equity accounting purposes.

Great Western Enterprises Ltd and its subsidiary

	2025 \$'000	2024 \$'000
Current assets	57,570	140,708
Non-current assets	1,170,968	1,045,104
Current liabilities	(58,730)	(54,850)
Non-current liabilities	(1,095,107)	(1,033,559)

The above amounts of assets and liabilities include the following:

Cash and cash equivalents	19,786	28,205
Current financial liabilities (excluding trade and other payables and provisions)	(26,194)	(35,122)
Non-current financial liabilities (excluding trade and other payables and provisions)	(1,085,533)	(1,033,559)

Revenue	56,218	51,671
Loss for the year	(907)	(70,611)
Other comprehensive income for the year	1,209	3,001
Total comprehensive income (loss) for the year	302	(67,610)

The above loss for the year include the following:

Interest income	1,198	-
Finance costs	(68,013)	(68,156)
Income tax expense	(3,668)	-

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

36. JOINTLY CONTROLLED ENTITIES (CONT'D)

Reconciliation of the above summarised financial information to the carrying amount of the interest in Great Western Enterprises Ltd and its subsidiary recognised in the consolidated financial statements:

	2025 \$'000	2024 \$'000
Net assets of Great Western Enterprises Ltd and its subsidiary	74,701	97,403
Proportion of the Group's ownership interest	70%	70%
Shareholder's advances and intercompany eliminations	235,443	207,125
Carrying amount of the Group's interest	287,734	275,307

Aggregate information of jointly controlled entities that are not individually material

	2025 \$'000	2024 \$'000
The Group's share of loss for the year	(10,307)	(4,932)
The Group's share of other comprehensive income (loss) for the year	5,396	(9,946)
The Group's share of total comprehensive loss for the year	(4,911)	(14,878)
Aggregate carrying amount of the Group's interests in these jointly controlled entities	71,851	63,109

37. SUBSEQUENT EVENTS

On January 30, 2026, the Group completed the purchase of the entire issued share capital of a New Zealand-incorporated company which owns a freehold property known as The Intercontinental Auckland for a total consideration of approximately NZD184 million (equivalent to SGD140.9 million).

On March 25, 2026, the Company issued \$150 million in aggregate principal amount of 4.38% perpetual capital securities.

CORPORATE GOVERNANCE REPORT

The Corporate Governance Report describes Hotel Properties Limited's ("HPL") corporate governance practices and structures that were in place during the financial year ended December 31, 2025 ("FY2025"), with specific reference to the principles and provisions of the Code of Corporate Governance 2018 (the "2018 Code"), and as applicable, the Listing Manual of the Singapore Exchange Securities Trading Limited ("SGX-ST") and the Singapore Companies Act 1967. This report is divided into four main sections, namely:

- (1) Board Responsibilities
- (2) Board Affairs
- (3) Accountability and Audit
- (4) Shareholder and Stakeholder Engagement

BOARD RESPONSIBILITIES

Board Composition & Guidance

Principle 2: Board Composition and Guidance

Principle 4: Board Membership

For FY2025, the Board comprised 7 Directors of whom, 2 are executive Directors, 2 are non-executive/non-independent Director and 3 are non-executive/independent Directors. Consistent with the 2018 Code, the Company has no alternate director on its board.

The Chairman of the Board is Mr. Wong Liang Ying (non-executive and independent). The executive Directors are Mr. Christopher Lim Tien Lock (Group Executive Director) and Mr. Stephen Lau Buong Lik (Executive Director).

The majority of our Directors is non-executive and includes professionals with financial and commercial backgrounds. This provides Management with the benefit of an external diverse and objective perspective of issues that are brought before the Board.

The Board has no dissenting view on the Chairman's statement for the year in review.

Key information regarding the Directors of the Company is provided as follows:-

Mr. Wong Liang Ying

Date of appointment as Director	: May 28, 2019
Date of appointment as Chairman	: April 30, 2024
Date of last re-election	: April 28, 2023
Nature of Appointment	: Non-Executive and Independent
Board Committees served on	: Member of Audit Committee since May 28, 2019 Member of Nominating Committee from May 28, 2019 and Chairman of Nominating Committee since May 21, 2024 Member of Remuneration Committee from May 28, 2019 till May 21, 2024

On April 30, 2024, Mr. Wong Liang Ying was appointed as Non-Executive Chairman of HPL.

Mr. Wong Liang Ying holds a Bachelor's degree in Business Administration from the University of Singapore. Mr. Wong was with the Singapore Exchange Limited ("SGX") first as Head of Listings and then Head of China until his retirement in March 2018. In his role with SGX, Mr. Wong was also a member of various collaboration councils set up by Singapore with various provinces in China to promote economic trade and investment activities. Prior to joining SGX in April 2006, Mr. Wong was part of the senior management team at OCBC Bank. Before OCBC Bank, Mr. Wong was with the Schroders Group for 20 years and held senior management positions with the group in various Asian countries. Mr. Wong also sits on the board of Mapletree Pan Asia Commercial Trust Management Ltd as an Independent Non-Executive Director, as well as on the board of Alta Exchange Ltd as Independent Chairman.

ADDITIONAL
INFORMATION

CORPORATE GOVERNANCE REPORT

Mr. Christopher Lim Tien Lock

Date of appointment as Director : January 7, 1998
 Date of last re-election : April 30, 2024
 Nature of Appointment : Group Executive Director

Mr. Christopher Lim is the Group Executive Director of HPL. He is responsible for the overall management of the HPL Group. Prior to joining HPL in 1989, Mr. Lim held the position of Director and Head of Corporate Finance of N M Rothschild and Sons (Singapore) Limited with 10 years of experience in the field of investment banking. He graduated from the National University of Singapore with a bachelor's degree in Business Administration.

Mr. David Fu Kuo Chen

Date of appointment as Director : August 5, 2005
 Date of last re-election : April 30, 2024
 Nature of Appointment : Non-Executive and Non-Independent
 Board Committees served on : Member of Nominating Committee since August 5, 2005

Mr. David Fu is a Director of Avant Hotel (S) Pte Ltd. He graduated from the University of Southern California.

Mr. Stephen Lau Buong Lik

Date of appointment as Director : May 13, 2008
 Date of last re-election : April 29, 2025
 Nature of Appointment : Executive Director

Mr. Stephen Lau was appointed on May 13, 2008 as an Executive Director. He holds a B.A. Hons major in Accounting. He is a Member of the Institute of Chartered Accountants in England and Wales. He is currently Head of the Hotel Division. Previously, he headed positions in the Retail and Leisure divisions of the Company.

Mr. Arthur Tan Keng Hock

Date of appointment as Director : July 5, 1996
 Date of last re-election : April 29, 2025
 Nature of Appointment : Non-Executive and Non-Independent
 Board Committees served on : Member of Remuneration Committee since April 29, 2025
 Non-Executive Chairman of HPL from May 14, 2013 to April 30, 2024
 Member of Audit Committee from July 5, 1996 to March 13, 1997 and since May 14, 2013
 Chairman of Audit Committee from March 13, 1997 to May 13, 2013
 Member of Remuneration Committee from May 14, 2013 and
 Chairman of Remuneration Committee from May 28, 2019 to May 21, 2024

Mr. Arthur Tan is the Managing Director of Advance Investment Management Capital Pte Ltd. Mr. Tan, who has been an investment banker for over 15 years, has held senior management positions including Managing Director of Smith New Court (Thailand) Co. Ltd, Director of Merrill Lynch (Singapore) Pte Ltd, Director, Corporate Finance, of Schroders International Merchant Bank Limited, Executive Director of Guthrie GTS Limited and directorships in various listed companies. He graduated from the National University of Singapore with a bachelor's degree in Business Administration.

CORPORATE GOVERNANCE REPORT

Mr. Nicholas James Loup

Date of appointment as Director : May 8, 2023
 Date of last re-election : April 30, 2024
 Nature of Appointment : Non-Executive and Independent
 Board Committees served on : Member of Audit Committee from May 8, 2023 to May 21, 2024
 Member of Nominating Committee since May 8, 2023
 Chairman of Remuneration Committee since May 21, 2024

Mr. Nicholas James Loup is the Chief Executive Officer of Chelsfield Asia Limited. He is a member of the Policy Committee of British Chamber of Commerce and a director of the Spinal Cord Injury Fund. He is also the Founder, former Chairman and currently serving on two committees of Asian Association for Investors in Non-Listed Real Estate Vehicles Limited. He is a Member and former President of the MIPIM Asia Awards Jury, formerly Chief Executive Grosvenor Asia and Group Board Director.

Mr. Rahul Goswamy

Date of appointment as Director : May 21, 2024
 Date of last re-election : April 29, 2025
 Nature of Appointment : Non-Executive and Independent
 Board Committees served on : Chairman of Audit Committee since May 21, 2024
 Member of the Remuneration Committee since May 21, 2024

Mr. Rahul Goswamy is the co-founder and partner of Gateway Partners Group, an asset management business. He has experience in investment banking, mergers and acquisitions, debt and equity capital markets and deep relationships with business families. Prior to Gateway, he was Global Head of Global Corporates Coverage, Global Head of the Strategic Clients Coverage Group, Global Head of M&A and Global Head of Leveraged Finance at different points in time with Standard Chartered Bank. Prior to Standard Chartered Bank, he had a long career with Bank of America. Apart from companies within the Gateway Partners Group, he is a member of the board of Medall Healthcare Pvt Ltd (an Indian company), Vision Blue Resources (a Guernsey company), Encalm Hospitality Private Limited (an Indian company) and a member of the Securities Industry Council of Singapore. He holds an MBA from the Indian Institute of Management, Ahmedabad and is a qualified Cost and Works Accountant.

Board Diversity Policy

The Board has a formal Board Diversity Policy, setting out its policy, framework and measurable objectives for promoting diversity on the Board. The Board recognises that a diverse Board is an important element which will drive the Company's strategic objectives for sustainable development. This is achieved by enhancing the decision-making process of the Board through the perspectives derived from the various skills, business experience, industry discipline, gender, age, ethnicity and culture, geographical background and nationalities, tenure of service and other distinguishing qualities of the Directors. When reviewing and assessing the composition of the Board and making recommendations to the Board for the appointment of Directors, measurable objectives have been set for the Board to have at least one director with recent and relevant accounting or related financial management expertise or experience and one director with real estate background. The Nominating Committee ("NC") will consider all aspects of diversity in order to arrive at an optimum balanced composition of the Board.

The Board and NC recognise the importance of an appropriate balance and diversity of industry knowledge, skills, backgrounds, experience and professional qualifications in building an effective Board. For this purpose, the NC reviews the Board's collective skills matrix regularly.

CORPORATE GOVERNANCE REPORT

As and when the circumstances arise for the Board to appoint a new director, the NC will nominate the most suitable candidate (taking into account the relevant skillsets and diversity) based on the set objectives of the Board. Additionally, the NC continuously assess the collective character of our Board and their skills matrix to evaluate the benefit of having more directors with a wide spectrum of experience and expertise and/or other requisite expertise. The Company takes the approach that maintaining a satisfactory level of diversity is an ongoing process. Any progress made towards our Board Diversity Policy will be disclosed in our future annual reports.

Having regard to the depth and breadth of commercial knowledge, management expertise as well as business experience of individual Directors, the NC is of the view that the current Board possesses a wide range of skills and experience and core competencies necessary to govern and manage the Company's affairs.

Board's Roles & Directors' Duties

Principle 1: Board's Conduct of its Affairs

The Board meets at least 2 times a year and as warranted by circumstances. The Company's Constitution provides for telephonic and videoconference meetings. The number of meetings held in FY2025 and the attendance of the Directors are as follows:

Name of Directors	HPL Board	Audit Committee	Remuneration Committee	Nominating Committee	General Meetings of shareholders
	No. of Meetings held : 3	No. of Meetings held : 2	No. of Meetings held : 1	No. of Meetings held : 1	No. of Meetings held : 1
	No. of Meetings Attended	No. of Meetings Attended	No. of Meetings Attended	No. of Meetings Attended	No. of Meetings Attended
Christopher Lim Tien Lock	3	N.A.	N.A.	N.A.	1
Arthur Tan Keng Hock	3	2	N.A.*	N.A.	1
David Fu Kuo Chen	3	N.A.	N.A.	1	1
Stephen Lau Buong Lik	3	N.A.	N.A.	N.A.	1
Wong Liang Ying	3	2	N.A.	1	1
Nicholas James Loup	3	N.A.	1	1	1
Rahul Goswamy	3	2	1	N.A.	1

N.A. = Not Applicable

* Meeting was held before the appointment of the Director to the Committee

The Non-Executive Director and/or Independent Directors will meet at least once a year without the presence of Management to discuss on pertinent matters such as the performance of Management, risk management, internal controls, Management succession planning and important business issues. During the financial year, the Independent Directors had met twice without the presence of Management to discuss on some of those pertinent matters.

All Directors exercise due diligence and independent judgement and make decisions objectively in the best interest of HPL Group. The principal responsibilities of the Board are to:

- approve the broad policies, strategies and financial objectives of the Company and monitor its performance;
- approve major funding proposals, investments, disposals and capital expenditure;
- review the Company's financial performance and authorising announcements issued by the Company;
- oversee and review the processes for evaluating risk policies, including the adequacy and effectiveness of internal controls and risk management;
- approve the nominations of Board Directors; and
- assume responsibility for corporate governance and compliance with the Singapore Companies Act 1967 of Singapore ("Companies Act") and the rules and requirements of regulatory bodies.

CORPORATE GOVERNANCE REPORT

Matters which are specifically reserved for the full Board's decisions are those involving material acquisitions and disposals of assets, corporate or financial restructuring, share issuances and dividends. Additionally, the Board delegates certain of its functions to the Committee of Directors, Audit, Risk Management, Nominating and Remuneration Committees.

The Committee of Directors was established in May 1993 and currently comprises 2 Directors, namely Messrs Christopher Lim Tien Lock and David Fu Kuo Chen. The Committee of Directors is governed by written terms of reference and is authorised and delegated by the Board to approve and/or carry into effect certain operational and administrative matters, as stipulated in the Regulations of the Committee of Directors.

The Company worked closely with its company secretaries and professionals to provide its Directors with regular updates on relevant legal, regulatory and technical developments. Changes to regulations and accounting standards are monitored closely by Management. The Directors are provided with updates, reports and press releases issued by regulatory authorities and institutes on directors' duties and responsibilities, corporate governance, accounting and changes in financial reporting standards in Singapore, developments in Companies Act and Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Rules, so as to update and refresh them on matters that may affect or enhance their performance as Board or Board Committee members. The Company Secretary also circulates articles, reports and press releases issued by the SGX-ST and ACRA which are relevant to the Directors. Appropriate external trainings will be arranged where necessary.

Upon the appointment of a new director, the Company will provide him/her with a formal letter, setting out his/ her duties and obligations. Appropriate external trainings will be arranged for the newly appointed director where necessary.

Conflict of Interest

In keeping with the Company's core values of ethics and integrity, the Board ensures that directors are not placed in situations where there is a conflict between their duties to the Company and their own personal interests. Where there is any director facing a conflict of interest, he or she discloses and recuses himself or herself from meetings and decisions involving the issue. Directors provide a disclosure of interests in transactions, property and offices at least annually or as and when such an interest occurs.

Dealings in securities

In compliance with Rule 1207(19) of the SGX-ST Listing Manual, during FY2025, the Company issued half yearly reminders to its Directors, officers and employees on the restrictions in dealings in listed securities of the Company during the period commencing 1 month before the announcement of half year or full year financial results, and ending on the date of such announcements. Directors, officers and employees were also reminded not to trade in listed securities of the Company at any time while in possession of unpublished price sensitive information and to refrain from dealing in the Company's securities on short-term considerations.

CORPORATE GOVERNANCE REPORT

Interested Person Transactions (“IPTs”)

The Company has adopted an internal policy in respect of any transactions with interested persons and has set out procedures for review and approval of the Company’s IPTs. Details of the significant IPTs for FY2025 are as follows:

Name of Interested Person	Aggregate value of all IPTs during the financial year ended December 31, 2025 (excluding transactions below \$100,000 and transactions conducted under the shareholders’ mandate pursuant to Rule 920)	Aggregate value of all IPTs conducted under shareholders’ mandate pursuant to Rule 920 (excluding transactions below \$100,000)
*Associates of Mr. Ong Beng Seng	\$’000	\$’000
Hotel and rental income	6,184	-
Management fee income	931	-
Management fee and other expense	2,429	-
Interest expense	2,106	-
Investment in Joint Ventures	2,623	-

All the above IPTs were done on commercial terms.

Note:

- * “Associate” in relation to a director, chief executive officer or controlling shareholder means:
- his immediate family;
 - the trustees of any trust of which he or his immediate family is a beneficiary or, in the case of a discretionary trust, is a discretionary object; and
 - any company in which he and his immediate family together (directly or indirectly) have an interest of 30% or more.

Role of Chairman & Chief Executive Officer*Principle 3: Chairman and Chief Executive Officer*

The Chairman is a non-executive and independent director who bears responsibility for the workings of the Board. The Company does not have the position of Chief Executive Officer (“CEO”) and no CEO is proposed to be appointed. The CEO’s responsibilities have been assumed by the existing executive directors.

The Board does not have a lead independent director as the Chairman is independent. The Chairman and Group Executive Director set the Board meeting agenda in consultation with the other Directors. Both the Chairman and the executive directors are responsible for the adherence by Management with Corporate Governance policies as laid down by the Board.

CORPORATE GOVERNANCE REPORT

BOARD AFFAIRS**Remuneration Matters**

Principle 6: Procedures for Developing Remuneration Policies

Principle 7: Level and Mix of Remuneration

Principle 8: Disclosure on Remuneration

The remuneration Committee was formed on November 1, 2022 and comprises 3 non-executive Directors, the majority of whom, including the Chairman, are independent.

The Remuneration Committee is chaired by Mr. Nicholas James Loup. The other members are Mr. Rahul Goswamy and Mr. Arthur Tan Keng Hock.

The Remuneration Committee is governed by written terms of reference and its principal responsibilities are to:

- review periodically and recommend to the Board an appropriate framework of compensation practices to attract, retain and motivate management staff of the required calibre to manage the Group successfully;
- review and recommend senior management remuneration package and that of the executive Directors whose remuneration packages include a variable bonus component which is performance-related, and also stock options and performance shares which have been designed to align their interests with those of the shareholders;
- review Company’s obligations arising in the event of termination of executive Directors and key management personnel’s contract of service;
- review the recommendation of the executive Directors, for approval of the Board, the Directors’ fees and such payment as may be payable pursuant to Article 73 of the Company’s Constitution;
- administer the Hotel Properties Limited Performance Share Plan 2017 approved by the shareholders on April 27, 2017 (“HPL PSP 2017”); and
- administer the Hotel Properties Employee Share Option Scheme 2010 which was approved by the shareholders on April 29, 2010 (“Scheme 2010”).

While none of the members of the Remuneration Committee specialises in the area of executive compensation, the Committee is entitled to have access to independent industry data and professional advice if necessary. Moreover, they have unrestricted access to the Company’s records and information so as to enable them to carry out their duties. The Company does not engage any remuneration consultant.

For FY2025, there were no termination, retirement and post-employment benefits granted to Directors and the top 5 key management personnel.

The remuneration for executive Directors and senior management is structured to link rewards to corporate and individual performance. The Company exercises its discretion and independent judgment in ensuring that the amount and mix of compensation are aligned with the interests of shareholders, in a manner that promotes stewardship and long-term value creation. The overall level of remuneration is not considered to be excessive that will stimulate risk-taking behaviour beyond the Company’s risk appetite.

The remuneration policy for executive Directors and senior management staff consists of both fixed and variable components. The fixed component includes salary and CPF contributions. The variable component comprises a bonus element, share options and performance shares which are performance-based. At the moment, the Company does not use any contractual provisions to reclaim incentive components of remuneration from Executive Directors and key management personnel in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Company.

CORPORATE GOVERNANCE REPORT

Except as disclosed in the Directors' Statement and Financial Statements, no material contracts (including loans) of the Company or its subsidiaries involving the interests of any Directors or controlling shareholders subsisted at the end of the financial year or had been entered into since the end of the previous financial year.

Non-executive Directors are paid Directors' fees that are based on corporate and individual responsibilities and are subject to approval of the shareholders at the Annual General Meeting ("AGM") of the Company.

The Remuneration Committee recommends the payment of the Directors' fees, subject to approval by shareholders at the AGM.

Non-executive Directors have no service contracts and their terms are specified in the Constitution.

Details of remuneration and benefits of Directors for FY2025 are set out below:

Name of Director	Fee* %	Salary %	® Bonus and Other benefits %	Total \$
Christopher Lim Tien Lock	3	58	39	1,965,155
Stephen Lau Buong Lik	4	58	38	1,528,958
Ong Beng Seng@	15	-	85	139,413
Arthur Tan Keng Hock	100	-	-	70,008
David Fu Kuo Chen	100	-	-	63,000
Wong Liang Ying	100	-	-	103,000
Nicholas James Loup	100	-	-	73,000
Rahul Goswamy	100	-	-	88,000

* these fees are subject to approval by shareholders as a lump sum at the AGM for FY2025

® exclude share options and performance shares which are disclosed in the Director's Statement.

@ ceased as Managing Director on April 29, 2025

The Company has adopted remuneration disclosure of our directors in accordance with the new SGX Listing Rule 1207(10D) with a breakdown (in percentage terms) of base or fixed salary, bonus and other benefits.

The key management team, together with the Executive Directors, leads various departments and businesses segments, in accordance to their respective commercial and fiduciary roles. Their responsibilities include managing corporate affairs and executing duties with high standards of integrity and professionalism.

As the Company aims to promote a team-based performance culture to encourage collaboration and teamwork, team incentives have been integrated with organisational objectives to drive collective performance. Accordingly, the Company has decided not to disclose remuneration of its key management personnel, thereby minimising individual comparisons which may affect employee morale. Information relating to the remuneration of directors and other members of key management during the year has been disclosed in the Notes to Financial Statements on page 58 of this Annual Report. The Company believes that this will not be prejudicial towards shareholders' interest, as the quantum of remuneration and long-term incentives awarded to key management are aligned with the Company's strategic objectives. Additionally, the Remuneration Committee considers the overall business performance as well as the affordability of the payout for the Company, in order to determine the payout quantum for its key management personnel.

There is no employee who is a substantial shareholder of the Company or are immediate family members of a Director or the CEO or a substantial shareholder of the Company whose remuneration exceeds \$100,000 in the Group's employment for FY2025.

CORPORATE GOVERNANCE REPORT

The Remuneration Committee administers the Scheme 2010 in accordance with the rules as approved by shareholders. Executive Directors were granted share options under the Scheme 2010 but not the non-executive Directors. The Company holds the view that, at this point in its development, the interests of maintaining the objectivity and independence of the non-executive Directors is best served by a cash-based remuneration package. The objectives of Scheme 2010 is to motivate the executives of the Group to optimise their performance standards and efficiency and to retain key executives whose contributions are important to the long-term growth and profitability of the Group.

In addition to Scheme 2010, the shareholders have approved the HPL PSP 2017 on April 27, 2017 to give the Company greater flexibility to align the interests of the employees, especially key executives, with those of shareholders. It is also intended that the HPL PSP 2017 complements the Scheme 2010 in its continuing effects to reward, retain and motivate employees to achieve superior performance which creates and enhances economic value for shareholders. There were no share options or performance shares granted for FY2025.

Noted that the Hotel Properties Employee Share Option Scheme 2010 ("Scheme 2010"), which was approved and adopted by the shareholders on April 29, 2010 was at the end of its 15-year duration and discontinued on April 29, 2025. However, subsisting options granted prior to that date are not affected by the discontinuation and remain exercisable in accordance with the rules of the Scheme 2010.

Other details of Scheme 2010 and HPL PSP 2017 are found in the Directors' Statement.

Succession Planning

Principle 4: Board Membership

The Board supports the principle that Board renewal is a necessary and continual process, for good governance and ensuring that the Board has the skills, expertise and experience which are relevant to the evolving needs of the Company's business. The Board seeks to refresh its membership progressively and in an orderly manner. In this respect, Board succession planning is carried out through the annual review by the Nominating Committee of the Board's composition as well as when a Director gives notice of his or her intention to retire or resign. The outcome of that assessment is reported to the Board.

In terms of succession planning for key management personnel, the successors to the key positions are identified and development plans will be instituted for them. The Nominating Committee is kept aware of the succession and development plans of key management personnel.

Board Membership & Performance

Principle 4: Board Membership

Principle 5: Board Performance

The Nominating Committee was formed on November 1, 2002 and currently comprises 3 non-executive Directors, of whom two are independent Directors. The Nominating Committee is chaired by Mr. Wong Liang Ying, a non-executive and independent Director. Mr. Wong is not associated with the substantial shareholders of the Company. The other members are Mr. David Fu Kuo Chen and Mr. Nicholas James Loup.

The Nominating Committee annually reviews the size and composition mix of the Board, various Committees and the independence of each Director. It is governed by written terms of reference that seek to establish an objective and transparent process for:

- the appointment or re-appointment of members of the Board and of the various Board Committees;
- evaluating and assessing the effectiveness of the Board as a whole, and the contribution by each individual Director to the effectiveness of the Board;
- reviewing and making recommendations to the Board on succession plans for Directors, in particular, the Chairman, Managing Director and key management personnel;

CORPORATE GOVERNANCE REPORT

- determining the independence of Directors; and
- reviewing the multiple board representations of each Director individually (if any) to ensure that sufficient time and attention is given to the affairs of the Company.

The process for selecting, appointing, identifying and re-electing non-executive Directors to the Board is as follows:

- The Nominating Committee will at least annually carry out proactive review of the Board composition and on each occasion that an existing non-executive Director gives notice of his intention to retire or resign. This is to assess the collective skills of non-executive Directors represented on the Board to determine whether the Board, as a whole, has the skills required to achieve the Company's strategic and operational objectives;
- In carrying out the review, the Nominating Committee will take into account that the Board composition should reflect balance in matters such as skill representation, tenure, experience, age spread and diversity;
- The Nominating Committee will assist to identify suitable candidates for appointment to the Board having regard to the skills required and the skills represented on the Board;
- External consultants may be used from time to time to access a wide base of non-executive Directors;
- The Nominating Committee will make recommendations to the Board on candidates it considers appropriate for appointment. New Directors are appointed by way of board resolutions;
- With regard to the re-election of existing Directors each year, the Nominating Committee will advise the Board of those Directors who are retiring in accordance with the provisions of the Articles of the Company;
- The Nominating Committee will make recommendations to the Board as to whether the Board should support the re-election of a Director retiring in accordance with the provisions of the Articles; and
- In making recommendations, the Nominating Committee will undertake a process of review of the retiring non-executive Director's performance during the period in which the non-executive Director has been a member of the Board.

The above process will be reviewed periodically at the discretion of the Board.

All newly appointed Directors will have to submit themselves for re-election at the next AGM of the Company following their appointments under Article 70 of the Company's Constitution. Article 80 of the Company's Constitution requires at least one third of the Board to retire by rotation at every AGM. All directors shall retire at least once every 3 years.

In accordance to Rule 720(5) of the SGX-ST Listing Manual, all directors, including the executive directors, must submit themselves for re-nomination and re-appointment at least once every 3 years.

The directors due and submitting themselves for re-nomination and re-appointment at the forthcoming AGM under the respective provisions of the SGX-ST Listing Manual and the Company's Constitution at the forthcoming AGM are as follows:

- Mr. Wong Liang Ying (Retiring under Article 80)
- Mr. Christopher Lim Tien Lock (Retiring under Article 80)

After assessing the contribution and performance of the retiring Directors, the Nominating Committee has recommended the re-election of Mr. Wong Liang Ying and Mr. Christopher Lim Tien Lock at the forthcoming AGM. The Board has accepted the NC's recommendation.

CORPORATE GOVERNANCE REPORT

Each member of the Nominating Committee abstains from voting on any resolutions and making any recommendation and/or participating in respect of matters in which he is interested.

Information relating to Directors seeking re-election as set out in Appendix 7.4.1 to the SGX-ST Listing Manual, is set out on pages 117 to 118.

For the purpose of its evaluation of the directors' performance, the Nominating Committee focuses on whether the Directors, individually or collectively possesses the background, experience, competencies in finance and management skills critical to the Company's business as well as whether each director, with his special contributions, brings to the Board an independent and objective perspective to enable sound, balanced and well-considered decisions to be made.

The Nominating Committee has adopted a system of assessing the effectiveness of the Board as a whole and the contribution of each Director to the effectiveness of the Board. Board Assessment is conducted by the external company secretary and a consolidated report is submitted to the Nominating Committee. The Board assessment as a whole considered the following key performance criteria:

- Board size and composition;
- Effectiveness of Board processes;
- Board performance in fulfilling fiduciary and supervisory duties; and
- Board committee performance.

The assessment of individual directors considered the following key performance criteria:

- Directors' duties;
- Level of commitment (including attendance records, level of preparation for meetings);
- Technical expertise (e.g. financial, business-specific competencies); and
- Inter-personal relationships with other Directors and senior management.

The Nominating Committee is responsible for assessing the independence of the Directors on an annual basis. Each Director is required to complete a Confirmation of Independence checklist, which is drawn up in accordance with the guidelines provided by the 2018 Code and the SGX-ST Listing Rules, and the Nominating Committee requires each Independent Director to complete and execute a form declaring and affirming his own independence and confirming that there exist no conditions that would impair his independence. This declaration of independence is tabled before the Nominating Committee, and if accepted, the Director's independence is then recommended by the Nominating Committee to the Board. The Board, after taking into consideration the views of the Nominating Committee, is of the view that Mr. Wong Liang Ying, Mr. Nicholas James Loup and Mr. Rahul Goswamy are independent.

Mr. David Fu Kuo Chen, non-executive director, has disclosed his non-independence by virtue of his familial relationship with a substantial shareholder of the Company.

Mr. Arthur Tan Keng Hock, non-executive director, has disclosed his non-independence by virtue of him serving on the Board for more than 9 years.

The Nominating Committee has assessed that each Director in the Company is able to and has been adequately carrying out his duties as a Director of the Company, taking into consideration the Director's number of listed company board representations and other principal commitments.

The Board is of the view that setting a maximum number of listed company board representations would not be meaningful as the contributions of the Directors would depend on many other factors such as whether they were in full time employment and their other responsibilities.

CORPORATE GOVERNANCE REPORT

Access to information

Principle 1: Board's Conduct of its Affairs

In order to ensure that the Board is able to fulfil its responsibilities, Management provides the Board with half yearly financial statements, all relevant information on material events and transactions are circulated to Directors as and when they arise. Whenever necessary, senior management staffs are invited to attend the Board/Committee meetings to answer queries and provide detailed insights into their areas of responsibilities.

Where a decision has to be made before a Board meeting, a Directors' resolution is circulated in accordance with the Constitution of the Company and the Directors are provided with all necessary information to enable them to make informed decisions.

In addition, Directors have separate and independent access to the advice and services of the company secretary, who is responsible to the Board for ensuring board procedures are followed and advising on the implementation of compliance requirements pursuant to the relevant statutes and regulations. The company secretary assists in scheduling Board and Committee meetings and prepares agenda in consultation with the Board Chairman, Committee Chairman and Executive Directors. The company secretary attends all Board and Committee meetings and prepares minutes. The appointment and removal of the company secretary is a matter for the Board as a whole.

Each Director also has the right to seek independent legal and other professional advice, at the Company's expense, concerning any aspect of the Company's operations or undertakings in order to fulfil their roles and responsibilities as Directors.

In line with the SGX-ST Listing Manual, the Board provides a negative assurance statement to the shareholders in its half-yearly financial statements announcements, confirming to the best of its knowledge that nothing had come to the attention of the Board which might render the financial statements false or misleading in any material aspect.

In addition, the Company had, pursuant to the amended Rule 720(1) of the SGX-ST Listing Manual, received undertakings from all its Directors and executive officers that they each shall, in the exercise of their powers and duties as Directors and officers, comply with the best of their abilities with the provisions of the SGX-ST Listing Manual and will procure the Company to do so.

ACCOUNTABILITY AND AUDIT

Principle 9: Risk Management and Internal Controls

Risk Management and Internal Control Systems

The Board has received assurance from the Executive Directors, Group Financial Controller and other Senior Management that (a) the financial records have been properly maintained and the financial statements give true and fair view of the Company's operations and finances and (b) regarding the adequacy and effectiveness of the Company's risk management and internal control systems.

The Audit Committee, together with Management meets with the internal auditors and external auditors to review accounting, auditing and financial reporting matters to ensure that an effective system of controls is maintained in the Company. The Audit Committee is tasked to oversee the implementation of an effective system of internal controls as well as putting in place a risk management framework to continually identify, evaluate and manage significant business risks of the Company. Since 2019, a separate Risk Management Committee had been established to provide oversight, guidance, direction, and necessary resources to support the implementation of an enterprise-wide Risk Management ("ERM") policy, through the Finance Department. Such risk management activities includes setting and communicating the 'tone from the top' and ensuring effective implementation and compliance with the ERM policy.

CORPORATE GOVERNANCE REPORT

The internal auditors and external auditors have, during the course of their audits, carried out a review of the effectiveness of key internal controls within the scope of their audits. Material non-compliance and internal control weaknesses noted during their respective audits and their recommendations are reported to the Audit Committee (if any). It was noted that there were no systemic issues to be highlighted. The Audit Committee has reviewed the internal auditors' and external auditors' comments and findings to ensure that there are adequate internal controls in the Company and follow up on actions implemented in their next audit review.

Based on the internal controls established and maintained by the Company, work performed by the internal and external auditors, and reviews performed by Management, the Board was satisfied that there were adequate and effective internal controls (including financial, operational, compliance and information technology controls) and risk management systems. The Audit Committee concurs with the Board's comment.

The Board notes that the system of internal controls and risk management established by the Company provides reasonable, but not absolute, assurance that the Company will not be adversely affected by any event that can be reasonably foreseen as it strives to achieve its business objectives.

In this regard, the Board also notes that no system of internal controls and risk management can provide absolute assurance against the occurrence of material errors, poor judgment in decision-making, human error, losses, fraud or other irregularities.

Principle 10: Audit Committee

Audit Committee Mandate

The Audit Committee was formed in 1991 and was re-constituted on November 1, 2002 in compliance with the spirit of the Code of Corporate Governance.

The Audit Committee comprises three non-executive Directors namely, Mr. Rahul Goswamy, Mr. Arthur Tan Keng Hock and Mr. Wong Liang Ying, two of whom are independent Directors. The Audit Committee is chaired by Mr. Rahul Goswamy. The Board considers Mr. Rahul Goswamy, who has extensive asset management and investment banking knowledge and experience, is well qualified to chair the Audit Committee. The Board is satisfied that the Audit Committee members, collectively have many years of experience in accounting, finance and business management and are appropriately qualified to discharge their responsibilities. The Audit Committee does not comprise former partners or directors of the Company's existing auditing firm or auditing corporation.

The Audit Committee is governed by written terms of reference under which it performs the following main functions:

- reviews with the external auditors, the audit plan, impact of new, revised or proposed changes in accounting standards, significant financial reporting issues and results of their examination and evaluation of accounting controls;
- reviews with the internal auditors, the scope and results of internal audit procedures and their evaluation of the internal control systems;
- reviews the half-yearly and full year announcements of the results and financial position of the Company and the Group and the financial statements of the Company and consolidated financial statements of the Group prior to their submission to the Board;
- reviews interested person transactions;
- reviews the co-operation given by the Company's officers to the internal and external auditors;
- makes recommendations to the Board on the appointment of the internal and external auditors;
- reviews with the external and internal auditors the adequacy and effectiveness of the Group's internal control systems within the scope of their audits, including financial, operational, compliance and information technology controls;

CORPORATE GOVERNANCE REPORT

- reviews the independence of the external auditors annually and the aggregate amount of fees paid to the external auditors for that financial year; and
- commissions and reviews the findings of internal investigations into matters where there is any suspected fraud or irregularity or failure of internal controls or infringement of any law, rule or regulation which is likely to have a material impact on the Company's operating results or financial position.

The Audit Committee meets with the internal and external auditors separately (without the presence of the Company's Management) at least once a year to review any matter that might be raised.

The Audit Committee received co-operation from Management and was not obstructed or impeded by Management in carrying out its functions during the year. Throughout the year, there was no instance of any suspected misdeed or irregularity, which was likely to have a material impact on the Group's operating results and financial position.

The Audit Committee has full discretion to invite any Director or executive officer of the Company to attend its meetings.

To keep abreast of the changes in financial reporting standards and related issues which have a direct impact on financial statements, discussions are held with the external auditors where applicable when they attend the Audit Committee meetings half-yearly. The Audit Committee reviewed the scope and results of the audit carried out by the external auditors, the independence and objectivity of the external auditors.

The Audit Committee has conducted an annual review of all non-audit services by the external auditors to satisfy itself that the nature and extent of such services will not prejudice the independence and objectivity of the auditors. The fees paid to the external auditors are disclosed on page 74 of this Annual Report.

The Company has complied with Rules 712, 715 and 716 of the SGX-ST Listing Manual in relation to its auditors. The Audit Committee has recommended to the Board the nomination of Deloitte & Touche LLP for re-appointment as external auditors of the Company at the forthcoming AGM.

Significant financial statement reporting matter

The external auditors have included Accounting for Investment Properties as a Key Audit Matter ("KAM") in the auditor's report for FY2025. The Audit Committee discussed the KAM with the external auditors and concurred with the basis and conclusions to be included in the auditors' report. For more information on the KAM, please refer to pages 22 to 23 of this Annual Report.

Internal Audit

The internal audit function is currently outsourced to One e-Risk Services Pte Ltd ("One e-Risk") which reports directly to the Audit Committee. The internal auditors are guided by the International Standards for the Professional Practice of Internal Auditing (IIA Standards) issued by the Institute of Internal Auditors. The internal auditors support the Audit Committee in their role to assess the effectiveness of the Company's overall system of operational and financial controls. Having regard to the adequacy of resources and experience of One e-Risk and the assigned engagement team, number and experience of supervisory and professional staff assigned to the internal audits, the Audit Committee is satisfied that the internal audit function is staffed by suitably qualified and experienced professionals with the relevant experience. The Audit Committee is also satisfied that the internal audit function is independent, effective and adequately resourced.

The Audit Committee reviews and approves the internal audit plan proposed by the internal auditors. Material non-compliance and internal control weaknesses noted during the internal audits are reported together with the internal auditors' recommendations to the Audit Committee. There were no material weaknesses identified by the Board or the Audit Committee for FY2025.

CORPORATE GOVERNANCE REPORT

Whistle-Blowing Policy

The Company has in place a Whistle-Blowing Policy ("WB Policy"), which provides an independent feedback channel that is directed to the Audit Committee Chairman, through which matters of concern about possible improprieties such as suspected fraud, corruption and dishonest practices may be reported in good faith, without fear of reprisal. Appropriate investigation and follow up action will be taken on any such report. The Audit Committee is responsible for oversight and monitoring of whistleblowing and the Audit Committee reviews all whistleblowing complaints, if any, at its Audit Committee meetings to ensure independent thorough investigation and appropriate follow-up actions are taken. The Company will treat all information received as confidential and will protect the identity of all whistleblowers from reprisal. It is also committed to ensuring that whistleblowers will be treated fairly and protected against detrimental or unfair treatment for whistleblowing in good faith. There have been no reported incidents pertaining to whistleblowing for FY2025.

SHAREHOLDER & STAKEHOLDER ENGAGEMENT

Principle 11: Shareholder Rights and Engagement

Dividend Policy

The Company does not have a fixed dividend policy. The frequency and amount of dividends will depend on the Company's earnings, general financial condition, results of operations, capital requirements, cash flow and general business conditions, development plans and other factors as the Directors may deem appropriate. Notwithstanding the above, the Company has been declaring final dividends at year end. Any pay-outs are clearly communicated to shareholders via announcements on SGXNET when the Company releases its financial results.

Conduct of Shareholder Meetings

All shareholders of the Company receive the Annual Report and Notice of AGM which can also be accessed from the Company's corporate website. The Company provides shareholders with the opportunity to participate effectively in and vote at general meetings of shareholders and informs them of the rules governing general meetings of shareholders. Shareholders are invited to submit questions in advance of the AGM. At general meetings of the Company, shareholders have the opportunity to vote in person or by proxy and would be informed of the voting procedures.

At AGMs, shareholders are given the opportunity to air their views and ask questions regarding the Company and its businesses. Board members, including the Chairman of each of the Audit Committee, Nominating Committee and Remuneration Committee, external auditors and senior management are also present to address shareholders' queries.

The Company tables separate resolutions at general meetings of shareholders on each substantially separate issue unless the issues are interdependent and linked so as to form one significant proposal. Where the resolutions are "bundled", the Company explains the reasons and material implications in the notice of meeting.

To promote greater transparency and equitable standards of participation, the Company has conducted the voting of all its resolutions by employing electronic poll voting for all its resolutions passed at its AGM held since 2016. The detailed results of the electronic poll voting on each resolution tabled at the AGM, including the total number of votes cast for or against each resolution tabled, were released immediately at the AGM and announced to SGX-ST via SGXNET thereafter.

Except for a member who is a relevant intermediary as defined under Section 181(6) of the Companies Act 1967, a member is entitled to appoint not more than two (2) proxies to attend and vote on his behalf. A "Relevant Intermediary" means:

- a banking corporation licensed under the Banking Act 1970 or a wholly-owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity;
- a person holding a capital markets services license to provide custodial services for securities under the Securities and Futures Act 2001, and who holds shares in that capacity; or

CORPORATE GOVERNANCE REPORT

- (iii) the Central Provident Fund Board established by the Central Provident Fund Act 1953, in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund, if the Central Provident Fund Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.

The Company does not allow a shareholder to vote in absentia at general meetings, except through the appointment of proxies of above.

The forthcoming annual general meeting of the Company to be held in respect of FY2025 will be held in a physical manner. Arrangements will be put in place to allow the shareholders to participate in and vote effectively at the forthcoming annual general meeting in accordance with Chapter 12 of the Listing Rules. Please refer to the Notice of Forty-Sixth Annual General Meeting dated April 15, 2026 for further information. In accordance with Guidance 6 of the Practice Note 7.5 General Meetings of the SGX Listing Manual, the Minutes of AGM will be published within one month after the AGM to be held in respect of FY2025 on SGXNET and the Company's website.

Principle 12: Engagement with Shareholders

Communication with Shareholders

The Company is committed to treat all shareholders fairly and equitably, and keep all its shareholders and other stakeholders informed of its corporate activities, including changes in the Company or its business which would be likely to materially affect the price or value of its shares, on a timely basis. Price sensitive announcements including half yearly and full-year results are released through SGXNET and subsequently posted on the Company's website.

Results and annual reports are announced or issued within the mandatory period, through the 'Investor Relations' section found on the corporate website. The Company makes available all media releases, financial results, annual reports, SGXNET announcements and other corporate information relating to the HPL Group on its corporate website <https://www.hotelprop.com.sg>. Members of the public may communicate with the Company via the 'Contact us' section of the Company's corporate website.

Principle 13: Managing Stakeholder Relationships

Business Conduct and Ethics

The Company has in place a Code of Business Conduct which sets out the business practices, standards and ethical conduct expected of all employees in the course of their employment with the Company. The Code of Business Conduct covers various aspects of the business operations of the Company such as conflicts of interest, fraud, and workplace discrimination. In addition, all employees are required to observe and maintain high standards of integrity in carrying out their roles and responsibilities, and to comply with relevant and applicable laws and regulations, as well as with Company policies.

Sustainability Strategy

Management understands the increasing importance of sustainability in all areas of the business. The Company adopts an integrated approach of evaluating its sustainability performance in tandem with its objectives. The Company publishes an annual Sustainability Report that provides more details on its Environmental, Social and Governance ("ESG") activities and identifies the material topics through materiality assessment by relevant stakeholders (Directors, Employees, Guests, Investors, Business Partners, Suppliers, Analysts and Media, Regulatory Authorities, Industry Associations, Local Communities). The material topics are Energy Consumption and Renewable Energy Use, Water Consumption, Climate Change Strategy, Greenhouse Gas Emissions, Waste Management, Occupational Health and Safety, Employee Training and Development, Talent Attraction and Retention, and Customer Health and Safety. More information on the material topics and their corresponding targets are available in the Company's Sustainability Reports published on its corporate website, <https://www.hotelprop.com.sg>. The Group will be issuing its full standalone 2025 Sustainability Report by April 30, 2026.

STATISTICS OF SHAREHOLDINGS

AS AT MARCH 18, 2026

SHARE CAPITAL

Class of shares	: Ordinary Shares
Voting rights	: One vote for every ordinary share (excluding treasury share)
Number of issued shares excluding treasury shares	: 530,774,951
Number of treasury shares	: 515,300
Percentage of treasury shares	: 0.1%

The Company has no *subsidiary holdings.

DISTRIBUTION OF SHAREHOLDERS BY SIZE OF SHAREHOLDINGS AS AT MARCH 18, 2026

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 - 99	76	3.07	918	0.00
100 - 1,000	549	22.20	407,842	0.07
1,001 - 10,000	1,480	59.85	5,505,846	1.04
10,001 - 1,000,000	351	14.19	19,736,165	3.72
1,000,001 AND ABOVE	17	0.69	505,124,180	95.17
TOTAL	2,473	100.00	530,774,951	100.00

TWENTY LARGEST SHAREHOLDERS AS AT MARCH 18, 2026

NO.	SHAREHOLDER'S NAME	NO. OF SHARES	%
1	NASSIM DEVELOPMENTS PTE. LTD.	117,347,282	22.11
2	DBS NOMINEES (PRIVATE) LIMITED	104,109,342	19.61
3	ONG BENG SENG	84,812,255	15.98
4	68 HOLDINGS PTE LTD	60,000,000	11.30
5	CITIBANK NOMINEES SINGAPORE PTE LTD	35,589,051	6.71
6	DB NOMINEES (SINGAPORE) PTE LTD	28,669,000	5.40
7	FU KUO CHEN DAVID	26,026,307	4.90
8	FU CHRISTINA MRS CHRISTINA ONG	23,457,308	4.42
9	MAYBANK SECURITIES PTE. LTD.	5,901,000	1.11
10	CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD.	5,014,200	0.94
11	OCBC SECURITIES PRIVATE LIMITED	2,827,900	0.53
12	PHILLIP SECURITIES PTE LTD	2,799,133	0.53
13	LEE PINEAPPLE COMPANY PTE LTD	2,750,000	0.52
14	REEF HOLDINGS PTE LTD	2,250,000	0.42
15	JONATHAN LAU LI WEN	1,250,000	0.24
16	MORPH INVESTMENTS LTD	1,185,602	0.22
17	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	1,135,800	0.21
18	YOW TAIN SEH	800,000	0.15
19	CHOO MEILEEN	792,000	0.15
20	HSBC (SINGAPORE) NOMINEES PTE LTD	714,263	0.13
	TOTAL	507,430,443	95.58

* subsidiary holdings – as defined in the SGX-ST Listing Manual to mean shares referred to in Sections 21(4), 21(4B), 21(6A) and 21(6C) of the Companies Act 1967.

SUBSTANTIAL SHAREHOLDERS

AS AT MARCH 18, 2026

As shown in the Company's Register of Substantial Shareholders

Substantial Shareholder	Direct/ Beneficial Interest No. of Shares	%*	Deemed Interest No. of Shares	%*
68 Holdings Pte. Ltd.	179,020,924	33.73	-	-
Ong Beng Seng	109,812,255	20.69	207,679,232 ⁽¹⁾	39.13
Cuscaden Partners Pte. Ltd.	-	-	179,020,924 ⁽²⁾	33.73
Nassim Developments Pte. Ltd.	117,347,282	22.11	-	-
WI Investments (Singapore) Pte. Ltd	-	-	117,347,282 ⁽³⁾	22.11
City Fairy Limited	-	-	117,347,282 ⁽³⁾	22.11
Angelhead Limited	-	-	117,347,282 ⁽³⁾	22.11
Peter Kwong Ching Woo	-	-	117,347,282 ⁽³⁾	22.11

Notes:

⁽¹⁾ Mr. Ong Beng Seng is deemed to have an interest in the shares held by 68 Holdings Pte. Ltd., Comojo Holdings Pte. Ltd., Reef Holdings Pte Ltd and shares held by his spouse.

⁽²⁾ Cuscaden Partners Pte. Ltd. is deemed to have an interest in the 179,020,924 shares held by 68 Holdings Pte. Ltd.

⁽³⁾ WI Investments (Singapore) Pte. Ltd., City Fairy Limited, Angelhead Limited and Peter Kwong Ching Woo are deemed to have an interest in the 117,347,282 shares held by Nassim Developments Pte. Ltd.

* Based on 530,774,951 ordinary shares (excluding treasury shares) as at March 18, 2026.

Approximately 12.56% of the issued ordinary shares are held in the hands of the public. Rule 723 of the Listing Manual of the Singapore Exchange Securities Trading Limited has accordingly been complied with.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Forty-Sixth Annual General Meeting (“AGM”) of Hotel Properties Limited (the “Company”) will be held on Thursday, April 30, 2026 at 4.00 p.m. at Crescent Ballroom, Level 2 Four Seasons Hotel Singapore, 190 Orchard Boulevard, Singapore 248646 to transact the following businesses:

ORDINARY BUSINESS

- To receive and adopt the Directors' Statement and Audited Financial Statements for the year ended December 31, 2025 and the Auditors' Report thereon. **Resolution 1**
- To declare a first and final one-tier tax exempt dividend of 4 cents per ordinary share for the year ended December 31, 2025. **Resolution 2**
- To approve the proposed Directors' fees of S\$537,833 for the year ended December 31, 2025 (2024: S\$577,151). **Resolution 3**
- To re-appoint Auditors for the ensuing year and to authorise the Directors to fix their remuneration. **Resolution 4**

SPECIAL BUSINESS

To consider and, if thought fit, to pass the following as Ordinary Resolutions with or without any modification:

- That Mr. Wong Liang Ying be and is hereby re-elected as a Director of the Company in accordance with Article 80 of the Company's Constitution. [See Explanatory Note (a)] **Resolution 5**
- That Mr. Christopher Lim Tien Lock be and is hereby re-elected as a Director of the Company in accordance with Article 80 of the Company's Constitution. [See Explanatory Note (a)] **Resolution 6**
- Authority to issue shares pursuant to Share Issue Mandate **Resolution 7**
That pursuant to Section 161 of the Companies Act 1967 of Singapore (the “Companies Act”) and the Listing Rules of SGX-ST, authority be and is hereby given to the Directors to:
 - issue shares in the capital of the Company (“shares”) whether by way of rights, bonus or otherwise; and/or
 - make or grant offers, agreements or options (collectively, “Instruments”) that might or would require shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) warrants, debentures or other instruments convertible into shares,

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may, in their absolute discretion, deem fit; and

NOTICE OF ANNUAL GENERAL MEETING

- (B) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue shares in pursuance of any Instrument made or granted by the Directors while this Resolution was in force,

provided that:

- (i) the aggregate number of shares to be issued pursuant to this Resolution (including shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) shall not exceed 50 per cent. of the total number of issued shares in the capital of the Company excluding treasury shares and subsidiary holdings of the Company (as calculated in accordance with paragraph (ii) below), of which the aggregate number of shares to be issued other than on a *pro rata* basis to shareholders of the Company shall not exceed 20 per cent. of the total number of issued shares in the capital of the Company excluding treasury shares and subsidiary holdings of the Company (as calculated in accordance with paragraph (ii) below);
- (ii) (subject to such manner of calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of shares that may be issued under paragraph (i) above, the total number of issued shares excluding treasury shares and subsidiary holdings of the Company shall be based on the total number of issued shares excluding treasury shares and subsidiary holdings of the Company at the time this Resolution is passed, after adjusting for:
 - (a) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which are outstanding or subsisting at the time this Resolution is passed; and
 - (b) any subsequent bonus issue or consolidation or subdivision of shares.
- (iii) (unless revoked or varied by the Company in General Meeting) the authority conferred by this Resolution shall continue in force until the conclusion of the next Annual General Meeting of the Company or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is earlier. [See Explanatory Note (b)]

NOTICE OF ANNUAL GENERAL MEETING

8. The Proposed Renewal of Share Buy-Back Mandate

Resolution 8

That:

- (a) for the purposes of the Companies Act, the exercise by the Directors of all the powers of the Company to purchase or otherwise acquire issued ordinary shares (“**Share Buy-Backs**”) in the capital of the Company (“**Shares**”) not exceeding in aggregate the Prescribed Limit (as hereinafter defined), at such price(s) as may be determined by the Directors from time to time up to the Maximum Price (as hereinafter defined), whether by way of:
 - (i) an on-market Share Buy-Back (“**Market Share Buy-Back**”) transacted through Singapore Exchange Securities Trading Limited’s (the “**SGX-ST**”) trading system; and/or
 - (ii) an off-market Share Buy-Back (“**Off-Market Share Buy-Back**”), otherwise than on a securities exchange, effected in accordance with an equal access scheme(s) as may be determined or formulated by the Directors as they may consider fit, which scheme(s) shall satisfy all conditions prescribed by the Listing Manual of the SGX-ST and the Companies Act,

and otherwise in accordance with the applicable provisions of the Companies Act and the Listing Manual of the SGX-ST, be and is hereby authorised and approved generally and unconditionally (the “**Share Buy-Back Mandate**”);
- (b) unless varied or revoked by the Company in general meeting, the authority conferred on the Directors pursuant to the Share Buy-Back Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the date of the passing of this Resolution and expiring on:
 - (i) the date on which the next annual general meeting of the Company (“**AGM**”) is held or required by law to be held; or
 - (ii) the date on which the purchases or acquisitions of Shares pursuant to the Share Buy-Back Mandate are carried out to the full extent mandated,

whichever is the earlier;
- (c) in this Resolution:

“**Prescribed Limit**” means 10% of the total number of Shares (excluding any treasury shares that may be held by the Company and subsidiary holdings) as at the date of passing of this Resolution unless the Company has effected a reduction of the share capital of the Company in accordance with the applicable provisions of the Companies Act, at any time during the Relevant Period (as hereinafter defined), in which event the total number of Shares shall be taken to be the total number of Shares as altered (excluding any treasury shares that may be held by the Company and subsidiary holdings from time to time);

“**Relevant Period**” means the period commencing from the date of passing of this Resolution and expiring on the date the next AGM is held or is required by law to be held, whichever is the earlier, after the date of this Resolution;

NOTICE OF ANNUAL GENERAL MEETING

“**Maximum Price**” in relation to a Share to be purchased or acquired, means the purchase price (excluding brokerage, commission, applicable goods and services tax and other purchase-related expenses) to be paid for a Share, which shall not exceed:

- (i) in the case of a Market Share Buy-Back, 5% above the average of the closing market prices of the Shares over the last 5 Market Days (a “**Market Day**” being a day on which the SGX-ST is open for trading of securities) on the SGX-ST on which transactions in the Shares were recorded, before the day of the Market Share Buy-Back by the Company, and deemed to be adjusted for any corporate action that occurs during such 5-day period and the day on which the Market Share Buy-Back was made; and
- (ii) in the case of an Off-Market Share Buy-Back pursuant to an equal access scheme, 30% above the average of the closing market prices of the Shares over the last 5 Market Days on the SGX-ST on which transactions in the Shares were recorded, before the date on which the Company announces its intention to make an offer for the purchase or acquisition of Shares from shareholders, stating the purchase price for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Share Buy-Back (“**date of the making of the offer**”), and deemed to be adjusted for any corporate action that occurs during such 5-day period and the date of the making of the offer; and
- (d) the Directors and/or any of them be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they and/or he may consider necessary or expedient to give effect to the transactions contemplated by this Resolution. [See *Explanatory Note (c)*]

Notice is hereby given that the Transfer Books and Register of Members of the Company will be closed on May 11, 2026 at 5.00 p.m. for the purpose of determining shareholders’ entitlements to the proposed first and final one-tier tax exempt dividend of 4 cents per ordinary share for the financial year ended December 31, 2025 (the “**Proposed Dividend**”).

Duly completed transfers received by the Company’s Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., of 1 Harbourfront Avenue, #14-07 Keppel Bay Tower, Singapore 098632, up to 5.00 p.m. on May 11, 2026 will be registered to determine shareholders’ entitlement to the Proposed Dividend. Members whose securities accounts with the Central Depository (Pte) Limited (“**CDP**”) are credited with the shares as at 5.00 p.m. on May 11, 2026 will be entitled to such Proposed Dividend.

The Proposed Dividend, if approved at the Annual General Meeting to be held on April 30, 2026, will be paid on May 22, 2026.

By Order of the Board

Joanna Lim
Company Secretary
April 15, 2026
Singapore

NOTICE OF ANNUAL GENERAL MEETING

Explanatory Notes:

- (a) In relation to the Ordinary Resolutions 5 and 6 proposed under items 5 and 6 above, the detailed information on Mr. Wong Liang Ying and Mr. Christopher Lim Tien Lock pursuant to Rule 720(6) of the Listing Manual of SGX-ST can be found under the section entitled “Additional Information on Directors Seeking Re-election” on pages 117 to 118 of the Annual Report 2025 of the Company. Mr. Wong Liang Ying, will, upon re-election, remain as Chairman of the Nominating Committee and Member of the Audit Committee and will be considered independent for the purposes of Rule 704(8) of the Listing Manual of the SGX-ST.
- (b) Ordinary Resolution 7 will empower the Directors from the date of the AGM until the date of the next annual general meeting to issue further shares in the Company. The maximum number of shares which the Directors may issue under this resolution shall not exceed the quantum set out in the resolution.
- (c) Ordinary Resolution 8, if passed, will empower the Directors to purchase or otherwise acquire Shares on the terms of the Share Buy-Back Mandate as set out in Ordinary Resolution 8 and the Letter to Shareholders dated April 15, 2026. Please refer to the Letter to Shareholders dated April 15, 2026 for more details. The Company may use internal funds and/or external borrowings to finance the purchase or acquisition of Shares. The amount of financing required and the impact on the Company’s financial position cannot be ascertained as at the date of this Notice as these will depend on, *inter alia*, the aggregate number of Shares purchased, the purchase prices, how the purchase is funded, whether the purchase is made out of capital or profits, and whether the Shares purchased or acquired are cancelled or held as treasury shares. Illustrative financial effects are set out in paragraph 2.8 of the said Letter to Shareholders.

Important Notes to Shareholders:

Physical Meeting

- (1) The AGM will be held, in a wholly physical manner, at Crescent Ballroom, Level 2 Four Seasons Hotel Singapore, 190 Orchard Boulevard, Singapore 248646 on Thursday, April 30, 2026 at 4.00 p.m. Printed copies of the Annual Report 2025, Letter to Shareholders dated April 15, 2026, this Notice of AGM and proxy form will be sent to shareholders of the Company via post. These documents will also be made available on the Company’s corporate website at URL <https://www.hotelprop.com.sg> and the SGX website at the URL <https://www.sgx.com/securities/company-announcements>.
- (2) A shareholder who is not a relevant intermediary is entitled to appoint not more than two (2) proxies to attend, speak and vote at the AGM. Where such shareholder appoints two (2) proxies, he/she/it should specify the proportion of his/her/its shareholding (expressed as a percentage of the whole) to be presented by each proxy in the instrument appointing a proxy or proxies.

A shareholder who is a relevant intermediary is entitled to appoint more than two (2) proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such shareholder. Where such shareholder appoints more than two (2) proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the instrument appointing a proxy or proxies.

“Relevant intermediary” has the meaning ascribed to it in Section 181 of the Companies Act.

NOTICE OF ANNUAL GENERAL MEETING

Appointment of proxy(ies) and Voting by proxy (ies)

- (3) A proxy need not be a shareholder of the Company.
- (4) A shareholder can appoint the Chairman of the Meeting as his/her/its proxy, but this is not mandatory.
- (5) The instrument appointing the proxy, together with the letter or power of attorney or other authority under which it is signed or a duly certified copy thereof (if applicable), must be:
 - (a) deposited with the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., of 1 Harbourfront Avenue, #14-07 Keppel Bay Tower, Singapore 098632; or
 - (b) emailed to: AGM2026@hotelprop.com.sg by 4 p.m. on April 28, 2026, being not less than forty-eight (48) hours before the time appointed for holding the AGM, and in default the instrument of proxy shall not be treated as valid.
- (6) For CPF or SRS investors who wish to appoint the Chairman of the AGM as their proxy, they should approach their respective CPF Agent Banks or SRS Operators to submit their votes at least seven (7) working days before the AGM, i.e. by 4 p.m. on April 21, 2026.
- (7) The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed or illegible, or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument.

Submission of questions in advance of the AGM

- (8) Shareholders who have any questions in relation to any agenda item of this notice, may send their queries to the Company in advance, by 4 p.m. on April 22, 2026, via email to AGM2026@hotelprop.com.sg or post to the Company's Registered Office at 50 Cuscaden Road #08-01 HPL House Singapore 249724.
- (9) The Company will endeavour to address all substantial and relevant questions received from Shareholders and will upload the responses on the SGXNET at <https://www.sgx.com/securities/company-announcements> at least 48 hours prior to the closing date and time for the lodgement of the proxy forms, i.e. by April 26, 2026.

Notice of AGM, proxy form and other documents

Printed copies of the Annual Report 2025, Letter to Shareholders dated April 15, 2026, this Notice of AGM and proxy form will be sent to shareholders of the Company via post. These documents will also be made available on the SGXNET at <https://www.sgx.com/securities/company-announcements>.

Personal data privacy:

By submitting a proxy form appointing proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a shareholder of the Company (i) consents to the collection, use and disclosure of the shareholder's personal data by the Company (or its agents or service providers) for the purpose of the processing and administration by the Company (or its agents or service providers) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the shareholder discloses the personal data of the shareholder's proxy(ies) and/or representative(s) to the Company (or its agents or service providers), the shareholder has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the shareholder will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the shareholder's breach of warranty.

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Mr. Wong Liang Ying and Mr. Christopher Lim Tien Lock are the Directors seeking re-election at the annual general meeting of the Company on April 30, 2026 ("AGM") (collectively, the "Retiring Directors" and each a "Retiring Director").

Pursuant to Rule 720(6) of the Listing Manual of SGX-ST, the information relating to the Retiring Directors as set out in Appendix 7.4.1 to the Listing Manual of SGX-ST is set out below:

Name of Director	Mr. Wong Liang Ying	Mr. Christopher Lim Tien Lock
Date of appointment	May 28, 2019	January 7, 1998
Date of last re-appointment (if applicable)	April 28, 2023	April 30, 2024
Age	71	70
Country of principal residence	Singapore	Singapore
The Board's comments on this re-appointment (including rationale, selection criteria, and the search and nomination process)	The Board has considered, among others, the recommendation of the Nominating Committee ("NC") and has reviewed and considered the qualifications, expertise, work experience and suitability of Mr. Wong Liang Ying for re-election as the Non-Executive Independent Director of the Company. The Board has accepted the NC's recommendation and concluded that Mr. Wong continues to possess the expertise, experience, knowledge and skills to contribute towards the core competencies of the Board.	The Board has considered, among others, the recommendation of the Nominating Committee ("NC") and has reviewed and considered the qualifications, expertise, work experience and suitability of Mr. Christopher Lim Tien Lock for re-election as the Executive Director of the Company. The Board has accepted the NC's recommendation and concluded that Mr. Lim continues to possess the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board.
Whether appointment is executive, and if so, the area of responsibility	Non-Executive	Executive. Responsible for the overall management of the HPL Group
Job Title (e.g. Lead ID, AC Chairman, AC Member, etc.)	<ul style="list-style-type: none"> • Non-Executive Chairman • Member of Audit Committee • Chairman of Nominating Committee 	<ul style="list-style-type: none"> • Group Executive Director

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Name of Director	Mr. Wong Liang Ying	Mr. Christopher Lim Tien Lock
Professional qualifications	Bachelor's Degree in Business Administration from the University of Singapore	Bachelor's Degree in Business Administration from University of Singapore
Working experience and occupation(s) during the past 10 years	EVP and Head of Listings/ Head of China of Singapore Exchange Ltd (Exchange operator) 2006 - 2018	Executive Director of Hotel Properties Limited
Any relationship (including immediate family relationships) with any existing director/existing executive officer of the Company and/or substantial shareholder or any of its principal subsidiaries	Nil	Nil
Conflict of interest (including any competing business)	Nil	Nil
Other Principal Commitments including Directorships		
Past 5 years	Nil	Nil
Present	Directorships <ul style="list-style-type: none"> Mapletree Pan Asia Commercial Trust Management Ltd Alta Exchange Ltd 	Directorships <ul style="list-style-type: none"> Executive Director of Hotel Properties Limited Director of Hotel Properties Limited's subsidiaries and associated companies

Mr. Wong Liang Ying and Mr. Christopher Lim Tien Lock have each:

- Provided an undertaking set out in Appendix 7.7 under Rule 720(1) of SGX-ST.
- Individually confirmed that on each of the questions as set out in paragraphs (a) to (k) of Appendix 7.4.1 to the Listing Manual of the SGX-ST, the answer is "No".

The shareholding interest in the Company and its subsidiaries of each of these Directors, if any, are disclosed in the Directors' Statement on pages 18 to 21.

The disclosure on prior experience as a director of an issuer listed on the Exchange and details of prior experience is not applicable as disclosure is applicable to the appointment of Director only.

PROXY FORM

ANNUAL GENERAL MEETING

HOTEL PROPERTIES LIMITED

(Incorporated in Singapore)

Company Reg No : 198000348Z

IMPORTANT:

- Printed copies of this proxy form will be sent to shareholders of the Company via post. This proxy form has also been made available on the SGXNET at <https://www.sgx.com/securities/company-announcements>.
- Relevant intermediaries (as defined in Section 181(6) of the Singapore Companies Act 1967) may appoint more than two (2) proxies to attend, speak and vote at the annual general meeting ("AGM").
- This proxy form is not valid for use and shall be ineffective for all intents and purposes if used or purported to be used by CPF/SRS investors who hold the Company's shares through CPF agent banks or SRS operators. CPF/SRS investors should contact their respective CPF agent banks or SRS operators if they have any queries regarding appointment of their proxies.
- CPF or SRS investors who wish to vote should approach their respective CPF agent banks or SRS operators to submit their votes at least seven (7) working days before the AGM i.e. by **4.00 p.m. on April 21, 2026**.

*I/We, _____ NRIC/Passport no./Co.Reg No: _____

of _____

being *a member/members of Hotel Properties Limited. (the "Company"), hereby appoint:

Name	Address	NRIC/ Passport No.	Proportion of Shareholding(s) (%)

and/or (delete as appropriate)

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or failing him/her, the Chairman of the Annual General Meeting as *my/our *proxy/proxies to vote for *me/us on *my/our behalf at the Forty-Sixth Annual General Meeting ("AGM") of the Company to be held at Crescent Ballroom, Level 2 Four Seasons Hotel Singapore, 190 Orchard Boulevard, Singapore 248646 on Thursday, April 30, 2026 at 4.00 p.m. and at any adjournment thereof.

I/We direct my/our proxy/proxies to vote for or against or to abstain from voting on the Resolutions to be proposed at the AGM as indicated hereunder.

THIS PROXY FORM IS VALID ONLY WHEN SIGNED AND DATED

No.	Resolutions relating to:	For*	Against*	Abstain*
1.	Adoption of Directors' Statement and Audited Financial Statements			
2.	Declaration of a first and final one-tier tax exempt dividend of 4 cents per ordinary share for the year ended December 31, 2025.			
3.	Approval of Directors' Fees			
4.	Re-appointment of Auditors			
5.	Re-election of Director (Mr. Wong Liang Ying)			
6.	Re-election of Director (Mr. Christopher Lim Tien Lock)			
7.	Authority to issue shares pursuant to Share Issue Mandate			
8.	Proposed Renewal of Share Buy-Back Mandate			

Voting will be conducted by poll. If you wish your proxy/proxies to vote all your shares "For" or "Against" the relevant resolution, please indicate with an "X" or a "✓" in the "For" or "Against" box provided in respect of that resolution. Alternatively, please insert the relevant number of shares "For" or "Against" in the "For" or "Against" box provided in respect of that resolution. If you wish your proxy/proxies to abstain from voting on a resolution, please indicate with an "X" or a "✓" in the "Abstain" box provided in respect of that resolution. Alternatively, please insert the relevant number of shares in the "Abstain" box provided in respect of that resolution. In any other case, the proxy/proxies may vote or abstain as the proxy/proxies deem(s) fit on any of the below resolutions if no voting instruction is specified, and on any other matter arising at the AGM and at any adjournment thereof

Dated this _____ day of _____ 2026.

Total Number of Shares held	
CDP Register	
Register of Members	

Signature(s) of Member(s) or,
Common Seal of Corporate Shareholder

IMPORTANT: PLEASE READ NOTES OVERLEAF

Notes:-

1. Please insert the total number of Shares held by you. If you have Shares entered against your name in the Depository Register (as defined in Section 81SF of the SFA), you should insert that number of Shares. If you have Shares registered in your name in the register of members of the Company (the “**Register of Members**”), you should insert that number of Shares. If you have Shares entered against your name in the Depository Register and Shares registered in your name in the Register of Members, you should insert the aggregate number of Shares entered against your name in the Depository Register and registered in your name in the Register of Members. If no number is inserted, the instrument appointing a proxy or proxies shall be deemed to relate to all the Shares held by you.
2. A shareholder who is not a relevant intermediary is entitled to appoint not more than two (2) proxies to attend, speak and vote at the AGM. Where such shareholder appoints two (2) proxies, he/she/it should specify the proportion of his/her/its shareholding (expressed as a percentage of the whole) to be represented by each proxy in the instrument appointing a proxy or proxies.

A shareholder who is a relevant intermediary is entitled to appoint more than two (2) proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such shareholder. Where such shareholder appoints more than two (2) proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the instrument appointing a proxy or proxies.

“Relevant intermediary” has the meaning ascribed to it in Section 181 of the Companies Act 1967.

For CPF or SRS investors who wish to appoint the Chairman of the AGM as their proxy, they should approach their respective CPF Agent Banks or SRS Operators to submit their votes at least seven (7) working days before the AGM, i.e. by 4 p.m. on April 21, 2026.
3. A shareholder can appoint the Chairman of the Meeting as his/her/its proxy, but this is not mandatory.
4. A proxy need not be a Shareholder of the Company. The proxy must bring along his/her NRIC/passport so as to enable the Company to verify his/her identity.

Fold along this line

Affix Postage
Stamp Here

**The Share Registrar
Boardroom Corporate & Advisory Services Pte. Ltd.
1 Harbourfront Avenue,
#14-07 Keppel Bay Tower,
Singapore 098632**

Fold along this line

5. The Proxy Form can be submitted in the following manner by 4.00 p.m. on April 28, 2026, being at least 48 hours before the time for holding the AGM:
(a) if submitted by post, be deposited at the office of the Company’s Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., at 1 Harbourfront Avenue, #14-07 Keppel Bay Tower, Singapore 098632; or
(b) if submitted electronically, be submitted via email to AGM2026@hotelprop.com.sg

Shareholders are strongly encouraged to submit completed proxy forms electronically via email.
6. The instrument appointing the proxy(ies) must be under the hand of the appointor or of his/her/its attorney duly authorised in writing. Where the instrument appointing a proxy(ies) is executed by a corporation, it must be executed either under its common seal, executed as a deed in accordance with the Companies Act 1967 or under the hand of an attorney or an officer duly authorised, or in some other manner approved by the Directors. Where the instrument appointing a proxy or proxies is executed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof must be lodged with the instrument of proxy.
7. Completion and submission of the Proxy Form by a member will not prevent him/her/it from attending, speaking and voting at the AGM if he/she/it so wishes. The appointment of the proxy(ies) for the AGM will be deemed to be revoked if the member attends the AGM in person and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the relevant Proxy Form(s) to the AGM.
8. The Company shall be entitled to reject the Proxy Form if it is incomplete or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the Proxy Form (including any related attachment) (such as in the case where the appointor submits more than one instrument appointing the Chairman of the AGM as proxy). In addition, in the case of ordinary shares entered in the Depository Register, the Company may reject any Proxy Form lodged if the member, being the appointor, is not shown to have ordinary shares entered against his name in the Depository Register as at 72 hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.
9. Shareholders should take note that once this proxy form is submitted electronically via email to AGM2026@hotelprop.com.sg or posted/deposited to office of the Company’s Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., at 1 Harbourfront Avenue, #14-07 Keppel Bay Tower, Singapore 098632, they cannot change their vote as indicated in the box provided above.

Personal Data Privacy: By submitting a proxy form appointing proxy(ies) and/or representative(s), the shareholder accepts and agrees to the personal data privacy terms set out in the notice of AGM dated April 15, 2026.

HOTEL PROPERTIES LIMITED

50 Cuscaden Road #08-01
HPL House Singapore 249724
Tel: 6734 5250 Fax: 6732 0347
<https://www.hotelprop.com.sg>
Regn no: 198000348Z