



KOP Limited Sustainability Report

FY2025

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*This report has been reviewed by the Company's sponsor, RHT Capital Pte. Ltd. (the “**Sponsor**”). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the “**Exchange**”) and the Exchange assumes no responsibility for the contents of this document, including the correctness of any of the statements or opinions made or reports contained in this document.*

The contact person for the sponsor is Mr. Khong Choun Mun at 36 Robinson Road, #10-06 City House, Singapore 068877, Email: sponsor@rhtgoc.com.

BOARD'S STATEMENT

Dear Stakeholders,

The Board of Directors (the “**Board**” or “**Directors**”) of KOP Limited (“**KOPL**” or the “**Company**”, together with its subsidiaries, the “**Group**”) is pleased to present the Group’s sustainability report (the “**Report**”) for the financial year ended 31 March 2025 (“**FY2025**”). Through this Report, we reaffirm our unwavering commitment to fostering a sustainable future while driving long-term business growth. We continue to strengthen our sustainability initiatives, striving for continuous improvement in our environmental, social and governance efforts.

As a company operating in both the property and hospitality sectors, KOPL endeavours to expand its business and solidifying its position as a trusted global leader. Alongside our growth, we remain dedicated to creating positive societal impact, upholding human rights, minimising our environmental footprint, and promoting ethical and responsible business practices. To achieve this, we incorporate Economic, Environmental, Social, and Governance (“**EESG**”) considerations into our business strategy and day-to-day operations. Additionally, we focus on enhancing our capabilities and value propositions to safeguard the interests of our stakeholders.

The Group recognises the challenges in embedding sustainability into its operations, particularly in managing climate-related risks, regulatory compliance and rising costs of raw materials. Nevertheless, we recognise significant opportunities for progress. To enhance our environmental stewardship, the Group has adopted water and energy-efficient fixtures and fittings, energy-saving LED lighting, and promote recycling and digitalisation initiatives across our operations.

Our Sustainability Steering Committee (“**SSC**”) plays a vital role in overseeing and updating the Board and Management about the Group's sustainability policies, strategies, and initiatives. The SSC conducts annual materiality to reaffirm key sustainability topics and align them with our strategic direction. As we advance in our sustainability journey, we will continue refining our performance indicators and targets to align with our business objectives. Furthermore, we remain committed to strengthening stakeholder engagement, fostering greater transparency and enhancing our sustainability practices to build a resilient, future-ready organisation.

We are pleased to share with you our sustainability report and invite you to read about our latest progress and achievements over the past year. Thank you for your continued support, and we look forward to creating even greater value for our stakeholders in the year ahead.

Ms. Ong Chih Ching
Executive Chairman and Executive Director

KOP Limited

ABOUT THE GROUP

KOP Limited (“**KOPL**” or the “**Company**”, together with its subsidiaries, the “**Group**”) (Stock Code: SGX:5I1) is more than a community of property development companies: we have a proven track record of excellence in everything we do. We excel in real estate investment, maintaining an eclectic portfolio of strategic assets and we make strides in the economy of place, developing, maintaining, operating and managing apartment buildings and hospitality businesses through KOPL, in which it constitutes the principal investor.

In the tourism industry, where service excellence is the definitive gold standard, we embody the epitome of Asian hospitality. Montigo Resorts combines advanced technologies and thoughtfully considered design elements with concern for the particularities of local cultures and histories to create premium experiences for a diverse age demographic. At KOPL, we do not believe ambition should have a ceiling.

We build your dreams.

ABOUT THIS REPORT

Scope of Report

This annual publication of our sustainability report (“**Report**”) summarises the Group’s performance, initiatives, and impact of its operations in the aspects of key Economic, Environmental, Social and Governance (“**EESG**”) areas. This Report focuses on the EESG performance of our hospitality business in Indonesia – Montigo Resorts in Nongsa (“**MRN**”) and Montigo Resorts in Seminyak (“**MRS**”), along with the Employee Accommodation at Batam, Indonesia.

Unless otherwise stated, the same approach used in our Financial Statements is also used to consolidate sustainability information and is consistently applied across our reporting boundaries and material topics. All information, statistics and targets presented in this Report aligns to the Group’s financial reporting period from 1 April 2024 to 31 March 2025 (“**FY2025**”). We have excluded Montigo Resorts in Somerset due to challenges in the data collection and we will include it in the future sustainability reports.

Reporting Standards and Framework

This Report has been reviewed by the Board and was prepared in line with the sustainability reporting requirements of Rules 711A and 711B of the Listing Manual Section B: Rules of Catalist (“**Catalist Rules**”) of Singapore Exchange Securities Trading Limited (“**SGX-ST**”), and the guidance set out in SGX-ST’s sustainability reporting guide under Practice Note 7F of the Catalist Rules.

This Report complies with the climate-related requirements of the IFRS Sustainability Disclosure Standards (“**IFRS SDS**”). The IFRS SDS issued by the ISSB – comprising IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information (“**IFRS S1**”) and IFRS S2 Climate-related Disclosures (“**IFRS S2**”) – provide a comprehensive framework for sustainability disclosures focused on the needs of investors and financial markets. The Report was also prepared with reference to the Global Reporting Initiative (“**GRI**”) Standards as it is a globally recognised and widely adopted framework, which enables the Group’s stakeholders to compare its sustainability performance against its industry peers.

The IFRS SDS builds on the recommendations of the Task Force on Climate-related Financial Disclosures (“TCFD”) framework. They aim to establish a comprehensive global framework for sustainability-related financial disclosures, addressing the needs of capital markets and the demand for consistent, comparable, and verifiable information regarding the exposure to, and management of, sustainability-related risks and opportunities. This year marks the Group’s first adoption of IFRS SDS for climate-related disclosures.

The content of this Report was defined by the four reporting principles established by GRI Standards: (1) Stakeholder Inclusiveness; (2) Sustainability Context; (3) Materiality; (4) Completeness. The Stakeholder Inclusiveness principle was implemented in determining the Report context through various stakeholder engagements and internal discussions. The Sustainability Context principle was implemented in determining the Report context which covered the EESG aspects. The Materiality principle was implemented in determining the Report context through stakeholder engagements and internal discussions. The Completeness principle was implemented by ensuring that this Report covers all relevant topics relevant to the Group’s EESG impacts.

Pursuant to the Rule 720(6) of the Catalist Rule, the Group complies with the requirement for Directors to undergo mandatory training. As at the date of this report, all Directors have completed sustainability training courses as prescribed by the SGX-ST.

Restatement

There were no restatements made from the previous report.

Internal Review and External Assurance

In compliance with the Catalist Rule 711B on sustainability reporting, the Group has engaged its internal auditor, Baker Tilly Consultancy (Singapore) Pte. Ltd., to conduct an internal review of its sustainability reporting processes to ensure their adequacy and effectiveness. Where applicable, the review has further strengthened the Group’s risk and governance processes, internal controls, and systems. The Group has not sought external assurance for this reporting period but may consider doing so in the future.

Report Content & Quality

This Report aims to provide an integrated overview of the Group’s initiatives and strategies related to sustainability and responsible business development. This Report intends to address the key concerns and issues that KOPL’s stakeholders face. To ensure content quality, we have applied GRI’s principles of accuracy, balance, clarity, comparability, reliability, and timeliness as well as TCFD’s seven principles for effective disclosure, including disclosures should represent relevant information; be specific and complete; be clear, balanced and understandable; be consistent over time; be comparable among companies within a sector, industry or portfolio; be reliable, verifiable and objective; and be provided on a timely basis.

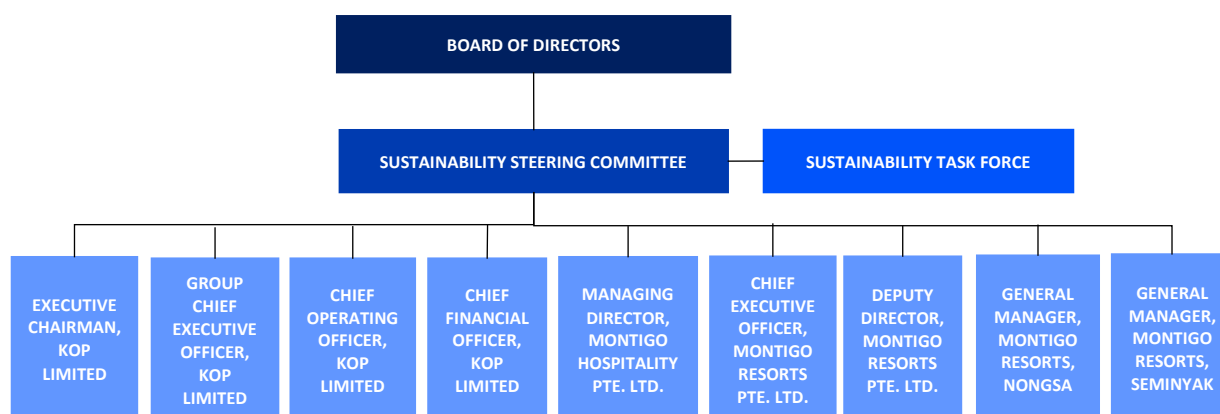
Contact Us

As part of our continuous efforts on improving the coverage of our sustainability practices in the Report, we welcome stakeholders to submit their questions or feedback on any aspect of our sustainability performance to enquiry@kopgroup.com.

SUSTAINABILITY GOVERNANCE

At KOPL, we recognise the importance of a robust sustainability governance framework in upholding accountability and transparency. The Board acknowledges that sustainability is essential for ensuring the long-term success of KOPL's business. We work closely with the Group's sustainability leadership and working teams to achieve our objectives.

Our SSC, supported by our Sustainability Task Force (“STF”), plays a key role in shaping and implementing the Group's sustainability policies and practices. The SSC oversees and assesses the Group's overall sustainability performance, ensuring alignment with our strategic goals. The structure of our sustainability governance is illustrated below:



The SSC provides leadership on the Group's sustainability agenda, providing regular updates to the Board and management on sustainability strategies and initiatives. Additionally, the SSC is responsible for reviewing and evaluating the Group's sustainability goals and performance. It conducts annual assessments of sustainability policies to identify areas for improvement and drive continuous progress. The table below outlines the key roles and responsibilities within the SSC, demonstrating the collective effort in advancing sustainability across the Group.

	Roles	Responsibilities
Executive Chairman, KOP Limited	<ul style="list-style-type: none"> Oversees the Group’s strategic formulation and vision on sustainability agenda Support to foster a culture of sustainability across the Group 	<ul style="list-style-type: none"> Provides strategic guidance and formulates the Group’s sustainability strategy Evaluates EESG risks and monitor climate-related performances in the Group’s business practices
Group Chief Executive Officer, KOP Limited	<ul style="list-style-type: none"> Oversees the Group’s plans and approves its strategies, metrics, and targets to address its climate-related risks 	<ul style="list-style-type: none"> Identifies and evaluates climate-related risks and opportunities Reviews climate-related metrics and targets
Chief Operating Officer, KOP Limited	<ul style="list-style-type: none"> Member of the SSC to support sustainability practices Support to foster a culture of sustainability, across all departments 	<ul style="list-style-type: none"> Manages day-to-day operations pertaining to ESG performances of the Group Oversees daily administrative and operational functions related to sustainable development

	Roles	Responsibilities
Chief Financial Officer, KOP Limited	<ul style="list-style-type: none"> ▪ Member of the SSC to support sustainability practices ▪ Support to foster a culture of sustainability, especially across the Finance Department 	<ul style="list-style-type: none"> ▪ Reviews the financial performance of climate-related risks to KOPL and opportunities undertaken by the Group ▪ Ensures compliances with relevant financial-related requirements
Managing Director, Montigo Hospitality Pte. Ltd.	<ul style="list-style-type: none"> ▪ Member of the SSC to support sustainability practices ▪ Support to foster a culture of sustainability, especially across the hospitality segment 	<ul style="list-style-type: none"> ▪ Oversees the business development, branding and marketing functions related to sustainable development
Chief Executive Officer, Montigo Resorts Pte. Ltd.	<ul style="list-style-type: none"> ▪ Member of the SSC to support sustainability practices ▪ Support to foster a culture of sustainability, especially across the hospitality segment 	<ul style="list-style-type: none"> ▪ Manages day-to-day operations pertaining to ESG performances of the hospitality segment.
Deputy Director, Montigo Resorts Pte. Ltd.	<ul style="list-style-type: none"> ▪ Member of the SSC to support sustainability practices ▪ Ensure the collection of climate-related data are in accordance with the metrics, of good quality and per relevant regulations ▪ Conduct trainings across departments to create awareness on the importance and value of ESG performance 	<ul style="list-style-type: none"> ▪ Conducts trainings and ensures all climate-related data are compiled and maintained in good quality and in accordance with relevant regulations ▪ Coordinates reporting and disclosures
General Manager, Montigo Resorts, Nongsa	<ul style="list-style-type: none"> ▪ Member of the SSC to support sustainability practices ▪ Support to foster a culture of sustainability, especially across MRN 	<ul style="list-style-type: none"> ▪ Promotes recycling practices and cultivate sustainability habits across MRN ▪ Works closely with the SSC to assess and manage climate-related risks and opportunities from MRN
General Manager, Montigo Resorts, Seminyak	<ul style="list-style-type: none"> ▪ Member of the SSC to support sustainability practices ▪ Support to foster a culture of sustainability, especially across MRS 	<ul style="list-style-type: none"> ▪ Promotes recycling practices and cultivate sustainability habits across MRS ▪ Works closely with the SSC to assess and manage climate-related risks and opportunities from MRS

Pursuant to the Rule 720(6) of the Catalist Rule, the Group complies with the requirement for Directors to undergo mandatory training. All Board of Directors have completed sustainability training courses on ESG Essentials and Sustainability E-Training for Directors offered by the Singapore Institute of Directors and Institute of Singapore Chartered Accountants respectively.

STAKEHOLDER ENGAGEMENT

The Group recognises the importance of regular and transparent engagement with stakeholders to understand their expectations, address their concerns, and identify key material EESG issues. We are committed to fostering strong, lasting relationships with our stakeholders by actively considering their perspectives in our decision-making processes.

Both internal and external stakeholders play a vital role in our sustainability journey. To ensure meaningful engagement, we connect with them through various platforms and feedback channels. By maintaining an open dialogue, we drive positive impact, align our sustainability initiatives with stakeholder expectations, and support our long-term business objectives.

The following table summarises our key stakeholder groups, engagement methods, and frequency of engagement as well as key topics of interest:

Key Stakeholder	Engagement Methods	Frequency	Key Topics of Interest
Investors and Shareholders	Timely and transparent updates of financial results and announcements, business developments, press releases, and other relevant disclosures via SGXNET and KOPL's website	Throughout the year	<ul style="list-style-type: none"> Long-term sustainable distribution and total returns Transparent reporting Sound corporate governance practices Business strategy and outlook
	One-on-one meetings and site visits	Throughout the year	
	Annual General Meeting	Annually	
Employees	Induction programme for new employees	Throughout the year	<ul style="list-style-type: none"> Equitable remuneration Fair and competitive employment practices and policies Safe and healthy work environment Employee development and well-being
	Training and development programmes	Throughout the year	
	Regular e-mails, meetings, and town-hall sessions	Throughout the year	
	Recreational and wellness activities	Throughout the year	
	Career development performance appraisals	Annually/Bi-annually	
Customers and Guests	Feedback from customers and guests and active engagement towards guests on their well-being throughout their stay with us	Throughout the year	<ul style="list-style-type: none"> Comments and potential room for improvement in delivering exceptional services (e.g. hospitality)
Government and Regulators	Meetings and dialogue sessions	Throughout the year	<ul style="list-style-type: none"> Compliance with and updates on changing laws and regulations

SUSTAINABILITY COMMITMENTS AND APPROACH

Sustainability Framework

The Group's sustainability framework is structured to address each EESG relevant to our business. From these components, the Group identifies topics material to our operations ("Material Topics"), enabling the development of a sustainability approach that is integrated with our business activities. This Report explores the following Material Topics:

	KOPL's Material Topics
Environment	Greenhouse Gas Emissions and Energy Consumption
	Water consumption
Social	Talent Attraction and Retention
	Training and Education
	Occupational Health and Safety
	Employee Benefits and Wellness
	Community Involvement
	Customer Health and Safety
Governance	Compliance with Laws and Regulations
	Ethics and Business Conduct
Economic	Economic Performance

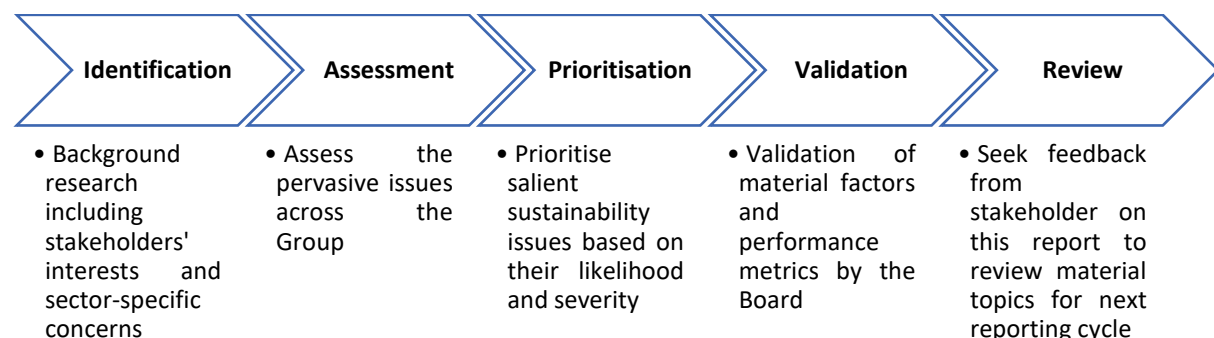
KOPL is dedicated to fostering the sustainable development of its business while making a positive impact on the environment and the communities in which we operate. Our sustainability approach is guided by our material topics. The Group fulfils these commitments by assessing and managing the impacts associated with the sustainability issues most relevant to our operations.

Materiality Assessment

At KOPL, we conduct an annual materiality assessment to evaluate the sustainability topics relevant to our business operations and stakeholders. This materiality assessment is carried out with oversight from the Board, SSC and STF and considers the following:

- Identification of sustainability issues that matter to our stakeholders and have the most significant impact on our business, the economy, the environment, and people, including human rights consideration, in line with the GRI Standards;
- Peer benchmarking to understand industry best practices;
- Review of ESG developments within Singapore's sector to assess potential impacts; and
- Identifying risks and opportunities associated with each material topic.

As part of this process, we have reassessed the material topics through internal discussions and stakeholder consultation, as well as in response to the external business climate emerged in FY2025. The insights gained from this assessment help shape the Group's sustainability strategy, initiatives and goals, ensuring that they remain relevant and impactful. This approach involves the following steps:



Based on the assessment above, KOPL identifies the actual and potential economic, environmental and social impacts of each sustainability topic. These topics are further assessed based on their severity and likelihood, allowing the Group to identify related risks and opportunities. The sustainability topics that are ranked highly in terms of significance of impact, the nature and magnitude of the risks and opportunities, or both, are prioritised.

We have affirmed that our key focus areas remain relevant to both the Group and our stakeholders, with no changes to the list of material topics from FY2024. The Group's Material Topics for FY2025, along with the climate-related risks and opportunities that correspond to them, are presented below:

Material Topics	Impacts identified under GRI		Climate-related risks and opportunities that could reasonably be expected to affect KOPL’s prospects
	Summary of key impacts	Summary of management approach	
Environmental			
Greenhouse Gas Emissions and Energy Consumption	Use of electricity, diesel and petrol results in GHG emissions which contributes to climate change.	Reduce energy consumption and optimise energy efficiency through energy-saving initiatives.	<u>Risk</u> Increased energy pricing may result in higher operational costs. Reputational risk from high emissions.
			<u>Opportunity</u> By advocating for energy-efficient equipment and measures in our operation, we can reduce our energy consumption, and in turn, our operating costs.
Water consumption	High water usage in hospitality and leisure assets may stress local resources.	Improve water efficiency and conserve water usage.	<u>Risk</u> Water scarcity affecting the principal activities in the resorts.
			<u>Opportunity</u> Improved operational efficiency and reduced costs from better water management.
Social			
Employee Benefits and Wellness	A positive work culture improves employee well-being, improves morale, reduce absenteeism and turnover.	Ensure employees’ wellbeing maintains their motivation and commitment to delivering high-quality service.	<u>Risk</u> Climate-related stressors may affect workforce wellness.
			<u>Opportunity</u> Wellness-focused programs can position KOP as an employer of choice in a changing environment.
Occupational Health and Safety	Safeguarding employee health and safety promotes a supportive	Ensure compliance with health and safety regulations.	<u>Risk</u> Employees, especially outdoor workers, face increased risk of heatstroke, dehydration and

Material Topics	Impacts identified under GRI		Climate-related risks and opportunities that could reasonably be expected to affect KOPL's prospects
	Summary of key impacts	Summary of management approach	
	and safe working environment.		<p>sun exposure due to rising temperatures.</p> <p>Opportunity Improved working conditions from climate adaptation planning and enhanced safety protocols.</p>
Talent Attraction and Retention	Retaining top talent is crucial for our guests' satisfaction. Employment opportunities enhance livelihood.	Fair, merit-based employment practices attract suitable candidates.	-
Training and Education	<p>A skilled and adaptable workforce enables agile responses to changing economic and operational conditions.</p> <p>Opportunities for development improve morale, job satisfaction, and psychological well-being.</p>	Provide opportunities for professional development and career advancement.	-
Community Involvement	Fostering a cohesive community of our employees and our neighbours allows us to live and work harmoniously.	Provide support and advocate for those in need to improve the well-being of local communities.	-
Customer Health and Safety	Adopting and exceeding health and safety standards and regulatory requirements prevents accidents and ensures customers have a pleasant stay.	Implement safety measures and conduct regular safety inspections.	<p>Risk Increased health risks (e.g. heat stress) in property assets.</p> <p>Opportunity Safe, climate-adaptive designs and operational protocols enhance brand trust.</p>
Governance			
Compliance with Laws and Regulations	Potential to contribute to various risks (e.g. climate, employee, business-related) through negligence in complying with laws and regulations.	Ensure compliance with socioeconomic laws and regulations.	<p>Risk Stricter climate policies, carbon pricing and emissions regulations can increase compliance cost and impact profitability.</p> <p>Opportunity Early compliance builds reputation and avoids penalties.</p>

Material Topics	Impacts identified under GRI		Climate-related risks and opportunities that could reasonably be expected to affect KOPL’s prospects
	Summary of key impacts	Summary of management approach	
Ethics and Business Conduct	Unethical behaviour erodes public trust resulting in financial penalties that negatively affect local economies, and reputational damage that affects community relations.	Uphold high standards of ethics and business conduct	<u>Risk</u> Lack of transparency on climate-related disclosures may lead to regulatory penalties.
			<u>Opportunity</u> Transparent ESG reporting and proactive risk management can enhance credibility and attract long-term investors.
Economic			
Economic Performance	Financial stability is crucial for sustaining operations. Creates employment opportunities, thereby supporting economic development in the regions where it operates.	Generate revenue and achieve sustainable improvement in our economic performance.	<u>Risk</u> Climate change impacts on tourism demand, asset values, and insurance costs .
			<u>Opportunity</u> Demand for green products and services, such as eco-friendly hospitality offerings, can create new revenue streams.

RISK MANAGEMENT

At KOPL, we recognise the growing impact of EESG risks and opportunities on our business operations, financial performance and long-term sustainability. Our risk management framework integrates EESG considerations, including climate-related considerations, into our decision-making process to enhance resilience and adaptability.

The material factors identified by the Group can translate into a range of risks and opportunities. KOPL's EESG risk management framework is designed to systematically identify, assess and document material impacts, including but not limited to climate-related impact, risks, along with their key controls and mitigation measures.

With the intensifying global climate crisis, characterised by rising temperatures, extreme weather events, and shifting environmental regulations, businesses face greater challenges. To ensure that we remain relevant amid these changes, we have undertaken a climate-related scenario analysis to identify the most relevant climate change risks and opportunities for the Group. As part of our annual enterprise risk assessment exercise, EESG risks are evaluated alongside with other business risks to ensure that they remain within our risk appetite. With this systematic EESG risk management framework in place, the Group's capabilities in identifying and mitigating any risks, coupled with competencies are perpetually enhanced.

PERFORMANCE HIGHLIGHT AND TARGETS

To track our performance and drive continuous improvement, we have established a set of targets for each Material Topic. Please refer to the section "*Sustainability Performance Data*" for detailed breakdown of all performance indicators for each Material Topic.

The table below shows our progress towards achieving previously set targets:

Material Topics	Targets	Our Performance in FY2025
Environmental		
Greenhouse Gas Emissions & Energy Consumption	<u>Short-Term Targets (1-2 years)</u> <ul style="list-style-type: none">▪ Reduce purchased electricity consumption by 2%.▪ Reduce energy intensities by 5%.▪ Adopt use of higher energy efficient features and fittings.	Not achieved. Total energy consumption intensity increased by 1,586% mainly due to the increase in business activity and the various upgrading works carried out in FY2025.
	<u>Medium-term Targets (by 2030)</u> <ul style="list-style-type: none">▪ Reduce CO₂e emission intensities from Scope 1 and 2 emissions in absolute figures by 6%.▪ Disclose more categories under Scope 3 emissions.▪ Reduce energy intensities by 10%.▪ Adopt more usage of energy efficient features and fittings with two or more Minimum Energy Performance Standards (“MEPS”) stars.	
	<u>Long-term Targets (by 2050)</u> <ul style="list-style-type: none">▪ Perform a 2°C or lower scenario analysis with more quantitative information to describe the potential outcomes, taking into consideration a transition to a lower-carbon economy.▪ Reduce GHG emission intensities by 10%.▪ Reduce energy intensities by 15%.▪ Achieve 50% of features and fitting that are energy efficient and environmentally friendly.	
Water Consumption	<u>Short-Term Targets (1-2 years)</u> <ul style="list-style-type: none">▪ Reduce water intensities by 5%▪ Adopt use of higher water efficient features and fittings.	Not achieved. Total water consumption intensity increased by 212% mainly due to the increase in business activity and the various upgrading works carried out in FY2025.
	<u>Medium-term Targets (by 2030)</u> <ul style="list-style-type: none">▪ Reduce water intensities by 10%.▪ Adopt more usage of water efficient features and fittings, perform regular checks on taps and repair if there is a leak.	
	<u>Long-term Targets (by 2050)</u> <ul style="list-style-type: none">▪ Reduce water intensities by 15%.▪ Achieve 50% of features and fitting that are water efficient and environmentally friendly.	
Social		
Talent Attraction and Retention	<u>Short-Term Targets (1-2 years)</u> <ul style="list-style-type: none">▪ Improve talent acquisition and employee retention.▪ Increase diversity of employees.▪ Maintain average monthly turnover rate below 30%.	Not achieved. In FY2025, the turnover rate reached 47%, largely driven by rising competition in the region as numerous new hotels opened across Indonesia. This prompted employees to explore new career paths and
	<u>Ongoing Target</u> <ul style="list-style-type: none">▪ Maintain gender, regional and age diversity of workforce.▪ Maintain average monthly turnover rate below 25%.	

Material Topics	Targets	Our Performance in FY2025
		jumping at fresh opportunities.
Training and Education	<u>Short-Term Targets (1-2 years)</u> <ul style="list-style-type: none"> ▪ Offer internal and external trainings that are essential and beneficial to the development and career progression of our employees at all levels. <u>Medium-term Targets (by 2030)</u> <ul style="list-style-type: none"> ▪ Continue providing internal and external training courses and programmes. ▪ Increase the average training man-hours by 5%. <u>Long-term Targets (by 2050)</u> <ul style="list-style-type: none"> ▪ Continue providing internal and external training courses and programmes. ▪ Increase the average training man-hours by 10%. 	Achieved
Occupational Health and Safety	<u>Ongoing Target</u> <ul style="list-style-type: none"> ▪ Maintain zero incidents of material non-compliance with all applicable health and safety laws, as well as regulations concerning the health and safety of our operations. ▪ Maintain zero incidents related to work-related injuries, fatalities, or ill-health. 	Not achieved. We recorded 1 work-related injury and 1 work-related ill-health cases.
Employee Benefit and Wellness	<u>Ongoing Target</u> <ul style="list-style-type: none"> ▪ Provide fair and competitive compensation packages to ensure that employees' well-being, and career progression are well-taken care of. ▪ Enhance overall employee well-being and level of job satisfaction. 	Achieved
Community Involvement	<u>Ongoing Target</u> Support Corporate Social Responsibility through participating in various activities and initiatives to support local community.	Achieved
Customer Health and Safety	<u>Ongoing Target</u> <ul style="list-style-type: none"> ▪ Maintain zero incidents of material non-compliance with customer health and safety laws and regulation. ▪ Maintain zero incidents of customer-related injuries, fatalities, or ill-health. 	Achieved
Governance		
Compliance with Laws and Regulations	<u>Ongoing Target</u> <ul style="list-style-type: none"> ▪ Maintain zero incidents of non-compliance and violations with the Singapore Code of Corporate Governance 2018. ▪ Maintain zero incidents of non-compliance and violations with Code of Business Ethics and Conduct and non-discrimination. ▪ Ensure human rights concerns and directive are recognised at the Board level and adopted through the value chain through risks and impact identification, prevention, and mitigation. 	Achieved

Material Topics	Targets	Our Performance in FY2025
Ethics and Business Conduct	<u>Ongoing Target</u> <ul style="list-style-type: none"> ▪ Maintain zero incidents of non-compliance and violations of any applicable laws and regulations for any instance where fines and/or non-monetary sanctions were incurred. ▪ Maintain zero public cases and confirmed incidents of corruption of any nature brought against the Group or its employees. 	Achieved
Economic		
Economic Performance	<u>Short-Term Target (1-2 years)</u> Reach out to a wider customer base.	Achieved
	<u>Ongoing Target</u> Expand our presence into new markets and strengthen our service and performance.	

THE ENVIRONMENT

We recognise our responsibility to minimise environmental impact and optimise resource efficiency across our operations. This section outlines our approach to energy consumption and water usage, key factors in our sustainability strategy.

Greenhouse Gas (“GHG”) Emissions and Energy Consumption

Impact on KOPL

KOPL is exposed to both the physical risks caused by an increasingly unpredictable and extreme climate conditions, as well as the transition risks arising from societal and economic shifts towards a low-carbon future.

We recognise the impact of energy consumption and the associated GHG emissions on climate change. A heavy reliance on fossil fuels and high energy consumption can exacerbate energy poverty and increase expenses. On the other hand, reducing energy usage and integrating energy-efficient technologies across our operations can enhance sustainability while generating substantial cost savings for the Group.

Management Approach

Governance

Good corporate governance is central to executing the Group’s sustainability strategy. KOPL’s commitment to effective corporate governance on climate and sustainability-related matters is underpinned by the strong leadership and effective oversight by the Board and senior management of the Group.

The Board has ultimate responsibility for sustainability reporting and has integrated sustainability considerations into the Group’s business and strategy. The Board is responsible for reviewing and approving the Group’s sustainability policies, practices and performance disclosures. The Board conducts regular assessments of environmental trends and evaluates potential risks and opportunities associated with climate change to ensure effective oversight of strategic risk management. Refer to the “*Sustainability Governance*” section of this Report for further details.

Climate-related Risks and Opportunities

Recognising the significant energy and water consumption inherent in our business operations, we acknowledge our contribution to climate change and the broader implications for global warming. Therefore, we are committed to enhancing climate resilience across our business divisions. A foundational step in this journey is to identify and assess the potential risks and opportunities, as well as their financial impact on our businesses.

In FY2025, members of SSC participated in a series of physical and virtual engagements to revisit and update the climate-related risks identified in FY2024. Through our risk assessment, we have identified three priority climate-related risks and two key climate-related opportunities with the potential to affect our operational, strategic and financial performance.

Group Strategy

Clear communication of the Group’s sustainability strategy allows our stakeholders to better understand how climate-related issues may affect our future performance. With the goal of keeping the global temperature rise below 1.5 degrees Celsius, as stipulated in the Paris Agreement, we have made it a top priority to tackle climate change within our EESG practice. As part of the Group’s commitment to achieving the goals established by the Paris Agreement, KOPL has initiated the first

step to comprehend the impact of climate change on the Group's operations and explored potential risks and opportunities associated with climate-related factors

We seek to transform the Group into a climate-resilient and future-ready business. Our overarching climate strategy is to identify, assess, prioritise, mitigate, and monitor climate-related physical and transition risks in our business. Indonesia has not yet communicated an explicit net zero target but explores scenarios that could lead to net zero by 2060 or sooner in its long-term strategy submitted to the United Nations Framework Convention on Climate Change ("UNFCCC") in July 2021¹. We also seek to capitalise on climate-related opportunities with the global shift to a lower-carbon economy progressively. We expect our strategies evolve to be more developed and refined as we progress with a deeper analysis of risks and opportunities over the coming years.

Climate-related Risks/ Opportunities		Description
Transition Risk		
Enhanced emissions-reporting obligations	Risk Description	More stringent regulations and requirements concerning GHG emissions reporting pose a transitional risk to the Group, including obligations related to reporting as outlined in GRI Standards and TCFD recommendations.
	Impact of Risk	The evolving emissions-reporting regulations and obligations will lead to a rise in the indirect operating costs for the Group. This includes an increase in professional and consultancy fees, compliance cost, and administrative expenses to fill reporting requirements.
	Strategic Response	The Group has been constantly monitoring regulatory requirements and assessing its capacity in meeting them.
	Potential Financial Impact (S\$'000)	47
Increased cost of materials	Risk Description	Rising market demand and intensified competition could drive up the prices of housekeeping and maintenance supplies, as well as food, beverages, and other consumables within the Group.
	Impact of Risk	Higher material costs will increase the operating expenses, for instance procurement of food, beverages, cleaning supplies, and maintenance equipment.
	Strategic Response	The Group has diversified its supplier base by sourcing from China and has also ensured a reserve of raw materials to anticipate any potential delays caused by disruptions.
	Potential Financial Impact (S\$'000)	3,052
Physical Risks		
Rising mean temperatures	Risk Description	According to Climate Risk Country Profile of Indonesia published in 2021 ² , warming in the range of 0.8°C–1.4°C is expected by the 2050s.

¹ <https://ndcpartnership.org/country/idn>

² Retrieved from <https://reliefweb.int/report/indonesia/climate-risk-country-profile-indonesia>.

Climate-related Risks/ Opportunities		Description
	Impact of Risk	To maintain a comfortable indoor temperature, a rise of 1°C may raise air conditioning usage, resulting in higher energy consumption and operating costs. Moreover, higher temperatures could induce physical strain and increase the risk of heat-related issues like exhaustion or heatstroke, consequently diminishing employee productivity.
	Strategic Response	The Group has adopted the practice of keeping the office air conditioning at 24°C and turn it off before the end of the workday. Guest rooms are also preset at 24°C. Additionally, the Group has incorporated energy-efficient LED lighting to minimise heat output from lighting fixtures.
	Potential Financial Impact (S\$'000)	1,197
Rising sea level	Risk Description	Climate Risk Country Profile of Indonesia estimated a modest sea-level rise of 10cm by 2030 and 21 cm by 2060.
	Impact of Risk	Increasing sea levels have the potential to accelerate coastal erosion, heightening the risk of property damage or loss situated along the coastline. Additionally, rising sea level could degrade beach quality and limit guest accessibility. Consequently, the Group may experience higher maintenance expenses and a reduced profit margin.
	Strategic Response	The Group made efforts to raise awareness among staff, guests, and the local community about the impacts of rising sea levels and the importance of coastal resilience through educational programs, signage, and outreach efforts. The Group will continuously monitor sea level rise, and adjust its strategies as needed to address evolving challenges.
	Potential Financial Impact (S\$'000)	9,605
Opportunity - Resource Efficiency		
Use of recycling	Opportunity Description	Initiatives and efforts in business practices and corporate events aimed at maximising resource efficiency and promoting sustainability.
	Impact of Opportunity	By optimising resource efficiency and embracing sustainable practices, it is expected to reduce operational costs and increase profit margin of the Group.
	Strategic Response	MRS has partnered with ChopValue to support the Zero Waste initiative by collecting its skewers and chopsticks. These items are then donated to ChopValue to be transformed into sustainable furniture pieces such as tables, decorations, and other home living furniture.
	Potential Financial Impact	We will disclose potential financial impact when the opportunity arises.

Climate-related Risks/ Opportunities		Description
Opportunity - Resilience		
Participation in renewable energy programmes and adoption of energy-efficiency measures	Opportunity Description	Initiatives and efforts in corporate practices to foster resilience and advocate for sustainability.
	Impact of Opportunity	By embracing these practices, the Group can contribute to its sustainability goals, potentially reduce electricity costs, and demonstrate a commitment to environmentally responsible operations.
	Strategic Response	The Group has utilised energy-efficient LED throughout the resorts and office space, and advocates for energy-efficient equipment and measures. Moreover, the Group engages in educational initiatives to raise awareness among guests and staff about its sustainable efforts, fostering a culture of environmental responsibility. MRN will progressively replace its electrical fixtures with solar-powered fixtures such as wall lighting and insect eliminators.
	Potential Financial Impact (S\$'000)	848

Scenario Analysis

To understand and manage the potential impacts of climate change on our business, strategy, and financial planning, we have undertaken a climate scenario analysis to help us evaluate the resilience of our business under a range of plausible climate futures. This approach supports informed decision-making by considering both transition and physical climate-related risks under varying degrees of global warming. We leverage insights from research papers and industry studies, which allow us to explore the financial implications of climate risks and opportunities across different climate futures, and to evaluate the strategic resilience of our business model under each scenario. The Group's climate scenario analysis considers the following two scenarios based on the Intergovernmental Panel on Climate Change ("IPCC"):

- **International Energy Agency's Sustainable Development Scenario³** – a best-case scenario where the global average temperature increases by less than 2°C ("**Paris-aligned scenario**"); and
- **IPCC Representative Concentration Pathway 8.5⁴** – a business as usual with no mitigation scenario where temperatures increase more than 4°C by the end of the century ("**No mitigation scenario**").

Our selected scenarios and the corresponding impact to our business is outlined below:

Scenario	Paris-aligned scenario (Below 2°C)	No mitigation scenario (4°C)
Description	A transition scenario in which global warming is limited to below 2°C, assuming rapid decarbonisation, widespread adoption of renewable	A high-emissions scenario where limited or no climate action is taken, resulting in a rise in global average temperature exceeding 4°C by 2100.

³ "Net Zero Emissions by 2050 Scenario (NZE) – Global Energy and Climate Model – Analysis." IEA, www.iea.org/reports/global-energy-and-climate-model/net-zero-emissions-by-2050-scenario-nze.

⁴ "IPCC AR5 Assessment Report" IPCC, <https://www.ipcc.ch/reports/?rp=ar5>

Scenario	Paris-aligned scenario (Below 2°C)	No mitigation scenario (4°C)
	energy, and strong policy support for climate action.	This assumes continued reliance on fossil fuels and weak climate policies.
Rationale	To evaluate the resilience of our business strategy under a low-carbon transition with increasing regulation, carbon pricing, and shifts in consumer and investor preferences.	To assess the potential exposure to extreme physical risks such as heatwaves, sea-level rise, flooding, and supply chain disruptions in a scenario with severe climate impacts.
Assumptions	<ul style="list-style-type: none"> ▪ Global carbon neutrality by 2070 ▪ Significant investments in clean technologies ▪ High carbon prices ▪ Lower physical risk exposure but high transition risks (policy, legal, market) 	<ul style="list-style-type: none"> ▪ Continued increase in global GHG emissions ▪ No significant climate policies or technological shifts ▪ Physical risks dominate (e.g., increased extreme weather events) ▪ Transition risks are minimal but physical damages are severe
Impact	<ul style="list-style-type: none"> ▪ Increased operating costs due to energy transition (e.g. retrofitting buildings, switch to renewables) ▪ Increase in capital expenditure to comply with environmental regulations ▪ Revenue risk if assets are not ESG-compliant hence become less attractive to tenants/customers 	<ul style="list-style-type: none"> ▪ Higher insurance premiums ▪ Greater property damage and increase in maintenance costs ▪ Operational disruption due to possible resort closures in the event of extreme heat or flooding ▪ Revenue loss from lower occupancy

Metrics and Targets

In addition to our existing metrics and targets, we will continue to enhance our disclosures and ability to identify and measure emissions, working with our suppliers and customers, and exploring new ways in which we can use analytics, automation, and artificial intelligence to enhance decision making and transparency.

Our Performance

At KOPL, we remain dedicated to reducing our energy consumption and bolstering our energy efficiency. Our energy-saving initiatives are summarised as follow:

- Policies and guidelines on energy-efficient related and other certifications required by the local government;
- Policies and guidelines on green buildings or hotels with smart designs;
- Policies and guidelines on promoting an environmentally friendly corporate culture as well as raising awareness on environmental matters among our employees;
- Procurement policies and guidelines to prioritise the use of energy-efficient or environmentally friendly fixtures and fittings as well as products and equipment; and
- Provision of free shuttle services to and from the ferry terminal, which is planned strategically by the Front Office Team (i.e. determining which type of vehicle to use for different pick-up timings based on arrival and departure reports).

To implement the above, the STF is responsible for monitoring and managing the resorts' monthly energy consumption and promoting energy conservation efforts. The STF also monitors and performs trend analysis on the electricity and gas consumption to track energy usage.

Some of the key energy efficiency enhancements measures that have been put forth entail:

- Building resorts with a sustainable-centric interior design (i.e. being surrounded by extensive and lush amounts of greenery to reduce the degree of the urban heat island effect; creating open-air structures to alleviate the need for air-conditioning and artificial lighting);
- Employing sustainable materials like light-emitting diode (LED) lighting;
- Encouraging our employees to practise good energy-saving habits (e.g. switching off lights and air-conditioners when not in use);
- Equipping lifts with a sleep/standby mode when not in use, where lift car lighting, indicators, and ventilation will be turned off; and
- Pre-setting the temperature of the air-conditioning system at 24°C .

During the Reporting Period, the total energy consumed by the resorts is 7,306.66 GJ, or an energy consumption intensity of 0.14 GJ/ occupied room.

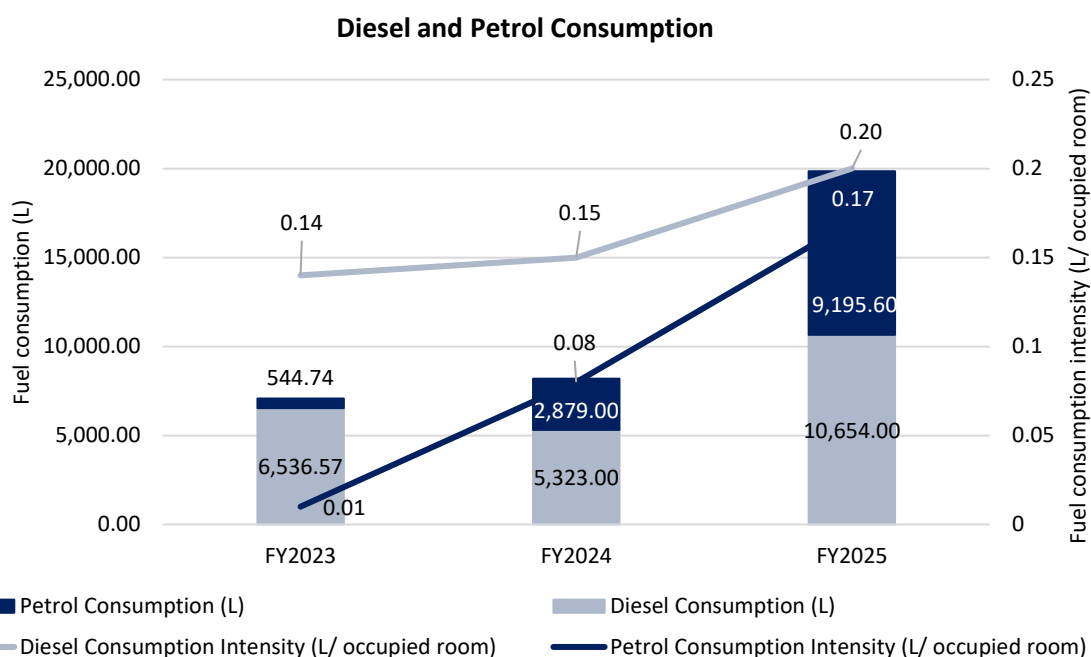
Diesel and Petrol Consumption and LPG (Scope 1 GHG emissions)

Total diesel consumption increased from 5,323.00 L in FY2024 to 10,654.00 L in FY2025 while, total petrol consumption increased from 2,879.00 L in FY2024 to 9,195.60 L in FY2025. Increase in diesel and petrol consumption is due to increased business activity in FY2025.

The 3-year comparison of fuel and the associated Scope 1 emissions data at KOPL are as follows:

Performance Indicator	FY2023	FY2024	FY2025
Energy consumption			
Diesel consumption (L)	6,536.57	5,323.00	10,654.00
Petrol consumption (L)	544.74	2,879.00	9,195.60
Energy consumption intensity⁵			
Diesel consumption intensity (L/ occupied room)	0.14	0.15	0.20
Petrol consumption intensity (L/ occupied room)	0.01	0.08	0.17

⁵ To enhance clarity and consistency in reporting, fuel consumption is now disclosed solely in L/ occupied room, instead of both L/ occupied room and L/ floor area. This simplification ensures a more direct comparison of intensities and is applicable for all intensity calculations in this Report.

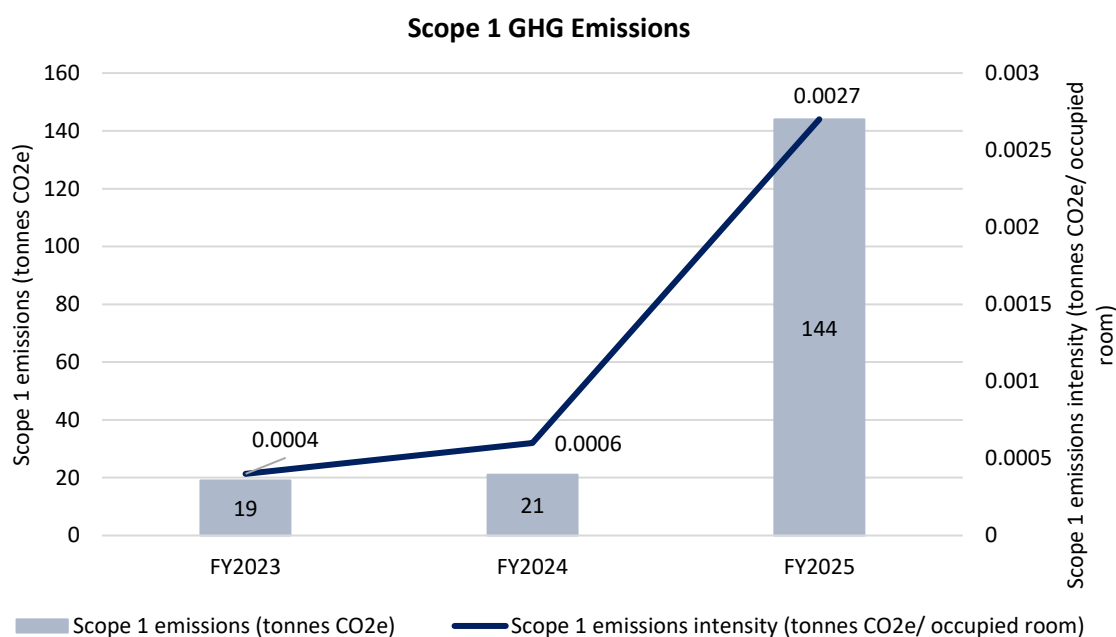


The liquefied petroleum gas (“LPG”) consumed in FY2025 was 2,175.75 L.

There was an increase in direct GHG emissions from the consumption of diesel, petrol and LPG (Scope 1) emission from 21 tCO₂e in FY2024 to 144 tCO₂e in FY2025. Similarly, Scope 1 GHG emission intensity increased from 0.0006 tonnes CO₂e/occupied room in FY2024 to 0.0027 tonnes CO₂e/occupied room in FY2025. The increase was mainly due to the increase in business activity and the various upgrading works carried out in FY2025.

Performance Indicator	FY2023	FY2024	FY2025
Scope 1 GHG emissions			
Scope 1 emissions (tonnes CO ₂ e) ⁶	19	21	144
Scope 1 emissions intensity (tonnes CO ₂ e/occupied room)	0.0004	0.0006	0.0027

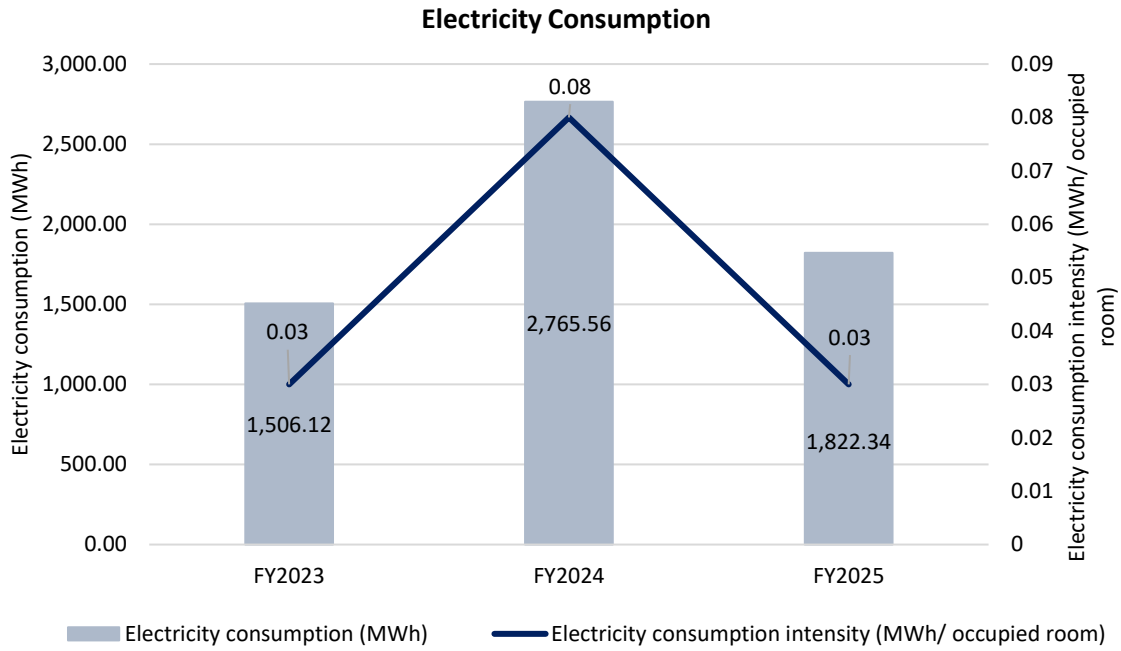
⁶ Scope 1 emissions are calculated based on the 2006 IPCC Guidelines for National Greenhouse Gas Inventories.



Electricity Consumption (Scope 2 GHG emissions)

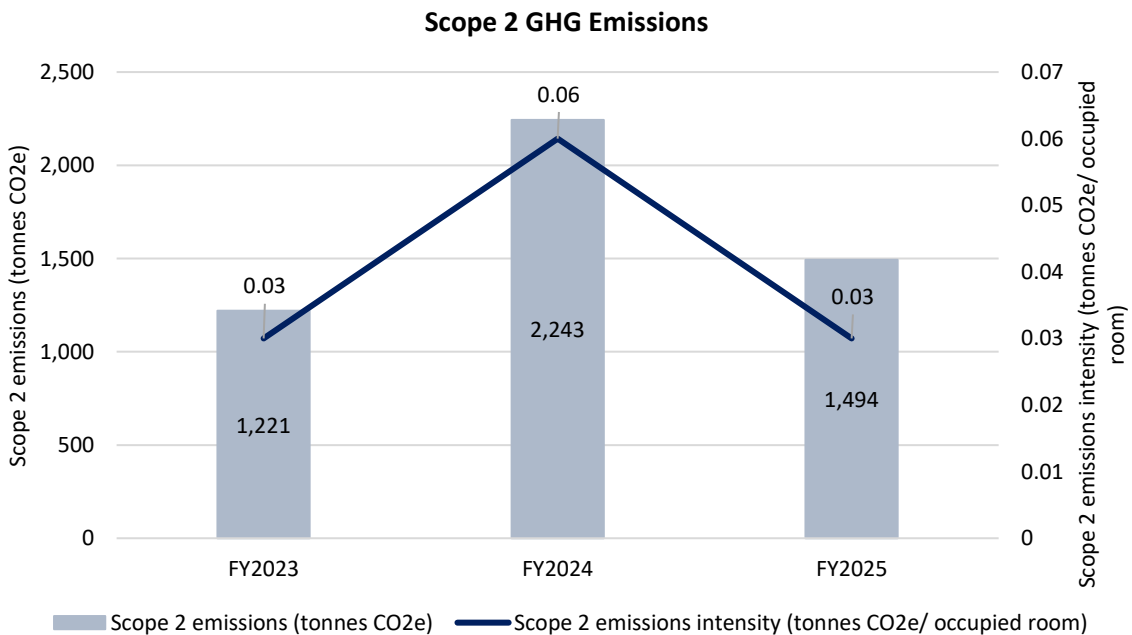
KOPL's overall electricity consumption for both resorts decreased from 2,765.56 MWh in FY2024 to 1,822.34 MWh in FY2025. Accordingly, the electricity intensity per occupied room decreased from 0.08 MWh/occupied room in FY2024 to 0.03 MWh/occupied room in FY2025. This decrease is mainly attributed to the segmentation of resorts, allowing lights to be switched off during the low season as well as use of solar-powered fixtures such as wall lighting and insect eliminators. Additionally, the replacement of air conditioners with more energy-efficient models also contributed to the reduction.

Performance Indicator	FY2023	FY2024	FY2025
Energy consumption			
Electricity consumption (MWh)	1,506.12	2,765.56	1,822.34
Energy consumption intensity			
Electricity consumption intensity (MWh/ occupied room)	0.03	0.08	0.03



The indirect GHG emissions from electricity purchased (Scope 2 emissions) decreased from 2,243 tCO₂e in FY2024 to 1,494 tCO₂e in FY2025. Scope 2 GHG emission intensity per occupied room decreased from 0.06 tCO₂e/occupied room in FY2024 to 0.03 tCO₂e/occupied room in FY2025.

Performance Indicator	FY2023	FY2024	FY2025
Scope 2 GHG emissions			
Scope 2 emissions ⁷ (tonnes CO ₂ e)	1,221	2,243	1,494
Scope 2 emissions intensity (tonnes CO ₂ e/occupied room)	0.03	0.06	0.03



⁷ Scope 2 emissions are calculated using the location-based methods based on the GHG emissions factor published by the Ministry of Energy and Mineral Resources.

Water Consumption

Impact on KOPL

Being part of the hospitality industry, KOPL requires a considerable amount of clean water to support the principal activities in the resorts - maintaining food and beverage establishments and executing general operations which include irrigation, cleaning, and maintenance. Overconsumption of water can drive up utilities cost and strain natural resources. Conversely, reducing water usage can lower operational expense and enhance resilience against potential water shortages.

Management Approach

We constantly strive to improve water efficiency and conserve water usage without compromising the satisfactory level of our guests and employees through the following initiatives:

- Implementing a water monitoring system to monitor water usage and highlight potential water leakages to improve water efficiency;
- Installing dual-capacity flushing cisterns to curtail water usage with each flush;
- Performing routine maintenance on the resorts' plumbing systems, swimming pools, water taps, and valves to prevent water leakages;
- Promoting water conservation habits to guests through the use of infographics that are placed at each wash basin;
- Replacing faulty taps and valves to minimise water loss; and
- Utilisation of recycled water (i.e. rainwater from rainwater harvesting) and sewage treatment plant ("STP") to treat wastewater making them suitable for safe discharge as well as reuse for non-essential purposes such as gardening, irrigation and general cleaning of office and public areas.

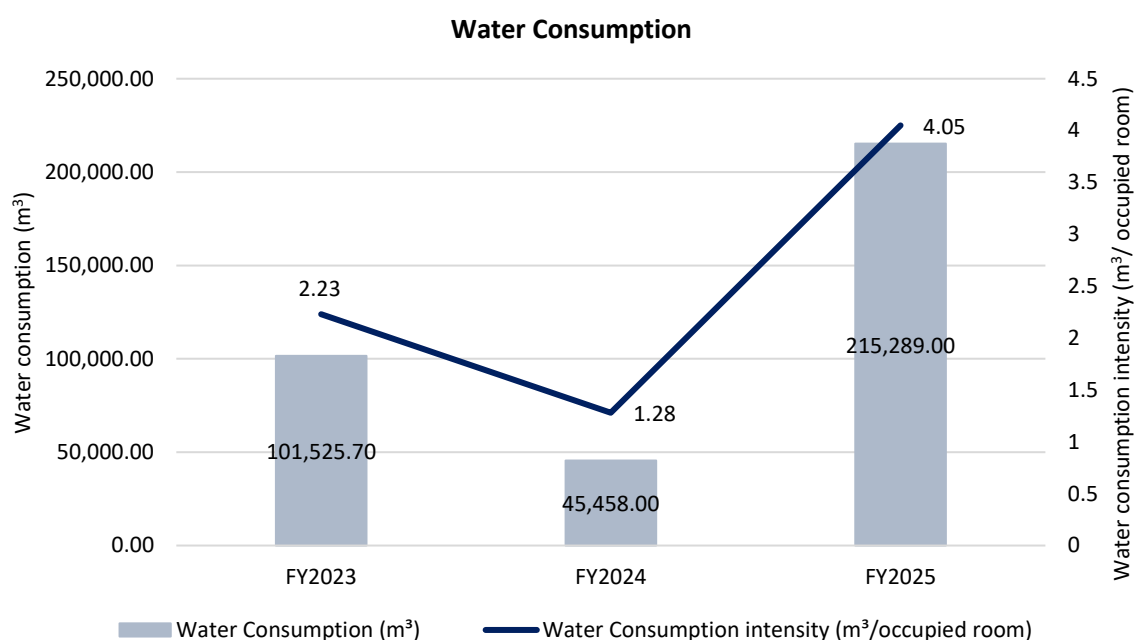
Specifically, MRN draws water from municipal water supplies and other public and private water utilities, whilst MRS's main source of water is groundwater from deep wells. Additionally, to extract and compute water consumption, the former uses invoices from public water utilities, while the latter is based on government calculations.

Our Performance

In FY2025, KOPL recorded a total water consumption of 215,289.00 m³, representing a 374% increase compared to 45,458.00 m³ in FY2024. This significant rise was primarily attributed to an isolated incident at MRN during the Reporting Period. A faulty pipe resulted in mud contamination of the resort's water tank, which necessitated multiple rounds of flushing and cleaning to ensure water safety and hygiene. This process involved filling and discharging large volumes of water, thereby temporarily inflating total consumption figures. Additionally, increased drainage of pool water due to upgrading works carried out in FY2025 also contributed to the rise.

Correspondingly, water intensity per occupied room increased from 1.28 m³/room in FY2024 to 4.05 m³/room in FY2025. Excluding this one-off event, underlying water usage remained generally stable, and operational controls continued to be implemented to encourage water efficiency. Looking ahead, we are reviewing our infrastructure maintenance protocols and investing in preventive measures to reduce the risk of similar incidents.

Performance Indicator	FY2023	FY2024	FY2025
Water consumption			
Water consumption (m ³)	101,525.70	45,458.00	215,289.00
Energy consumption intensity			
Water consumption intensity (m ³ / occupied room)	2.23	1.28	4.05



OUR EMPLOYEES

At KOPL, we recognise that employees, customers, and communities are the cornerstone of a thriving and sustainable organisation. We are committed to empowering our employees to reach their full potential and fostering their growth. Cultivating an inclusive and collaborative work culture is paramount to our approach, allowing us to deliver exceptional, customer-centric services.

We firmly believe that effective human capital management is essential for the long-term success of our business. Our employees are our greatest assets in delivering high-quality services to our guests. Therefore, we prioritise fair and merit-based employment practices that nurture a positive corporate culture. To support the well-being and professional development, we place emphasis on regular cross-departmental training programs and provide opportunities for continuous learning and growth.

As of 31 March 2025, there were a total of 376 employees (FY2024: 358 employees), of which, 249 were full-time employees, 69 were part-time employees and 58 non-guaranteed hours employees. Among our employees, there were 278 males (74%) and 98 females (26%), (FY2024: 255 males; 71% and 103 females; 29%). For detailed breakdown of our employees by gender, age group and employee category, refer to the section “*Sustainability Performance Data*” at the end of this Report.

Talent Attraction and Retention

Impact on KOPL

The Group understands that employee performance directly influences the quality of service delivered to our guests, which in turn impacts the resort's operations positively. Thus, we prioritise maintaining a secure and supportive work environment to enable our employees to excel. On the other hand, failure to attract and retain skilled employees may lead to productivity losses and operational inefficiencies.

Management Approach

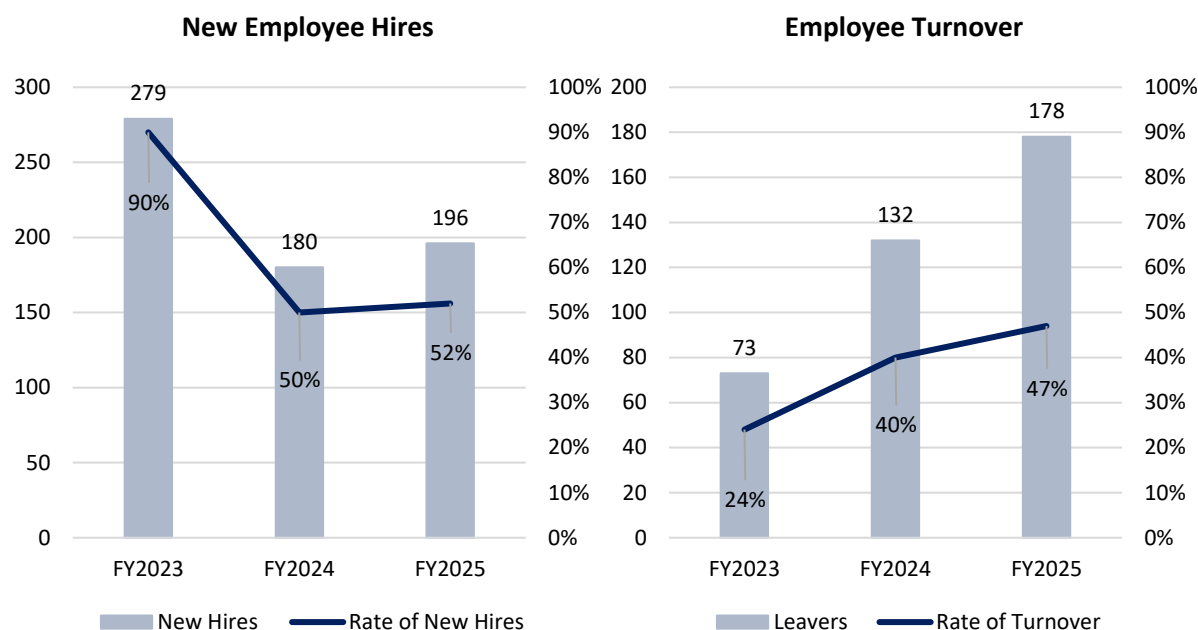
We uphold fair and merit-based employment practices to attract suitable candidates and retain current employees. The Group has established the Employment Handbook and various policies, including the Code of Conduct, as well as procedures for hiring, termination, and retirement.

Employee benefits encompass leave allowances, compensation packages, insurance coverage, and performance-based bonuses. Our compensation structures are designed to be equitable, commensurate with job requirements, qualifications, and experience. Recognising the importance of fair compensation, we regularly benchmark our packages against industry standards to ensure competitiveness. Furthermore, we strongly oppose any form of discrimination based on race, ethnicity, age, gender, or nationality. We also prioritise employee empowerment and development to drive business growth and resilience.

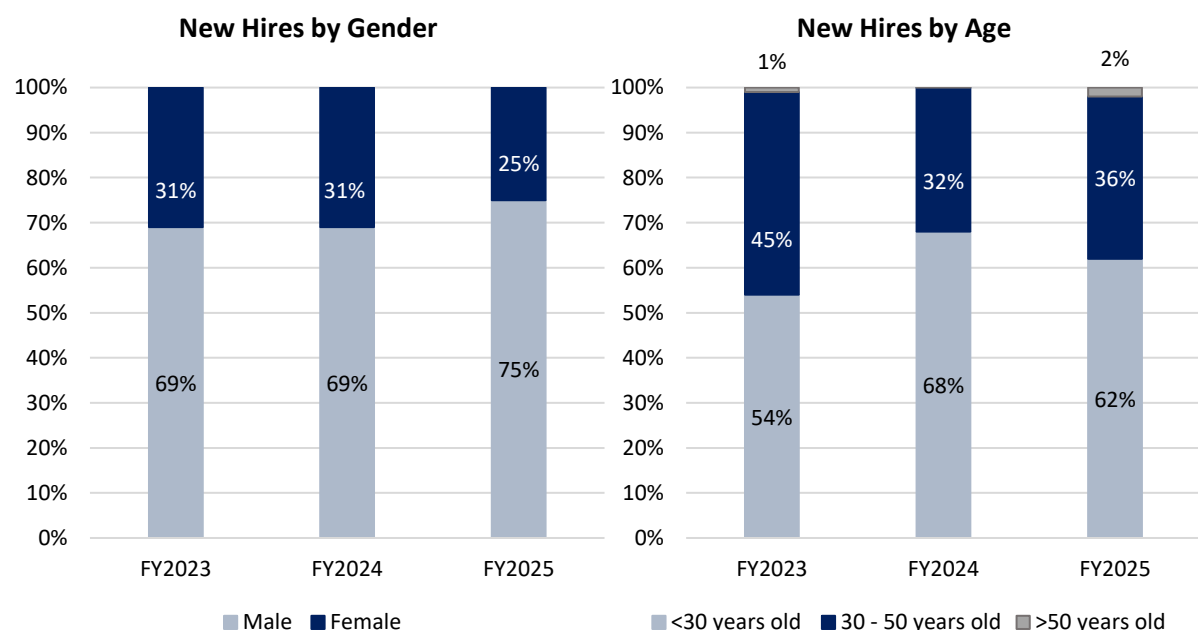
Our Performance

New Hires and Turnover

In FY2025, there were a total of 196 new hires and 178 leavers (FY2024: 180 new hires and 132 leavers), resulting in a rate of new hire⁸ of 52% (FY2024: 50%) and a turnover rate⁹ of 47% (FY2024: 40%).



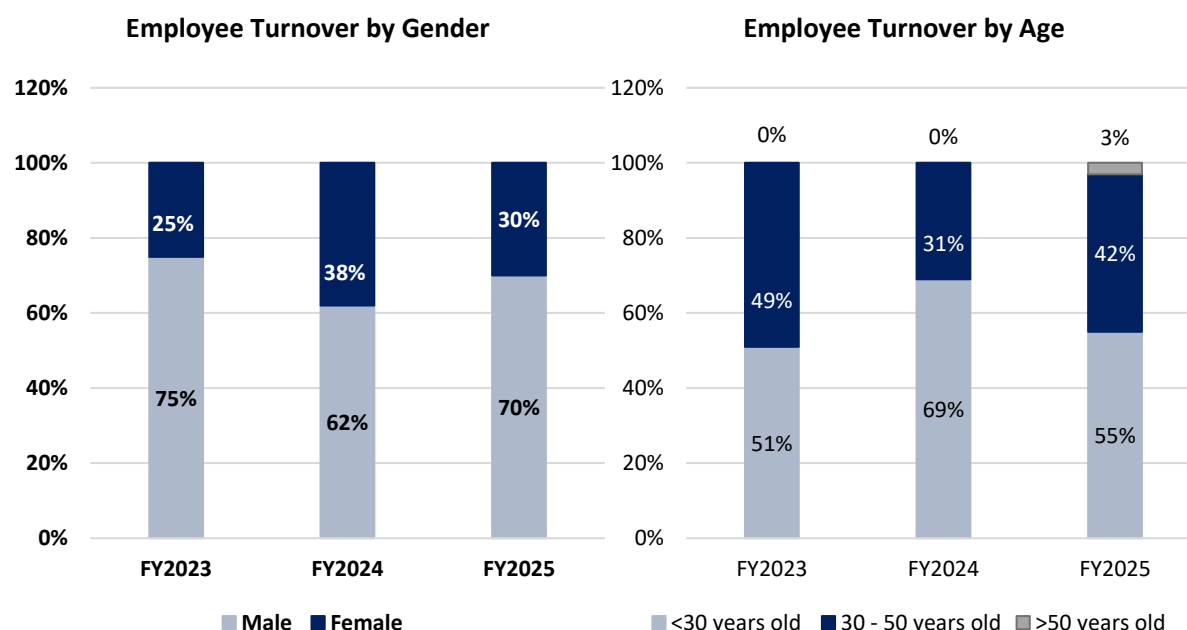
The breakdown of new hires by gender and age groups are as follows:



⁸ The rate of new employee hires during FY2025 was calculated by: Number of New Hires in FY2025 / Total workforce as of 31 March FY2025.

⁹ The rate of employee turnover during FY2025 was calculated by: Number of employees who left in FY2025 / Average number of employees in FY2024 and FY2025.

The breakdown of employee turnover by gender and age groups are as follows:



Performance Evaluations

Encouraging open communication between management and staff fosters a positive workplace culture. We recognise that annual/bi-annual performance evaluations support ongoing learning and development initiatives. To ensure that we provide fair and progressive opportunities for all our employees, we conduct an annual performance evaluation to identify development gaps and relevant training needs of our employees. Performance evaluations were conducted for 60% of our employees during the Reporting Period, as they are only carried out for contract staff.

Training and Education

Impact on KOPL

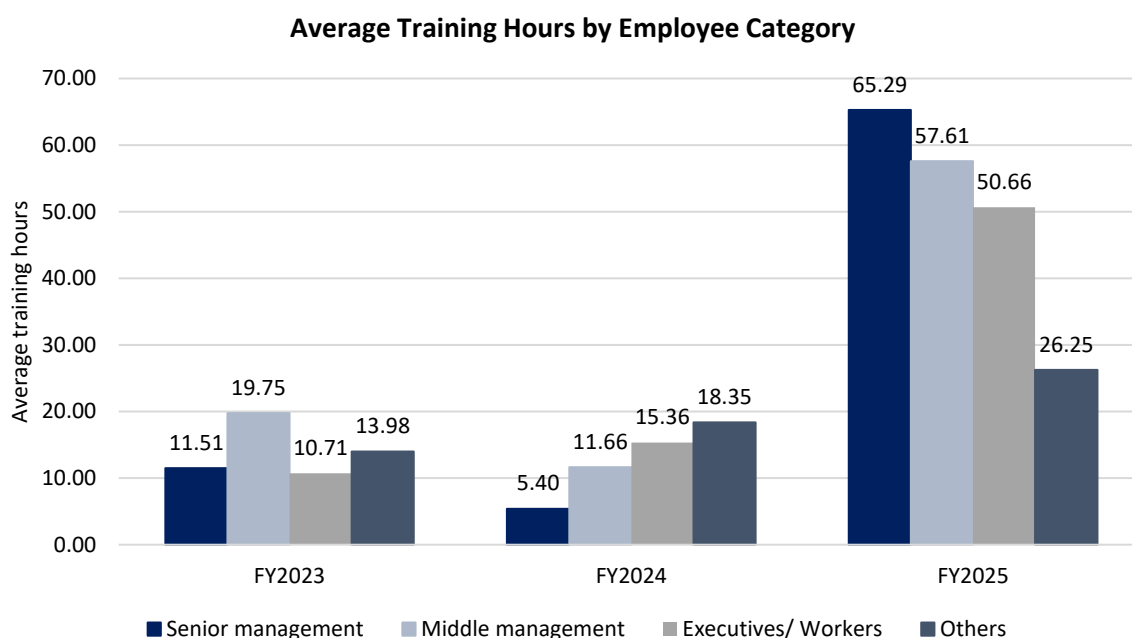
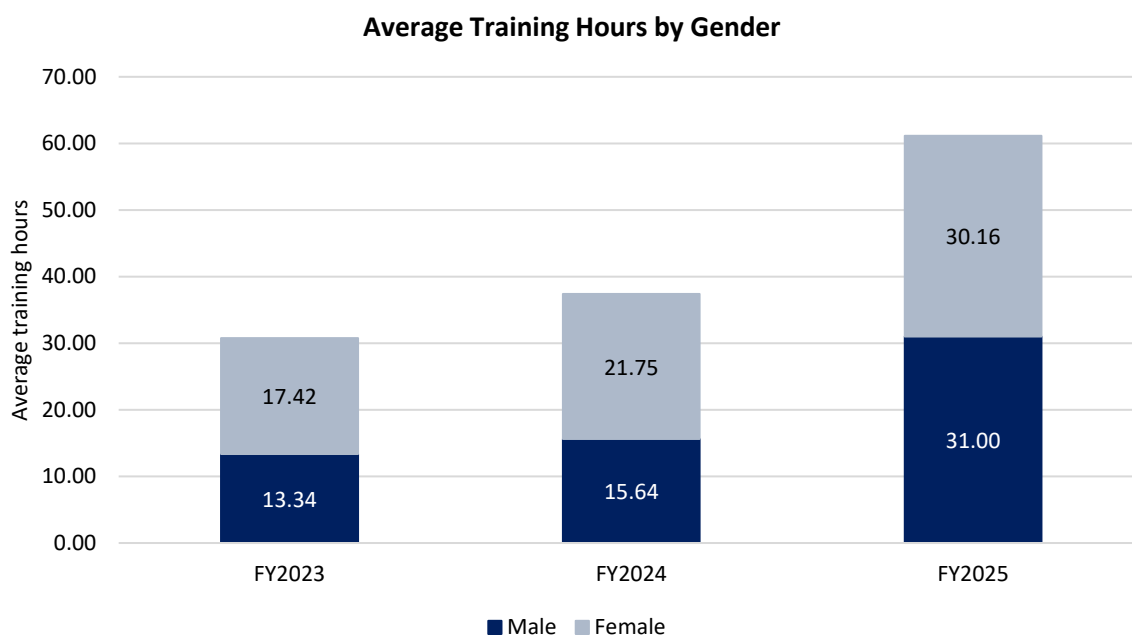
At the Group, we recognise that our success hinges on having a skilled team capable of achieving our business goals. Therefore, we are committed to nurturing the development of our employees through a diverse range of internal and external training initiatives, both at MRN and MRS. Each year, we ensure they acquire new skills, stay updated on industry trends, and complete relevant compliance training.

Management Approach

A well-trained and adaptable workforce enables us to proactively respond to evolving macroeconomic and operational landscapes. New employees undergo an orientation immersion programme to align with our mission, vision, core values, and corporate culture. To enhance customer service and career growth opportunities, we strongly encourage employees to learn a foreign language, tapping into their leadership potential and bolstering our competitive edge in the hospitality sector.

Our Performance

In FY2025, 64% of males and 50% of females (FY2024: 60% of males and 50% of females) underwent performance and career development reviews. The total number of training hours rose from 6,211.66 hours in FY2024 to 16,164.95 hours in FY2025. The average training hours per employee is 30.78 hours. This is a result of more frequent employee trainings held as part of efforts to help employees develop new skills and enhance existing ones. This leads to a higher work efficiency and better overall performance.



Occupation Health and Safety

Impact on KOPL

Prioritising occupational health and safety and reducing workplace incidents improve employee morale and productivity. Failure to prioritise and comply with health and safety regulations can lead to injuries or even fatalities among our employees.

Management Approach

The Group prioritises the well-being and safety of our employees, proactively implementing measures to cultivate a safety-conscious culture. Health and Safety Committees are established in both MRN and MRS, serving as platforms for management and employees to consult and promote workplace health and safety. Each resort maintains an Emergency Response Team, extensively trained in first aid and fire safety, responsible for ensuring the safety of employees and guests during emergencies.

General Managers and Security Officers conduct routine inspections of resort premises to identify potential health and safety hazards, promptly addressing any risks. We ensure compliance with safety protocols for lifts, escalators, and stairways across our resorts. Regular maintenance of kitchen appliances, plumbing, electrical systems, kitchen equipment, and generators is conducted to uphold safety standards for employees and guests. Additionally, first aid and fire safety training are mandatory components of our orientation and immersion program for all employees. Health and safety incidents reported to management are investigated, followed by corrective and preventive action plans to prevent future occurrences.

Our Performance

The following table shows the 3- year comparison of workplace incidents recorded:

<i>Performance Indicator</i>	FY2023	FY2024	FY2025
<i>Total number of workplace incidents that result in a fatality</i>	0	0	0
<i>Number high-consequence work-related injuries (excluding fatalities)</i>	2	0	0
<i>Rate of high-consequence work-related injuries (excluding fatalities)¹⁰</i>	0.62	0	0
<i>Number of recordable work-related injuries</i>	2	5	1
<i>Rate of recordable work-related injuries¹¹</i>	0.93	2.22	0.43
<i>Number of recordable work-related ill-health cases</i>	5	0	1

We have successfully achieved our target by maintaining zero workplace-related fatalities recorded at MRN and MRS as well as no incident of non-compliance with relevant health and safety protocol. During the Reporting Period, we recorded one work-related injury. An employee at MRN received a cut while cleaning the pool. In a bid to minimise workplace injuries, the Group has begun conducting regular safety trainings, covering topics such as safety prevention guidelines and workplace hazard identification. Employees are reminded to be standing lower or at eye level when cleaning the pool to prevent loss of balance. The Security Team has also started to report potential hazards identified during their regular security patrols around the resort. Other measures such as putting up signs in areas of potential danger (e.g. slippery floors, etc.) and regular checks on safety equipment has also been implemented to minimise workplace injury.

¹⁰ Rate of high-consequence work-related injuries (excluding fatalities) = [Number of high- consequence work-related injuries (excluding fatalities) / Number of hours worked] x 200,000.

¹¹ Rate of recordable work-related injuries = [Number of recordable work-related injuries / Number of hours worked] x 200,000.

We recorded one work-related ill-health case where an employee at MRS fainted due to dehydration while coaching a boxing class. All work-related accidents and injuries are recorded, and the cause of the incident/ accident has been investigated. Employees are reminded to stay hydrated, especially on hot days, and that they should see a doctor and not report to work if they are unwell. Actions had also been taken to prevent similar accidents from happening again.

Employee Benefits and Wellness

Impact on KOPL

A cohesive workforce fosters a culture of trust and integrity within the Group. As such, we constantly align our benefits and welfare practices with the local employment and labour laws.

Management Approach

KOPL is committed to fostering a safe and cohesive community where employees, their families, and neighbours live and work harmoniously. We utilise our resources and platforms to provide support to local communities and advocate for those in need.

Our Performance

Through the active engagement of our employees and the resources we contribute, we aim to improve the well-being of various communities, promote positive social change, and create value for our stakeholders and society.

In FY2025, apart from basic compensation and annual leave entitlement, we provide welfare benefits such as monthly menstrual, maternity and paternity leave. Moreover, our employees are entitled to other benefits such as transportation, meal, mobile, housing, bereavement, festive, home leave, marriage, dental and medical allowances, we also provide our employees and their visiting families and friends with discounted rates on food, beverages, and room prices at our resorts, depending on the employee's position.

Community Involvement

Impact on KOPL

KOPL recognises that supporting local communities help cultivate goodwill and strengthen stakeholder relationships. However, if not managed effectively, it may lead to challenges such as high costs with uncertain financial benefits or initiatives that do not align with community needs.

Management Approach

We believe that we have a responsibility to integrate social responsibility as part of our business strategies and goals for the betterment of the community. We achieve this by empowering the less fortunate in our community through donations and activities to support the local communities in which we operate in. KOPL remains committed to expanding its involvement in various corporate social responsibility initiatives to continue making a positive impact on the local community.

Our Performance

In FY2025, MRS conducted a mangrove reforestation activity with Kelompok Nelayan Wanasari Community in Kampoenng Kepiting. In collaboration with the local district government, MRS participated in providing gift packages for competitions held in celebration of National Children's Day. MRS also made donations to SOS Bali in support of the World Hunger Day campaign, and Eben Haezer Orphanage. During the Reporting Period, MRN collaborated with the local community, Padang Tak Jemu to donate books and laptops to the local Christian and Muslim orphanages.

OUR GUESTS

Customer Health and Safety

Impact on KOPL

At KOPL, we strongly believe that forging and maintaining a good relationship with our guests is essential to our sustained business success and resilience. As such, creating a secure and safe environment for all our guests during their stay with us is our utmost priority. The provision of a pleasant and favourable experience for our guests will enhance their overall satisfaction and trust in our resorts.

Management Approach

As operators of the resort, all incidents reported by our guests are promptly investigated and addressed to prevent their recurrence and ensure a pleasant stay for everyone. Furthermore, if any of our guests fall ill during their stay, we shall promptly arrange for them to receive medical attention from doctors and healthcare professionals. Additionally, we provide a "Get-Well-Soon" care package, which includes a complimentary meal, as a gesture of goodwill for our guests to recover quickly.

In addition to implementing safety measures throughout our resorts, we conduct regular safety inspections to minimise potential health and safety risks for our guests. We have also established safety protocols and mitigation measures for identified hazards within our operating environment. Monthly maintenance ensures that our fire safety systems, including fire extinguishers and alarms, are fully functional. Moreover, fire safety audits and drills are conducted bi-annually to prepare our resorts for emergencies. Notably, at MRN, each villa is equipped with a resort map displaying escape routes and assembly points, while evacuation route maps are available throughout the premises at MRS.

Our Performance

In FY2025, there were no incidents (FY2024: zero) of non-compliance with relevant customer health and safety laws as well as regulatory requirements concerning health and safety at our resorts.

GOVERNANCE

At KOPL, we uphold a strict stance against corruption and non-compliance. The Board and Management are fully committed to upholding elevated ethical standards and following optimal practices in corporate governance to ensure the enduring sustainability of the Group. With a strong ethical framework established at the highest levels, our objective is to generate value for our stakeholders and foster a solid, ethical corporate culture. Guided by the Code of Corporate Governance, the Group implements various sustainability initiatives to embed best practices of governance across its operations. Additionally, we are dedicated to operating in full compliance with all pertinent laws and regulations governing our business.

Ethics and Business Conduct

Impact on KOPL

We are committed to upholding the highest standards of ethics and conducting our business with integrity as we believe that it is fundamental for the business' success. We are strongly against any form of corruption and have implemented various procedures to address and mitigate the risks of bribery and corruption within the Group.

Management Approach

We have formulated an Employee Code of Conduct which outlines policies on anti-corruption to guide our employees in making responsible decisions. This framework strictly prohibits bribery and the giving or receiving excessive gifts and entertainment. To further support ethical behaviour, we have implemented a whistle-blowing policy that provides employees with secure and confidential channel to raise concerns of malpractice or any suspicion of fraudulent or unethical practices. All reported cases are timely and thoroughly investigated under strict confidentiality to promote transparency and accountability within the Group.

Our Performance

There were no incidents of non-compliance with anti-corruption laws and regulations in FY2025 (FY2024: zero).

Compliance with Laws and Regulations

Impact on KOPL

We recognise that robust corporate governance is vital for KOPL's reputation, performance, and fulfilment of sustainability goals, and ultimately, profitability.

Management Approach

Our primary goal is to maintain full compliance with all applicable regulatory requirements. Recognising that any breach could adversely affect our business operations and reputation, we have taken proactive measures to mitigate such risks. We engage external legal advisors and tax consultants on an ad-hoc basis to assist with legal and regulatory compliance.

Our Performance

There were no incidents of non-compliance with socioeconomic laws and regulations in FY2025 (FY2024: zero).

ECONOMIC

Economic Performance

Impact on KOPL

At KOPL, our economic performance reflects our commitment to sustainable growth, financial resilience, and long-term value creation for our stakeholders. A strong economic position enables meaningful sustainability initiatives, whereas limited financial resources may result in reduced spending and a shift in priorities away from sustainability efforts.

Management Approach

KOPL is targeted to achieve sustainable improvement in our economic performance by managing and expanding our portfolio. We invest strategically, taking into consideration financial and environmental, social, and governance criteria in the evaluation process.

Our Performance

The table below shows the economic highlights of KOPL's performance for FY2025:

Economic highlights (S\$'000)			
			FY2025
Revenue/ Economic value generated			69,676
Profit before Income tax			1,556
Profit for the year			998
Economic Value Distributed	Operating costs		(76,696)
	Employee wages and benefits		(6,624)
	Payments to providers of capital		(323)
	Payments to government		(1,509)
	Community Investments		(59)
Economic value retained			(15,535)

To understand more about our economic performance, please refer to Financial Statements of the Annual Report for FY2025.

SUSTAINABILITY PERFORMANCE DATA

At KOPL, we are committed to transparency and accountability in tracking our sustainability progress. This section presents key sustainability performance data, providing insight into our EESG impacts. The 3-year comparison of our sustainability data is as follows:

Performance Indicator	FY2023	FY2024	FY2025
Environmental			
Fuel consumption			
Diesel consumption (L)	6,536.57	5,323.00	10,654.00
Petrol consumption (L)	544.74	2,879.00	9,195.60
LPG (L) ¹²	-	-	2,175.75
Purchased electricity			
Electricity consumption (MWh)	1,506.12	2,765.56	1,822.34
Total energy consumption (GJ)	257.01	290.21	7,306.66
Energy consumption intensity (GJ/ occupied room)	0.01	0.01	0.14
Total GHG emissions (tCO₂e)	1,240	2,264	1,638
Scope 1 GHG emissions (tCO ₂ e)	19	21	144
Scope 2 GHG emissions (tCO ₂ e)	1,221	2,243	1,494
Total GHG emissions intensity (tCO₂e/ occupied room)	0.00	0.06	0.03
Scope 1 GHG emissions intensity (tCO ₂ e/ occupied room)	0.0004	0.0006	0.0027
Scope 2 GHG emissions intensity (tCO ₂ e/ occupied room)	0.00	0.06	0.03
Total Water Consumption (Cu M)	101,525.70	45,458.00	215,289.00
Water consumption intensity (Cu M/ occupied room)	2.23	1.28	4.05
Social			
Total employees (as of 31 March)	310	358	376
Gender diversity			
Male employees (as of 31 March)	217 (70%)	255 (71%)	278 (74%)
Female employees (as of 31 March)	93 (30%)	103 (29%)	98 (26%)
Age-based diversity¹²			
Employees under 30 years old (as of 31 March)	-	-	171 (45%)
Employees 30-50 years old (as of 31 March)	-	-	191 (51%)
Employees over 50 years old (as of 31 March)	-	-	14 (4%)
Number of new hires	279	180	196
New hire rate	90%	50%	52%
Gender diversity			
New male employees	192 (69%)	124 (69%)	147 (75%)
New female employees	87 (31%)	56 (31%)	49 (25%)

¹² Data for FY2023 and FY2024 are unavailable as this is a newly disclosed performance indicator in FY2025.

Performance Indicator	FY2023	FY2024	FY2025
Age-based diversity			
New employees under 30 years old	152 (54%)	122 (67%)	122 (62%)
New employees 30-50 years old	125 (45%)	57 (32%)	71 (36%)
New employees over 50 years old	2 (1%)	1 (1%)	3 (2%)
Employee turnover	73	132	178
Employee turnover rate	24%	40%	47%
Gender diversity			
Male leavers	55 (75%)	82 (62%)	125 (70%)
Female leavers	18 (25%)	50 (38%)	53 (30%)
Age-based diversity			
Leavers under 30 years old	37 (51%)	91 (69%)	97 (55%)
Leavers 30-50 years old	36 (49%)	41 (31%)	75 (42%)
Leavers over 50 years old	0 (0%)	0 (0%)	6 (3%)
Total training hours	4,513.52	6,211.66	16,164.95
Average training hours per employee	14.56	17.40	30.78
Gender diversity			
Total training hours by male employee	2,893.88	3,971.46	11,602.14
Total training hours by female employee	1,619.64	2,240.20	4,562.81
Average training hours per male employee	13.34	15.64	31.00
Average training hours per female employee	17.42	21.75	30.16
Employment category diversity			
Total training hours by senior management level	207.22	37.83	804.13
Total training hours by middle management level	849.31	314.94	1,584.08
Total training hours by executive level	74.94	353.22	1,058.67
Total training hours by other staff	3,382.05	5,505.67	12,397.13
Average training hours by senior management level	11.51	5.40	65.29
Average training hours by middle management level	19.75	11.66	57.61
Average training hours by executive level	10.71	15.36	50.66
Average training hours by other staff	13.98	18.35	26.25
Occupational health and safety			
Number of fatalities	0	0	0
Number of high consequence injuries	2	0	0
Number of recordable injuries	2	5	1
Number of work-related ill-health cases	5	0	1
Governance			
Board composition¹³			
Percentage of board independence	-	-	60%
Women on the board	-	-	40%
Management diversity¹³			
Percentage of women of senior management	-	-	50%

¹³ Data for FY2023 and FY2024 are unavailable as this is a newly disclosed performance indicator in FY2025.

GRI CONTENT INDEX

Statement of use	KOP Limited has reported the information cited in this GRI content index for the period 1 April 2024 to 31 March 2025 with reference to the GRI Standards.
GRI used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	Not applicable

GRI Standard	Disclosure Number & Title	Section Reference
GRI 2: General Disclosures 2021	2-1 Organisational details	Annual Report: Corporate Profile
	2-2 Entities included in the organisation's sustainability reporting	Annual Report: Corporate Profile
	2-3 Reporting period, frequency and contact point	Sustainability Report: About this report
	2-4 Restatements of information	Sustainability Report: Restatement
	2-5 External assurance	KOPL has not sought external assurance for this reporting period, and may consider it in the future
	2-6 Activities, value chain and other business relationships	Annual Report: Report of Corporate Governance
	2-7 Employees	Sustainability Report: Our Employees
	2-8 Workers who are not employees	There were no workers who are not employees in FY2025
	2-9 Governance structure and composition	Annual Report: Report of Corporate Governance Sustainability Report: Sustainability Governance
	2-10 Nomination and selection of the highest governance body	Annual Report: Report of Corporate Governance
	2-11 Chair of the highest governance body	Annual Report: Report of Corporate Governance
	2-12 Role of the highest governance body in overseeing the management of impacts	Annual Report: Report of Corporate Governance
	2-13 Delegation of responsibility for managing impacts	Annual Report: Report of Corporate Governance Sustainability Report: Sustainability Governance
	2-14 Role of the highest governance body in sustainability reporting	Annual Report: Report of Corporate Governance
	2-15 Conflicts of interest	Annual Report: Report of Corporate Governance

GRI Standard	Disclosure Number & Title	Section Reference
	2-16 Communication of critical concerns	Annual Report: Report of Corporate Governance
	2-17 Collective knowledge of the highest governance body	Annual Report: Report of Corporate Governance
	2-18 Evaluation of the performance of the highest governance body	Annual Report: Report of Corporate Governance
	2-19 Remuneration policies	Annual Report: Report of Corporate Governance
	2-20 Process to determine remuneration	Annual Report: Report of Corporate Governance
	2-21 Annual total compensation ratio	Annual Report: Report of Corporate Governance
	2-22 Statement on sustainable development strategy	Annual Report: Report of Corporate Governance Sustainability Report: Sustainability Governance
	2-23 Policy commitments	Annual Report: Report of Corporate Governance Sustainability Report: <ul style="list-style-type: none"> ▪ Governance – Ethics and Business Conduct ▪ Governance – Compliance with Laws and Regulations
	2-24 Embedding policy commitments	Annual Report: Report of Corporate Governance Sustainability Report: <ul style="list-style-type: none"> ▪ Governance – Ethics and Business Conduct ▪ Governance – Compliance with Laws and Regulations
	2-25 Processes to remediate negative impacts	Annual Report: Report of Corporate Governance
	2-26 Mechanisms for seeking advice and raising concerns	Annual Report: Report of Corporate Governance
	2-27 Compliance with laws and regulations	Annual Report: Report of Corporate Governance Sustainability Report: <ul style="list-style-type: none"> ▪ Governance – Ethics and Business Conduct ▪ Governance – Compliance with Laws and Regulations
	2-28 Membership associations	Not applicable

GRI Standard	Disclosure Number & Title	Section Reference
	2-29 Approach to stakeholder engagement	Sustainability Report: Stakeholder Engagement
	2-30 Collective bargaining agreements	Not applicable, no collective bargaining agreements are in place
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Report: Materiality Assessment
	3-2 List of material topics	
Economic Performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Sustainability Report: Economic Performance
	201-2 Financial implications and other risks and opportunities due to climate change	Sustainability Report: Greenhouse Gas (“GHG”) Emissions and Energy Consumption
Greenhouse Gas Emissions & Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Sustainability Report: Energy and Greenhouse Gas (“GHG”) Emissions Consumption and Intensity
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	
	302-5 Reductions in energy requirements of products and services	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability Report: Greenhouse Gas (“GHG”) Emissions Consumption and Intensity
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-4 GHG emissions intensity	
	305-5 Reduction of GHG emissions	
Water Consumption		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 303: Water and Effluents 2018	303-5 Water consumption	Sustainability Report: Water Consumption and Intensity
Employment Benefits and Wellness & Talent Attraction and Retention		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability Report: Talent Attraction and Retention

GRI Standard	Disclosure Number & Title	Section Reference
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Sustainability Report: Occupation Health and Safety
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-9 Work-related injuries	
	403-10 Work-related ill health	
Training and Education		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Sustainability Report: Training and Education
	404-2 Programmes for upgrading employee skills and transition assistance programs	
	404-3 Percentage of employees receiving regular performance and career development reviews	
Compliance with Laws and Regulations & Ethics and Business Conduct		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	Sustainability Report: Governance <ul style="list-style-type: none">Compliance with Laws and RegulationsEthics and Business Conduct
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	
Customer Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Sustainability Report: Social – Customer Health and Safety
Community Involvement		

GRI Standard	Disclosure Number & Title	Section Reference
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Sustainability Report: Social – Community Involvement

SGX CORE ESG METRICS

Topic	Metric	Page Reference
Environmental		
GHG Emissions	Absolute emissions by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	21, 23
	Emission intensities by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	
Energy Consumption	Total energy consumption	20
	Energy consumption intensity	
Water Consumption	Total water consumption	25
	Water consumption intensity	
Waste Generation	Total waste generated	N.A.
Social		
Gender Diversity	Current employees by gender	26 – 28
	New hires and turnover by gender	
Age-Based Diversity	Current employees by age groups	27 – 28, 35
	New hires and turnover by age groups	
Employment	Total turnover	26 – 27
	Total number of employees	
Development & Training	Average training hours per employee	29
	Average training hours per employee by gender	
Occupational Health & Safety	Fatalities	30 – 31
	High-consequence injuries	
	Recordable injuries	
	Recordable work-related ill health cases	
Governance		
Board Composition	Board independence	36
	Women on the board	
Management Diversity	Women in the management team	
Ethical Behaviour	Anti-corruption disclosures	33
	Anti-corruption training for employees	
Certifications	List of relevant certifications	N.A.
Alignment with Frameworks	Alignment with frameworks and disclosure practices	3 – 4
Assurance	Assurance of sustainability report	4