



國浩集團有限公司
GuocoGroup Limited

A Member of the Hong Leong Group

(Stock Code: 53)

2026

Environmental, Social and
Governance Report



Contents

2	Message from the Board	16	Towards a Greener Future
4	About this Report	17	Climate Change
4	Report Period and Scope	48	Empowering our People
6	Reporting Principles	70	Conducting Business with Honour
7	Sustainability at Guoco	91	Caring for our Community
7	Our Approach to Sustainable Development	97	Appendix
10	FY2026 Group ESG Performance Highlights	97	Performance Data
11	Sustainability Governance	107	Hong Kong Stock Exchange's ESG Reporting Code Index
13	Materiality and Stakeholder Engagement	122	List of Abbreviations



About Guoco

Guoco Group Limited ("Guoco") (Stock Code: 53), listed on the Stock Exchange of Hong Kong Limited ("HKEX"), is an investment holding and management company with the vision of achieving long-term sustainable returns for its stakeholders and creating prime capital value. Guoco's operating subsidiary business groups and investment activities are principally located in Hong Kong SAR ("Hong Kong"), Chinese Mainland ("China"), Singapore, Malaysia, the United Kingdom ("UK"), and Continental Europe. Guoco has four core business segments, namely, Principal Investment; Property Development and Investment; Hospitality and Leisure Business; and Financial Services. Additionally, Guoco's Others segment comprises a health products business and an entitlement to oil and gas production royalties which are primarily based in Australasia.

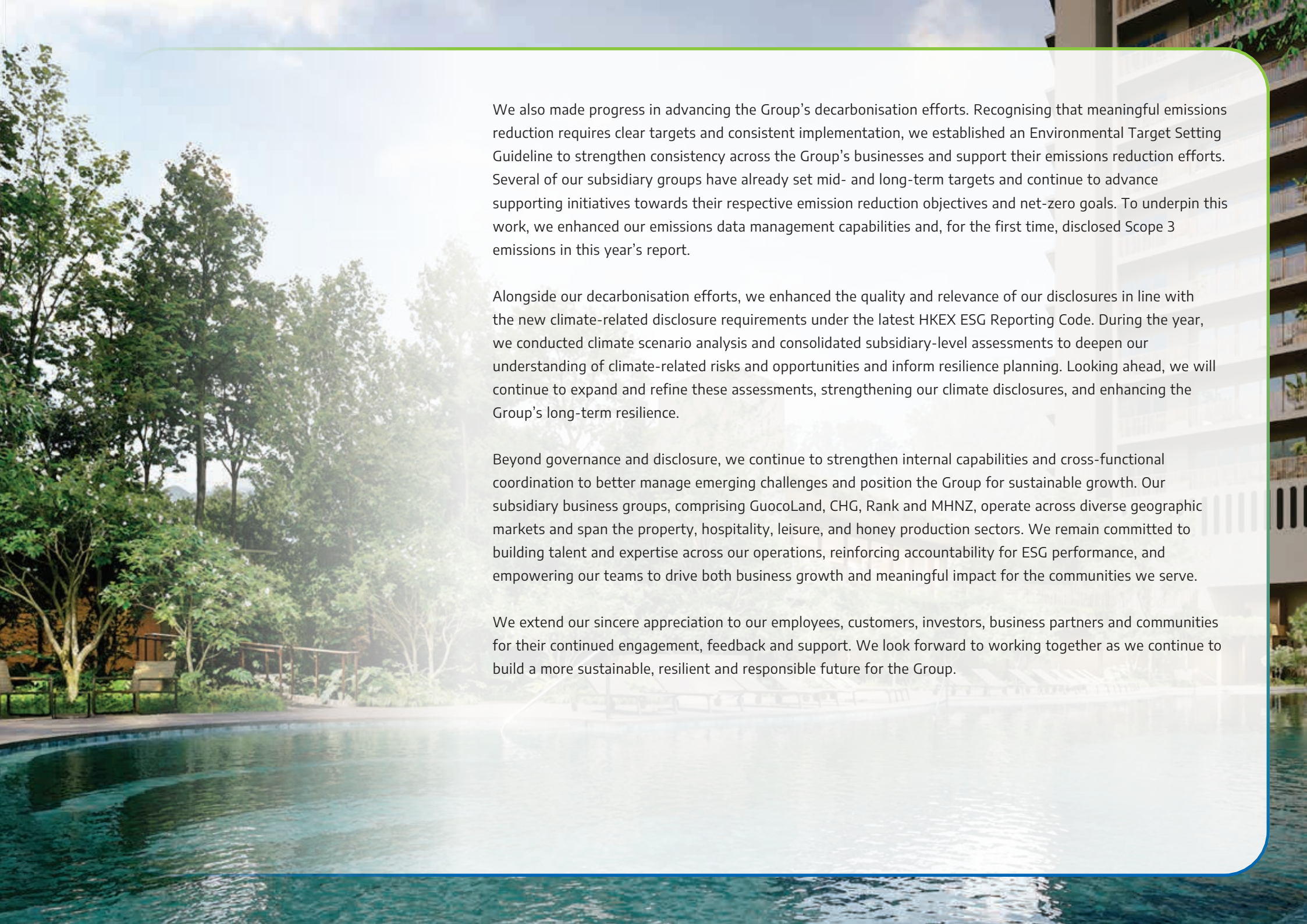


MESSAGE FROM THE BOARD

The board of directors (the “Board”) of Guoco Group Limited (“Guoco”, together with its subsidiary business groups, the “Group”) is pleased to present our Environmental, Social and Governance (“ESG”) Report of the Group for the financial year ended 30 June 2026.

As the global business environment continues to evolve amid the impacts of climate change, tightening regulatory landscapes and rising stakeholder expectations, the Board and management remain committed to embedding sustainability into the Group’s strategy, operations and decision-making.

During the year, the Group continued to strengthen its sustainability governance and enhance its reporting approach. We have restructured this Sustainability Report around the four pillars of our ESG framework — Towards a Greener Future, Empowering Our People, Conducting Business with Honour, and Caring for Our Community. This revised structure provides a clearer account of how the Group coordinates sustainability efforts across its businesses, embedding ESG priorities throughout the organisation while remaining responsive to local operational needs. Following our latest materiality assessment review, we also identified Ecosystem Conservation as a new material topic, reflecting our growing focus on biodiversity and the responsible stewardship of natural environments, particularly in connection with our mānuka honey business.



We also made progress in advancing the Group's decarbonisation efforts. Recognising that meaningful emissions reduction requires clear targets and consistent implementation, we established an Environmental Target Setting Guideline to strengthen consistency across the Group's businesses and support their emissions reduction efforts. Several of our subsidiary groups have already set mid- and long-term targets and continue to advance supporting initiatives towards their respective emission reduction objectives and net-zero goals. To underpin this work, we enhanced our emissions data management capabilities and, for the first time, disclosed Scope 3 emissions in this year's report.

Alongside our decarbonisation efforts, we enhanced the quality and relevance of our disclosures in line with the new climate-related disclosure requirements under the latest HKEX ESG Reporting Code. During the year, we conducted climate scenario analysis and consolidated subsidiary-level assessments to deepen our understanding of climate-related risks and opportunities and inform resilience planning. Looking ahead, we will continue to expand and refine these assessments, strengthening our climate disclosures, and enhancing the Group's long-term resilience.

Beyond governance and disclosure, we continue to strengthen internal capabilities and cross-functional coordination to better manage emerging challenges and position the Group for sustainable growth. Our subsidiary business groups, comprising GuocoLand, CHG, Rank and MHNZ, operate across diverse geographic markets and span the property, hospitality, leisure, and honey production sectors. We remain committed to building talent and expertise across our operations, reinforcing accountability for ESG performance, and empowering our teams to drive both business growth and meaningful impact for the communities we serve.

We extend our sincere appreciation to our employees, customers, investors, business partners and communities for their continued engagement, feedback and support. We look forward to working together as we continue to build a more sustainable, resilient and responsible future for the Group.

ABOUT THIS REPORT

Report Period and Scope

The Report covers the sustainability performance of the Group for the year ended 30 June 2026 (the “reporting period”). We aim to provide a meaningful and balanced account of the Group’s performance and progress in material areas of sustainability.

The scope of this Report includes the following business segments of the Group over which it has operational control.

Business	Group Companies	Principal Business
Investment Holding and Management	 Guoco Group Limited (“Guoco”)	Hong Kong operations and Principal Investment business
Property Development and Investment	 GuocoLand Limited (“GuocoLand”, listed on the Singapore Stock Exchange) ¹	A leading real estate group focused on its twin engines of growth in Property Development and Property Investment. Besides developing premium residential projects, GuocoLand develops, invests in and manages a portfolio of quality commercial and mixed-use assets
Hospitality	CLERMONT HOTEL GROUP Clermont Hotel Group (“CHG”)	One of the largest hotel owner-operators in London with over 4,000 rooms, operating the majority of its hotels under “The Clermont” and “Thistle” brands along with two renowned establishments, The Cumberland and The Royal Horseguards Hotel
Leisure	 The Rank Group Plc (“Rank”, listed on the London Stock Exchange)	A leading European gaming, leisure and entertainment company with established gaming-based entertainment operations including 100 bingo clubs and casinos together with branded websites and mobile offerings in the UK, Spain and Portugal
Others²	 Manuka Health New Zealand Limited (“MHNZ”)	A leading New Zealand company in the production, distribution and sales of branded premium manuka honey and bee-based natural products

¹ GuocoLand (Malaysia) Berhad (“GLM”) has been incorporated into GuocoLand’s reporting scope starting from the current reporting year.

² The Group’s oil and gas investment falls outside the reporting scope, as the Group holds only a royalty entitlement and has no direct involvement in the operation of the business.

Assets and Operations under the Report Scope

03 CHG

Core hospitality business covers 15 owner-operated hotels and one managed hotel in London, UK

05 MHNZ

01 Guoco

Operations in Hong Kong

04 Rank

Gaming based entertainment operations include 50 Grosvenor multi-channel casino venues in the UK, 41 Mecca community-gaming venues, 9 Enracha community-gaming venues in Spain, together with branded digital offerings

02 GuocoLand

China: Guoco Changfeng City, Guoco 18T (Retail), Guoco 18T (Residential) and Guoco Central Park

Malaysia: Thistle Port Dickson and Thistle Johor Bahru*, Emerald 9, Emerald Rawang, Emerald Sepang, Plaza Zurich, Menara Guoco, Menara HLX, DC Mall, Emerald Central**, and Sofitel Kuala Lumpur Damansara

Singapore: Guoco Tower, Guoco Midtown***, 20 Collyer Quay, Lentor Modern mall, Lentor Modern, Lentor Mansion, Springleaf Residence, Faber Residence**, River Modern**, and Sofitel Singapore City Centre

* Thistle Johor Bahru was divested in December 2025

** Projects newly added into the scope this year

*** Guoco Midtown II is now grouped under "Guoco Midtown"

05 MHNZ

Operations in New Zealand and Germany. Exports to 44 countries globally

New Zealand

Reporting Principles

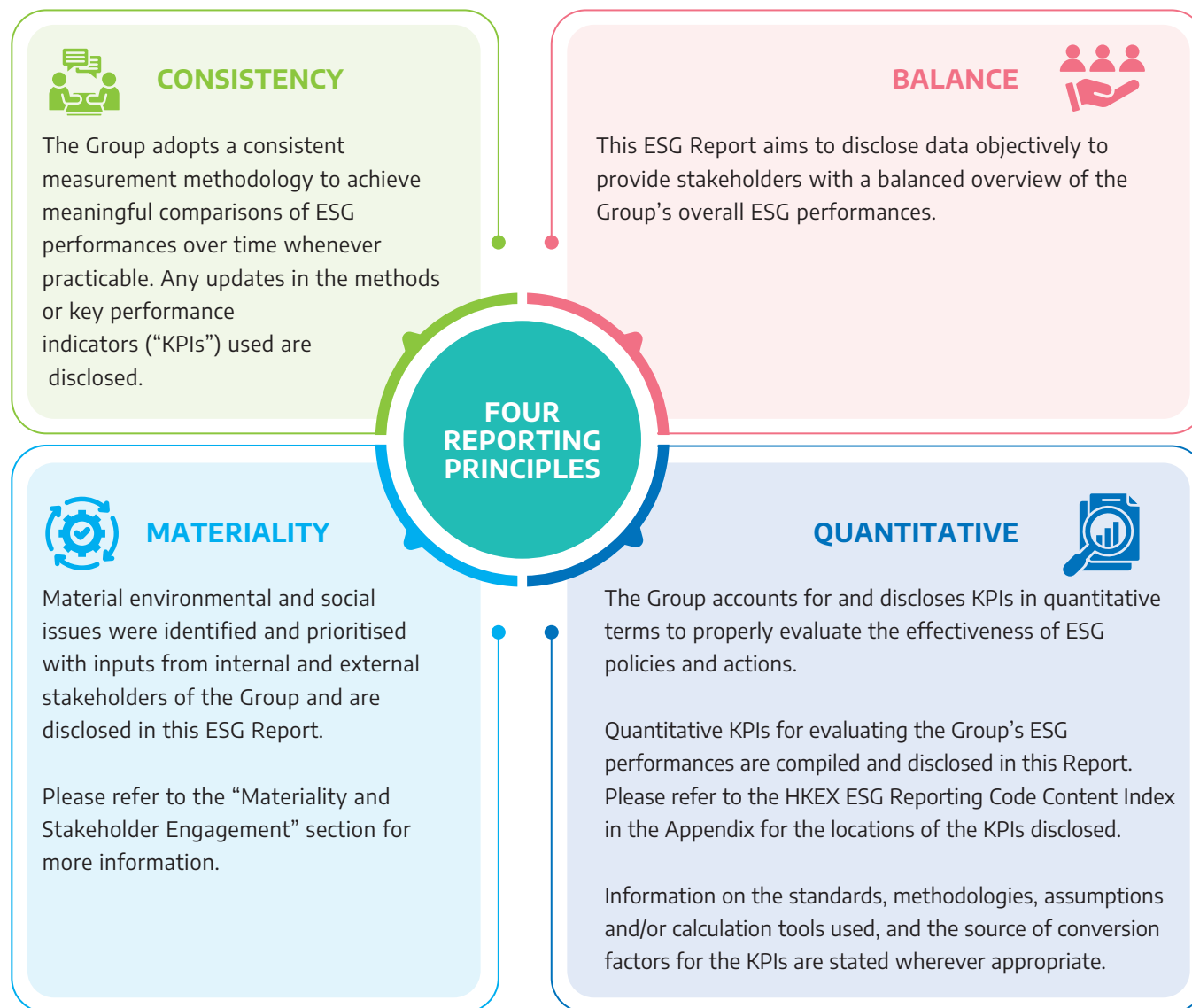
This Report has been prepared according to the ESG Reporting Code as set out in Appendix C2 of the Rules Governing the Listing of Securities on the HKEX and follows the four reporting principles listed therein.

Endorsement and Approval

The Board oversees the sustainability management and performance of the Group and undertakes overall responsibility for the Group's ESG approach, strategies, performance and opportunities. It also monitors the Group's progress and reporting in ESG. The Board Audit and Risk Management Committee ("BARMC") assists the Board, amongst others, to oversee the Group's ESG risks. The ESG Report was approved by the Board on 15 October 2026.

Feedback for the Report

The Group values your feedback regarding our ESG report and sustainability performance. If you have any questions or suggestions, please contact us at comsec@guoco.com.

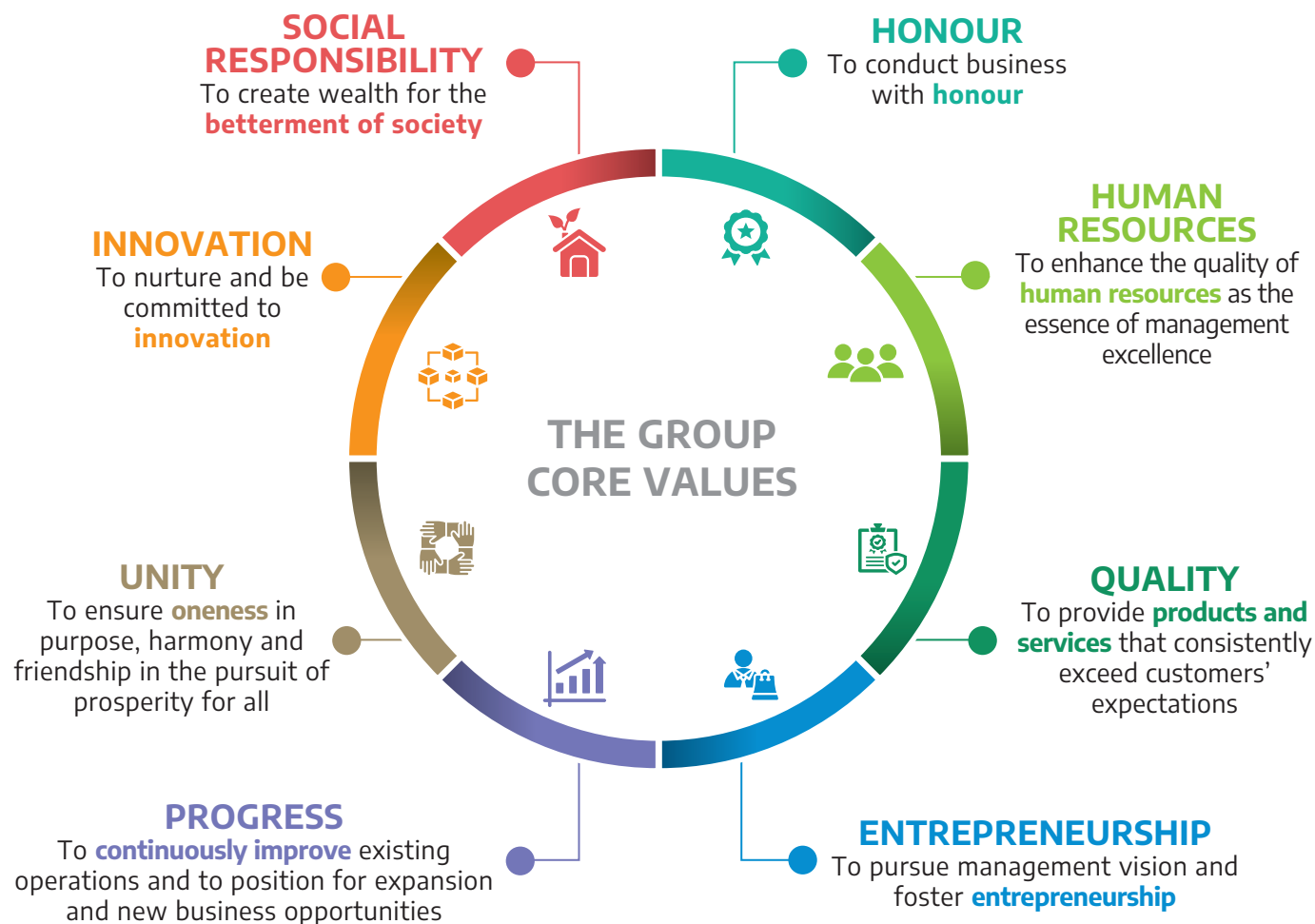


SUSTAINABILITY AT GUOCO

Our Approach to Sustainable Development

The Group Core Values

As part of the Hong Leong Group, the Group is guided by a longstanding commitment to creating sustainable value for its stakeholders and the communities in which we operate. Building on this strong foundation, we have progressively embedded sustainability considerations into our business strategy and daily operations to strengthen organisational resilience and support long-term growth. We are committed to conducting our business responsibly by balancing environmental stewardship with economic considerations. Through this approach, we seek to generate long-term value for our stakeholders while contributing positively to the well-being of the communities we serve. Our core values remain at the heart of our decision-making, guiding us in pursuing sustainable business success and enhancing long-term shareholder value.



The Group ESG Mission, Framework and Pillars

Guided by our core values, the Board of Guoco established the mission “Guoco Sustainability Value Creation” to empower our ongoing commitment towards sustainable business practices. The mission reflects our dedication to creating long-term value for stakeholders by embedding sustainability considerations across our operations and decision-making processes. Serving as the foundation of the Group’s ESG framework, it provides a clear and strategic roadmap that aligns the sustainability efforts of all subsidiary business groups towards a shared vision of sustainable value creation.

The sustainability goals of the Group are anchored in the four pillars established within our ESG framework, namely, **Towards a Greener Future**, **Empowering our People**, **Conducting Business with Honour**, and **Caring for our Community**. Together, these pillars guide our approach to managing environmental, social, and governance priorities in an integrated and holistic manner across the Group. To further strengthen our efforts, we have aligned our ESG framework with the United Nations Sustainability Development Goals (“UNSDGs”) to

help ascertain where we can make the most impactful contributions and have integrated them into our ESG framework.

Within our broader ESG framework, our subsidiary business groups develop tailored capabilities and governance approaches to oversee and manage their operational conduct in ways which reflect the distinct needs of their industries, markets, and countries in which they operate. Guided by Group-wide policies and standards, each subsidiary business group implements relevant sustainability initiatives, drives continuous performance improvement, and enhances ESG disclosure practices. Progress is supported through regular management reviews, systematic monitoring, and structured reporting processes to ensure accountability and transparency.

Through collaboration, strategic partnerships, and the strengths of its diversified businesses, the Group remains committed to delivering positive and meaningful impact for stakeholders, communities, and society as a whole.



Mission – Guoco Sustainability Value Creation



PILLAR 1: Towards a Greener Future

We aim to reduce waste and improve efficiency in energy use and of other resources, covering every facet of our operations, and seek to entrench the philosophy into a Group-wide awareness and culture of caring for the environment as a corporate community citizen.



Our Approach:

- Improve energy efficiency and energy savings.
- Reduce negative impact on surrounding water bodies and local communities.
- Monitor waste generation and reduce waste footprint.
- Mitigate and adapt to climate-related risks and opportunities.
- Ensure compliance with all relevant environmental laws and regulations.



PILLAR 2: Empowering our People

We aim to create a diverse, welcoming culture and a safe working environment in which our people are engaged, nurtured and empowered to reach their full potential.



Our Approach:

- Nurture, attract, motivate and retain talent, and zeroing in on occupational health and safety.
- Provide competitive compensation packages and benefits to promote employees' well-being and engagement.
- Promote organisational diversity and inclusion and invest in training and development opportunities.
- Ensure compliance with all relevant laws and regulations relating to compensation and separation, working hours, equal opportunities, diversity, anti-discrimination and other labour standards.



PILLAR 3: Conducting Business with Honour

We aim to uphold good business ethics and integrity and to develop long-term relationships with our business partners based upon fairness, mutual trust and benefit.



Our Approach:

- Implement procurement policies and guidelines for supplier and contractor selections with responsible supply chain management.
- Promote product quality and service responsibility to increase customer satisfaction.
- Protect intellectual property rights and data privacy and ensure compliance with all applicable laws.
- Ensure employees' understanding and compliance with the Corporate Code of Conduct and other anti-corruption and business ethics policies.
- Continuously review our risk management and internal control systems and procedures, considering evolving regulations and emerging best practices.



PILLAR 4: Caring for our Community

We aim to contribute to the betterment of our society and to create collective advancement and harmonious community relationships.



Our Approach:

- Engage with local communities through community support, charity work and outreach activities.
- Develop a strong commitment to corporate social responsibility.

FY2026 Group ESG Performance Highlights



PILLAR 1:

Towards a Greener Future

GuocoLand

- Secured approximately S\$5.2 billion in cumulative green financing

CHG

- Completed ESOS-compliant energy audits at four hotels, Net Zero pathway assessments for two properties, and a further external energy efficiency audit to inform future decarbonisation actions

Rank

- Installed electric ovens across 13 Grosvenor kitchens, marking an initial step towards electrifying kitchen operations and reducing reliance on gas-powered equipment

MHNZ

- Advanced data-driven hive management through genetics research, stocking rate optimisation and digital technologies



PILLAR 2:

Empowering our People

GuocoLand

- 47% of employees have tenures of five years or more across its Singapore, China and Malaysia operations

CHG

- Once again recognised as one of the UK's Best Workplaces by Great Place to Work®, ranking 8th in the Super Large Organisation category

Rank

- Achieved target of 40% women in senior roles

MHNZ

- Conducted an employee engagement survey, achieving an overall employee engagement score of 67%



PILLAR 3:

Conducting Business with Honour

GuocoLand

- Maintained zero breaches of customer privacy

CHG

- Improved guest satisfaction score, achieving 90.9% for the Clermont brand and 82.2% for the Thistle brand

Rank

- Improved safer gambling customer feedback scores to 85%

MHNZ

- Maintained no incidents of customer recalls during the reporting period



PILLAR 4:

Caring for our Community

Guoco Headquarters

- Supported the community through various initiatives, including relief donation for the Tai Po Wang Fuk Court fire and other staff volunteering efforts

GuocoLand

- 286 wishes fulfilled through "Gifting for Good 2025" in partnership with The Boys' Brigade

CHG

- 160 employees, representing approximately 10% of CHG's workforce, took part in volunteering programmes in FY2026

Rank

- Supported charity through a long-standing partnership with Carers Trust, raising over £4.5 million since 2014

MHNZ

- Offered product discounts to neurofibromatosis patients, showing support to people with the medical condition

Sustainability Governance

Governance Structure

Effective sustainability governance is crucial for the Group's sustainable development, as it thoroughly evaluates and manages ESG-related risks and opportunities. The Group's governance structure provides a strong foundation for integrating sustainability initiatives across all levels, from the Guoco Board and Board Committees to the respective boards of subsidiary business groups and their committees/offices, as well as their operations, to fulfil our dedication towards our ESG mission.

The Guoco Board holds ultimate responsibility for the Group's ESG approach, strategies, performance and opportunities. Through the support of the Group ESG Steering Committee, the Board is accountable for setting forth the sustainability mission and the related reporting framework. It oversees the significant policies which guide the implementation of relevant ESG strategies at the subsidiary business group level. It also has oversight on the Group's progress on ESG development, taking into consideration the impact of the ESG initiatives on different stakeholder groups.

Furthermore, the Board is assisted by the BARMC in overseeing and managing the Group's ESG related risks, including climate risks. The BARMC is further supported by audit and risk committees of the Group's subsidiary business groups, which are responsible for identifying and assessing risks associated with their respective business and day-to-day operations.

The Group ESG Steering Committee, led by our Executive Director and Chief Executive Officer, comprises departmental heads who work collaboratively across the Company. The

Committee is responsible for developing, reviewing and providing guidance on the Group's sustainability philosophy, objectives and priorities, as well as making recommendations to the Board. It also oversees the implementation of ESG strategies across the subsidiary business groups and monitors the progress of their targets and initiatives, helping to ensure that sustainability is integrated into their business strategies. To strengthen oversight and coordination of ESG matters across the Group, the ESG Steering Committee meets every two months to review progress, discuss emerging sustainability developments, and receive updates on the latest ESG initiatives, target progress, and activities undertaken across the Group.

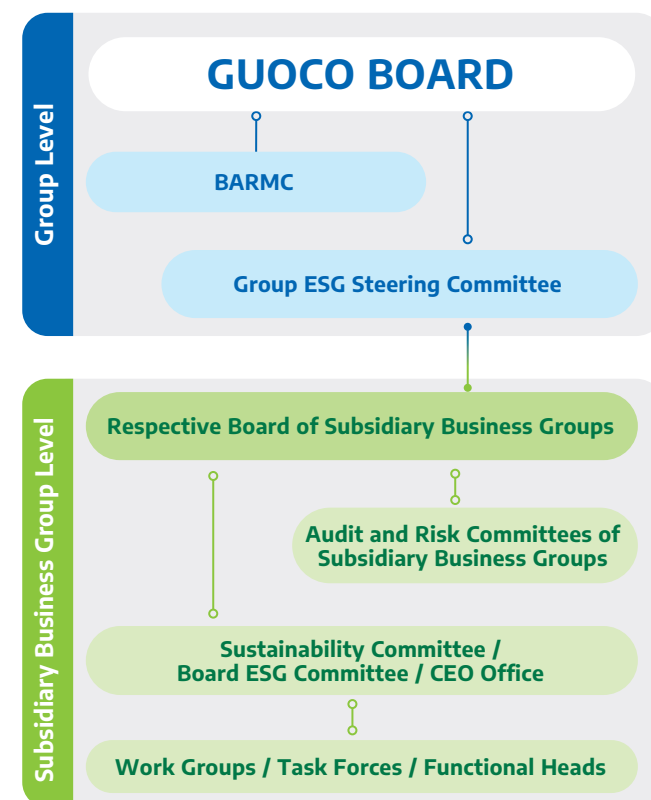
In addition, the Committee reviews and provides recommendations to the Board regarding the Group's public disclosure and publications on its sustainability performance. Through ongoing engagement with external consultants, the Committee promotes capacity-building in sustainable development and further strengthens the Board's understanding of emerging and continuously changing industry trends, regulatory requirements, and demands of the capital markets.

The boards of the Group's subsidiary business groups, with support from their committees or offices, are accountable for ESG matters within their operations. They oversee the development of policies, strategies, initiatives and targets to ensure consistency with the Group's sustainability direction and reporting framework, while also monitoring ESG performance at the subsidiary business group level.

GuocoLand, CHG and Rank each have a dedicated committee that is led by senior executives to oversee ESG-related matters and manage the associated risks and opportunities. At Rank, the ESG & Safer Gambling Committee (renamed to

Compliance, Regulatory and Government Affairs Committee with effect from 1 July 2026) is responsible for supporting the formulation and supervising of Rank's ESG and safer gambling strategies and performance. This reflects our recognition of gambling as a key topic for Rank's stakeholders and a fundamental element in promoting the business' long-term sustainability.

The day-to-day execution of each business group's sustainability approach is carried out by the respective working groups and task forces, which comprise management teams and functional heads from local operations. These groups are fully responsible for executing the sustainability initiatives and monitoring of their progress and performance.



In addition to the oversight provided by the Group ESG Steering Committee, robust governance processes are implemented across the Group's subsidiary business groups to ensure the accuracy, reliability, and transparency of the information disclosed in our ESG Report. During the reporting process, the ESG working group within each subsidiary business group is responsible for reviewing and validating their respective data and disclosures.

The senior management responsible for each of the subsidiary business group's ESG/Sustainability Report, such as the chairman of the ESG/sustainability task force or committee, is required to conduct a final review and provide a sign-off to confirm the accuracy of the report. The Internal Audit function of the respective subsidiary business groups support the verification of their corresponding ESG data. Moreover, the ESG/Sustainability Reports of the listed subsidiary business groups must receive approval from their respective boards prior to their publication.

Throughout the year, the Group continued to implement a robust procedure for systemically tracking and monitoring of progress against the environmental and social targets established by its subsidiary business groups. Regular reports were also prepared to keep senior management informed, while presentations were delivered at regular Board meetings to provide updates on the progress toward attaining these targets for Board members. In addition, a quarterly ESG Newsletter was produced and shared with Group Directors to provide timely updates on sustainability trends, regulatory developments and evolving market expectations relevant to the Group, supporting informed decision-making and strengthening ESG awareness at the leadership level.



Sustainable Investment

Principal Investment is a key component of the Group's core business operations, with the Principal Investment team focusing on investments in businesses that demonstrate sustainable growth potential. As part of the investment process, the team considers the long-term sustainability of potential investments, incorporating ESG factors, including climate-related risks and opportunities, where relevant. The Group also ensures that the team remains informed of the HKEX ESG Reporting Code and ESG-related regulatory requirements.



Materiality and Stakeholder Engagement

The Group recognises the importance of meeting stakeholders' expectations in shaping its sustainability strategy and reporting. Our goal is to cultivate strong connections with both internal and external stakeholders to guarantee that we are proactive, responsive, and inclusive in our approach.

Stakeholder Engagement

We believe that understanding and responding to the needs and expectations of our stakeholders is essential to creating long-term value and supporting sustainable business growth. Through proactive and ongoing stakeholder engagement, we seek to identify and address material issues, incorporate stakeholder perspectives into decision-making processes, and enhance our ability to manage sustainability-related risks and opportunities. Active stakeholder engagement is a key part of our risk management and opportunity identification strategies. Guoco maintains regular stakeholder engagement to deepen our understanding of our sustainability-related impacts, risks, and opportunities.

At Guoco, we recognize the importance of engaging with stakeholders through different communication channels. Our subsidiary business groups regularly undertake stakeholder engagement initiatives to gain a better understanding of stakeholders' requirements and expectations. These activities promote meaningful two-way communication, enabling us to gather valuable insights to enhance our business practices and identify potential adjustments to our strategies.

Employees



- Annual Performance review/appraisal discussions
- Regular management/operations meetings
- Lunch talks
- Knowledge sharing sessions
- Internal meetings
- Internal newsletters and e-communications
- Festive celebrations
- Orientation programmes
- Tea sessions with management and lunch talks
- Employee engagement surveys
- Sustainability-focused interviews
- Staff excursions
- Staff health and safety scorecards
- Employee volunteerism
- Training and leadership courses
- Exit interviews
- Social media channels

Shareholders/Investors



- General meetings
- Annual/Interim/Quarterly results announcements and reports
- Announcements and circulars
- Conferences
- Corporate websites
- Investor meetings/Analyst briefings
- Media releases
- Email and phone channel

Guests/Customers



- Email and phone channels
- Tenant circulars and notices
- Letters
- Networking sessions
- Survey/Research
- Meetings
- Customer service teams
- Engagement and outreach via social media
- Festive events
- Virtual meetings and tours of show units
- In-person feedback
- User manuals

Suppliers



- On-site inspections/visits
- In-person meetings
- Online procurement platforms
- Email and phone channels
- Supplier assessments

Regulators/Government



- Regulatory filings, including filings for health and safety regulations
- Circulars and guidelines
- Ad-hoc enquiries
- On-site inspections
- Responding to public consultations
- In-person meetings
- Email and phone channels

Community



- Partnering with charity organisations
- Participation in community/fund-raising exercises
- Employee volunteer programmes
- Community dialogues

Materiality Assessment

As an integrated Group with diverse businesses and operations spanning Asia, Europe, and Australasia, we face a wide range of material sustainability issues. Each of our business groups has unique challenges and requires a tailored approach to assess and prioritise their sustainability impacts. Material topics should reflect the unique context of each of the individual businesses, while remaining relevant from the Group's perspective. This approach ensures that the underlying principles of these topics remain consistent and aligned across the Group.

Materiality assessments were conducted to evaluate and prioritise the sustainability issues most relevant to our business operations and the markets in which we operate. The assessment consists of three stages: identifying key sustainability issues, engaging with key stakeholders, validating and reviewing the assessment results. They are summarised as follows:

Material Topics

The materiality assessment results have pinpointed sustainability issues that are the most important to our stakeholders, laying the groundwork for the Group's sustainability approach, strategy, and reporting. The outlined material topics reflect a shared set of priorities across the Group, emphasizing a cohesive approach to addressing key ESG issues. The list of material topics will serve as a reference point to ensure that we address the most critical issues for stakeholders in our reporting and will also shape our ESG and Group strategy, influencing the management of our business and the evaluation of our performance.

01

Identification of Key Sustainability Issues

A list of sustainability issues relevant to the Group was identified with reference to the HKEX ESG Reporting Code, the Sustainable Accounting Standards, the Global Reporting Initiative Standards, material sustainability issues of peers, industry trends, and topics presented in previous ESG report.

02

Engagement with Key Stakeholders

Stakeholders were invited to prioritise the identified sustainability issues. One-on-one interviews with the Group's management were conducted for them to share views on what issues are material to the Group's sustainable development. Online survey was also distributed to stakeholders to collect their opinions.

03

Validation and Review of Engagement Findings

The findings from the interviews and online surveys were consolidated, analysed and presented in the table next page. The prioritisation of the sustainability issues was adjusted based on findings from the management interviews and survey. Going forward, the Group will perform a regular review of the material topics by collecting stakeholder feedback and ensuring the topics align with our organisation strategy.

Our Group-level sustainability strategy outlines a comprehensive vision that considers the diverse needs and expectations of our varied stakeholders across our businesses. It defines priority areas to focus our sustainability efforts, maximise impact, and allocate resources efficiently. While we respect the operational independence of our subsidiary business groups and affiliates, we also promote strategic alignment and collaboration across the Group. This approach allows us to leverage the collective knowledge and expertise within the Group and create opportunities for systemic change.

Each subsidiary business group is encouraged to align with the Group's sustainability strategy while pursuing its own sustainability initiatives, tailored to its specific industry and geographic context. The Group-level materiality assessment result will be shared with the subsidiary business groups, to ensure consistency and alignment of sustainability strategy across the Group.

During the reporting period, Guoco reviewed its material topics to align with evolving market trends and peer practices. Following a review of these material topics and benchmarking against industry peers, "Ecosystem Conservation" is added to align with industry peers. Considering the particularity of local laws, regulations, industry-specific best practices, and guidelines across different jurisdictions, the material topics and areas of focus for each subsidiary business group within the Group may differ. However, the material areas of focus of the subsidiary business groups are still aligned with the objectives outlined under the Four Pillars of Guoco.

	Towards a Greener Future	Empowering our People	Conducting Business with Honour	Caring for our Community
Tier 1 Topics Material topics with the highest potential impact on stakeholder and Guoco's business	1. Climate Change 2. Energy and Emissions Management 3. Water and Effluent Management 4. Waste Management	5. Recruitment & Retention 6. Occupational Health, Safety and Well-being 7. Development & Training		
Tier 2 Topics Material topics with a moderate potential impact on stakeholder and Guoco's business		8. Diversity & Inclusion 9. Labour Standards	10. Corporate Governance 11. Product & Service Quality, Health & Safety 12. Supply Chain Management 13. Data Privacy & Security 14. Responsible Gaming (applicable to Rank) 15. Ethical Marketing	
Tier 3 Topics Material topics with relatively lower potential impact on stakeholder and Guoco's business			16. Ecosystem Conservation (applicable to MHNZ)	17. Community Involvement

TOWARDS A GREENER FUTURE



PILLAR 1

Guoco recognises the importance of managing environmental impacts across its diverse business portfolio. Through established policies, guidelines and effective implementation of initiatives, the Group seeks to reduce waste, improve energy and resource efficiency, and strengthen environmental management practices. We strive to enhance climate resilience and minimise environmental impacts, while fostering a Group-wide culture of environmental stewardship as a responsible corporate community citizen.



CLIMATE CHANGE

The Group is committed to combating climate change as the global economy shifts towards a low-carbon future. Our strategies are developed in alignment with industry best practices and guided by our Group-wide Climate Risk Management Policy. This policy integrates core elements of the Task Force on Climate-related Financial Disclosures (“TCFD”) recommendations, establishing a systematic approach to identifying, assessing, and managing climate-related risks to support sustainable business growth.

Our Approach

The Group has established overarching policies and guidelines to support effective management of environmental impacts and climate-related challenges across its diverse portfolio. This framework promotes consistent environmental governance and accountability across the Group, while allowing subsidiary business groups with the flexibility to address their unique operational circumstances.

With the core principles of the TCFD recommendations incorporated, the Group’s Climate Risk Management Policy provides a structured approach for identifying, assessing and managing climate-related risks and opportunities. Through this framework, the Group seeks to strengthen resilience against climate-related challenges, integrate climate considerations into business planning and decision-making, and support the delivery of sustainable long-term growth.

Complementing this, the Environmental Target Setting Guideline provides guidance for subsidiary business groups in developing environmental strategies, targets and action plans that reflect their respective business nature, operating environments, regulatory requirements and industry-specific considerations. While maintaining flexibility to address local circumstances, subsidiary business groups are expected to align their environmental ambitions with the Group’s mission of “Guoco Sustainability Value Creation”, the sustainability priorities set out under the Group’s ESG Framework, and applicable regulatory requirements. The Guideline encourages subsidiary

business groups to focus on material environmental topics identified through materiality assessments, establish robust governance and monitoring mechanisms to track progress, and prudently allocate the resources required to achieve meaningful outcomes for their environmental target and decarbonisation efforts.

Guided by these frameworks, business segments implement targeted environmental initiatives relevant to their operations. **GuocoLand** from the Property Development and Investment segment seeks to improve energy and water efficiency, while reducing carbon emissions and waste production. This is done by incorporating sustainable design principles, resource-efficient technologies, as well as responsible construction and building management practices into developments and operations.

Within the Hospitality segment, all operating hotels of **CHG** have attained Greengage’s ECOsmart accreditation, including 13 hotels achieving Gold-level certification. The ECOsmart framework is aligned with the Global Sustainable Tourism Council standards and references the UNSDGs and ISO 14001 Environmental Management System principles. The certification covers aspects such as energy and water conservation, waste management, recycling, sustainable food and beverage practices, as well as social and corporate responsibility. The accreditation demonstrates the business’ ongoing efforts to advance sustainable hospitality practices.

Meanwhile, decarbonisation remains a key environmental focus of **Rank** within our Leisure segment. Guided by its dedicated Environmental Policy and supported by its Net Zero Programme, Rank continued to enhance its environmental performance during the reporting year. Improvements in data collection, knowledge and operational capabilities facilitated the implementation of a broader range of decarbonisation initiatives and contributed to the reduction of absolute carbon emissions during the reporting period.

MHNZ continued to strengthen the credibility of its emissions measurement and reporting processes through independent verification and the renewal of its Toitū Carbon Reduce certification, supporting its broader journey towards B Corp certification and climate-aligned performance improvement.

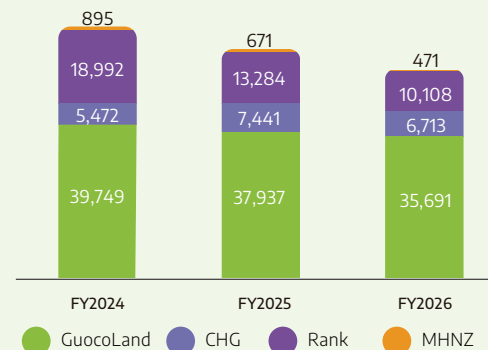
Future Targets

Group Companies	Target	Target Year
CHG	Achieve net zero by 2050	2050
Rank	Achieve net zero by 2050	2050
	Reduce Scope 1 & 2 emissions by 75%	2035 The interim decarbonisation targets have been restated this year
MHNZ	Reduce Scope 1 and 2 emissions ³ by 50% by 2035, from a 2025 baseline	2035
	Reduce total Indirect emissions from transportation by 50% by 2035, from a 2025 baseline	2035

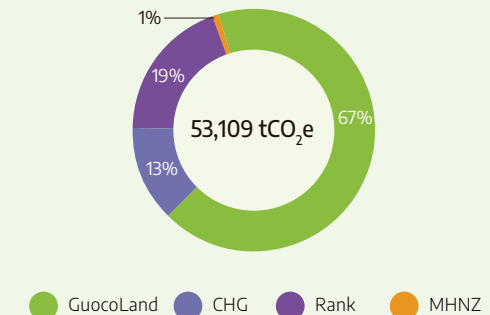
³ This target has been verified by Toitū Envirocare under its ISO 14064-1:2018-based emissions classification. For reporting purposes, Category 1 Direct emissions and Category 2 Indirect emissions from imported energy, calculated using the location-based method, are interpreted as corresponding to Scope 1 and Scope 2 emissions respectively.

Group GHG Emissions Overview

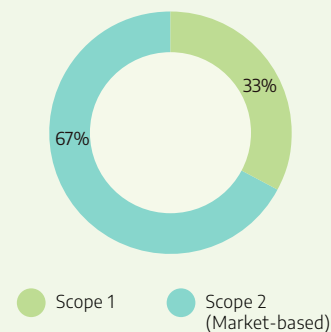
Scope 1 & 2 Emissions by Group Company[^]
(tCO₂e)



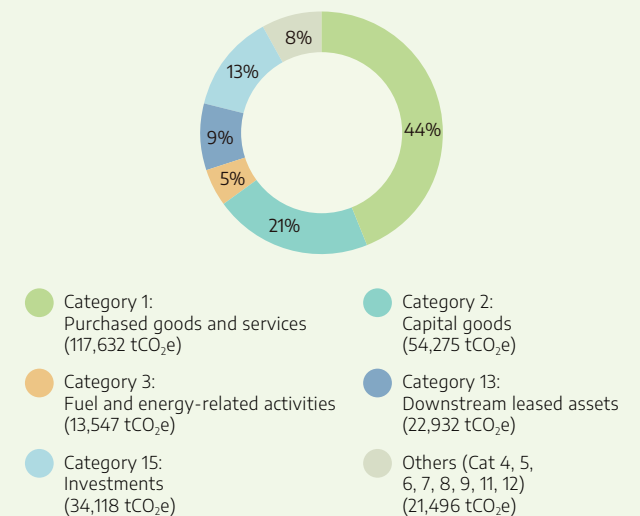
Scope 1 & 2 Emissions by Group Company[^]
FY2026 (%)



Group Scope 1 & 2 Emissions Breakdown
FY2026 (%)



Group Scope 3 Emissions by Material Category^{^^, ^^^}
FY2026 (%)



Note:

[^] Guoco Headquarters accounts for a relatively minor proportion of the emissions and is therefore not represented in the chart.

^{^^} For Scope 3 emissions categories, only the categories with emissions larger than 5% were shortlisted.

^{^^^} CHG's Scope 3 emissions are not included in the breakdown as the relevant data are still being finalised and will not be available in time for the current reporting cycle.

Tackling Climate Change

Governance

Guoco recognises the importance of effective governance in managing climate-related risks and opportunities across its diverse portfolio. Guoco Board holds overall responsibility for overseeing ESG and climate-related matters, supported by the BARMC and the Group ESG Steering Committee. Through the Group's Climate Risk Management Policy, climate-related considerations are integrated into strategic planning and risk management and decision-making processes, helping to strengthen business resilience and support sustainable value creation.

Climate-related risks are managed through a multi-layered governance structure that combines Group-level oversight with accountability at the subsidiary level. Subsidiary business groups are responsible for assessing and managing climate risks within their operations, while the Group maintains oversight through established reporting and review mechanisms, ensuring climate-related considerations are evaluated alongside other strategic and operational risks.

The Group also promotes accountability for climate action through a structured target setting and oversight framework that aligns subsidiary-level ambitions with Group-wide sustainability priorities. Under the oversight of Guoco Board and with endorsement from relevant governance bodies, approved climate-related targets are embedded into business strategies, operational planning and performance monitoring processes. This helps ensure alignment with strategic priorities and risk management objectives, while supporting effective implementation and continuous progress towards the Group's climate commitments.

At the subsidiary level, business groups adopt governance arrangements suited to their operational contexts. At GuocoLand, the Sustainability Management Committee assesses and manages climate-related risks and opportunities, while developing and implementing its

sustainability objectives, strategies, policies and approaches. Within the Hospitality and Leisure segment, CHG and Rank have dedicated ESG governance committees that oversee climate-related matters and support sustainability and decarbonisation initiatives. Within the Group's Others segment, MHNZ's senior management oversees climate-related and environmental matters as part of its ongoing governance responsibilities.

Strategy

As part of the Group's ongoing strategic planning process, the Climate Risk Management Policy and the Environmental Target Setting Guideline provide a common foundation for integrating climate-related considerations into business planning and environmental initiatives across the Group. This supports the development of strategies and action plans that reflect local operational needs while aligning with broader sustainability priorities.

Climate-related considerations are also embedded within investment decision-making. As outlined in the Guoco Investment Operations Manual, climate-related risks are considered during the investment decision-making process within the Group's Principal Investment business. In addition, subsidiary business groups are encouraged to consider material environmental topics identified through materiality assessments and prioritise emissions reduction initiatives as part of their environmental planning processes.

The Group further assesses the potential implications of climate change through climate scenario analysis, enabling the identification of climate-related risks and opportunities under different transition and physical climate pathways. Insights from these assessments support the development of appropriate mitigation and adaptation strategies, strengthen business resilience, and inform long-term planning across the Group. They will also guide the implementation of targeted environmental initiatives across business segments in response to their specific climate-related challenges and opportunities.

Scenario Analysis

We recognise that climate change poses significant risks to our operations. Physical risks may adversely affect our stakeholders, assets, and supply chain, while transition risks arising from the shift towards a low-carbon economy may affect our business model and operations. Proactive management of these risks, together with the identification of climate-related opportunities, is therefore important to strengthening the Group's ability to adapt to evolving climate conditions.

To enhance our climate resilience, we continuously refine our approach to identifying, assessing and managing climate-related risks and opportunities. Building on last year's foundational assessment, which identified key climate-related risks and opportunities across the Group, we further enhanced our assessment during the reporting period assessing and consolidating subsidiary-level findings into an integrated Group-level climate risk and opportunity register. This year, we also strengthened the disclosure of risk levels for selected subsidiary business groups, providing greater visibility into the relevance and materiality of climate-related risks and opportunities in the context of their respective businesses. By progressively integrating climate considerations into business decisions and strategy planning, we seek to strengthen our mitigation and adaptation measures, enhancing our resilience to climate-related impacts.

The results are presented across the 2030 and 2050 time horizons under the selected climate scenarios, providing a consistent Group-level view of how climate-related impacts may evolve over time. The depth and methodology of the underlying assessments vary among the subsidiary business groups. While the findings for Guoco Group, GuocoLand and Rank are informed by quantitative climate risk assessments and scenario analyses, the current assessment does not yet encompass CHG and MHNZ. Going forward, findings relating to key operational regions and subsidiary business groups will be progressively refined and updated through asset-level climate scenario analyses, aligned with the methodologies and approaches adopted by each subsidiary business group.

Climate-related Risks and Opportunities

Climate factor	Type	Description
Flooding	Acute	Increased frequency and severity of flooding arising from heavy rainfall, storms and changing precipitation patterns, potentially disrupting operations, damaging assets and affecting supply chain continuity.
Tropical cyclones/ typhoons	Acute	Increased frequency and severity of tropical cyclones and typhoons, including associated strong winds, heavy rainfall and storm surges, which may disrupt operations and damage assets and infrastructure in exposed regions.
Wildfires	Acute	Increased frequency and severity of wildfires arising from prolonged heat and dry conditions, potentially affecting assets, infrastructure, communities and supply chains in exposed locations.
Sea level rise	Chronic	Rising sea level may result in the permanent loss of usable land and increase the exposure of coastal infrastructure and assets to recurrent flooding and erosion.
Extreme heat/ heatwaves/ rising temperature	Chronic	Rising average temperatures and more frequent or severe heatwaves may increase cooling and water demand, heighten heat-related health and safety risks, and affect operational efficiency and supply chain continuity.
Water stress and drought	Chronic	Increasing water scarcity and prolonged drought conditions may constrain water availability for water-intensive operations, including cleaning and maintenance, and may lead to higher water costs and more stringent water-use restrictions.
Adoption of low carbon technology	Technology	The accelerated development and deployment of low-carbon technologies may require the Group to upgrade existing assets, systems and operating practices to remain competitive and aligned with decarbonisation pathways.
Carbon pricing	Policy and legal	Increasing adoption and stringency of carbon-pricing mechanisms, including carbon taxes and emissions trading schemes, may increase costs associated with direct and value-chain greenhouse gas emissions.
Decarbonisation policy	Policy and legal	The introduction and increasing stringency of national and regional decarbonisation policies may impose additional regulatory, disclosure and operational requirements across the Group's businesses and value chain.
Stakeholder pressure affecting reputation	Reputation	Growing expectations from investors, customers, tenants and other stakeholders regarding climate action and disclosure may increase reputational exposure where the Group's performance or communication is perceived as inadequate.
Economic impact of climate change	Markets	The low-carbon transition may contribute to inflationary pressures affecting raw materials, fuel and utility supplies, while related economic fluctuations may disrupt supply chains and influence customer purchasing power.
Higher operational efficiency	Resource efficiency	Adoption of energy-efficient technologies and lower-emission energy sources may improve operational efficiency and reduce reliance on grid electricity.
New market opportunities	Products and services	Growing demand for climate-resilient and lower-carbon products and services may create opportunities to expand sustainable offerings and strengthen the Group's position in emerging markets.
Access to sustainable finance	Markets	The expansion of green and sustainable finance may provide the Group with access to a broader range of funding sources to support eligible low-carbon and climate-resilient investments.
Increase resilience against climate change	Resilience	Investments in climate adaptation and resilience may strengthen the ability of the Group's assets and operations to withstand and adapt to physical climate impacts and other climate-related disruptions.

Scenarios and Assumptions

The Group conducted a climate-related risk and opportunity assessment to evaluate how the identified physical and transition risks and opportunities may evolve across the 2030 and 2050 time horizons under the selected climate scenarios. The assessment draws on currently available subsidiary-level analysis, peer benchmarking and current-state assessment, and considers the potential severity of impacts across the Group's key operational regions and subsidiary business groups.

To support this assessment, two climate scenario pathways were considered: a Turquoise Scenario, representing a lower-emissions future characterised by accelerated decarbonization, stronger climate action and lower long-term physical climate risks; and a Brown Scenario, representing a higher-emissions future with more limited climate action and more severe physical climate impacts. Together, these scenarios provide a basis for assessing the resilience of the Group's businesses and strategic priorities under a range of plausible climate-related outcomes.



Turquoise Scenario

The Turquoise Scenario represents a lower-emissions future in which ambitious climate policies, technological innovation and coordinated global action accelerate the transition to a low-carbon economy. Global warming is limited to approximately 1.5° C-2° C by the end of the century, reducing the severity of long-term physical climate impacts.

Under this scenario, governments strengthen climate commitments and implement effective decarbonisation measures, while businesses accelerate the adoption of renewable energy, energy-efficient technologies and lower-carbon operating practices. As a result, physical climate risks remain relatively moderate, although transition-related pressures arising from evolving regulations, market expectations and technological change may become more pronounced.

Referenced scenarios:

- Representative Concentration Pathway ("RCP") 2.6 (low emissions scenario)
- Network for Greening the Financial System ("NGFS") Net Zero 2050, NGFS Below 2°C

Brown Scenario

The Brown Scenario represents a higher-emissions future in which climate action remains insufficient to achieve the goals of the Paris Agreement. Global temperatures are projected to rise by more than 3° C by the end of the century as fossil fuel dependence persists and climate policies are implemented only to a limited extent.

Under this scenario, physical climate risks become increasingly severe, including heightened exposure to extreme heat, flooding, water stress and other chronic climate hazards. While transition-related pressures may be less immediate than under more ambitious decarbonisation pathways, businesses are likely to face escalating operational disruptions, resource constraints and broader socioeconomic impacts associated with a warming climate.

Referenced scenarios:

- RCP 8.5 (high emissions scenario)
- NGFS Nationally Determined Contributions ("NDCs")

Physical Risk Impacts

Climate change may expose the Group to a range of physical risks that could affect its stakeholders, assets, operations and supply chains. These risks include both acute physical risks arising from extreme weather events and chronic physical risks resulting from longer-term changes in climate conditions. Depending on their nature and severity, these risks may lead to business disruption, increased operating and maintenance costs, additional capital expenditure, changes in asset values and insurance-related costs.

As part of the current assessment, physical climate risks were evaluated for Guoco Group's headquarters in Hong Kong, GuocoLand's operations in Singapore, Chinese Mainland and Malaysia, and Rank's operations in the United Kingdom and Continental Europe to understand how climate-related exposures may evolve under different

climate scenarios and time horizons. The scope of the assessment will continue to be reviewed and refined over time, with consideration given to progressively expanding coverage to include CHG's operations in Continental Europe, to further enhance our understanding of climate-related risks and opportunities.

The assessment indicates that acute hazards, including flooding, tropical cyclones, typhoons and wildfires, could damage assets and infrastructure, restrict access to operating locations, disrupt transportation and utility networks, interrupt supply chains and increase health and safety risks for employees. Chronic hazards, including sea-level rise, increasing temperatures, extreme heat, water stress and drought, could gradually heighten operational exposure by constraining land and water availability, increasing cooling and water demand, affecting workforce productivity and placing additional pressure on supply-chain continuity.

The severity and nature of these impacts may vary across locations and business activities, reflecting differences in geographic exposure, operational characteristics and asset profiles. The heatmap below presents the estimated severity of physical risk impacts in 2030 and 2050, when the effects of changing climatic conditions may become more pronounced.

The Group's climate-related risk assessment draws on assessments conducted across its businesses using established methodologies. Climate-related risks for Guoco Group's headquarters and Rank's operations are generally evaluated on a gross-risk basis, whereas GuocoLand's assessment reflects the impact of existing mitigation and adaptation measures. The Group has incorporated these assessment results accordingly and disclosed the assessment bases to facilitate an informed interpretation of the consolidated results.

Potential Impacts of Physical Risks

Climate factor		Potential business impact	Financial implication	Headquarters		GuocoLand ⁴		Rank	
				Turquoise	Brown	Turquoise	Brown	Turquoise	Brown
				2030	2050	2030	2050	2030	2050
Acute Risk	Flooding	- Damage to assets and infrastructure - Disrupted access to buildings and operations, leading to potential litigation from affected tenants	- Higher operational/maintenance costs and increased capital expenditure for climate resilience investments and repairs - Increase in administrative costs for emergency response and crisis management - Loss of income from closures, service interruptions, and decreased tenant appeal - Structural damage reduces asset value, and increases insurance premiums to cover high-risk assets						
	Tropical cyclones/typhoons	Interruptions in transportation, energy, and communication, causing supply chain issues							
	Wildfires	Health and safety risks for workers, reducing productivity and causing delays							

⁴ Risk ratings are derived using the established methodologies of the respective businesses. GuocoLand's assessment incorporates existing mitigation and adaptation measures, while other Group assessments generally reflect inherent risk exposure before such measures are considered.

Potential Impacts of Physical Risks

Climate factor		Potential business impact	Financial implication	Headquarters				GuocoLand ⁴				Rank			
				Turquoise		Brown		Turquoise		Brown		Turquoise		Brown	
				2030	2050	2030	2050	2030	2050	2030	2050	2030	2050	2030	2050
Chronic Risk	Sea level rise	- Permanent loss of lands availability and infrastructure - Ongoing asset damage and supply chain disruptions leading to operational halts	- Increase in insurance premiums and depreciation of assets value for high-risk assets in coastal areas - Decrease in revenue due to decline in tenant appeal - Increase in operating costs due to supply chain disruptions												
	Extreme heat/heatwaves/rising temperature	- Increased energy consumption for cooling indoor spaces - Rising heat exposure for outdoor employees, creating health concerns and labour shortages - Operational disruptions, including supply chain interruptions - Higher water demand during extreme heat, complicating sourcing for maintenance	- Higher operating costs from increased energy consumption - Additional capital investments for new cooling systems and retrofitting to meet energy-efficiency standards - Increase in costs from project delays and lowered worker productivity, including increase in medical claims												
	Water stress and drought	- Water scarcity disrupts operations, affecting water-intensive tasks like cleaning and maintenance - Increase in regulatory compliance as authorities impose stricter water usage requirements in water-stressed areas	- Increase in operational and capital costs from water supply constraints and infrastructure upgrades - Decrease in revenue and profitability from scaled-down operations or facility closures - Asset value depreciation in water-stressed areas - Financial pressures from potential water taxes, rising costs, and penalties for water mismanagement												



⁴ Risk ratings are derived using the established methodologies of the respective businesses. GuocoLand's assessment incorporates existing mitigation and adaptation measures, while other Group assessments generally reflect inherent risk exposure before such measures are considered.

Transition Risk and Opportunity Impacts

The Group may be exposed to transition risks arising from policy, legal, technological, market and reputational changes associated with the global transition towards a low-carbon economy. As climate regulations become more stringent and stakeholder expectations continue to evolve, the Group may face increasing pressure to adopt low-carbon technologies, respond to carbon-pricing mechanisms, comply with decarbonisation requirements and demonstrate credible climate action. These developments may create operational and strategic challenges for the Group, while also presenting opportunities to support its transition towards a lower-carbon and more resilient business model.

The current assessment focuses on the Group's headquarters functions in Hong Kong and GuocoLand's property

development and investment businesses in China, Singapore and Malaysia and Rank's operations in Continental Europe. The scope will be reviewed and refined over time, with consideration given to progressively extending coverage to CHG.

The assessment suggests that the Group's key transition risks relate to the pace of low-carbon technology adoption, carbon pricing and decarbonisation policies, evolving stakeholder expectations, and wider economic effects associated with the low-carbon transition. These factors may result in additional investment and compliance requirements, higher operating and supply-chain costs, and potential implications for competitiveness and reputation.

Conversely, the transition may create opportunities for the Group to improve operational efficiency, respond to

demand for climate-resilient and lower-carbon products and services, diversify financing sources and enhance the resilience of the Group's assets and operations. The heatmap below presents the estimated severity of transition risk impacts under the selected climate scenarios in both 2030 and 2050, providing a comparative view of potential exposure across the Group's business segments and key operating regions.

Consistent with its physical risk assessment, the Group assesses transition risks using the established methodologies of the respective businesses. Risks relating to Guoco Group's headquarters and Rank's operations are generally assessed before considering existing mitigation measures, while GuocoLand's assessment reflects the effect of such measures in determining residual risk exposure.

Potential Impacts of Transition Risks

Climate factor		Potential business impact	Financial implication	Headquarters		GuocoLand ⁵		Rank			
				Turquoise		Brown		Turquoise		Brown	
				2030	2050	2030	2050	2030	2050	2030	2050
Technology	Adoption of low-carbon technology	Failure to keep pace with decarbonisation may affect competitiveness; investment may be needed for retrofits, renewable energy and workforce capability	• Increase in capital expenditure for energy-efficient retrofits, renewable energy transitions, and sustainable technologies • Reduction in revenue as competition intensifies from faster-adapting competitors • Increase in demand for investments in workforce development to train employees in the adoption of new technology								

⁵ GuocoLand's risk ratings take into account existing mitigation and adaptation measures while the Risk ratings for other Group operations generally reflect inherent risk exposure prior to the consideration of such measures. The results are presented based on the methodologies adopted by the respective businesses.

Potential Impacts of Transition Risks

Climate factor		Potential business impact	Financial implication	Headquarters				GuocoLand ⁵				Rank			
				Turquoise		Brown		Turquoise		Brown		Turquoise		Brown	
				2030	2050	2030	2050	2030	2050	2030	2050	2030	2050	2030	2050
Policy and legal	Carbon pricing	Direct and indirect carbon prices may increase energy, emissions and carbon-intensive supply-chain costs	- Higher operational costs from direct and indirect carbon taxes on energy and emissions across the value chain - Increase in supplier costs due to higher prices for carbon-intensive raw materials like steel, cement, and plastics												
	Climate disclosure and reporting requirements	Stronger climate regulation may increase compliance, assurance and investment requirements and create uncertainty for planning and asset values	Increase in costs of compliance, such as external assurance costs, and penalties for non-compliance												
Reputation	Stakeholder pressure affecting reputation	Inadequate climate action may affect stakeholder trust, brand reputation, revenue and transition expenditure	- Decrease in sales and revenue - Increase in capital expenditures associated with transitioning to the use of green energy												
Markets	Economic impact of climate change	The low-carbon transition may affect raw-material, utility and service costs, customer purchasing power and supply-chain stability	- Decrease in sales and revenue - Increase cost of raw materials, utility supplies and services												

Moderate to High impact
Low to Moderate Impact
Low overall, with specific higher-risk assets identified
Potential exposure identified through scenario analysis; no directly comparable risk rating available
Not assessed or insufficient evidence

⁵ GuocoLand's risk ratings take into account existing mitigation and adaptation measures while the Risk ratings for other Group operations generally reflect inherent risk exposure prior to the consideration of such measures. The results are presented based on the methodologies adopted by the respective businesses.

Potential Impacts of Transition Opportunities

Climate factor		Potential business impact	Financial implication	Headquarters				GuocoLand				Rank			
				Turquoise		Brown		Turquoise		Brown		Turquoise		Brown	
				2030	2050	2030	2050	2030	2050	2030	2050	2030	2050	2030	2050
Resource efficiency	Higher operational efficiency	Energy-efficient technology and lower-emission energy sources may reduce operating costs and exposure to energy-price volatility	- Decrease in operational costs - Stable energy costs												
Products and services	New market opportunities	Growing demand for climate-resilient and low-carbon offerings may support revenue, rental premiums, competitiveness and asset values	- Increase in revenue from rental premiums in green building assets - Increase in asset values of green buildings - Increase in value of underlying principal investment counters which benefit from climate resilient and low carbon offerings												
Markets	Access to sustainable finance	Green and sustainable finance may diversify funding sources, support transition investment and reduce financing costs	Lower cost of capital from green and sustainable finance												

Moderate to
High impactLow to
Moderate ImpactLow overall, with specific
higher-risk assets identifiedPotential exposure identified through scenario analysis;
no directly comparable risk rating availableNot assessed or
insufficient evidence

Risk Management

To support a consistent approach to managing climate-related risks across the Group, a Climate Change Risk Management Policy has been established and is subject to annual review by the BARMC. Climate-related risk is being actively monitored within the Group's risk management system. Depending on their business nature and operational location, our subsidiary business groups may be exposed to risks related to extreme weather events and climate change adaptation failures. Each subsidiary business groups assess the relevance and potential impacts of both physical and transition climate risks, taking into consideration its business activities and geographic locations.

Climate risk identification is systematically conducted at the subsidiary business group level, where identified risks are captured in risk registers and material risks are separately highlighted in risk profile reports and heat maps. Risk management teams independently review and validate climate risk assessment processes, while internal audit functions or external specialists perform independent assessments of the adequacy and effectiveness of climate risk management systems where appropriate. These outputs are subject to quarterly review processes by local and Group's management as well as the BARMC. Material climate-related risks identified through the assessment process are escalated through established risk reporting channels and incorporated into management review and decision-making processes. The results of subsidiary business group risk assessments are then consolidated into a Group-level climate risk register as part of our comprehensive risk management framework.

At GuocoLand, climate-related risks and opportunities are identified through its Enterprise Risk Management framework and incorporated into GuocoLand's Risk Register, with key risk profiles reviewed by its Audit and

Risk Committee and the GuocoLand board on a half-yearly basis. Rank's climate-related risks are considered as part of its broader risk management and business planning processes. Relevant climate-related matters are reviewed by its Risk Committee, ESG Steering Group and ESG & Safer Gambling Committee, with regular reporting to the Rank board to support oversight of climate risks, ESG KPIs and progress against net zero targets.

At MHNZ, climate-related and environmental risks are monitored through regular reviews of the business's risk register by the senior executive team to ensure emerging risks and mitigation measures are identified and addressed in a timely manner.

As part of its ongoing efforts, the Group has initiated a Group-wide climate scenario analysis to evaluate climate-related impacts across all operations under different climate pathways. In addition, the Group intends to undertake a climate-related financial impact assessment to better understand the potential financial implications of identified risks and opportunities. Together, these measures will ensure a structured approach to identifying, assessing, and mitigating climate-related risks while positioning the Group for long-term sustainable growth.

Metrics & Targets

We monitor and report our GHG emissions, waste generation and water consumption across our operations. These data are crucial for evaluating and benchmarking our environmental performance against objectives and targets. By analysing these metrics, we can assess the impact of our environmental initiatives, inform future target settings, and guide action plans.

To strengthen our understanding and management of value chain emissions, Guoco Group commenced Scope 3 emissions disclosure at the Group level during the year,

covering 13 categories. Of these, five represented the most significant emissions sources: Category 1 (Purchased Goods and Services), Category 2 (Capital Goods), Category 3 (Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2), Category 13 (Downstream Leased Assets) and Category 15 (Investments). This represents an important step towards enhancing transparency over value chain emissions and strengthening the foundation for long-term emissions management and target setting.

Contributing to this effort, subsidiary business groups continued to advance their Scope 3 emissions management practices. Rank maintained comprehensive Scope 3 emissions data for its UK and Spain operations and expanded limited assurance coverage for its UK Scope 3 emissions assessment. In addition, GuocoLand and MHNZ collected Scope 3 emissions data during the year, supporting the Group's progressive development of a more comprehensive Scope 3 emissions inventory and improving visibility of emissions across the value chain. CHG is currently undertaking enhancements to its Scope 3 emissions measurement approach and, while Scope 3 emissions are not ready for reporting this year, the aforesaid progress will support more robust emissions reporting in future reporting periods.

Building on these efforts, several business segments have established climate-related targets to support the transition towards a lower-carbon future. Both the Hospitality and Leisure operations have committed to achieving net zero emissions by 2050.

Future Plan

Looking ahead, the Group plans to undertake a climate-related financial impact assessment to enhance its understanding of climate-related risks and opportunities and support informed decision-making.

Climate Change Mitigation and Adaptation Measures

Guoco addresses climate change through focusing on strengthening the resilience of our businesses and assets to physical climate impacts, and advancing the transition to a lower-carbon future. Across the Group, a better understanding of the potential risks and opportunities helps integrate climate-related considerations into operational and asset-level decision-making. Subsidiary business groups tailor their responses to their specific exposures and operating contexts through climate risk assessments, resilient asset planning, emissions reduction initiatives, and capability building.

Assessing Climate Risk and Building Resilience

Understanding exposure to physical climate risks is an important part of resilience planning. The Group's business segments conduct climate-related assessments to help identify vulnerabilities, prioritise appropriate measures and strengthen preparedness for climate-related disruptions.



GuocoLand

GuocoLand recognises decarbonisation as an organisational imperative that extends beyond compliance and supports asset value, resilience and stakeholder trust.

GuocoLand embeds operational excellence through proactive facilities management of its Properties under Management to drive reductions in energy and water use, emissions intensity and absolute emissions over the long term. Each new development project also presents an opportunity to innovate and improve on energy efficiency. GuocoLand's approach emphasises the adoption of the BCA⁶ Green Mark Platinum (Super Low Energy) standard for its new residential developments in Singapore. Developments like Lentor Mansion and Springleaf Residence demonstrate how GuocoLand integrates efficiency directly into its designs.

CHG

CHG seeks to strengthen its hotel properties' resilience by conducting Building Fabric Condition Assessments⁷ across its portfolio to evaluate the physical condition and climate resilience of individual properties. Assessments consider factors such as roof integrity and drainage capacity, helping to identify measures that reduce water ingress and improve preparedness for higher rainfall levels and changing weather patterns.

The scope of remediation is determined by the age, condition and complexity of each property. During the reporting period, CHG prioritised remedial works to support the long-term resilience of its assets, and plans to conduct an internal Climate Risk Assessment in FY2027 to strengthen its understanding of climate-related risks across the portfolio and inform future resilience planning.

⁶ BCA: Building and Construction Authority of Singapore

⁷ Building Fabric Condition Assessment is a process for reviewing the structural integrity and condition of a building.

Emissions Insights and Reduction Planning

Building on carbon-footprint assessments and environmental surveys, the Group's business segments continuously strengthen the completeness, accuracy and transparency of their emissions information to inform target-setting, pursue certifications and emissions-reduction planning.

CHG

CHG worked with an external consultant and an internal data-management coordinator to develop an ESG dashboard, strengthening the monitoring and analysis of environmental

performance across its operations and supporting the collection of data across all three emissions scopes.

Building on this data foundation, CHG's Scope 1 and Scope 2 emissions continue to be third-party verified, providing external recognition of its emissions-reduction ambitions and supporting its pathway towards net-zero emissions by 2050. CHG has also developed year-on-year reduction targets, which have been reviewed and approved by its ESG Steering Committee.

Empowering Low-Carbon Meetings Through Carbon Footprint Transparency



During the reporting period, CHG leveraged the Greengage EventSmart Impact Portal to provide post-event carbon accounting for meetings and events hosted across its properties. Through the platform, guests can track the carbon footprint associated with their meetings and events, with the option to offset related emissions via Greengage's platform.

In FY2027, CHG plans to launch a low-carbon day delegate package for meetings and events, featuring a low-carbon menu developed using the My Emissions platform. This initiative is expected to support corporate clients in better understanding and reducing the carbon impact of their events.



Rank

Rank appointed environmental specialists to conduct decarbonisation audits at five venues, complemented by seven additional energy audits across its estate. These assessments examined building performance, energy-management systems and significant sources of carbon emissions, informing preliminary decarbonisation designs, recommendations and investment plans. Rank also completed Scope 3 assessments covering all material categories across its UK and Spanish operations, providing the data foundation needed to prioritise future reduction measures.

MHNZ

MHNZ engaged Toitū to verify its GHG emissions data in accordance with ISO 14064-1:2018, achieving reasonable assurance for Scope 1 and Scope 2 emissions and limited assurance for Scope 3 emissions. It also renewed its Toitū Carbon Reduce certification during the reporting period, supported by updated emissions-reduction targets and action plans.

To strengthen the accuracy of its Scope 3 emissions data, MHNZ worked with a key logistics partner to obtain more detailed emissions information, improving visibility into value-chain emissions and supporting the identification of reduction opportunities. Priority actions arising from this work include improving vehicle efficiency and logistics routing, reducing electricity consumption and airfreight where feasible, exploring alternatives to landfill disposal, and increasing recycling. Progress is reported regularly to senior leadership, with employee engagement and targeted training supporting implementation.

Advancing Decarbonisation and Mitigation Actions

The Group's business segments use climate and emissions insights to inform practical mitigation measures and action plans appropriate to their operations.

GuocoLand

GuocoLand seeks to reduce the environmental impacts of its development activities. For development projects in Singapore, building materials that are certified by the Singapore Green Building Council are used for construction. At developments such as Lentor Mansion, low-carbon concrete is used during construction and is expected to reduce embodied carbon by more than 30% from the Green Mark baseline.

In China, GuocoLand used aerated concrete blocks, ready-mixed mortar and pre-mixed concrete to reduce construction-related environmental impacts at Guoco Central Park.



Green Financing for New Developments

During the year, GuocoLand continued to advance its sustainable financing effects under its Green Finance Framework, securing a S\$619.3 million green facility for the development of River Modern and a S\$634.7 million green facility for the development of the new Lentor Central site. This Framework provides GuocoLand access to various fundraising options with structures tailored to contribute to sustainable development.

This brings GuocoLand's cumulative amount of green financing secured, across past and current facilities, to about S\$5.2 billion as of 30 June 2026.



S\$5.2bn
Green Financing Secured
(as at 30 June 2026)

Enhancing Climate Capability and Collaboration

Effective climate action depends on the knowledge, expertise and participation of people across the Group. Subsidiary groups invest in specialised roles, employee awareness and external collaboration to strengthen climate-related decision-making.

Rank

Rank appointed a dedicated environmental specialist to support emissions reporting and evaluate decarbonisation plans, and introduced an environmental training module during the reporting period to strengthen employees' understanding of relevant issues. Awareness is reinforced through Rank's Planet Hub, intranet, Connect employee platform, town halls and newsletters. Beyond its own operations, Rank participates in the Zero Carbon Forum, represented by its environmental specialist, supporting knowledge-sharing on carbon-reduction practices across the hospitality and leisure sectors.

CHG

At CHG, all new employees are required to complete ESG training through its internal learning platforms, building organisation-wide awareness and supporting the implementation of CHG's net-zero transition plans.

Together, these initiatives demonstrate the Group's multiple approaches to climate change, supporting our transition to more resilient and lower-carbon operations.

ENERGY AND EMISSIONS MANAGEMENT

Our Approach

The Group adopts a multifaceted approach to energy and emissions management, focusing on three strategic priorities: improving energy efficiency, optimising operational performance and accelerating the transition towards lower-carbon energy sources. This approach is implemented consistently across the Group's diverse businesses, combining targeted energy assessments, infrastructure upgrades, smart technology adoption, and process improvements with a continued focus on embedding energy-conscious behaviours throughout the workforce. Where operationally and economically viable,

the Group also pursues opportunities in on-site renewable energy generation and renewable electricity procurement, further strengthening its lower-carbon energy mix. Underpinning this approach is a robust monitoring framework, combining regular performance assessments, targeted action plans, and periodic reviews, that enables the Group to track progress, identify improvement opportunities, and drive continual advancement towards its broader decarbonisation objectives.

During the reporting period, there were no confirmed incidents of material non-compliance relating to energy use or GHG emissions.

Energy consumption and GHG emissions are key environmental impacts of the Group's operations. Effective energy and emissions management supports operational efficiency, climate-related objectives and long-term business resilience. The Group is committed to complying with applicable energy, emissions and environmental regulations across the jurisdictions in which it operates.



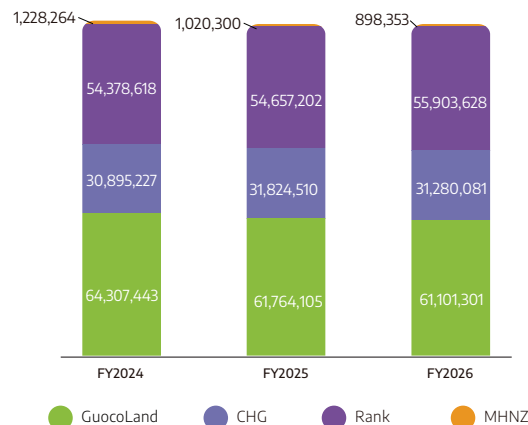
FY2026 Target Status

Group Companies	Target	Progress
GuocoLand	Monitor and mitigate emissions intensity	Achieved
	Maintain Green Mark Platinum certification for its integrated developments in Singapore, namely Guoco Tower and Guoco Midtown	Achieved
CHG	Continue to purchase 100% renewable electricity	Achieved
Rank	Reduce carbon emissions by 3,700 tCO ₂ e in FY2026	Achieved With an absolute carbon emissions reduction of 4,203 tCO ₂ e
	Commit to 5 solar projects	Ongoing Completed structural roof surveys across 10 venues, confirming positive potential for solar installation
	Degasify 1 venue	Ongoing Gas equipment was removed from 13 Grosvenor kitchens and selected water heaters were electrified. Full venue degasification work will be continued
MHNZ	To reduce kilowatt hours of energy used by 5%	Achieved With a 6% reduction attained
	To reduce helicopter hours by 5%	Not Achieved Helicopter usage exceeded target levels due to adverse weather conditions affecting road access to hive locations

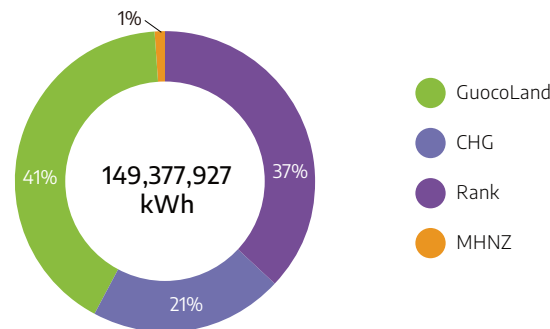
Future Targets

Group Companies	Target	Target Year
GuocoLand	Monitor and mitigate Scope 1 and Scope 2 emissions intensity	FY2027
	Maintain Green Mark Platinum certification for its integrated developments in Singapore, namely Guoco Tower and Guoco Midtown	
CHG	Continue to purchase 100% renewable electricity	FY2027
MHNZ	To reduce petrol consumption by 5% from FY2026 levels	FY2027
	To reduce airfreight by 5% from FY2026 levels	

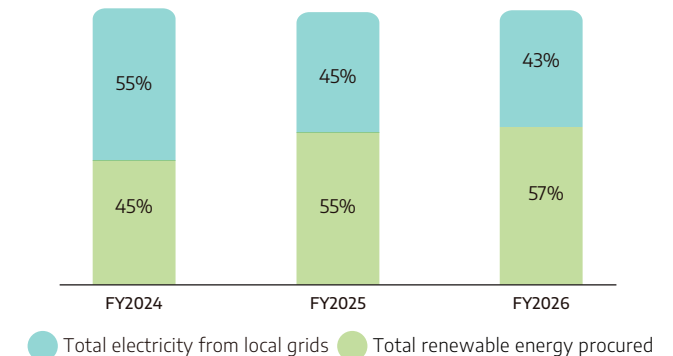
Electricity Consumption by Group Company^ (kWh)



Electricity Consumption by Group Company^ FY2026 (%)



Group Renewable Electricity Procurement (%)



^ Guoco Headquarters accounts for a relatively minor share of the Group's electricity consumption and is therefore not represented in the chart.

Energy Saving and Emissions Reduction Measures

Energy Efficiency and Operational Optimisations

During the reporting period, our subsidiary business groups continued to identify energy-saving opportunities, invest in more efficient equipment and systems, and promote energy-conscious behaviours across their operations. We approach delivering energy efficiency through both infrastructure and culture initiatives.

Building Systems & Equipment Upgrades	
	- Air handling units are installed with high-efficiency motors. - Lifts are equipped with regenerative features to cut down on energy consumption. - LED lighting is used throughout interior spaces to consume less energy yet provides adequate lighting.
	- Deployed new building management systems across six venues in the UK. - Invested in high-efficiency chillers, boilers and air-conditioning systems. - Conducted a kitchen and bar energy-saving trial, implementing retrofit measures including sensor technology to automatically power down equipment.
	Implemented an energy-efficient honey processing facility featuring honey vats with individual cooling jackets to improve temperature control and processing efficiency.



Lighting Efficiency



- Upgraded conventional lighting systems to energy-efficient LED lighting across production, interior and building facilities, with lighting sensors installed.



Operational Optimisation



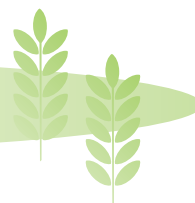
- Improved site planning and hive management have lowered helicopter use at remote sites over the past two years, reducing diesel and aviation fuel emissions.
- Upgraded vehicle fleet with more fuel efficient and lower-emission models.
- Installed a filter lifter to improve operational efficiency and reduce manual handling requirements during honey processing.



Employee Engagement & Behavioural Change



- Introduced “Lights and Computer Screens Off for Lunch” Energy Conservation Programme at Guoco headquarters, switching off non-essential lighting and unused computer screens during lunch hours to reduce electricity consumption.



Advancing Energy Efficiency at CHG

CHG is progressing a structured programme of energy efficiency and operational optimisation across its hotel portfolio, underpinned by dedicated capital investment and rigorous technical assessment.

Investment and Accreditation

A £500,000 fund has been allocated across to support green capital projects, including energy-efficient plant replacements and the installation of Building Management Systems ("BMS"). This investment is contributing directly to the hotels' progress towards ECOSmart accreditation standards.

Assessing the Opportunity

To ensure investment is targeted effectively, CHG has carried out a series of assessments. ESOS-compliant energy audits were completed at four hotels, identifying site-specific energy-saving opportunities, while Net Zero pathway assessments were finalised for two properties. A further external Energy Efficiency and Optimisation

Audit identified a range of low-cost and no-cost measures, including behavioural change opportunities, with implementation of selected recommendations scheduled for FY2027 as part of a dedicated energy optimisation project. Together, these assessments are feeding into action plans aligned with CHG's broader ESG strategy, with progress to be reported in line with regulatory requirements.

Optimising Operations

Alongside this assessment work, CHG continued to advance operational improvements across its estate. Smart Room technologies were further developed, and BMS runtime schedules and temperature setpoints were optimised to reduce unnecessary energy use. Heat retention measures, including pipe and thermal insulation, were implemented to minimise heat loss. Lighting was also upgraded to energy-efficient LEDs across production, interior and building facilities, with occupancy and daylight sensors installed to optimise usage. CHG is now planning a portfolio-wide rollout of SmartCool technology to build on these gains.

Looking Ahead

CHG is collaborating with the Zero Carbon Forum to establish emissions reduction targets and develop a roadmap for kitchen electrification, using energy-efficient equipment to reduce reliance on carbon-intensive kitchen operations. These initiatives reflect CHG's continued commitment to embedding energy efficiency into both its infrastructure and day-to-day operations, in support of its long-term decarbonisation goals.



Renewable Energy and Low-Carbon Transition

The Group seeks to increase the deployment of on-site renewable energy solutions where operationally and economically feasible, to support the transition towards a lower-carbon future.

GuocoLand installs rooftop solar panels at developments, such as Lentor Mansion and Springleaf Residence. At Guoco Tower in Singapore and Guoco Changfeng City in China, electricity is generated from solar panels to partially power common area lighting, reducing reliance on grid electricity. Rank also advanced its renewable energy transition during the reporting period, building on the FY2025 solar feasibility study, with structural roof surveys completed across 10 venues to assess solar deployment feasibility to inform future investment decision.

Beyond on-site renewable energy generation, renewable electricity is procured by our subsidiary business groups through certified sourcing mechanisms. CHG sources 100% renewable, traceable electricity, verified under the UK's Renewable Energy Guarantees of Origin ("REGO") scheme since October 2023. Similarly, Rank has strengthened its use of renewable electricity through the procurement of REGO certificates and a Power Purchase Agreement covering its UK and Spain operations. These have contributed to reduction in Scope 2 emissions and support Rank's transition towards a lower-carbon energy mix.

Exploring New Pathway to Decarbonisation



As part of the Group's long-term transition to a lower-carbon operating model, Rank is broadening its approach to decarbonisation beyond solar energy generation and renewable electricity procurement, exploring alternative technologies capable of reducing operational reliance on fossil fuels.

Recognising that gas-based heating and hot water systems represent a significant share of its Scope 1 emissions, Rank assessed opportunities to transition towards lower-carbon alternatives. This work translated into tangible progress during the year, with electric ovens installed across 13 Grosvenor kitchens – a first step in electrifying kitchen operations and reducing dependence on gas-powered equipment.

Building on this momentum, Rank is further exploring degasification to reduce its reliance on fossil fuels across

the estate. Evaluating low-carbon heating alternatives remains a strategic priority for FY2027, reflecting Rank's continued commitment to identifying and adopting technologies that support its long-term decarbonisation ambitions.



Energy Performance Monitoring

The Group monitors energy performance and emissions through assessments, action plans and regular reviews to identify opportunities for improvement and support informed decision-making.

The Hospitality segment continues to incorporate energy and emissions considerations into its operational planning and climate resilience efforts. Leveraging on its Building Fabric Condition Assessments and Building Infrastructure and Energy Resilience Assessment, CHG is prioritising remediation works to improve the resilience and performance of its hotel assets. CHG continues to enhance Scope 3 data reporting by transitioning from purely spend-based data to increasing product-level data, which will support the measurement and management of full Scope 1, 2 and 3 emissions, inform decarbonisation planning and facilitate the establishment of further emissions reduction targets aligned with net-zero ambitions.

Within the Property Development and Investment segment, GuocoLand conducted monthly energy audits at Guoco Midtown to improve energy efficiency, manage energy usage and support compliance with Green Mark requirements, enabling Guoco Midtown to maintain its BCA Green Mark Platinum status.

WATER AND EFFLUENT MANAGEMENT

Effective management of water resources and effluent discharge remains an important aspect of Guoco's environmental responsibility. The Group operates in accordance with applicable water-related laws and regulations, promoting responsible water use and sound environmental management across its businesses. Water efficiency considerations are incorporated into operational practices where relevant.

Our Approach

Water is a shared and increasingly valuable resource, and the Group is committed to its responsible stewardship. We take a balanced approach to water management, enhancing water efficiency and conservation, strengthening water stewardship practices, and improving the monitoring of water consumption. Subsidiary business groups are encouraged to establish frameworks and practices suited to their operational contexts. Across the Group, operational improvements, water-efficient technologies and enhanced monitoring help optimise water use, reduce unnecessary consumption and strengthen oversight, enabling informed decision-making and the early identification of inefficiencies.

The Group also promotes responsible reuse and recovery of water to maximise resource efficiency and, where feasible, reduces reliance on potable water sources. Recognising that water challenges vary by geography and business activity, we tailor our approach to the needs of each operation, while remaining united in our broader commitment to sustainable water management and long-term resource resilience.

During the reporting period, the Group did not encounter any significant issues in sourcing water fit for purpose.



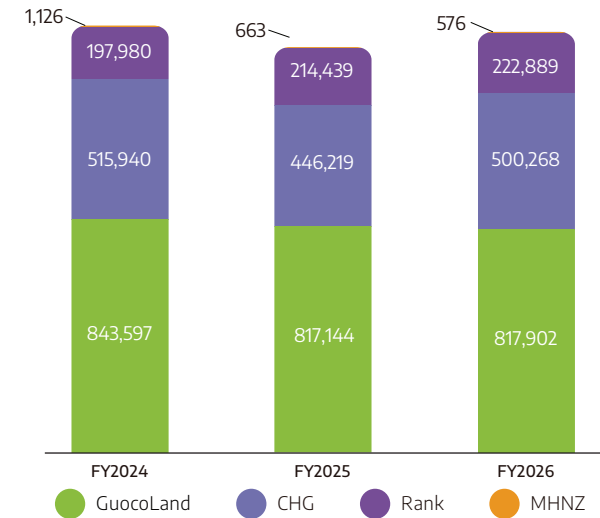
FY2026 Target Status

Group Companies	Target	Progress
GuocoLand	Manage water consumption by installing and maintaining water-efficient fixtures for all properties under management, excluding hotels	Achieved
MHNZ	To investigate alternative use and disposal of honey water from vat cleaning to reduce wastewater	Not Achieved Progress was deferred as emerging priorities took precedence

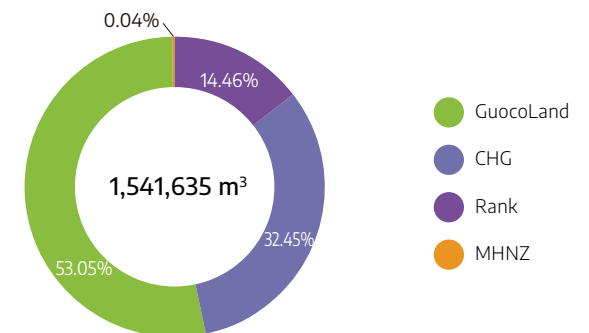
Future Targets

Group Companies	Target	Target Year
GuocoLand	Manage water consumption by installing and maintaining water-efficient fixtures for all properties under management, excluding hotels	FY2027
CHG	To achieve 15%+ reduction from FY2024 level in water consumption across the estate by 2030	2030
MHNZ	To investigate alternative use and disposal of honey water from vat cleaning to reduce wastewater	FY2027

Water Consumption by Group Company^ (m³)



Water Consumption by Group Company^ FY2026 (%)



^ Water consumption data for Guoco Headquarters is not presented as its water data is not separately metered and tracked by the property management service provider.

Water Consumption Reduction Measures

Water Efficiency and Conservation

Water efficiency is embedded in how we operate, from the fixtures we install to the systems we monitor. The Group combines water-saving technologies with everyday operational discipline. Continuous monitoring also allows us to detect unusual consumption, identify leaks early and uncover further efficiency opportunities, turning water data into action.

During the reporting period, our businesses advanced water stewardship through the following key measures:



Fixtures & Equipment



- Installed and maintained water-saving fixtures across Guoco Tower, Guoco Midtown, 20 Collyer Quay and Lantor Modern mall

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- Installed flow-control and sensor taps across properties



Monitoring & Leak Detection



- Monitored water meters and maintained faucets and flush valves regularly to identify irregularities and ensure optimal water usage

CLERMONT HOTEL GROUP

- Conducted regular water flow testing and reporting, supported by internal audits against water reduction targets



Process Optimisation

CLERMONT HOTEL GROUP

- Introduced a housekeeping opt-out programme, reducing laundry frequency
- Partnered with laundry service providers using fully-loaded washing cycles
- Applied dishwashing best practices to avoid unnecessary rewashing



- Minimised plant clean-downs to reduce water consumption

Water Stewardship and Resource Management

The Group extends the useful life of water through reuse, recovery and alternative sourcing, reducing dependence on conventional supplies and strengthening the resilience of available water resources. Beyond operational measures, water stewardship is embedded into policy, procurement and stakeholder engagement, reflecting a broader commitment to responsible water management across the Group.

Rank has taken a policy-led approach to water stewardship, anchored by its dedicated Water Stewardship Policy. This is reinforced through a sustainable procurement framework that prioritises water-efficient fixtures, including low-flow products, ensuring efficiency is built into infrastructure from the point of purchase. Rank also engages employees and customers directly, encouraging behavioural change to minimise water consumption, extending stewardship beyond operations into everyday habits.



Supporting Water Self-Sufficiency Through Circular Water Management



MHNZ builds long-term water resilience across its production facilities through reuse, rainwater harvesting and closed-loop resource recovery, reducing reliance on externally sourced water and advancing more circular water management practices.

At the Te Awamutu facility, water used to wash honey vats is captured and repurposed, reducing the volume of wastewater requiring treatment and disposal. A rooftop rainwater collection system supplies staff amenities, while wash water containing residual honey is supplied to a local brewer for mānuka honey cider production. This initiative turns an operational by-product into shared value while easing pressure on the site's wastewater consent.

At Carterton, rainwater is now a primary water source. Rainwater harvested from roofs is stored in 25,000-litre tanks and treated for production use. A 125,000-litre water reuse system further minimises the need for externally purchased water, giving the site a high degree of self-sufficiency. Similar rainwater harvesting systems at Weona Court and Kerikeri support operational and greywater needs, extending this resilience across MHNZ's wider footprint.

Complementing these systems, solenoids installed on wet seal pumps have cut water consumption by approximately 5m³ per day, alongside efforts to minimise plant clean-downs. MHNZ also works closely with local councils and water suppliers to manage seasonal scarcity and strengthen supply resilience. These measures support MHNZ's progress towards greater water self-sufficiency while enhancing water security and operational continuity, with no water supply issues reported at its production facilities during the reporting period.



MHNZ Water Consumption
FY2026

↓13%

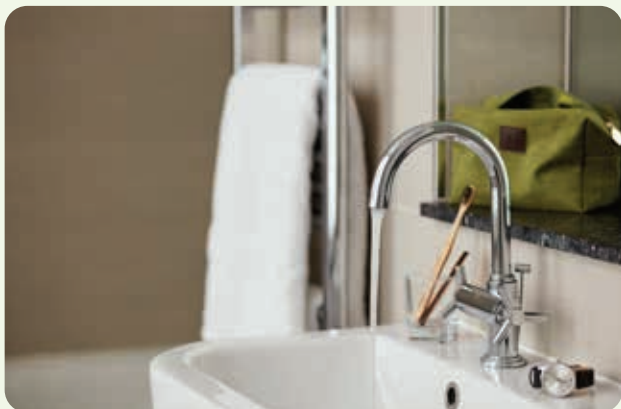


Water Monitoring and Environmental Protection

Effective monitoring of water use, wastewater and effluent helps inform decision-making, minimise environmental impact and maintain regulatory compliance across the Group. We continuously monitor water-related performance and risks, identifying unusual consumption patterns and opportunities for improvement, while supporting the responsible handling, treatment and discharge of stormwater, wastewater and effluent. During the reporting period, the Group was not aware of any material non-compliance with applicable water-related environmental laws and regulations.

Across the Group, Rank and GuocoLand focus on risk identification and prevention at source, while CHG and MHNZ have advanced more developed monitoring and treatment systems. Regular water risk assessments were conducted by Rank across its venues and offices, identifying potential water-related risks before they escalate into operational issues. GuocoLand implements Earth Control Measures at Springleaf Residence before and during construction of the project to manage rainwater runoff and prevent sediment discharge. Treated wastewater and washing bays is reused for toilet flushing and general site cleaning, reducing reliance on potable water.

Enhancing Water Monitoring and Reducing Water Loss



To enhance water stewardship and support its water reduction target, CHG undertook an internal audit to identify water management improvement opportunities. The audit identified sources of water loss, including

damaged or missing shower restrictors, informing corrective actions and strengthened measures to prevent running taps and continuous toilet flushing.

CHG is moving beyond periodic audits towards continuous oversight through the installation of Automatic Meter Reading (AMR) systems. Once fully implemented, the systems will enable near real-time detection of abnormal consumption. Combined with the ongoing deployment of water-efficient technologies, including sensor taps, efficient urinals and valves, low-flow showers, restrictors and dual-flush toilets, these initiatives are expected to drive further water efficiency gains across the portfolio.

Enhancing Wastewater Performance Through Innovative Treatment Solutions



MHNZ works closely with local authorities to maintain compliance with resource consent requirements and support responsible wastewater management across its production facilities. At Te Awamutu, wastewater generated from production processes and site amenities is discharged into the municipal sewer network for treatment by the Waipa District Council. At Carterton, wastewater is treated on-site through a natural septic tank system prior to discharge.

To further improve wastewater quality, MHNZ implemented a proprietary alkali-based treatment solution to neutralise high-acidity wash water generated during honey processing. Through daily dosing and monitoring, wastewater pH levels are maintained within acceptable discharge limits, supporting regulatory compliance and minimising potential environmental impacts.

WASTE MANAGEMENT

Guoco is committed to responsible waste management and compliance with applicable legal and regulatory requirements. By maintaining effective oversight and supporting the proper handling, recycling and disposal of waste, the Group aims to minimise environmental impacts, improve resource efficiency and support its broader sustainability objectives.

Our Approach

The Group seeks to minimise waste generation and maximise resource efficiency across its operations through a combination of waste reduction, material recovery and stakeholder engagement initiatives. By encouraging responsible consumption, supporting recycling and reuse practices, and promoting active participation in waste management programmes, the Group aims to reduce its environmental footprint while advancing resource circularity. Continuous review of operational practices and waste management performance further supports the identification of opportunities to enhance efficiency and reduce waste-related impacts.

No material non-compliance with applicable waste-related environmental laws and regulations was identified during the reporting period.

FY2026 Target Status

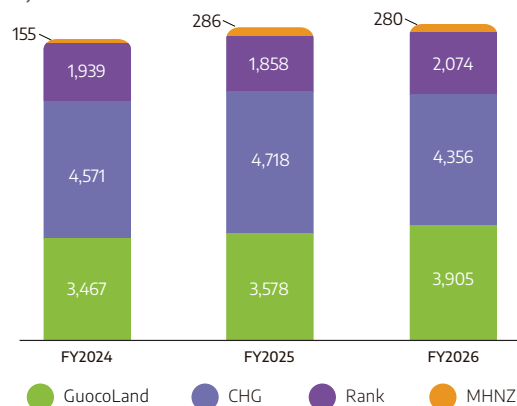
Group Companies	Target	Progress
GuocoLand	Continue waste management and reporting	Achieved
CHG	Maintain zero waste to landfill	Achieved
MHNZ	To increase the recycling to landfill ratio 5% year-on-year	Not Achieved Due to operational changes during the year, including restructuring activities and shifts in business activity

Future Targets

Group Companies	Target	Target Year
GuocoLand	Continue waste management and reporting	FY2027
CHG	Maintain zero waste to landfill	FY2027
	To achieve 75% recycling in all hotels	2030 On track, recycling rate increased to 68.04% (FY2025: 67.05%)
MHNZ	To increase the recycling to landfill ratio 5% year-on-year	FY2027

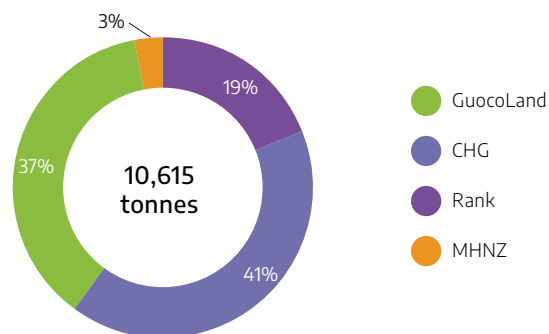
Waste Generated by Group Company^

(tonnes)



Waste Generated by Group Company^

FY2026 (%)



Group Waste Managed through Other Recovery (including energy recovery)

FY2026

↑5%

^ Guoco Headquarters has not yet conducted waste audit and will explore opportunities to improve waste data monitoring and reporting where feasible.

Waste Reduction Measures

Waste Reduction and Resource Circularity

Guoco promotes responsible resource use by reducing waste generation and advancing reuse, recycling and circular economy initiatives across its operations. Efforts are tailored to the operational needs of individual business groups. In New Zealand, MHNZ enhances resource efficiency through the recycling of various waste streams, food waste diversion and the use of biodegradable plastic wrap across its apiculture and manufacturing operations. Guoco headquarters also supports community reuse through initiatives such as its Lai See Packet Donation Campaign, which collected nearly 300 used and surplus packets for donation to NGO Greeners Action to redistribute to the public.

Advancing Circularity Across Property Developments



GuocoLand prioritised responsible waste management, such as material reutilisation and recycling initiatives, to minimise environmental impact and align with national environmental policies. For its Development Projects, this includes the reuse of materials and incorporation of recycled content to minimise waste generation.

Reducing waste at source

At GuocoLand's Springleaf Residence, residual concrete from construction is used for building worker footpaths and erosion control walls. Natural boulders and granite salvaged from the construction site were reused for landscaping both onsite and at Lantor Mansion, reducing the need for new resources and diverting construction materials from landfills by giving it a

second life. Guoco Central Park in China adopts prefabricated stairs, laminated floor slabs and partition walls produced in factories and assembled onsite, further minimising construction waste.

Extending the useful life of materials

At Springleaf Residence, a four-storey building that was part of the former Upper Thomson Secondary School will be conserved and repurposed into a residential building. Existing timber flooring from the former school hall, salvaged ventilation blocks and school fixtures will be repurposed and incorporated into the clubhouse's interior material palette.

Supporting recycling at properties under management

Door-to-door e-waste collection is also provided to office tenants at Guoco Tower, Guoco Midtown and 20 Collyer Quay in Singapore to encourage proper disposal and improve recycling rates.



GuocoLand Total Waste Recycled
FY2026

↑43%

Reducing Waste in Everyday Hotel Operations

CHG continues to reduce waste across its hotel operations through initiatives targeting single-use plastics and food waste. To minimise plastic consumption, bottled water has been removed from guest rooms at most properties, while Eco hygiene kits featuring more sustainable amenity alternatives are available upon request. Additional measures include replacing single-use amenity bottles with bulk toiletries, introducing bamboo pens and implementing umbrella rental programmes. Collectively, these initiatives helped avoid an estimated 1,364.7 kg of plastic waste during the year.

CHG also continued its efforts to reduce food waste through operational improvements. During the year, menus were standardised across hotels to streamline inventory management and reduce excess. Looking ahead, CHG plans to explore further waste reduction opportunities, including trials of emerging food waste technologies in FY2027.



Responsible Waste Management and Compliance

Guoco understands that robust waste management is important for minimising environmental impacts, meeting applicable requirements and supporting safe and responsible operations. The Group manages hazardous and non-hazardous waste through appropriate segregation, collection, treatment, recycling and disposal practices. Focus of initiative undertaken is tailored to the waste streams and operating conditions of each subsidiary group. Selected measures supporting responsible waste handling and regulatory compliance are listed below.



Waste Governance, Operational Controls and Contractor Oversight



- Introduced a Waste Management Policy setting out commitments to waste reduction, reuse and recycling, sustainable disposal practices and compliance with applicable environmental requirements



- Engaged waste collectors licensed by Singapore's National Environment Agency to support compliant waste collection and disposal
- Engaged contractors in Singapore that comply with the BCA Green and Gracious Builder standards and ISO 14001⁸ requirements, including responsible construction waste management



Waste Segregation and Recycling



- Implemented the Simpler Recycling programme in partnership with Biffa⁹ to strengthen waste segregation and recycling practices

CLERMONT HOTEL GROUP

- Maintained dry mixed recycling systems across all sites in line with the UK Simpler Recycling Regulations



- Segregated batteries, redundant electrical equipment and e-waste from general waste, with these materials directed to approved recovery and recycling schemes



Waste Collection, Treatment and Disposal



- Provided a Disposal and Recycling Guide to Guoco Tower and Guoco Midtown's tenants to promote responsible waste management
- Arranged door-to-door e-waste collection for office tenants at Guoco Tower, Guoco Midtown and 20 Collyer Quay

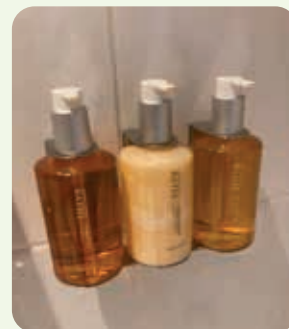
⁸ ISO 14001 establishes the criteria for environmental management systems and provides a framework that organisations can use to implement such systems effectively.

⁹ Biffa is a waste management company in the UK.

Single-Use Plastic Audit and Reduction Programme

During FY2026, CHG partnered with REPLACER¹⁰ to conduct a comprehensive review of single-use plastic consumption across its hotel operations. The audit analysed the ordering history of approximately 25,000 products to identify high-waste items and opportunities to reduce waste generation and associated Scope 3 carbon emissions.

Based on the findings, CHG identified 10 major waste-generating items and 10 quick-win opportunities for reduction. The programme has since been expanded into a longer-term initiative spanning FY2027 and FY2028, supporting CHG's continued efforts to reduce unnecessary plastic consumption and improve resource efficiency across its operations.



Waste Performance Monitoring

Effective waste management extends beyond waste reduction and disposal measures to encompass ongoing oversight, performance monitoring and stakeholder engagement. Through guidance, communications, signage and collection programmes, the Group promotes proper waste segregation, recycling and disposal, helping to strengthen participation in recycling initiatives. Monitoring and review activities further enhance visibility over waste streams, support regulatory compliance and inform opportunities to improve resource recovery and operational efficiency.

At GuocoLand's properties across Singapore, China and Malaysia, new office tenants are provided with green fit-out guidelines to minimise the generation of construction waste and pollutants during renovations. MHNZ similarly promoted waste-segregation practices through employee communications and refreshed signage. It also removed waste bins from its Newmarket office to encourage the use of designated recycling facilities and foster more responsible disposal behaviours.

Turning Waste Data into Action

CHG monitors waste performance through waste tracking and reporting processes managed by The Waste Specialists, an accredited waste management company. Waste data is tracked through environmental surveys and dashboard reports, providing visibility into waste generation and recycling performance across its hotel operations.

To support continuous improvement, the Sustainable Stays Operations Action Team regularly reviews waste performance to identify opportunities for improvement, while ongoing on-site training delivered by The Waste Specialists supports the continuous enhancement of operational practices and recycling outcomes.

Looking ahead, CHG has developed site-specific waste management action plans covering the next two years. These plans will provide a clear implementation roadmap for the priority initiatives and strengthen waste performance across its hotel portfolio.



¹⁰ REPLACER is a software platform designed to help the hospitality industry and other organisations transition away from single-use plastics toward a circular economy.

ECOSYSTEM CONSERVATION



Healthy ecosystems provide essential services that support communities, economic activities and environmental resilience. Guoco recognises the importance of conserving the natural environments in which it operates, minimise adverse impacts, and uphold compliance with applicable environmental regulations.

Our Approach

The Group's focus on ecosystem conservation is exemplified by MHNZ, where sustainable beekeeping is integral to its business model.

Through awareness of the importance of ecosystem health, promoting responsible land and resource management, and strengthening environmental awareness, we aim to do our part in preserving ecological balance and the resilience of natural the systems that underpin the Group's businesses.

Ecosystem conservation considerations are also taken into account, where relevant, in certain other businesses of the Group, including selected projects of the property development business.

Managing Bee Health and Relevant Ecosystems

While the Group's nature-related impacts and dependencies vary across its businesses, we seek to minimise adverse impacts and support ecosystem conservation in ways relevant to our operations.

Given the reliance on pollinators and natural resources, our honey product business operator MHNZ places particular emphasis on bee welfare, responsible land stewardship and habitat conservation. Through its Apiculture Excellence Programme, MHNZ invests in research and innovation to improve beekeeping practices. This includes research into queen bee genetics to strengthen disease resistance and colony resilience, as well as the optimisation of hive stocking rates to support the long-term health of New Zealand's honeybee population.

MHNZ manages bee health throughout the year by positioning hives to provide access to suitable nectar and pollen sources and undertaking seasonal activities such as disease monitoring, hive relocation and winter preparation. Under The Manuka Health Way, feed materials, including nutritional supplements, sugar and pollen patties, are checked for disease before being provided to colonies.

Advanced mapping technology is also used to monitor mānuka flower abundance and inform hive placement across different regions. This data-driven approach helps prevent overstocking and maintain sufficient nectar resources for managed honeybees and native pollinators. MHNZ has also continued to reduce the use of weedkillers around apiary sites to limit potential effects on surrounding habitats and reduce the risk of pesticide-related contamination.

Beyond its beekeeping operations, MHNZ supports habitat protection and regeneration. Through its partnership with the owners of Rimunui Station, more than 330 hectares of native mānuka have been planted since 2020, contributing to ecosystem restoration and providing habitat for pollinators and other native species.





Leveraging Technology to Optimise Hive Management

MHNZ is exploring the use of machine learning and satellite imagery to enhance hive management and support healthier bee populations. By analysing factors such as mānuka distribution, plant genetics, altitude and weather conditions across different regions, the initiative aims to improve understanding of nectar production and inform hive placement decisions. Complementing these efforts, technology-enabled data collection systems are being used to support fleet and apiary management. These insights help optimise operational planning, reduce vehicle usage and travel distances, and support more efficient and sustainable beekeeping practices.

Integrating Biodiversity into the Built Environment

The Group recognises the potential to support ecological connectivity and enhance people's physical and mental well-being through a greater connection with nature.

Biodiversity-Sensitive Design at Springleaf Residence



Bordered by the Central Catchment Nature Reserve, Nee Soon Swamp Forest and Springleaf Forest, GuocoLand's Springleaf Residence marks a major sustainability milestone as its first development which incorporates biodiversity-sensitive design. A key feature is the 730-metre Native Forest Corridor that encircles the development, comprising 123 native plant species and dominant tree canopies to facilitate the movement and habitat connectivity for animals, supporting local biodiversity. A substantial 77% of the site is dedicated to landscaping and facilities, supporting the physical and mental wellness of residents. The residential towers are designed with a window-to-wall ratio of under 50% to prevent bird strikes and recessed window glass is used to increase shade and reduce reflectivity.



EMPOWERING OUR PEOPLE



PILLAR 2

At Guoco, our people are central to the Group's continued success across its businesses. We are dedicated to cultivating a diverse and inclusive culture, underpinned by a safe working environment, in which employees feel valued, supported and empowered to thrive.

Through continuous investment in talent development and engagement, we aim to build a capable and future-ready workforce that can adapt to evolving business needs and support the Group's long-term resilience.



RECRUITMENT & RETENTION

The Group's ability to create sustainable long-term value depends on attracting, developing and retaining talented employees across its diverse operations. We adopt a diversified and proactive approach to talent acquisition, seeking individuals with the skills, capabilities and values needed to support its long-term business objectives, while ensuring recruitment practices remain fair, responsible and compliant with applicable labour regulations.

Our Approach

The Group is committed to fostering employee development, engagement and well-being through professional development opportunities, learning initiatives and engagement programmes. These support employees in building their capabilities, advancing their careers and contributing to the Group's long-term success.

Complementing these efforts is our emphasis on cultivating an open, inclusive and collaborative workplace culture. Through regular listening and feedback channels, we seek to strengthen engagement and better understand employee experiences, and guide ongoing improvement to the workplace.

The Group also recognises the importance of providing fair and competitive remuneration to attract and retain talent.

Remuneration practices are reviewed periodically, taking into account market conditions, local labour market trends, inflation and cost-of-living considerations, to ensure compensation remains competitive across the markets in which the Group operates. Together with its benefits programmes, these efforts support employee retention and reinforce the Group's position as an employer of choice.

Talent management and succession planning form an equally important part of the Group's human capital strategy. To support long-term workforce resilience, the Group regularly reviews workforce requirements and talent pipelines, with a focus of developing a strong pool of capable employees and ensuring that critical roles are effectively supported as business needs evolve. This helps support business continuity, organisational effectiveness and the sustainable development of the Group's workforce.

FY2026 Target Status

Group Companies	Target	Progress
CHG	To maintain voluntary employee turnover under 40%	Achieved Turnover remained at 29%, below the hospitality sector's average levels
	To achieve Glassdoor rating at 4.5 or above	Achieved With rating at 4.6
	To achieve Trust Index ¹¹ score of 85%	Achieved Score maintained at 85%
MHNZ	Reduce voluntary employee attrition by 25% from FY2025	Not Achieved Due to significant changes in the organisational structure during the reporting period
	Lift employee engagement by 5% from FY2025 score	Not achieved As other priorities emerged and took precedence

¹¹ The Trust Index is an employee survey developed by the Great Place to Work that measures trust, pride and camaraderie in an organisation.

Future Targets

Group Companies	Targets	Target Year
CHG	Achieve 'People here are given a lot of responsibility' score of 82 in the Great Place to Work Survey	FY2027
	Achieve 'Management is competent at running the business' score of 91 in the Great Place to Work Survey	
	Achieve an average of all statements for Great Place to Work of 80%	
	Achieve a Glassdoor rating of 4.6	
	Achieve a Trust-Index rating of 4.6	
MHNZ	Reduce voluntary employee attrition by 25% from FY2026 levels	FY2027

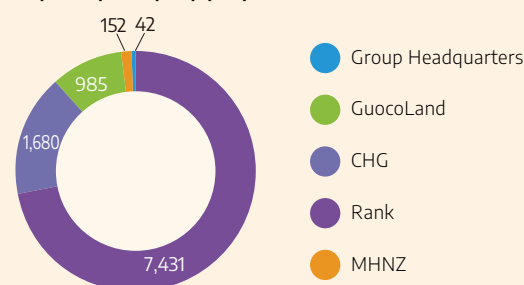


Group Total No. of Employees FY2026

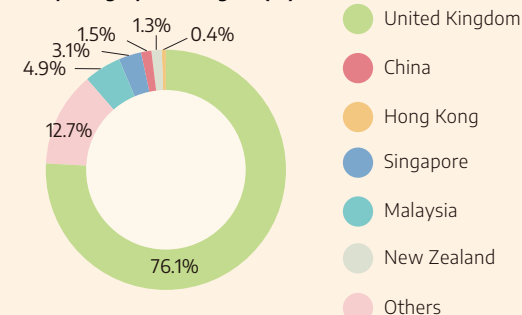
10,290

Group Employees Breakdown

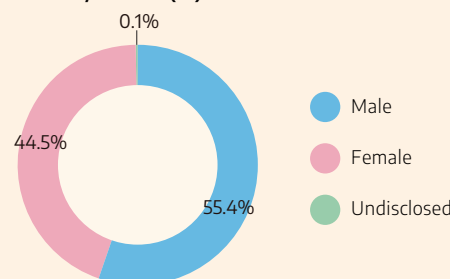
By Group Company (No.)



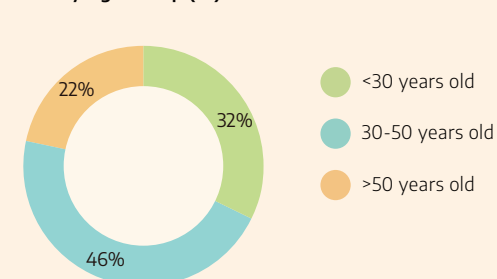
By Geographical Region (%)



By Gender (%)



By Age Group (%)



Managing Recruitment & Retention Across the Group

Diversifying Recruitment Channels

To broaden access to talent and support workforce development, the Group leverages a range of recruitment channels, including internship and traineeship opportunities, and partnerships with educational institutions and industry organisations. In FY2026, CHG continued to strengthen its talent pipeline through collaborations with educational institutions, including Coventry University and Greenwich University, providing internship opportunities across multiple business functions. In addition to external recruitment channels, CHG leverages an internal recruitment platform Recruitment Hub to enhance visibility of career opportunities across the business, allowing employees to view relevant opportunities across the organisation, supporting internal talent sourcing and broadening access to career opportunities within the business.

At GuocoLand, employer branding is strengthened through an active LinkedIn presence that showcases its culture and values. Regular updates, achievements and insights help engage employees, connect with the wider business community and attract prospective talent. GuocoLand also provides students with practical industry exposure and hands-on training through internship opportunities. In Singapore, interns from polytechnics and universities were onboarded, while in Malaysia, partnerships with universities are explored to support internship placements aligned with business needs. GuocoLand's hotels also offer structured management trainee programmes to prepare fresh graduates for careers in the hotel industry.

Strengthening Talent Acquisition Through Different Outreach



Rank adopts a broad and localised approach to talent attraction. The business publishes vacancies across multiple platforms and collaborates with job centres, the Department for Work and Pensions, affiliated schemes and specialist community employment organisations to support local recruitment. Rank's talent team also attends recruitment fairs to showcase career opportunities and attract candidates from diverse talent pools. To further enhance the effectiveness of its recruitment process, Rank leverages market insights and candidate data to refine role descriptions, works with a global job platform to expand vacancy reach, and has rolled out a new talent acquisition system that consolidates recruitment activities from job posting through to offer stage.

Ensuring Open Communication

The Group seeks to foster a culture of open communication by providing employees with multiple channels to exchange information, share feedback and engage with leaders and management.



Leadership Communication



- The management team holds annual townhalls to share business updates progress and strategies, and to gather feedback and suggestions from employees.



- Group-wide townhalls conducted every 6-8 weeks, led by the Chief Executive with presenters from across the different areas of business, including Q&A sessions where colleagues can raise questions anonymously.
- Forums hosted by individual brands internally, including leadership listening sessions, national employee forums, and business unit townhalls or standups.



Employee Feedback

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- The 'Caring Ways' Council provides a platform for representatives from each hotel to exchange ideas and best practices. Selected through an application and management's approval process, representatives lead team member activities and promote engagement across their hotels.
- 'Let's Listen' forums are established at each hotel, providing a platform for departmental representatives to raise concerns and suggest improvements directly with the general manager.
- Listening groups are conducted following engagement survey results to gain deeper insights into employee feedback.



- HR mailbox allows colleagues to submit queries directly and receive a unique case number, which is followed up by the HR team.



Performance and Development Discussions



- Performance appraisal review conducted semi-annually at Guoco headquarters.

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- 30, 60 & 90 day reviews for new employees and an optional monthly check-in recorded via its Learning Mapal System.
- Annual and mid-year reviews include questions around development, next steps and career pathways to encourage open 2-way feedback and insight on individuals' contribution, relationships and well-being.



- Annual performance reviews and midyear check-ins.
- Line managers are encouraged to hold regular one-to-one check-ins with their team members to provide performance feedback and identify any support required for their development.
- Project and performance meetings and business review meetings are regularly held.

The effectiveness of these communication and engagement mechanisms is monitored through employee surveys, workplace assessments and other engagement indicators conducted internally or externally. The results reflect continued efforts in strengthening employee engagement, and help inform future workplace initiatives and people-related programmes, and for cultivating a positive workplace culture.

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8th Place
Super Large Category

Trust Index Survey Score
85%



Employee Opinion Survey
Engagement Score
8.2/10



Employee Engagement Survey
Engagement Score
67%

Talent Management and Succession Planning

The Group continues to strengthen employee engagement, recognition and career development across its diverse business operations, supported by initiatives tailored to local business needs.

Within CHG, employee engagement and retention are supported through a structured approach to career development and internal mobility. During FY2026, the business further enhanced The Academy's learning and development offering, introducing a range of programmes including Brand Service and Service Recovery training, Executive Coaching, Becoming a Mentor, senior management workshops, and e-learning modules covering topics such as ESG, cybersecurity and data privacy. High-potential employees are supported through Extraordinary Futures, a 12-month programme designed to prepare future leaders, which achieved a 60% promotion rate during the year. To further strengthen leadership capability, CHG also introduced Mate2Manager, an entry-level programme that supports employees transitioning into management roles.



These initiatives are complemented by refreshed career pathways across different functions, aligned to the performance management framework and competency requirements for each role. Supported by a refreshed career pathway framework, employees are provided with a job readiness assessment and personalised development plans to support internal progression and retention, while integration with the Recruitment Hub enables employees to view opportunities aligned with their capabilities and development goals through the learning management system.

Similarly, MHNZ has committed resources towards forecasting hiring needs and maintaining talent pools, with talent pipelines reviewed on a half-year basis. This approach enables the business to proactively identify future workforce requirements, support succession planning and maintain a pipeline of talent aligned with long-term organisational needs. GuocoLand has a similar performance management policy framework in place, which supports employee development and strengthens succession planning for key roles. It regularly assesses its talent pool based on performance, drive and critical thinking to identify employees with the potential and readiness to take on leadership positions.

OCCUPATIONAL HEALTH, SAFETY AND WELL-BEING

The Group is committed to providing a safe, healthy and supportive working environment that enables employees to thrive and perform at their best. Through a Group-wide framework of policies, environmental, health and safety management systems, governance structures and communication channels, we seek to protect employee well-being, minimise operational disruptions, and foster a culture of care, accountability and continuous improvement.

Our Approach

Across the Group's operations, subsidiary business units maintain environmental, health and safety ("EHS") systems, governance structures, and workplace practices that are tailored to their respective operational activities, workforce characteristics and risk profiles. Despite differing operational requirements, all businesses share a common, risk-based approach to EHS management, underpinned by consistent oversight and a commitment to continuous improvement. These measures support compliance with applicable legal and regulatory requirements while helping to prevent occupational injuries, illnesses and workplace incidents.

The Group also recognises that health and safety responsibilities extend beyond its direct workforce. Accordingly, relevant health, safety and risk considerations are incorporated into contractor and supplier management processes where applicable, to promote safe working

environments for employees, contractors and other stakeholders. Depending on the nature of the work and associated risks, contractors may also be required to demonstrate compliance with environmental, occupational health and safety and governance requirements, provide supporting documentation and participate in safety inductions before commencing work.

In addition to workplace safety, the Group recognises the importance of employee well-being in supporting engagement, resilience and productivity. Across its business operations, employees may have access to well-being policies, flexible work arrangements, family-friendly benefits, healthcare support and wellness programmes that help employees balance professional and personal responsibilities. Through these initiatives, the Group seeks to foster a positive, supportive and inclusive workplace culture that promotes long-term employee well-being.



FY2026 Targets Status

Group Companies	Target	Progress
GuocoLand	Maintain a workplace culture that prioritises the health and safety of every GuocoLand employee	Achieved
CHG	Maintain no serious injuries or fatalities to employees or guests as a result of work-related activities	Achieved

Future Targets

Group Companies	Target	Target Year
GuocoLand	Foster a workplace culture that prioritises the health and safety of every GuocoLand employee	FY2027
MHNZ	Maintain Lost Time Injury Frequency Rate of less than 1.0 per 100,000 hours worked	FY2027



Group No. of Work-related Injuries

FY2026

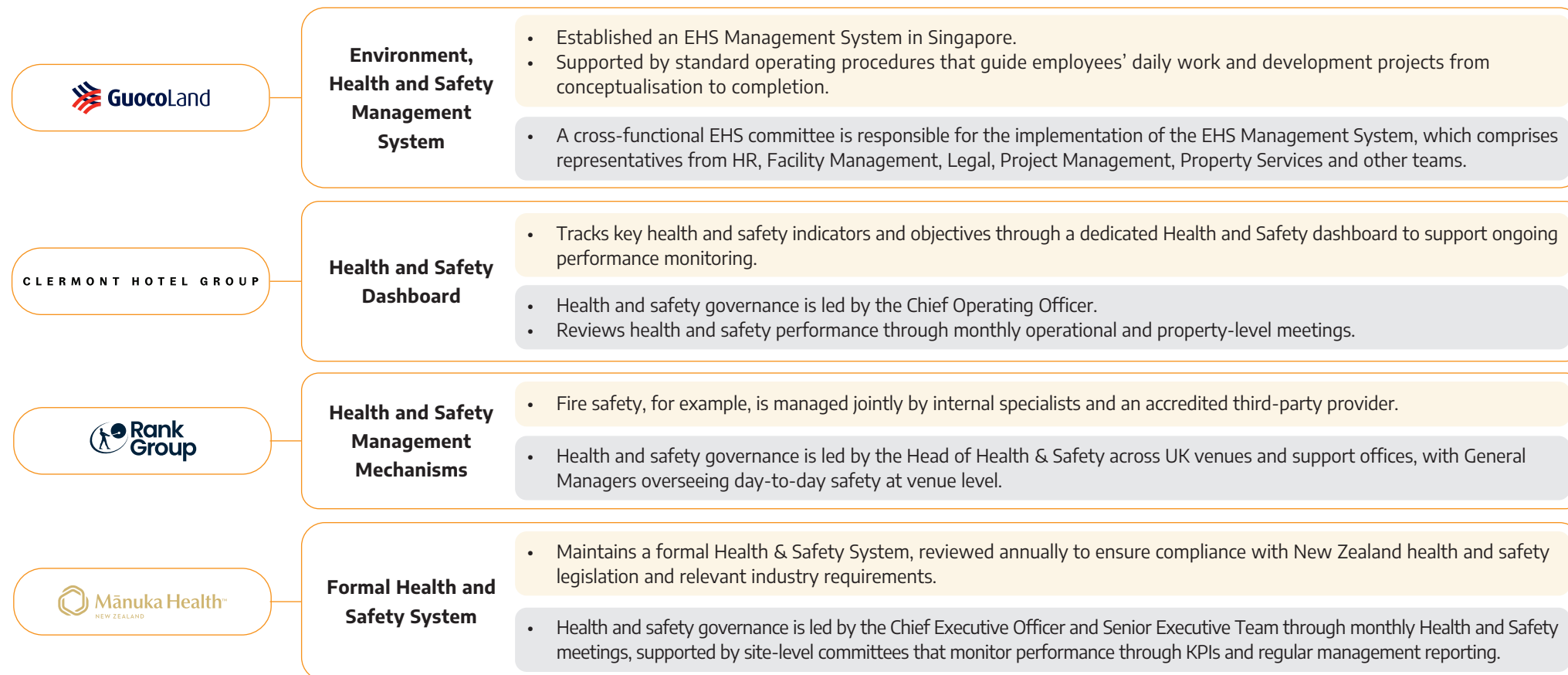
↓ 5%



Managing Occupational Health, Safety and Well-being Across the Group

EHS Governance and Performance Monitoring

EHS management systems are implemented across the Group's operations to promote workplace safety and support compliance with applicable legal and regulatory requirements, underpinned by robust governance and oversight.



Contractor Pre-qualification

The Group's subsidiaries work with a wide range of contractors, consultants, service providers, brokers, agents and suppliers. Accordingly, we seek to ensure that appropriate due diligence, screening and oversight measures are applied before work commences and throughout the engagement lifecycle. Contractors are expected to meet our health, safety and operational requirements and contribute to maintaining safe working environments.

For its Development Projects in Singapore, GuocoLand evaluates the safety track record of main contractors as part of its prequalification criteria. It mandates that main contractors are bizSAFE-certified and have their workplace safety and health management systems audited by independent external consultants. Project development teams conduct regular checks to assess compliance with workplace safety and health measures, ensure there are no safety breaches, and address any non-compliance with appropriate corrective actions.

For its Properties under Management in Singapore, contractors are required to submit their risk assessments, bizSAFE certifications and Work-at-Height certificates, along with a permit-to-work before commencing work on a building. In China, main contractors are required to comply with local regulations and legislative requirements governing the accommodation, benefits and welfare of construction workers. In Malaysia, it has established Environmental, Safety and Health policies and procedures that are published on its intranet.

At CHG, supplier and contractor onboarding incorporates ESG and responsible business considerations through structured pre-screening and due diligence processes. Prospective suppliers are required to complete detailed onboarding questionnaires and acknowledge the Supplier Code of Conduct, which outlines expectations relating to ethical conduct, labour standards and environmental responsibility. Suppliers may also be required to provide supporting policies covering topics such as anti-bribery and corruption, modern slavery, human trafficking, ethics, data protection and privacy before progressing through the approval process.

Regular Audits, Inspections, and Risk Assessments

The Group's subsidiaries conduct internal and external audits, inspections and risk assessments to evaluate the effectiveness of its health and safety controls, assess compliance with established requirements and identify opportunities for continuous improvement.

At CHG, comprehensive health and safety audits are conducted across the entire hotel portfolio twice each year through an independent external contractor. The audits assess compliance with a detailed health and safety framework covering operational health and safety requirements and management practices. The high score level achieved by CHG in the latest audit cycle reflects the effectiveness of its health and safety governance and management systems.



CHG's Average Health & Safety Audit Score

96%

At MHNZ, the Health and Safety System that is reviewed annually to support compliance with New Zealand health and safety legislation. The system is further supported by external assurance and certification programmes, including British Retail Consortium (BRC), Secure Export Scheme (SES) and Sedex Members Ethical Trade Audit (SMETA) certifications, which provide additional oversight of operational, quality and workplace safety practices. To support continuous improvement, MHNZ conducts regular internal and external audits and inspections. Internal reviews are incorporated into monthly site quality audits,

while external assessments include BRC audits, Site Safe reviews, pre-contract audits conducted by business partners and visits by regulatory authorities. Risk assessments are undertaken across a range of operational activities, including driving, off-road driving, fatigue management and machine safety. Identified findings are addressed through appropriate corrective and preventive actions to support continuous improvement in workplace health and safety.

At GuocoLand, for its development projects in Singapore, weekly safety audits are conducted to monitor compliance, while weekly progress meetings with main contractors include reviews of key safety issues. These measures are complemented by unannounced quarterly site safety audits conducted by independent consultants to verify that onsite safety measures and safety systems are properly maintained.



Training and Capacity-building

Health and safety training is delivered across the Group to strengthen employees' awareness and capabilities in managing workplace health and safety risks. Training is tailored to operational risks and job responsibilities, with external specialists engaged where appropriate to provide relevant expertise and keep employees abreast of evolving risks and industry good practices.

Key health and safety training and capacity-building initiatives implemented across the Group include:



Induction and Safety Awareness

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- Health and safety training is incorporated into onboarding and regular awareness programmes.



- Basic health and safety training for all employees upon onboarding and annually thereafter.



Workplace Risk Management



- Integrates occupational safety requirements into tender documents and outsourced service contracts, and communicates EHS matters through established stakeholder channels, including email and the company intranet.



- Toolbox talks, risk prevention programmes and safety awareness activities are implemented.



Emergency Preparedness and Response



- Maintain a high level of fire safety preparedness and strengthen employees' emergency response capabilities through annual fire drills, as well as specialised fire safety courses for employees in relevant departments.



- Implemented mandatory fire safety training as a separate course for all employees.

Complementing the training programmes, the Group fosters a strong health and safety culture through clear and consistent communication with employees and contractors. Policies, contracts, training materials and internal communication platforms are reinforced by regular meetings, engagement sessions and management briefings. Together, these channels help employees and contractors understand their responsibilities, remain alert to workplace risks and promptly escalate safety concerns, supporting safe behaviours and the consistent application of health and safety standards across the Group.



Supporting Work-life Balance

The Group recognises that employee needs may vary across regions, business operations and life stages. To support these diverse needs, employees across our operations are offered with initiatives that promote employee well-being and help balance their professional and personal responsibilities. Alongside benefits that meet applicable statutory requirements, subsidiary business groups also provide additional support programmes tailored to local workforce needs and business requirements. Through these measures, the Group aims to foster a supportive and inclusive workplace that enables employees to thrive.



Flexible Working Arrangements

- CLERMONT HOTEL GROUP**
- Hybrid working policy in place for certain (non-guest-facing) roles that allows work from home.



- Flexible working hours available for applicable employees for reasons of traffic or family responsibilities.



Family-friendly Leave



- Pro-family benefits aligned with national regulations, including parental leave for both male and female employees, and childcare leave for eligible staff.

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- All employees have the right to take reasonable unpaid time off to handle emergency involving a dependant intended to cover unforeseen and unplanned emergencies.
- Carers' Leave available from day one of employment for employees caring for dependants with injury or long-term illness, disability, or age-related care needs.



Enhanced Parental Support

CLERMONT HOTEL GROUP

- Enhanced maternity and paternity leave above statutory requirement, with 12 weeks of maternity leave at full pay and two weeks of paternity leave at full pay.



- Partner of the person giving birth gets five days paid leave on the birth of their child, above the statutory parental leave for partner which is unpaid.

Employee Well-being Programmes

The Group is committed to supporting employees' health and well-being through different accessible resources and practical support programmes.

GuocoLand offers comprehensive benefits to full-time employees that promote health, personal development and work-life balance. These include insurance, medical and dental benefits, staff engagement activities, and employee discounts at its properties and hotels. GuocoLand's Singapore office also provides employees with complimentary tickets to leisure attractions.

MHNZ provides private healthcare for its employees in New Zealand, alongside comparable health benefits packages and allowances for employees in international operations. Additionally, all employees have access to resilience training programmes, employee assistance services, online well-being resources and health insurance coverage.

Similarly, Rank established its Employee Assistance Programme, 'Be Supported', provided by an external insurance company which includes a mobile app designed to facilitate the development of positive well-being habits in daily life.

Through these initiatives, the Group aims to create an engaging work environment where employees feel valued, supported and empowered to contribute to the Group's long-term success.

Building a Supportive and Healthy Workplace

CHG provides employees with a broad range of resources and benefits that support their physical, mental and financial well-being. These include employee assistance services, lifestyle benefits for eligible family members and dependants, employee discount programmes, hospitality-related benefits, and preferential rates across selected hotels and services.

Dedicated well-being resources further support employees' mental health and life management needs, including access to a digital well-being platform, trained Mental Health First Aiders and awareness initiatives covering physical health, mental well-being and life-stage challenges. Mandatory well-being training are provided to strengthen awareness of employee well-being issues and foster a supportive workplace culture.

As part of CHG's Caring Ways action plan, targeted campaigns, dedicated well-being events, including Well-being Week, and supporting policies promote employees' physical, mental, emotional and financial well-being. The effectiveness of these initiatives is monitored through nine well-being-related statements in the Great Place to Work survey. In October 2025, the average score across these statements increased by 3.45%, reflecting improved employee perceptions of workplace well-being and supporting long-term workforce resilience.



116 Managers
Completed Mandatory
Well-being Training

DEVELOPMENT & TRAINING

Developing talent and building organisational capabilities support the Group's long-term business performance. Through a range of learning, development and talent management initiatives, the Group seeks to equip employees with the knowledge, skills and experiences required to perform effectively, adapt to evolving business needs and realise their professional potential.

Our Approach

The Group is committed to supporting employees throughout their careers by providing access to the learning, development and progression opportunities that help build the skills and capabilities required for long-term success. Across its operations, development priorities are aligned with business needs, workforce requirements and individual career aspirations, supporting employees at different stages of their professional journey.

The Group takes a blended approach to learning, combining real-world experience, structured training and digital resources to build capability at every level. Employees are encouraged to take an active role in their own development by participating in relevant learning opportunities that strengthen technical, functional and leadership capabilities.

To support employee growth and performance, learning and development activities are reinforced by performance management and recognition processes. These mechanisms help employees understand expectations, receive regular feedback, recognise achievements and identify opportunities for continued development and career progression.

The Group also provides meaningful career development opportunities through professional programmes, educational support initiatives and internal career pathways that help employees to expand their capabilities and prepare for future roles. In addition, talent management and succession planning activities support the development of internal talent pipelines, helping to strengthen workforce resilience and prepare employees for future leadership and specialist positions.

FY2026 Target Status

Group Companies	Target	Progress
GuocoLand	To periodically review and update the new hire orientation programme to reflect business changes	Achieved
	To continually develop key talents and high-potential employees via on-the-job training and collaboration with various departments in projects, in accordance with their training needs identified during the annual performance review	Achieved
	Monitor Individual Development Plans of key talents in accordance with the changes in development needs identified during performance review and/or due to the change of role	Achieved

Future Targets

Group Companies	Target	Target Year
GuocoLand	Develop key talents and high-potential employees continually via on-the-job training and collaborative projects, in accordance with their training needs identified during the annual performance review	FY2027
	Monitor Individual Development Plans of key talents in accordance with the changes in development needs identified during the annual performance review and/or due to the change of roles	
	Review and update the new hire orientation programme periodically to reflect business changes	

Group Total Number of
Trained Employee

FY2026

10,407*

Total Number of Trained Employees by Gender



Male

5,909



Female

4,498

Average Training Hours per
Employee

FY2026

25.5

Average Training Hours by Gender



Male

25.7



Female

25.3

Average Training Hours by Employment Category



Senior Management

15.9



Management

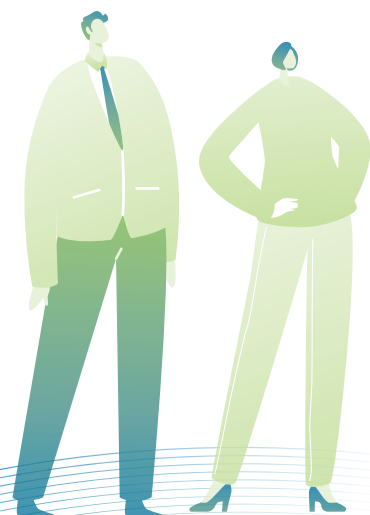
23.2



Non-Management

25.9

* The definition of trained employee was updated in FY2026 to include employees who received training but subsequently left the company, better reflecting training delivered during the year. As a result, the trained employee headcount may exceed the year-end employee headcount.



Managing Development & Training Across the Group

Capability Building and Talent Development

The Group invests in building the capabilities needed to support employee development, business performance and evolving organisational priorities, implementing programmes with different focuses tailored to the needs of each business and its workforce.



Performance-aligned and Workforce Capability Building



- Offers employees training programmes conducted by both in-house and by external trainers, covering anti-bribery and corruption, anti-money laundering, AI, collaborative contracting, cybersecurity, environmental control, fire safety management, public speaking, sales skills, workplace safety and health control measures, as well as zero waste management.



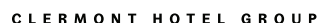
- Offers training by Toitū Envirocare to employees to build knowledge and capabilities in environmental sustainability, emissions management and related sustainability topics.



Educational Support and Mentorship



- Eligible employees receive up to five days of paid examination leave per calendar year to support their professional development.
- Sponsors a range of training programmes, including employee-initiated learning opportunities and external courses that are relevant to employees' scope of work, with appropriate support provided to facilitate participation.



- Offers study support programme and apprenticeship pathways in partnership with UK training providers, enable employees to gain role-relevant qualifications and develop skills aligned with business needs.
- Internal mentoring programmes are also implemented to facilitate knowledge sharing and professional development across the organisation.



Leadership Development



- Senior leaders are provided with sponsored membership to the Institute of Hospitality, enabling access to professional networks and external mentoring opportunities.



- Online and in-person masterclasses and webinars were provided for 50 leaders through its partnership with Henley Business School. A total of 130+ hours of learning were completed across priority topics such as AI, leadership capability, transformation, change management, strategic thinking, mental health and high-performing teams.



Performance Management and Recognition

The Group's established performance management frameworks and recognition processes provide guidance and support employee development, accountability and career progression. Regular performance reviews, development discussions and goal-setting processes help employees and managers evaluate performance, identify development needs and align individual contributions with broader business objectives.

For instance, GuocoLand has an appraisal process in place to evaluate employees' achievements against a set of quantitative and qualitative targets to drive business results. By linking individual performance to clear and measurable outcomes, it cultivates a high-performance

culture where accountability, excellence and continuous improvement are recognised and rewarded. GuocoLand identifies relevant training and development needs through the annual performance appraisal process, where employees and their managers assess current competencies, discuss career aspirations and pinpoint skill gaps to be addressed.

The Group also recognises employee contributions through a range of recognition and reward initiatives designed to celebrate achievements and reinforce positive behaviours. These include programmes such as the Trailblazer Award, a quarterly recognition award by MHNZ, presented to employees nominated for achievements or actions that reflect the organisation's values.



DIVERSITY & INCLUSION



The Group's ability to attract, retain and develop talent depends on fostering a diverse, equitable and inclusive workplace where employees feel respected, valued and empowered to contribute. By embracing diverse perspectives, the Group strengthens collaboration, innovation and decision-making while helping the Group better reflect the communities, customers and stakeholders it serves.

Our Approach

The Group is committed to fostering a diverse, equitable and inclusive workplace where employees are treated fairly, respected and provided with equal opportunities to contribute and succeed. Across its operations, diversity, equity and inclusion considerations are embedded into recruitment, employment and people management practices, helping to attract talent from a broad range of backgrounds while ensuring employment decisions are based on merit, skills and qualifications.

To support this commitment, the Group maintains policies, governance mechanisms and workplace standards that promote fair treatment, equal opportunity and compliance

with applicable employment and anti-discrimination requirements. These frameworks help reinforce accountability, guide workplace behaviours and support the consistent implementation of diversity and inclusion principles across the Group's operations.

The Group also seeks to cultivate an inclusive workplace culture through ongoing awareness, communication and training initiatives that promote respectful workplace behaviours and strengthen understanding of diversity and inclusion expectations. Through these efforts, the Group aims to create an environment where employees from different backgrounds, experiences and perspectives feel valued, supported and empowered to reach their full potential.

FY2026 Target Status		
Group Companies	Target	Progress
GuocoLand	Aim to foster an inclusive workplace that promotes diversity and provides equal opportunities for all employees	Achieved
CHG	Achieve 'People here are treated fairly regardless of their sexual orientation' score of 93 in the Great Place to Work Survey	Achieved With a score of 94
Rank	Increase the proportion of women in senior roles to 40%	Achieved

Future Targets

Group Companies	Targets	Target Year
GuocoLand	Foster an inclusive workplace that promotes diversity and provides equal opportunities for all employees	FY2027
CHG	Achieve 'People here are treated fairly regardless of their sexual orientation' score of 95 in the Great Place to Work Survey	FY2027
	Achieve 'People here are treated fairly regardless of their race' score of 92 in the Great Place to Work Survey	

Managing Diversity & Inclusion Across the Group

Inclusive Recruitment & Employment

Across the Group's business operations, recruitment practices are supported by policies, procedures and training designed to promote fairness, consistency and objectivity throughout the hiring process. Awareness of inclusive recruitment practices are consistently strengthened among hiring managers and employees involved in talent acquisition activities.

For instance, CHG has an Equality, Inclusion & Diversity Policy in place to provide guidance on expected workplace standards and reinforces the organisation's commitment to maintaining an inclusive working environment. At Rank, hiring managers receive specialist training, along with the creation of hiring guides to ensure equality, diversity and inclusion ("ED&I") principles are embedded into recruitment. To align this internal culture with external talent acquisition, Rank also launched a dedicated ED&I portal on its corporate website, providing prospective employees with transparent insights into its culture, strategic priorities, and inclusion commitments before they apply and reinforcing Rank's position as an employer of choice.

MHNZ also developed a training module for all its people leaders or those with hiring responsibilities to remove any unconscious bias, with assistance from the Legal and HR departments. Through these measures, the Group seeks to foster a workplace culture where employees are treated fairly, provided with equal opportunities, and supported to contribute and succeed regardless of their background.





Diversity, Equity and Inclusion Governance

To support the implementation of diversity, equity and inclusion initiatives, dedicated governance structures, employee networks and oversight mechanisms are established.

GuocoLand has a zero-tolerance policy for bullying, harassment, inappropriate behaviour and abusive conduct by or towards employees, customers and business partners, whether in person or online. All employees are responsible for reporting any behaviour and conduct that is unlawful, abusive or in violation of GuocoLand's Code of Conduct & Ethics. Annual reminders are sent to all employees regarding adherence to the Code of Conduct & Ethics. Formal grievance handling procedures are in place to support employees in raising any such concerns.

Within CHG, diversity, equity and inclusion initiatives are supported through dedicated governance and employee engagement structures designed to foster an inclusive workplace culture. The Caring Ways Committee meets on a bi-monthly basis to review diversity and inclusion initiatives, monitor progress and identify opportunities for continuous improvement.

Rank has adopted similar initiatives, launching its updated ED&I policy, #BeYourself, in October 2025, which is easily accessible to all colleagues through its internal engagement platforms. The policy was also translated to ensure accessibility for colleagues for whom English is not their first language. Rank also maintains a management information dashboard, which tracks workforce demographics, gender, and location to help monitor ED&I progress, ensuring Rank continues to build an equitable and diverse organisation.

Awareness and Training

Diversity and inclusion awareness are reinforced throughout the Group's business operations via onboarding programmes, e-learning modules, employee networks and targeted training initiatives.

Within CHG, diversity, equity and inclusion awareness is reinforced through targeted education and engagement initiatives designed to foster a more inclusive workplace culture. As part of its ongoing partnership with Pride in the City, employees are provided with access to specialist-led awareness and education workshops that help strengthen understanding of diversity, inclusion and belonging in the workplace.

These learning initiatives are complemented by discussions and awareness-building activities that encourage employees to engage with topics that may be less frequently discussed in the workplace. In FY2026, initiatives such as Menopause Fireside Chats and Exceptional Circumstances Fireside Chats were organised to raise awareness, encourage dialogue and provide employees with opportunities to better understand the experiences and challenges faced by colleagues.

Rank also conducts various ED&I events, supported by its five employee network groups – Women@Rank, LGBTQ+, Racial Equality & Diversity, Accessibility@Rank, and Worklife & Wellbeing. These initiatives are further supported by its learning platforms and external partnerships, including Inclusive Employers and Women in Hospitality, Travel and Leisure. Rank also utilises 'Love to Learn', its digital learning platform, to promote related content by linking to its annual engagement calendar, sharing curated lists of learning materials through events.

LABOUR STANDARDS

The Group's ability to operate responsibly and sustainably depends on maintaining fair employment practices and upholding labour standards across its diverse operations. Respecting labour rights helps safeguard employee welfare, strengthen workforce trust and support a stable and productive working environment. Strong labour standards also contribute to the Group's reputation, regulatory compliance and ability to create long-term value for employees, stakeholders and the communities in which it operates.

Our Approach

The Group promotes responsible employment practices through policies, procedures and workplace standards that uphold labour rights, human rights, ethical conduct and compliance with applicable labour laws and regulations. Child labour, forced labour, and all forms of modern slavery are strictly prohibited, and these principles are embedded within the Group's employment practices and each subsidiary business group's Code of Conduct. They are expected to be observed by employees, contractors, suppliers and service providers associated with its operations.

To support effective implementation, the Group maintains reporting channels and management oversight mechanisms that enable employees to raise concerns and report potential misconduct. These processes facilitate the timely identification, investigation and resolution of labour rights issues and other workplace concerns.

The Group further promotes awareness of labour standards, human rights and workplace responsibilities through training, communications and employee engagement initiatives. These efforts help foster a respectful, inclusive and responsible workplace culture.

In FY2026, there were no reported incidents of non-compliance relating to human rights or labour practices. Also, no instances of modern slavery had been identified within the Group. Where any suspected cases arise, the Group has established protocols in place to facilitate appropriate investigation and response.

FY2026 Target Status

Group Companies	Target	Progress
GuocoLand	Zero-tolerance stance towards child and forced labour in GuocoLand	Achieved

Future Targets

Group Companies	Targets	Target Year
All Group Companies	Maintain zero-tolerance stance towards child and forced labour	FY2027

Managing Labour Standards Across the Group

Responsible Employment Practices

The Group seeks to promote fair and responsible employment practices, while supporting compliance with labour standards and regulations. Across its businesses, measures are in place to uphold ethical labour practices, safeguard workers' rights and promote fair treatment in the workplace.

GuocoLand has been accredited with the Progressive Wage ("PW") Mark by the Singapore Business Federation, on behalf of the Tripartite Partners, which includes the Ministry of Manpower, the National Trades Union Congress, and the Singapore National Employers Federation. The PW Mark acknowledges firms that provide progressive wages to lower-wage workers. GuocoLand also strictly prohibits the use of child and forced labour across its operations and takes stringent measures to ensure compliance with the relevant laws and regulations of each market. Main contractors are not permitted to engage illegal workers on its development sites.

Commitment to responsible employment practices is extended through supplier and contractor expectations where relevant. Rank's Supplier Code of Conduct sets out clear principles requiring all suppliers to comply with applicable laws, regulations and standards in their countries of operation. Key expectations include prohibiting child and forced labour, providing fair wages in line with local minimum wage standards, respecting workers' rights to freedom of association and collective bargaining, and ensuring workplaces free from harassment, discrimination and abuse. Suppliers must also comply with laws on

working hours and overtime, and maintain safe, healthy working environments for all workers.

CHG also adopts a similar Supplier Code of Conduct, which sets out expectations relating to ethical business conduct, labour standards and responsible business practices. As part of the supplier approval process, prospective suppliers

are required to complete detailed pre-qualification questionnaires and provide relevant policies covering areas such as modern slavery and human trafficking, anti-bribery and corruption, business ethics, data protection and privacy, helping CHG maintain visibility over potential labour-related risks and monitor compliance with its expectations.

Strengthening Modern Slavery Risk Management Through Policy and Training

Labour standards at CHG are upheld through a combination of clear policies, robust due diligence and ongoing monitoring mechanisms designed to identify and mitigate labour rights risks, including those relating to modern slavery and human trafficking. A key part to this is CHG's Modern Slavery Policy, which is embedded into employment practices and day-to-day ways of working across the operation.

To ensure continued effectiveness, CHG commissioned an independent external review of its Modern Slavery Policy and related procedures in the previous financial year. The resulting recommendations were implemented in FY2026, strengthening existing controls and enhancing CHG's overall approach to identifying, monitoring and managing modern slavery risks.

Employees play a critical role in reinforcing this framework. All staff are contractually required to read and adhere to the Modern Slavery Policy, supported by mandatory e-learning modules that provide practical guidance on recognising and responding to potential risks. New joiners must complete modern slavery training as part of their onboarding, building early awareness of labour

rights issues, warning signs and CHG's expectations around ethical employment practices.

Where concerns arise, established escalation procedures enable prompt investigation, management review and appropriate follow-up action, with legal advice sought where necessary to support remediation. Through this combination of policy enhancement, due diligence and active monitoring, CHG remains committed to upholding responsible employment practices and maintaining high labour standards across its operations and business relationships.

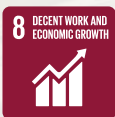


CONDUCTING BUSINESS WITH HONOUR



PILLAR 3

At Guoco, conducting business with integrity is fundamental to maintaining stakeholder trust and supporting sustainable long-term growth. As a diversified group operating across multiple industries and jurisdictions, strong governance, ethical business practices and responsible decision-making are essential to safeguarding the Group's reputation and resilience. Through a commitment to transparency, accountability and responsible conduct, we seek to create sustainable value for our stakeholders while operating as a trusted corporate citizen.



CORPORATE GOVERNANCE

With the Group's operations spanning multiple sectors and jurisdictions, a strong corporate governance framework is fundamental to ensure the viability of the Group's business. Sound governance supports effective oversight, strategic decision-making and accountability, while enabling the Group respond to evolving stakeholder expectations and regulatory requirements. By safeguarding stakeholder trust and promoting responsible business conduct, the Group is committed to strengthening its long-term resilience and sustainable growth.

Our Approach

The Group is committed to maintaining high standards of corporate governance through a robust governance framework supported by effective Board oversight, clear accountability structures and comprehensive risk management and internal control processes. Oversight is provided by the Board, supported by the Board Audit and Risk Management Committee, Board Remuneration Committee and Board Nomination Committee, which collectively oversee key matters relating to governance, risk, compliance, remuneration and Board diversity and succession planning.

To ensure effective governance, the Group maintains governance frameworks, policies and procedures that promote ethical business conduct, compliance with applicable laws and regulations, and responsible corporate behaviour. This includes the Group's Corporate Governance Code ("CG Code"). The CG Code is reviewed from time to time and updated as appropriate to align with the revised provisions of the HKEX Code.

The Group also seeks to foster a culture in which employees feel empowered to act responsibly and raise concerns where appropriate. Through whistleblowing and reporting mechanisms, employee awareness initiatives and ongoing communication of governance expectations, the Group aims to strengthen accountability and encourage the early identification and management of potential issues. Employees are further supported by dedicated training sessions on anti-corruption, covers key areas such as the identification of bribery and corruption risks, reporting procedures, and employee responsibilities.

In addition, the Group recognises the importance of protecting intellectual property and other business assets that support its long-term competitiveness and value creation. Appropriate measures are implemented across its subsidiaries to safeguard these assets and support compliance with applicable intellectual property laws, contractual obligations and internal requirements.

This section should be read alongside the Corporate Governance Report in Guoco's [2026 Annual Report](#), which serves as the primary reference for the Group's governance framework and practices.



FY2026 Target Status

Group Companies	Target	Progress
GuocoLand	Cultivate a culture of integrity and ethical conduct	Achieved
	Provide updates, and where applicable, provide training to all its employees and new hires on its policies and practices relating to business ethics and anti-corruption practices	Achieved
CHG	No incidents of corruption	Achieved

Future Targets

Group Companies	Target	Target Year
GuocoLand	Cultivate a culture of integrity and ethical conduct	FY2027
	Provide updates, and where applicable, provide training to all its employees and new hires on its policies and practices relating to business ethics and anti-corruption practices	
MHNZ	Obtain living wage accreditation & B Corp accreditation	FY2027
All Group Companies	No incidents of corruption	FY2027

Managing Corporate Governance Across the Group

Board Diversity

The Group recognises that Board diversity is an important component of effective corporate governance and contributes to sound decision-making, effective oversight and long-term value creation. Through periodic reviews of Board composition, the Group seeks to ensure that the Board remains appropriately positioned to oversee the Group's strategy, governance, risk management and long-term sustainability objectives.

The Board Nomination Committee is responsible for reviewing the size, composition and diversity of the Board and making recommendations on Board appointments and succession planning. In assessing potential candidates, consideration may be given to factors including professional qualifications, industry experience, leadership capabilities, international perspectives and diversity characteristics, with the objective of maintaining an effective and well-balanced Board.

Consistent with the Board Diversity Policy, the Group seeks to promote diversity at the Board level by maintaining an appropriate balance of skills, experience, knowledge, gender, age and other relevant attributes, enabling the Board to effectively discharge its responsibilities and

support the Group's long-term strategic objectives. Diversity considerations are also incorporated into director nomination processes, to ensure that appointments are made on merit while taking into account the benefits of diversity and the evolving needs of the Group's businesses.

The Board will continue to consider diversity, including gender diversity, as part of its director appointment processes. The Company will continue to monitor Board composition and assess opportunities to maintain or further enhance Board diversity, where appropriate.

Anti-Corruption

The Group is committed to conducting business with integrity, honesty and accountability. A zero-tolerance approach is adopted towards fraud, corruption, bribery and other forms of unethical conduct. To support ethical business practices across its operations, the Group has established policies, procedures and internal controls designed to prevent, detect and respond to corruption-related risks while promoting transparency, professionalism and responsible decision-making.

Across the Group, anti-corruption requirements are embedded within codes of conduct, anti-bribery policies and related governance frameworks that establish standards for ethical behaviour and responsible business practices. These policies provide guidance on areas such as conflicts of interest, gifts and hospitality, ethical decision-making and employee responsibilities, while helping employees understand and manage situations that may give rise to corruption-related risks. The Group’s policies on anti-corruption are outlined below.

Group Companies	Relevant Anti-Corruption Policies
Guoco Group Limited	Corporate Governance Code Code of Conduct
GuocoLand	Code of Conduct & Ethics Anti-Bribery and Corruption Policy
CHG	Code of Conduct Anti-Bribery and Corruption Policy
Rank	Code of Conduct Anti-money Laundering Policy

Within GuocoLand, new employees are introduced to the Code of Conduct & Ethics, as well as Anti-Bribery and Corruption policies as part of their orientation programme, while existing staff are updated of changes when there are any. Each year, employees must declare that they have read, understood and are complying with its Code of Conduct & Ethics, Anti-Bribery and Corruption Policy and Whistle-Blowing Policy, and are required to sign a Declaration of Interests form.

Within CHG, anti-bribery and corruption awareness is reinforced through mandatory annual Anti-Bribery and Corruption training, delivered through e-learning modules via the Share Connect platform. The training covers the identification of bribery and corruption risks, reporting procedures and employee responsibilities under the organisation’s Anti-Bribery and Corruption Policy. Completion of the training is monitored through mid-year and year-end performance review processes, helping to strengthen oversight. Through these measures, the Group seeks to strengthen employee awareness of corruption risks, maintain high standards of integrity and reinforce an ethical culture across its operations.

During FY2026, there were no concluded legal cases regarding corrupt practices brought against the Group or its employees.

Whistleblowing

The Group is committed to maintaining high standards of integrity, accountability and ethical business conduct. To support the identification and reporting of actual or

suspected misconduct, malpractice, unethical behaviour or non-compliance, the Group maintains whistleblowing mechanisms that enable employees and external stakeholders to raise concerns through secure and confidential reporting channels.

Guoco maintains a Group-level Whistleblowing Policy that outlines reporting procedures, investigation protocols and safeguards for individuals who raise concerns in good faith. The policy prohibits retaliation and protects whistleblowers who report concerns honestly and responsibly from adverse employment or legal action. Reportable matters include fraud, corruption, conflicts of interest, breaches of company policies, workplace misconduct, theft or misuse of company assets, and other inappropriate activities. Reports received through the Group’s whistleblowing channels are investigated by Group Internal Audit or other designated personnel by senior management. Findings are reported to senior management and, where appropriate, the relevant audit committees or the BARMC. Depending on the outcome of investigations, corrective actions may include disciplinary measures, control enhancements, process improvements, policy updates, employee training or referrals to relevant regulatory authorities.

Whistleblowing channel at Guoco Group level:

By Email:whistleblowing@guoco.com

By Post:Group Internal Audit
Guoco Group Limited
50/F, The Center,
99 Queen’s Road Central,
Hong Kong

At the subsidiary level, GuocoLand and CHG maintain their respective whistleblowing policies, while Rank has established its 'Speaking Up' programme. Similar to the Group-level Whistleblowing Policy, these frameworks provide accessible reporting channels and support a culture of transparency, accountability and responsible conduct. To encourage awareness of these policies and use of these channels, whistleblowing requirements and reporting procedures are communicated through employee onboarding training, policy awareness initiatives, compliance communications, with the relevant policies available on the company intranets. Rank further reinforces its 'Speaking Up' programme through annual awareness training and ongoing communications via workplace notices and Connect, its employee engagement platform, helping employees understand the available reporting mechanisms and feel confident in raising concerns in good faith.

Protecting Intellectual Property

The Group recognises the importance of protecting intellectual property ("IP") rights and confidential business information in supporting business operations, safeguarding brand value and maintaining stakeholder trust. Accordingly, the Group is committed to protecting its IP assets and respecting the IP rights of third parties in accordance with applicable laws and regulations.

This approach is supported by business-level policies and practices, including at MHNZ, where intellectual property considerations are incorporated into the employee Code of Conduct and information technology policies and communicated to employees as part of the onboarding process.

Through these measures, the Group seeks to safeguard IP and confidential information, minimise infringement risks and promote responsible business conduct across its operations.

Safeguarding Intellectual Property in the Digital Age

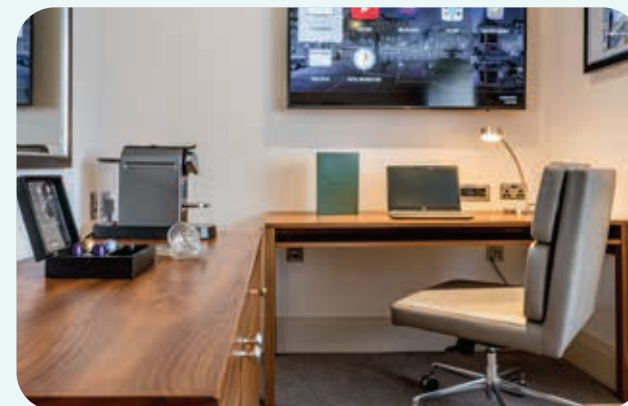


The Group's worldwide portfolio of IP, including trademarks, designs and patents, are reviewed from time to time to ensure new and existing rights are adequately protected.

At CHG, intellectual property and proprietary business information are protected through specialist external support, contractual provisions and internal policies. External advisers manage its trademarks, domain names and digital assets under the oversight of its Legal and IT functions, while employment contracts include provisions protecting confidential information and intellectual property.

During FY2026, the Clermont AI Policy further clarified ownership of content, data and intellectual property generated through the use of artificial intelligence and required employees to comply with applicable intellectual property laws.

Similarly, Rank includes relevant intellectual property protection clauses in supplier contracts and engages external agencies to monitor potential infringements of its trademarks and other intellectual property rights. These activities are overseen by its Legal and IT Security functions, with support from external intellectual property and legal advisers. No material issues or breaches were identified during the reporting period.



PRODUCT & SERVICE QUALITY, HEALTH & SAFETY

Delivering safe, reliable and high-quality products and services is fundamental to maintaining customer trust and protecting the Group's reputation. Strong quality and safety management helps ensure compliance with regulatory and industry requirements, while supporting positive customer experiences across the Group's diverse businesses. A continued focus on product quality, safety and continuous improvement also contributes to operational excellence and long-term business resilience.

Our Approach

The Group is committed to delivering products and services that are safe, reliable and of high quality. Quality, safety and customer experience requirements are embedded throughout product development, production and service delivery processes across the Group's businesses, supported by policies, procedures, quality control measures and management systems that promote operational excellence and continuous improvement.

To support the consistent delivery of products and services that meet customer expectations, the Group applies a structured quality assurance framework, combining regular assessment, independent verification and management review to evaluate performance against regulatory requirements, industry standards and internal expectations. Recognised certifications, accreditations and management

systems are adopted where relevant, reinforcing product quality, service excellence, environmental performance and people's well-being.

The Group further leverages digital solutions, customer insights and engagement channels to strengthen customer relationships, improve service delivery and facilitate the timely resolution of enquiries, complaints and other issues. These tools help reinforce oversight of customer feedback, enabling the Group to refine its offerings and address emerging needs.



FY2026 Targets Status

Group Companies	Target	Progress
GuocoLand	Continue to adopt new processes and technologies to remain competitive and adaptable	Achieved
	Uphold industry standards for building safety regulations for all construction projects	Achieved
	Uphold industry standards for building safety regulations for all its managed properties	Achieved
CHG	Improve guest satisfaction scores to exceed or maintain a minimum of 90% for The Clermont brand and 82% for Thistle brand by FY2028	Achieved Received 90.9% for The Clermont and 82.2% for Thistle
MHNZ	Maintain high levels of customer care and satisfaction	Achieved Net Promoter Score at 62; Complaints Per-Million-Units Sold lowered to 18

Future Targets

Group Companies	Target	Progress
GuocoLand	Adopt new processes and technologies to remain competitive and adaptable	FY2027
	Uphold industry standards and comply with building safety regulations for all construction projects	
	Uphold industry standards and comply with building safety regulations for all managed properties	
CHG	Improve guest satisfaction scores to exceed or maintain a minimum of 92% for The Clermont brand and 83% for Thistle brand, and an overall CHG group score of 85.6%	FY2030
MHNZ	Maintain high levels of customer care and satisfaction including product quality/defect rate, for both end users and retailer/distributors	FY2027



Managing Product Service Quality, Health & Safety Across the Group

Standards Assessments and Quality Controls

At GuocoLand, all recent residential, office and retail developments built in Singapore have been awarded the Green Mark Gold^{Plus} or higher certifications by the BCA. These certifications reflect GuocoLand's efforts in reducing carbon emissions and creating healthier indoor spaces for occupants, while also supporting more efficient building operations and lower operating costs. To date, Lentor Mansion has attained the BCA Green Mark Platinum (Super Low Energy) certification, and at least three of GuocoLand's upcoming developments – Springleaf Residence, Faber Residence and River Modern – will also attain the BCA Green Mark Platinum (Super Low Energy) certification when they are completed. Developments in China and Malaysia have also received local and international green certifications.

GuocoLand – Singapore

GuocoLand

BCA Green Mark Champion

Faber Residence

BCA Green Mark Platinum (Super Low Energy) (upon project completion)

Guoco Midtown

BCA Green Mark Platinum

Guoco Midtown II & Midtown Modern

BCA Green Mark Gold^{Plus}

Guoco Tower

BCA Green Mark Platinum

Leadership in Energy and Environmental Design ("LEED") Platinum Certified

Lentor Mansion

BCA Green Mark Platinum (Super Low Energy) with Whole Life Carbon and Maintainability Badges

Lentor Modern

BCA Green Mark Gold^{Plus}

Lentor Modern mall

BCA Green Mark Gold^{Plus}

River Modern

BCA Green Mark Platinum (Super Low Energy) (upon project completion)

Sofitel Singapore City Centre

BCA Green Mark Gold

Springleaf Residence

BCA Green Mark Platinum (Super Low Energy) (upon project completion)

GuocoLand – China

Guoco Changfeng City

WELL Core Platinum

LEED Platinum Certified

Guoco 18T

China Green Standard Certification

WELL Core Platinum

Guoco Central Park

China Green Standard Certification

(upon project completion)

GuocoLand – Malaysia

Menara Guoco

Green Building Index Certification

Gold LEED 2009 Core & Shell Development accreditation

Sofitel Kuala Lumpur Damansara

Green Globe Certified

Regular Quality and Safety Performance Monitoring

The Group recognises the importance of regular monitoring and oversight in maintaining product quality, and supporting continuous improvement. In this respect, MHNZ maintains a comprehensive quality assurance and monitoring framework to safeguard product quality and customer safety. The business conducts ongoing internal audit programmes and regular assessments by external certification and assurance bodies as part of its Risk Management Programme Performance-Based Verification audits. These reviews support compliance with applicable New Zealand food safety requirements and help ensure that quality management processes remain effective throughout the production lifecycle.

To provide additional assurance over product quality, MHNZ maintains ISO 9001:2015¹² and a range of recognised certifications. During the reporting period, no product recalls were reported.



Unique
Mānuka
Factor™

Unique Mānuka Factor (“UMF”) certification for quality, potency and authenticity



TRUST CODES®

Trust codes let customers authenticate the quality and origin of every jar



FernMark endorsement of New Zealand origin



Non-GMO Project Verified



Kosher Check certification



Halal Certification



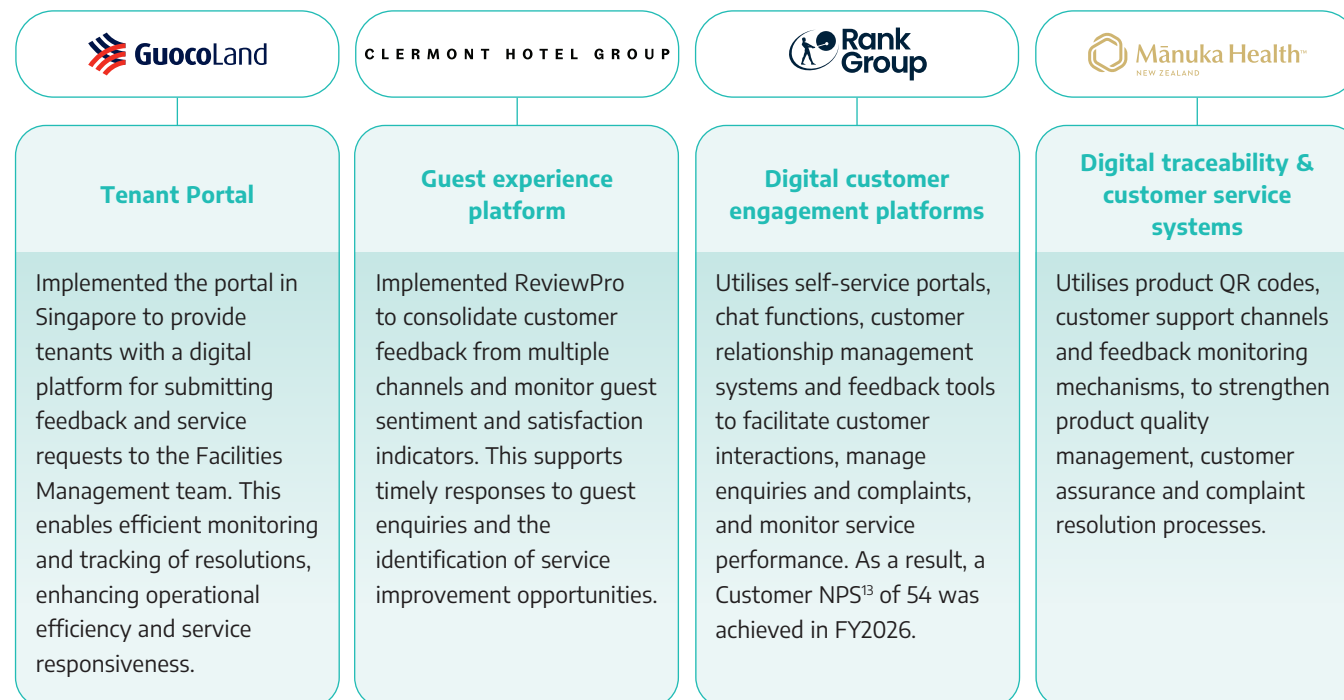
BRC Global Standard for Food Safety Certification



¹² ISO 9001:2015 is an international standard for quality management systems, helping organisations consistently meet customer and regulatory requirements while driving continual improvement.

Technology-Enabled Engagement and Service Enhancement

The Group leverages digital tools and management systems across its business segments to strengthen customer experience, improve service quality and support the timely resolution of customer enquiries and concerns. These systems enable business groups to collect and analyse customer feedback, monitor service performance and identify opportunities for continuous improvement. By adopting digital tools and structured monitoring processes, the Group seeks to enhance customer engagement, service responsiveness and customer satisfaction across its operations.



Customer Health and Well-being Initiatives

The Group recognises the importance of supporting customer health, safety and well-being as part of delivering high-quality products and services. Within our hospitality business, CHG promotes healthy lifestyles and guest well-being through a range of wellness-focused programmes and services. Guests have access to on-demand wellness experiences, including in-room yoga and low-impact fitness programmes delivered through partnerships with wellness providers. Food and beverage offerings also include vegetarian, vegan and gluten-free alternatives to accommodate diverse dietary preferences and support healthier choices.



To help maintain high standards of guest health and safety, CHG conducts comprehensive health and safety audits across its hotel portfolio twice annually, providing assurance over operational performance and identifying opportunities for continuous improvement.

Similarly, GuocoLand undertakes customer and tenant engagement initiatives to promote well-being and enhance the user experience across its properties. In Singapore, GuocoLand aims to create a congenial workplace experience for the office tenants through its regular “Sweet Treats” programme. This initiative offers complimentary items purchased from its retail tenants to office workers based at Guoco Tower and Guoco Midtown. In China, GuocoLand organises a range of activities throughout the year, such as lion dance performances, an Earth Hour event, and a 21-storey stair-climbing relay race. These programmes foster a more inclusive office environment and strengthen the sense of community among tenants.

Through these initiatives, the Group seeks to enhance customer well-being, maintain high standards of health and safety, and create positive experiences that contribute to customer satisfaction and long-term stakeholder trust.

¹³ An average for last three months of the year and this score is a weighted average of all business units scored based on Net Gaming Revenue percentage contributions.

SUPPLY CHAIN MANAGEMENT

As a diversified group, Guoco relies on suppliers, contractors and business partners to support the delivery of products and services across its operations. Effective supply chain management helps strengthen operational resilience, support product and service quality, and manage ESG risks throughout the value chain. Responsible sourcing and strong supplier relationships also contribute to stakeholder trust and long-term business sustainability.

Our Approach

Effective supply chain management helps the Group maintain operational resilience, manage ESG risks and uphold high standards of ethical and responsible business conduct throughout its value chain.

To support these objectives, the Group is committed to promoting responsible sourcing practices and maintaining appropriate oversight of suppliers, contractors and business partners. Supplier screening and evaluation processes are implemented across selected business operations to assess potential suppliers against relevant operational, legal, ethical and sustainability-related requirements. Depending on the nature of the business and procurement activity,

suppliers may be required to comply with applicable supplier codes of conduct, complete pre-qualification assessments and provide information relating to their policies, management systems, certifications and business practices.

These processes help communicate the Group’s expectations in areas such as business ethics, labour standards, human rights, health and safety, environmental management and regulatory compliance, while supporting informed procurement decisions and supplier selection. Through supplier engagement, evaluation and ongoing review activities, the Group seeks to promote accountability, strengthen supply chain resilience and encourage continuous improvement throughout its value chain.

FY2026 Target Status		
Group Companies	Target	Progress
GuocoLand	All main contractors for new development projects in Singapore are to be ISO 14001 and ISO 45001-certified	Achieved

Future Targets		
Group Companies	Target	Target Year
GuocoLand	Ensure all main contractors for new development projects in Singapore are ISO 14001 and ISO 45001-certified	FY2027

Supply Chain Management Across the Group

Supplier Screening & Evaluation

The Group applies a systematic approach to responsible sourcing, embedding ESG considerations into procurement decisions and supplier oversight processes. This supports accountability across the supply chain and encourages suppliers, contractors and business partners to adopt practices aligned with the Group's standards, helping to safeguard supply chain continuity and reduce operational risk.

For instance, CHG requires prospective suppliers to undergo pre-qualification, acknowledging its Supplier Code of Conduct and disclosing policies on anti-bribery and corruption, modern slavery, business ethics, data protection and privacy. They are also expected to demonstrate sustainability initiatives and environmental management practices, as well as maintaining relevant training programmes and accreditations.

Within GuocoLand's operations in Singapore, main contractors are required to hold an A1 rating from BCA. During pre-qualification, contractors must hold bizSAFE certification, a Working at Height certification and a valid builder's licence. It also requires main contractors to have a strong safety record and experience with Building Information Modelling, LEED and green construction projects.

Raising the Bar on Supply Chain Accountability



Rank takes a structured approach to managing its supply chain, embedding responsible business practices from initial supplier selection through to ongoing performance monitoring.

Setting Clear Standards

At the foundation of this approach is Rank's Supplier Code of Conduct (the "Code"), which sets clear expectations across business ethics, anti-corruption, labour standards, human rights, health and safety, environmental responsibility and data protection. Suppliers are expected to comply with the Code, as well as to uphold internationally recognised human rights principles, maintain safe working conditions and take active steps to minimise their environmental footprint. Looking ahead, the Code also requires suppliers to share environmental performance data with Rank – a forward-looking step that will support the tracking and management of Scope 3 emissions across the value chain.

Robust Due Diligence

Before onboarding, prospective suppliers are evaluated against operational, regulatory and commercial criteria, with particular attention paid to quality, service reliability and compliance with applicable standards. For contractors engaged across Rank's venues, this due diligence is extended further through an independent contractor management and verification provider, which conducts additional checks spanning health and safety compliance, insurance, environmental policies, financial stability and ethical business practices.

Continuous Monitoring

Oversight does not end at the point of engagement. Rank maintains ongoing supplier monitoring through market research, periodic reviews and contract management systems that calibrate review frequency to supplier risk and tier classification. Suppliers are expected to maintain the systems and documentation necessary to evidence compliance, and to remain open to audits or inspections by Rank or its appointed third parties.

Through this end-to-end approach, Rank seeks to build a supply chain that is not only compliant, but resilient, transparent and aligned with its long-term sustainability ambitions.





DATA PRIVACY & SECURITY

Protecting personal data and maintaining robust cybersecurity are fundamental to stakeholder trust and business resilience. Amid increasing digitalisation and evolving cyber threats, the Group upholds high standards of data privacy and information security across its operations. These practices help mitigate operational and regulatory risks, strengthen confidence among customers, employees and business partners, supporting a secure foundation for the Group’s continued growth.

Our Approach

The Group is committed to safeguarding personal data and protecting information assets in accordance with applicable requirement, through robust data privacy and cybersecurity practices that support the resilience of its operations. Given the diverse nature of its businesses, this is managed through business-specific governance frameworks, technology controls and risk management processes, supported by ongoing monitoring to identify and assess potential information security events and address evolving cyber threats and regulatory requirements.

To support business resilience, the Group has established information security incident response, business continuity and disaster recovery arrangements across selected

operations, enabling the timely assessment, escalation and management of information security incidents while helping maintain the availability of critical systems and services.

Recognising the role employees play in protecting information security, the Group promotes cybersecurity and data privacy awareness through training, internal communications and engagement initiatives covering topics such as phishing, data protection and responsible use of technology. Through these measures, the Group seeks to strengthen cyber resilience, support regulatory compliance and maintain the trust of customers, employees and other stakeholders.

FY2026 Target Status		
Group Companies	Target	Progress
GuocoLand	Commit to protect customer privacy	Achieved

Future Targets		
Group Companies	Target	Target Year
GuocoLand	Commit to protect customer privacy	FY2027



Managing Data Privacy & Information Security Across the Group

Monitoring of Breaches

The Group's businesses adopt monitoring, governance and assurance measures appropriate to their respective operating environments. These measures draw on recognised frameworks and established practices to safeguard information assets, strengthen operational resilience and support the effective management of cybersecurity and data privacy risks.

A layered approach to information security is undertaken to strengthen the ability of our businesses to identify and respond to emerging risks, enhance incident preparedness and response capabilities, and maintain the trust of customers, employees and partners.

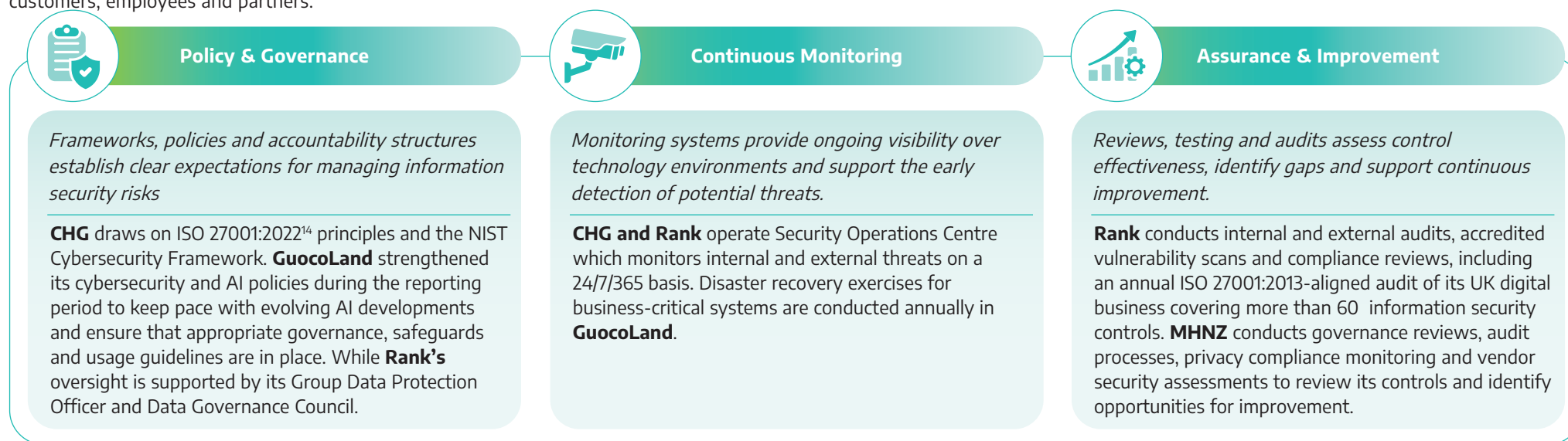
Incident Response Measures

The Group recognises the importance of maintaining effective incident response and business continuity arrangements to minimise the potential impact of cybersecurity incidents, technology disruptions and data security events. At the Group headquarters, annual incident response drills are conducted to assess the effectiveness of response procedures and strengthen readiness for information technology interruptions and cyber threats.

Business continuity and crisis management capabilities are further supported through formal response frameworks and escalation procedures. For example, CHG maintains incident and problem management policies supported by an Incident Response Plan, Business Continuity Plan and disaster recovery arrangements, to facilitate the timely identification, response

and mitigation of potential information technology issues and cybersecurity threats. These frameworks establish defined roles, escalation thresholds and Crisis Management Team activation procedures to support the coordinated management of technology and data security incidents. CHG also continued to enhance its technology and security controls and network infrastructure during the reporting period.

To enhance operational resilience and system recoverability, disaster recovery exercises and data backup arrangements are also maintained. GuocoLand conducts disaster recovery exercises for business-critical systems annually, and maintains regular offsite data backups. Since 2025, it has also engaged a leading specialist cybersecurity firm as a dedicated partner for incident response management.



¹⁴ ISO 27001:2022 is an internationally recognised standard for information security management systems, providing a framework for organizations to establish, implement, maintain, and continually improve.

Within MHNZ, business continuity measures are maintained to mitigate disruptions arising from information technology outages or cybersecurity incidents. These arrangements help support the continuity of critical operations and reduce the potential impact of technology-related disruptions on employees, customers and business partners.

Through these measures, the Group seeks to strengthen operational resilience, support the effective management of information security incidents and minimise disruptions to critical business activities and stakeholder services.

Training and Capacity Building

Employees play a critical role in safeguarding information assets and protecting data privacy. To strengthen cybersecurity awareness and responsible information handling, the Group provides a range of training programmes that enhance cyber preparedness, support compliance with applicable privacy requirements, and foster a strong information security culture across its operations.



- Guoco headquarters provides annual cybersecurity awareness training and assessments through an independent security consulting firm, reinforcing staff's understanding of cybersecurity risks, data protection requirements and secure information handling practices.
- During the reporting period, employees participated in security awareness assessments, achieving a quiz accuracy rate of over 91%.



- Requires employees to complete annual cybersecurity awareness training and supports learning through periodic phishing awareness initiatives.
- At the start of 2026, GuocoLand also strengthened its AI policies to keep pace with evolving AI developments and to ensure that appropriate governance, safeguards and usage guidelines are in place.

CLERMONT HOTEL GROUP

- Delivers mandatory information security training through its online learning and development platform, supplemented by cybersecurity communications and phishing simulation exercises.
- Data privacy topics are also incorporated into compliance training programmes to reinforce employees' understanding of privacy and information security obligations.



- Provides mandatory information security and data protection training, annual refresher courses and role-specific training for higher-risk functions.
- These are supported by awareness campaigns, cybersecurity communications and periodic cyber simulations.



- Promotes awareness of data privacy, confidentiality and information security requirements through its Code of Conduct and Information Technology policies, which are communicated to employees as part of induction and onboarding programmes.

ETHICAL MARKETING

Our Approach

The Group is committed to conducting its marketing, promotional and customer communication activities in a responsible, transparent and ethical manner. Across its operations, policies, procedures and oversight mechanisms are implemented to support compliance with applicable laws, regulations and industry standards, while helping to ensure that information provided to customers and stakeholders is accurate, fair and not misleading.

To put this commitment into practice, marketing materials, product labelling and customer communications are subject to appropriate review and approval processes to support

compliance with applicable advertising and regulatory requirements and responsible communication principles. Across its operations, the Group seeks to provide clear, accurate and accessible information about its products and services, with claims appropriately substantiated and presented in a transparent and non-misleading manner to support informed decision-making. Where relevant, product verification, compliance reviews and other assurance mechanisms are used to support product authenticity and regulatory compliance.

Through this approach, the Group seeks to uphold high standards of integrity across its marketing and communication activities and reinforce stakeholder trust.

Managing Ethical Marketing Across the Group

Responsible Marketing Policies and Practices

The Group's responsible marketing practice is underpinned by common principles of integrity, transparency and regulatory compliance, with specific controls tailored to each business's sector, markets and communication channels, implemented through four areas.



Standards and Guidance

CLERMONT HOTEL GROUP

- Established ethical marketing guidance to support responsible and transparent communications.



- Rank's Ethical Marketing Policy is complemented by applicable advertising requirements in its operating markets, including those administered by the UK Advertising Standards Authority and Spain's Royal Decree 958/2020.

Honest, transparent and responsible marketing plays an important role in maintaining customer trust and supporting informed decision-making. As a diversified group serving a wide range of customers and stakeholders, the Group seeks to ensure that its marketing and communications accurately represent its products and services while complying with applicable legal and regulatory requirements. Ethical marketing practices also help protect the Group's reputation and reinforce long-term stakeholder confidence.



Content Review and Employee Awareness

CLERMONT HOTEL GROUP

- Marketing and sustainability-related disclosures are evidence-based, fact-checked and supported by appropriate data, helping to reduce the risk of inaccurate or misleading claims.



- Marketing and compliance teams review new or significantly revised content for tone, intent and regulatory compliance. This is supported by internal guidance, employee training and regulatory updates.



Channel and Partner Controls



- Broadcast advertisements are reviewed before submission to external advertising approval bodies.
- Affiliates and other third-party marketing partners are subject to due diligence, contractual requirements and ongoing monitoring.
- Digital and social media controls include age-targeting requirements and influencer screening to help communications reach appropriate audiences.



Transparent Customer Information



- Ensure that product displays, provision of information, labelling for products and services, as well as marketing advertisements, are clear, fair and accurate.
- This includes compliance with the Housing Developers (Show Unit) Rules 2015, under which show-units must be accurately depicted, featuring drawn-to-scale floor plans that are clearly labelled and written notices stating materials and finishes.

Responsible Labelling

Traceability and Transparency in Mānuka Honey Products

The Group recognises the importance of providing accurate, transparent and reliable product information to support informed customer decision-making and maintain stakeholder trust.

Trusted Product Information

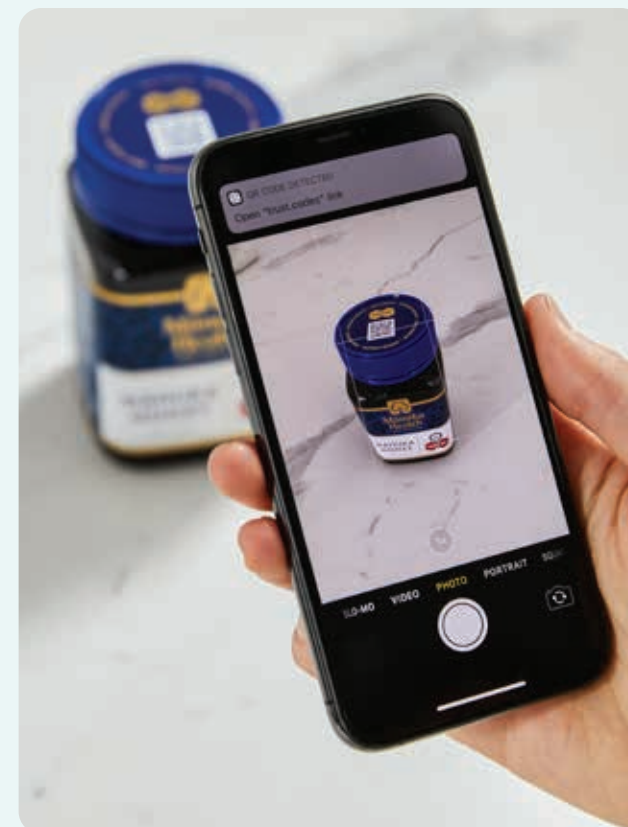
Within MHNZ, responsible labelling practices form an important part of its quality assurance and customer trust framework. Product labelling and related customer information are managed in accordance with applicable legal and regulatory requirements, including the Food Act 2014, Food Regulations 2015, Australia New Zealand Food Standards Code, Medicines Act 1981, Fair Trading Act 1986, Consumer Guarantees Act 1993, and other relevant product and consumer protection regulations applicable to the markets in which MHNZ operates.

Verified Authenticity

To strengthen product authenticity and traceability, MHNZ applies its methylglyoxal ("MGO") rating and quality system, developed based on scientific research identifying methylglyoxal as a key compound in New Zealand Mānuka honey, across its Mānuka honey product. Each batch is tested and certified for its MGO content, with a higher MGO rating indicating a higher grade of honey and enabling customers to make informed choices based on potency. Products carrying UMF™ certification provide additional assurance regarding quality and authenticity. Unique QR codes also allow customers to verify authenticity and trace products back to their production batches. These measures provide greater transparency over product origin and production information while enhancing customer confidence in product quality and provenance.

Batch-level Assurance

For products packaged in polypropylene or glass jars, batch-specific identification markings are applied to support product traceability and facilitate quality assurance processes. Together, these labelling and traceability measures help strengthen product integrity, support regulatory compliance and provide customers with confidence in the authenticity and quality of MHNZ's products.



RESPONSIBLE GAMING

As a leading gaming and entertainment operator within the Group, Rank plays an important role in supporting responsible and sustainable customer participation in gaming activities. Responsible gaming practices help minimise the risk of gambling-related harm, support informed customer decision-making and strengthen customer trust. By promoting safer gaming behaviours and responsible customer engagement, the Group seeks to support the long-term sustainability of Rank's operations while meeting evolving stakeholder and regulatory expectations.

Our Approach

Rank places responsible gaming at the heart of its business, recognising customer protection as fundamental to sustainable long-term success. Safer gambling is treated as a strategic priority rather than a compliance obligation and is embedded within governance frameworks, decision-making processes and customer engagement practices. Although regulatory requirements vary across jurisdictions, Rank applies a consistent group-wide framework to support high standards of customer protection across its operations.

Delivery of such commitment is supported through dedicated governance structures, policies, operational protocols and customer protection measures designed to identify, assess and manage gambling-related risks. Across its digital and land-based operations, safer gambling messaging, customer safeguards and self-management tools are integrated throughout the customer journey to promote awareness and encourage responsible play.

Rank also utilises data-driven monitoring and risk assessment tools to identify potentially vulnerable customers and support timely interventions where appropriate. This is supported by employee training programmes, structured customer interaction procedures and specialist support arrangements, that help colleagues recognise and respond to signs of gambling-related harm.

In addition, a range of controls and processes are implemented to support the protection of minors and vulnerable customers. Through these measures, Rank seeks to minimise gambling-related harms, strengthen customer protection and support the long-term sustainability of its gaming operations.



Safer Gambling Customer Feedback Score
85%
(FY2025: 84%)



Safer Gambling Employee NPS¹⁵
72
(FY2025: 72)

¹⁵ Measures employees' views on Rank's approach to safer gambling through a twice-yearly assessment.

Managing Responsible Gaming

Safer Gambling Governance and Customer Empowerment

Rank commits to balance a seamless customer experience with robust safeguards designed to minimise gambling-related harm and proactively adapts its practices in response to evolving regulatory expectations. To promote awareness and informed decision-making, safer gambling messaging is embedded across digital platforms, venues and customer touchpoints. Customers are provided with access to educational resources, support materials and safer gambling information through dedicated webpages and the 'Keep It Fun' platform, which serves as a central hub for advice, tools and support resources. Additional awareness campaigns, venue communications and customer engagement initiatives are implemented throughout the year to reinforce safer gambling messages and encourage responsible play.

Rank also provides customers with a range of self-management tools designed to support informed gambling decisions and help customers maintain control over their play. Depending on the platform and jurisdiction, these include deposit limits, loss limits, time limits, reality checks, activity reports, cooling-off mechanisms and self-assessment tools. Customers also have access to operator-level and national self-exclusion schemes where available. During FY2026, Rank continued to enhance its customer protection toolkit through the introduction of additional customer controls in response to evolving regulatory requirements.



Identifying and Supporting At-Risk Customers

A key component of Rank's responsible gaming framework is the early identification and support of customers who may be experiencing gambling-related harm. Across its digital and land-based operations, Rank utilises a range of monitoring systems, data models and risk assessment tools to identify behaviours that may indicate elevated levels of risk and facilitate proportionate customer interventions. These include the Hawkeye real-time player monitoring platform, the Markers of Harm model, NEON casino management system, Playsafe machine monitoring platform and the Central Engagement Platform, which provides a consolidated view of customer activity across Rank's brands and channels.

By analysing behavioural, transactional and demographic data, these systems help identify customers who may require additional support and enable tailored interventions based on observed risk indicators. Through these efforts, Rank achieved a Hawkeye average Markers of Harm score of 5.6 in FY2026, which was above its target of 5.4. A higher score indicates better performance and lower observed risk markers in customers.

During the reporting period, Rank continues to enhance these systems to strengthen customer protection outcomes. Central oversight of higher-spending customers, together with risk models and player monitoring tools was enhanced to improve the identification of potentially vulnerable customers. Rank also joined the GamProtect initiative during FY2026, enabling participating operators to share information relating to customers identified as being at significant risk of gambling-related harm.

Reflecting its continued commitment to innovation in customer protection, Rank's Hawkeye platform received the Best Player Protection System Award at the 2026 European Casino Awards.



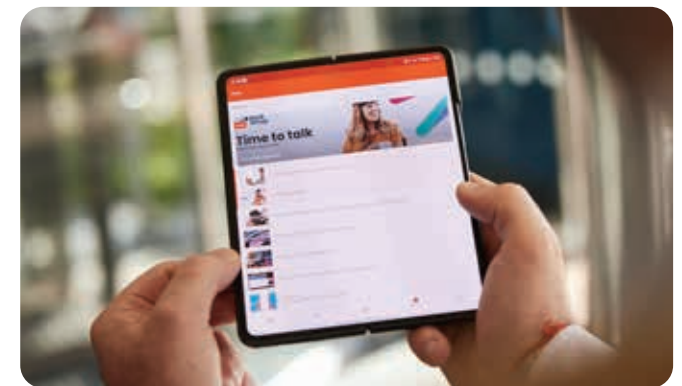
Employee capability also plays an important role in supporting responsible gaming outcomes. Mandatory safer gambling training is provided across the business, supplemented by jurisdiction-specific and role-based training programmes. Where at-risk behaviour is identified, trained employees undertake customer interactions designed to assess customer well-being, discuss observed risk indicators and provide information on available support measures and safer gambling tools.

Protecting Minors and Vulnerable Customers

Rank maintains a range of controls designed to prevent underage gambling, protect vulnerable customers from harm, and ensure compliance with applicable regulatory requirements. Age verification measures are implemented across both digital and land-based operations, with support from customer registration controls, identity verification procedures and venue access requirements.

Additional safeguards are also applied to customers who may be more vulnerable to gambling-related harm, including younger adults and individuals returning from periods of self-exclusion, through monitoring systems, customer interactions or affordability assessments. Depending on the level of risk, support measures may include enhanced monitoring, personalised interventions, marketing restrictions, affordability reviews, referrals to external support organisations and the application of gaming restrictions or account controls.

Through these combined measures, Rank seeks to minimise gambling-related harms and support a safe, responsible and sustainable gaming environment for its customers. Please refer to Rank's Sustainability Report 2026 for a full list of measures adopted to promote safer and responsible gambling.



CARING FOR OUR COMMUNITY



PILLAR 4

The Group is committed to creating long-term value for the communities in which it operates, contributing to the betterment of society through collective advancement and harmonious community relationships. This commitment is grounded in the understanding that sustainable business performance is closely tied to community well-being and resilience, and it guides the Group's efforts to strengthen social cohesion and support sustainable development.



COMMUNITY INVOLVEMENT



Strong and resilient communities are the foundation of long-term sustainable development. As a responsible corporate citizen, the Group is committed to creating positive social value through its community engagement efforts. This commitment is guided by an understanding of local needs and priorities, ensuring that support translates into meaningful and lasting impact for the communities we serve.

Our Approach

The Group takes a focused approach to community engagement, focusing on initiatives that support community well-being, youth development, volunteering, charitable giving and local economic participation. Through active engagement with stakeholders, charitable organisations and educational institutions, the Group works to address local needs, build meaningful community relationships and strengthen the resilience and inclusiveness of the communities we serve.

Volunteering remains a cornerstone of this approach, with employees encouraged to contribute their time, skills and expertise through structured volunteering programmes that foster a culture of giving and social responsibility across the Group's operations. These efforts are complemented by fundraising initiatives, donations of food and essential supplies, and internship and trainee programmes that enhance youth employability, alongside initiatives supporting community well-being and scientific research. Through these combined efforts, the Group aims to create shared value for both its businesses and the communities.

FY2026 Target Status

Group Companies	Target	Progress
GuocoLand	Continue its efforts to reach out and provide care for the community	Achieved
Rank	Raise a total of £394,000 in charitable funds	Achieved Above target at £496,000

Future Targets

Group Companies	Target	Target Year
GuocoLand	Continue its efforts to reach out and provide care for the community	FY2027



Group Total Donations

US\$2,103,000
(FY2025: US\$1,937,000)



Guoco Group

11 Years

Caring Company Recognition¹⁶

¹⁶ Awarded by the Hong Kong Council of Social Service (HKCSS)

Community Involvement Across the Group

Volunteering Policy Support

Volunteering is a key part of the Group's community investment strategy, offering employees the opportunity to contribute their time and skills to the communities in which the Group operates. To foster a culture of giving, the Group encourages its subsidiaries to support employees in giving back to their local communities.

This support may include paid volunteering leave, giving employees dedicated time to contribute to social causes that matter to them. For example, under its Volunteering Policy, CHG provides eligible employees one paid volunteering day per year to support selected charitable organisations.

Community Support Programs

The Group engages in a range of community support initiatives and encourages employees across its operations to take part, recognising the important role colleagues play in delivering positive social outcomes. In September 2025, Guoco headquarters took part in a community outreach programme in which employees and their families visited elderly residents at Ping Tin Estate in Hong Kong. Through companionship, sharing gifts and meaningful conversations, participants brought warmth and care to the residents, helping to reduce social isolation while strengthening connections with the local community.

The Group also supports vulnerable groups through food donation and essential giving programmes. MHNZ participated in Christmas donation campaigns and other charitable appeals, contributing food, gifts and essential items to food banks, women's refuges and local community organisations. Similarly, GuocoLand's Sofitel Singapore City Centre partnered with local charitable organisations, including Food from the Heart and the Salvation Army to support individuals and families in need through food donation and community outreach initiatives.



GuocoLand Giving Back through Charitable Partnerships

GuocoLand was once again a proud sponsor of the 22nd edition of the SGX Cares Bull Charge Charity Run in November 2025. This is an annual corporate charity event that brings the financial community and SGX-listed companies together to support the needs of underprivileged children and families, persons with disabilities, as well as the elderly. Beyond contributing to the community, the event allowed GuocoLand to foster camaraderie among the participating employees. This year's event raised more than S\$2.5 million for six beneficiary organisations, namely AWWA Ltd., Autism Association (Singapore), Fei Yue Community Services, HCSA Community Services, Shared Services for Charities and Tasek Academy and Social Services.

During the 2025 Christmas season, GuocoLand also partnered with The Boys' Brigade for its annual "Gifting for Good" initiative, bringing together GuocoLand staff, office tenants and shoppers at Guoco Tower and Guoco Midtown to give back to society. Participants were encouraged to adopt and fulfil the requests from the Wall of Wishes at both locations, providing essential items and gifts to children, youths and the elderly. The initiative succeeded in fulfilling 286 wishes.



286 Wishes
Fulfilled Through GuocoLand's
Gifting for Good



Rank's Partnership with Carers Trust



Rank has partnered with Carers Trust, a UK-based charity dedicated to improving services, support, and recognition for unpaid carers, since 2014. Over more than a decade, colleagues across Rank have supported the charity through a wide range of events, challenges, and donations.

This year, Rank raised £496,142 – a record-breaking total, driven by employees who went above and beyond through their own personal fundraising challenges. All funds raised go directly to the Rank Cares Grants Programme, which provides financial assistance to carers in need through Carers Trust's network of 135 local carer centres.

Beyond fundraising, Rank colleagues are actively involved in the grants programme. Employees from across the business are invited to sit on the panels and help to decide how these grants are awarded, giving them a firsthand understanding of the impact of their fundraising and a deeper appreciation of the challenges carers face.



£4,500,000+
Raised For Carers Trust Since 2014

CHG's Volunteer Engagement and Fundraising Initiatives



CHG continued to support selected charity partners through a combination of fundraising, in-kind donations and employee volunteering. In FY2026, CHG raised £58,000 through a range of employee-led and customer-facing fundraising activities, such as organising sweepstakes and fantasy football leagues, and hosting large-scale initiatives such as the Hadrian's Wall charity trek. The trek brought together 18 team members from across CHG's hotels and support office to complete a 47km challenge, raising £16,700 for its charity partners, including Rays of Sunshine, Little Village, and Kentish Town City Farm.

In addition to fundraising, CHG provided practical support to Little Village, an organisation supporting low-income young families affected by the cost of living, through donations including 134 packets of diapers and 1,250 bath towels. CHG colleagues also continued to volunteer their time with London-based charities, including Kentish Town City Farm and Little Village, reinforcing CHG's commitment to creating positive social impact in the communities in which it operates.

During the reporting year, 160 employees, representing approximately 10% of CHG's workforce, took part in volunteering programmes. Since FY2023, CHG has contributed a total of 2,800 volunteering hours, demonstrating the continued role of employee participation in strengthening its community investment efforts.



2,800 Hours

Contributed by CHG

Employee Volunteers since FY2023



Local Career Support and Youth Empowerment

The Group is committed to supporting youth development and local employment across its operations. Through collaborations with universities, colleges and educational institutions, the Group offers students practical workplace exposure, industry-specific training and mentorship opportunities that enhance their employability and support their transition from academic learning to professional careers. These initiatives also help cultivate future talent pipelines while contributing to the sustainable development of local communities.

	Student Helper Programme	Guoco headquarters partnered with local universities to provide students with practical exposure to corporate operations.
	Internships	Collaborated with local polytechnics and universities to offer internships in Singapore, providing students with on-the-job training and mentorship from experienced employees.
	Internships	Partnered with Coventry University and the Greenwich University to offer internship placements, enabling students to gain valuable workplace exposure and hands-on industry experience.
	Mentoring Programme	Launched programme for unpaid carers across the UK, helping participants develop skills and confidence while balancing caring responsibilities.
	Apprenticeship	Provided employment opportunities through Apiculture Apprentice and Trainee programs. Also sponsors junior rugby teams at Te Awamutu College.

Advancing Community Well-being Through Scientific Research



Over the years, MHNZ has participated in scientific research that aims to explore the potentials behind raw honey, propolis and royal jelly, and to see how they can be harnessed and enhanced to deliver further benefits to people and society. MHNZ's propolis has been used in medical trials relating to neurofibromatosis ("NF") and positive results have been shown. Subsequently, MHNZ has offered local NF patients a 50% discount on one of its propolis products to show its continual care and support to the NF community.

MHNZ is also committed to creating shared value for the communities in which it operates through initiatives that support local economic development and community well-being. By partnering with local communities and Māori landowners, MHNZ places hives on underutilised farmland with strong mānuka populations, helping to enhance land productivity, generate additional income for landowners and create local employment opportunities while promoting environmentally responsible land stewardship for future generations. Through these combined efforts, MHNZ continues to contribute to stronger, more resilient and inclusive communities while creating positive social impact beyond its core business operations.

APPENDIX

Performance Data

Environmental Performance Data^{17, 18, 19}

		Headquarters		GuocoLand ²⁰		CHG		Rank		MHNZ		Total/The Group	
	Unit	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025
GHG Emissions													
Direct and indirect GHG emissions													
Direct GHG emissions (Scope 1) ²¹	tCO ₂ e	9	13	801	770	6,713	7,441 ²²	9,419	9,445	380	568	17,322	18,237 ²³
Indirect GHG emissions (Scope 2) ²⁴	tCO ₂ e	117	116	34,890	37,167	0 ²⁵	0 ²⁵	689 ^{26, 27}	3,839 ²⁶	91	103	35,787	41,225 ²³
Total GHG Emissions (Scope 1 and 2)	tCO ₂ e	126	129	35,691	37,937	6,713	7,441 ²²	10,108	13,284	471	671	53,109	59,462 ²³
Value Chain GHG emissions (Scope 3) ^{28, 29}	tCO ₂ e	34,184	N/A	146,695	203,142	N/A ³⁰	37,002	76,749	121,107	6,373	13,998	264,001 ³¹	375,249 ³²
Total GHG emissions (Scope 1, 2 and 3)													
Total GHG emissions	tCO ₂ e	34,310	129	182,386	241,079	6,713	44,443	86,857	134,391	6,844	14,669	317,110 ³¹	434,711 ³²
Energy Consumption													
Direct energy consumption													
Fuel consumption – Petrol	L	4,476 ³³	6,488	7,697	9,876	N/A	N/A	20,790	24,008	6,428 ³⁴	12,406	39,391	52,778 ²³
Fuel consumption – Diesel	L	N/A	N/A	9,505 ³⁵	6,095	N/A	N/A	11,495	12,280	135,398 ³⁶	201,755	156,398	220,130 ²³
Fuel consumption – Liquefied petroleum gas	GJ	N/A	N/A	3,819 ³⁷	4,990	N/A	N/A	N/A	N/A	N/A	N/A	3,819	4,990
Fuel consumption – Gas oil consumption	L	N/A	N/A	N/A	N/A	90,018	98,843	N/A	N/A	N/A	N/A	90,018	98,843
Fuel consumption – Natural gas consumption	kWh	N/A	N/A	863,086	1,032,481	23,730,717	25,417,512 ³⁸	46,307,085	48,341,288	104,711	127,263	71,005,599	74,918,544 ²³
Fuel consumption – Town gas consumption	kWh	N/A	N/A	365,027	451,596	N/A	N/A	N/A	N/A	N/A	N/A	365,027	451,596
Indirect energy consumption													
Electricity consumption	kWh	194,564	193,117	61,101,301	61,764,105	31,280,081	31,824,510 ³⁹	55,903,628	54,657,202 ⁴⁰	898,353	1,020,300	149,377,927	149,459,234 ²³
Total Energy Consumption													
Total energy consumption	GJ	853	916	228,799	233,224	201,520	209,894 ⁴¹	369,102	372,078	8,954	12,188	809,228	828,300 ²³
Air Pollutant Emissions													
Nitrogen oxides ("NOx")	kg	6	2	398	234	4,272	5,075	8,395	8,745	99	127	13,170	14,183
Sulphur oxides ("SOx")	kg	0.1	0.1	2.8	0.4	0	0	0.5	0.6	2.3	3.4	5.7	4.5
Particulate Matter ("PM")	kg	0.4	0.1	1.4	1.6	0	0	4.4	3.2	5.9	7.7	12.1	12.6
Water Consumption													
Water consumption	m ³	N/A	N/A	817,902	817,144	500,268	446,219	222,889	214,439	576	663	1,541,635	1,478,465 ²³
Waste													
Non-hazardous waste													
Non-hazardous waste produced	tonnes	N/A	N/A	3,905 ⁴²	3,578	4,356	4,718 ⁴³	2,070	1,857	136	154	10,467	10,307 ²³
Packaging material	tonnes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	144	132	144	132
Hazardous waste produced													
Hazardous waste	tonnes	N/A	N/A	0	0.01	N/A	N/A	4.23 ⁴⁴	1.00	0	0	4.23	1.01

		Headquarters		GuocoLand ²⁰		CHG		Rank		MHNZ		Total/The Group	
	Unit	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025
Breakdown by waste management method													
Recycling	tonnes	N/A	N/A	187	131	2,096	2,275	1,071	906	55	78	3,409	3,390
Other recovery (including energy recovery)	tonnes	N/A	N/A	N/A	N/A	852	807	181	175	N/A	N/A	1,033	982
Incineration	tonnes	N/A	N/A	2,675	2,412	1,408	1,636 ⁴³	795	733	N/A	N/A	4,878	4,781 ²³
Landfill	tonnes	N/A	N/A	1,043	1,035	N/A	N/A	23 ⁴⁵	43	81	76	1,147	1,154

- ¹⁷ Any discrepancies between (i) totals provided and the sum of the numbers presented; and (ii) percentages provided and the associated numbers throughout the report are due to rounding.
- ¹⁸ The methodology used to calculate the FY2026 environmental KPIs are in line with FY2025, which includes the use of the latest available emission factors with reference to the UK Government GHG Conversion Factors for Company Reporting, Intergovernmental Panel on Climate Change and local regulatory authorities.
- ¹⁹ Environmental KPIs showing as N/A in the above are either not material or not applicable to those businesses.
- ²⁰ GuocoLand's FY2025 data were restated to incorporate GLM following its inclusion in GuocoLand's reporting scope from FY2025.
- ²¹ Scope 1 emissions included direct GHG emissions from fuel consumption, including petrol, diesel, liquefied petroleum gas, gas oil, and natural gas, as well as refrigerants.
- ²² CHG's FY2025 Scope 1 emissions data were restated following its review and reconciliation of the relevant data.
- ²³ FY2025 figure restated following a revision to the corresponding figure reported by the Group Companies. Details of the change are available in the relevant Group Companies' disclosures.
- ²⁴ Scope 2 emissions included indirect GHG emissions from purchased electricity. The emissions factors (kg CO₂e/kWh) used are the latest available factors: Hong Kong: 0.60; Singapore: 0.412; China: 0.5306; Malaysia: 0.774; UK: 0.177; New Zealand: 0.101.
- ²⁵ CHG has reported zero indirect GHG emissions (Market-based Scope 2) in FY2025 and FY2026, due to the exclusive use of electricity generated from renewable sources.
- ²⁶ Rank uses market-based Scope 2 emissions to reflect its indirect electricity reduction efforts in FY2025 and FY2026.
- ²⁷ Rank's reduction in Scope 2 emissions was mainly attributable to the procurement and utilisation of Renewable Energy Guarantee of Origin (REGO) certificates. As the REGO programme was introduced in second half of FY2025 and certificates were carried forward into FY2026, a greater proportion of purchased electricity was matched with renewable energy certificates in FY2026.
- ²⁸ Scope 3 emissions were calculated in line with the GHG Protocol Value Chain (Scope 3) Accounting and Reporting Standard.
- ²⁹ The Group reports total Scope 3 emissions at the individual Group Company level without disclosing emissions by Scope 3 category. The Group takes a holistic Group-level view on category-level emissions, so only the consolidated total for each Scope 3 category is presented. For the breakdown of emissions by Scope 3 category, please refer to page 18.
- ³⁰ During the reporting year, CHG transitioned its Scope 3 emissions calculation methodology from a spend-based to a hybrid spend- and product-based approach. As the transition required additional implementation time, updated Scope 3 emissions data will be incorporated in the next reporting cycle.
- ³¹ FY2026 Group GHG emissions exclude CHG's Scope 3 data.
- ³² FY2025 Group GHG emissions exclude Headquarters' data, as it only began tracking Scope 3 emissions in the current reporting year.
- ³³ The decrease is due to the disposal of one company vehicle in FY2026.
- ³⁴ The decrease is due to changes in internal team compositions, and transition of some company fleets to hybrid vehicles.
- ³⁵ The increase is due to diesel use for top-up in generator sets within managed properties, as well as addition of diesel vehicles.
- ³⁶ The decrease is due to the changes in internal team compositions leading to overall reduction in fuel consumption.
- ³⁷ The decrease is due to the disposal of one asset under GLM.
- ³⁸ CHG's FY2025 natural gas data were restated following its review and reconciliation of the relevant data.
- ³⁹ CHG's FY2025 electricity consumption data were restated following its review and reconciliation of the relevant data.
- ⁴⁰ Rank's electricity consumption data for FY2025 was restated following a revision from the incorporation of additional data.
- ⁴¹ CHG's FY2025 energy data was restated in line with the updates for the natural gas and electricity data.
- ⁴² GuocoLand's waste data only covers waste produced from its properties under management.
- ⁴³ CHG's FY2025 incineration and non-hazardous waste produced data were restated following a review and reconciliation of the relevant data.
- ⁴⁴ The increase in hazardous waste generated in FY2026 was mainly due to a higher volume of site activities that produced hazardous waste.
- ⁴⁵ The decrease in Rank's landfill is due to the increase of incineration with energy recovery, reducing the waste to landfill.

	Unit	FY2026	FY2025 ⁴⁶
Intensity			
GHG emissions intensity (Scope 1 and 2)			
Headquarters	tCO ₂ e/ft ² GFA	0.01	0.01
GuocoLand	tCO ₂ e/m ² GFA	0.06	0.05
CHG	tCO ₂ e/room sold	0.005	0.006 ⁴⁸
Rank	tCO ₂ e/£m revenue	12.11⁴⁷	16.70
MHNZ	tCO ₂ e/NZ\$m revenue	5.50	7.08
Direct energy intensity			
Fuel intensity – Petrol			
Headquarters	L/ft ² GFA	0.23	0.33
GuocoLand	L/m ² GFA	0.01	0.02
Rank	L/£m revenue	24.90	30.18
MHNZ	L/NZ\$m revenue	75.00	131.00
Fuel intensity – Diesel			
GuocoLand	L/m ² GFA	0.02	0.01
Rank	L/£m revenue	13.77	15.43
MHNZ	L/NZ\$m revenue	1,579.90	2,130.46
Fuel intensity – Liquefied petroleum gas			
GuocoLand	GJ/m ² GFA	0.01	0.01
Fuel intensity – Gas oil			
CHG	L/room sold	0.06	0.07
Fuel intensity – Natural gas			
GuocoLand	kWh/m ² GFA	1.36	1.59
CHG	kWh/room sold	16.99	19.48 ⁴⁸
Rank	kWh/£m revenue	55,457.59	60,760.79
MHNZ	kWh/NZ\$m revenue	1,221.83	1,343.85
Fuel intensity – Town gas			
GuocoLand	kWh/m ² GFA	0.58	0.69

	Unit	FY2026	FY2025 ⁴⁶
Indirect energy intensity			
Electricity intensity			
Headquarters	kWh/ft ² GFA	9.99	9.92
GuocoLand	kWh/m ² GFA	96.55⁴⁹	94.88
CHG	kWh/room sold	22.30	24.39 ⁵⁰
Rank	kWh/£m revenue	66,950.45	68,699.35 ⁵⁰
MHNZ	kWh/NZ\$m revenue	10,482.53	10,774.02
Water intensity			
GuocoLand	m ³ /m ² GFA	1.27	1.22
CHG	m ³ /room sold	0.36	0.32
Rank	m ³ /£m revenue	266.93	269.53
MHNZ	m ³ /NZ\$m revenue	6.72	7.00
Non-hazardous waste intensity			
GuocoLand	tonnes/m ² GFA	0.01	0.01
CHG	tonnes/room sold	0.003	0.004 ⁵¹
Rank	tonnes/£m revenue	2.48	2.33
MHNZ	tonnes/NZ\$m revenue	1.59	1.62
Hazardous waste intensity			
GuocoLand	tonnes/m ² GFA	0	0.00000001
Rank	tonnes/£m revenue	0.005	0.001

⁴⁶ GuocoLand's FY2025 data were restated to incorporate GLM following its inclusion in GuocoLand's reporting scope from FY2025.

⁴⁷ Rank's reduction in GHG emissions intensity is due to the decrease in Scope 2 emissions, mainly attributable to the procurement and utilisation of Renewable Energy Guarantee of Origin (REGO) certificates. As the REGO programme was introduced in second half of FY2025 and certificates were carried forward into FY2026, a greater proportion of purchased electricity was matched with renewable energy certificates in FY2026.

⁴⁸ Following the revision of the natural gas data, the GHG emissions intensity and natural gas intensity have been restated accordingly.

⁴⁹ GuocoLand's increase in electricity intensity is largely due to the decrease in GFA.

⁵⁰ Restated based on revised electricity data.

⁵¹ Restated based on revised non-hazardous waste data.

Social Performance Data⁵²

		Headquarters		GuocoLand ⁵³		CHG		Rank		MHNZ		Total/The Group	
	Unit	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025
Workforce Profile													
Number of employees													
Total number of employees	No.	42	44	985	1,170	1,680	1,654	7,431	7,776	152	170 ⁵⁴	10,290	10,814 ⁵⁵
Number of employees by employment type													
Full-time	No.	42	44	984	1,169	1,134	1,168	4,436	4,697 ⁵⁶	148	163 ⁵⁴	6,744	7,241 ⁵⁵
Part-time	No.	0	0	1	1	546	486	2,995	3,079 ⁵⁶	4	7 ⁵⁴	3,546	3,573 ⁵⁵
Number of employees by employment contract type													
Permanent staff	No.	42	44	883	1,003	1,680	1,654	7,243	7,529	149	159	9,997	10,389
Contract staff	No.	0	0	0	0	0	0	37	71	3	7 ⁵⁴	40	78 ⁵⁵
Temporary staff	No.	0	0	102	167	0	0	151	176	0	4 ⁵⁴	253	347 ⁵⁵
Number of employees by gender													
Male	No.	19	16	499	597	1,044	1,032	4,050	4,295	88	103 ⁵⁴	5,700	6,043 ⁵⁵
Female	No.	23	28	486	573	636	622	3,381	3,481	57	50 ⁵⁴	4,583	4,754 ⁵⁵
Undisclosed ⁵⁷	No.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	7	17 ⁵⁴	7	17 ⁵⁵
Number of employees by age group													
<30 years old	No.	4	4	202	239	633	631	2,490	2,601	9	20 ⁵⁸	3,338	3,495
30-50 years old	No.	18	21	626	757	769	765	3,198	3,358	113	119 ⁵⁸	4,724	5,020 ⁵⁵
>50 years old	No.	20	19	157	174	278	258	1,743	1,817	30	31 ⁵⁸	2,228	2,299 ⁵⁵
Number of employees by employment category													
Senior Management	No.	6	6	42	43	16	15	10	10 ⁵⁹	10	10 ⁵⁴	84	84 ⁵⁵
Management	No.	13	14	267	289	363	349	614	628 ⁵⁹	19	21 ⁵⁴	1,276	1,301 ⁵⁵
Non-Management	No.	23	24	676	838	1,301	1,290	6,807	7,138	123	139 ⁵⁴	8,930	9,429 ⁵⁵

		Headquarters		GuocoLand ⁵³		CHG		Rank		MHNZ		Total/The Group	
	Unit	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025
Number of employees by geographical region													
UK	No.	N/A	N/A	N/A	N/A	1,680	1,654	6,139	6,492	N/A	0	7,819	8,146
China	No.	N/A	N/A	159	201	N/A	N/A	N/A	N/A	N/A	2	159	203
Hong Kong	No.	42	44	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	42	44
Singapore	No.	N/A	N/A	321	322	N/A	N/A	N/A	N/A	N/A	N/A	321	322
Malaysia	No.	N/A	N/A	505	647	N/A	N/A	N/A	N/A	N/A	N/A	505	647
New Zealand	No.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	131	149 ⁵⁴	131	149 ⁵⁵
Others	No.	N/A	N/A	N/A	N/A	N/A	N/A	1,292	1,284	11	19	1,313	1,303
Turnover													
Total number of resigned employees	No.	11	9	368	424	612	622	2,737	2,738	54	41	3,782	3,834
Number of employees turnover by gender													
Male	No.	4	5	201	250	374	378	1,537	1,527	21	20	2,137	2,180
Female	No.	2	4	167	174	238	244	1,200	1,211	13	19	1,620	1,652
Undisclosed ⁵⁷	No.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2	N/A	2
Turnover rate by gender													
Male	%	21%	31%	40%	42%	36%	37%	38%	36%	24%	22%	37%	36%
Female	%	9%	14%	34%	30%	37%	39%	35%	35%	23%	37%	35%	35%
Undisclosed ⁵⁷	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	15%	N/A	15%
Number of employees turnover by age group													
<30 years old	No.	N/A	N/A	119	141	310	314	1,489	1,554	13	16	1,931	2,025
30-50 years old	No.	4	2	196	227	254	249	917	910	16	15	1,387	1,403
>50 years old	No.	7	7	53	56	48	59	331	274	6	10	445	406
Turnover rate by age group													
<30 years old	%	N/A	N/A	59%	59%	49%	50%	60%	60%	90%	80% ⁵⁴	58%	58%
30-50 years old	%	22%	10%	31%	30%	33%	33%	29%	27%	14%	13% ⁵⁴	29%	28%
>50 years old	%	35%	37%	34%	32%	17%	23%	19%	15%	20%	32% ⁵⁴	20%	18%

		Headquarters		GuocoLand ⁵³		CHG		Rank		MHNZ		Total/The Group	
	Unit	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025
Number of employees turnover by geographical region													
UK	No.	N/A	N/A	N/A	N/A	612	622	2,434	2,459	N/A	0	3,046	3,081
China	No.	N/A	N/A	55	36	N/A	N/A	N/A	N/A	N/A	N/A	55	36
Hong Kong	No.	11	9	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	11	9
Singapore	No.	N/A	N/A	103	118	N/A	N/A	N/A	N/A	N/A	N/A	103	118
Malaysia	No.	N/A	N/A	210	270	N/A	N/A	N/A	N/A	N/A	N/A	210	270
New Zealand	No.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	49	41	49	41
Others	No.	N/A	N/A	N/A	N/A	N/A	N/A	303	279	5	0	308	279
Turnover rate by geographical region													
UK	%	N/A	N/A	N/A	N/A	36%	38%	40%	38%	N/A	0%	39%	38%
China	%	N/A	N/A	35%	18%	N/A	N/A	N/A	N/A	N/A	N/A	35%	18%
Hong Kong	%	26%	20%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	26%	20%
Singapore	%	N/A	N/A	32%	37%	N/A	N/A	N/A	N/A	N/A	N/A	32%	37%
Malaysia	%	N/A	N/A	42%	42%	N/A	N/A	N/A	N/A	N/A	N/A	42%	42%
New Zealand	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	37%	30%	37%	30%
Others	%	N/A	N/A	N/A	N/A	N/A	N/A	23%	22%	24%	0%	23%	21%
Training^{60, 61}													
Percentage of trained employees by gender⁶²													
Male	%	10%	41%	N/A	N/A	63%	62%	55%	55%	68%	61%	57%	56% ⁶³
Female	%	90%	59%	N/A	N/A	37%	38%	45%	45%	32%	39%	43%	44% ⁶³
Percentage of trained employees by employment category⁶²													
Senior Management	%	20.0%	13.6%	N/A	N/A	1.0%	0.9%	0.1%	0.1% ⁵⁹	5.7%	7.8%	0.4%	1.9% ⁵⁵
Management	%	40%	32%	N/A	N/A	22%	21%	8%	5% ⁵⁹	18%	14%	12%	8% ⁵⁵
Non-Management	%	40%	55%	N/A	N/A	77%	78%	92%	95%	77%	79%	89%	90% ⁶³

		Headquarters		GuocoLand ⁵³		CHG		Rank		MHNZ		Total/The Group	
	Unit	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025
Average training hours by gender													
Male	Hours	1.7	6.1	13.3	16.0	22.7	29.5	28.2	32.9	22.1	N/A ⁵⁷	25.7	29.7 ⁶⁴
Female	Hours	3.4	7.5	15.1	13.1	21.9	29.5	27.6	33.2	16.5	N/A ⁵⁷	25.3	29.3 ⁶⁴
Average training hours by employee category													
Senior Management	Hours	4.7	7.8	9.2	8.0	23.5	29.5	26.7	32.9 ⁵⁹	28.0	124.7	15.9	25.7 ⁵⁵
Management	Hours	4.5	4.8	14.9	18.1	22.8	29.5	27.3	19.9 ⁵⁹	30.0	13.2	23.2	11.2 ⁵⁵
Non-Management	Hours	1.0	8.0	14.2	13.6	22.2	29.5	28.0	34.2	15.8	17.7	25.9	27.0 ⁶³

⁵² Social KPIs which shows as N/A above are either not material or not applicable to those businesses.

⁵³ GuocoLand's FY2025 data were restated to incorporate GLM following its inclusion in GuocoLand's reporting scope from FY2025.

⁵⁴ FY2025 employee headcount of MHNZ has been restated following a review of employee records.

⁵⁵ FY2025 figure restated following a revision to the corresponding figure reported by Group Companies. Details of the change are available in the relevant Group Companies' disclosures.

⁵⁶ FY2025 employee headcount of Rank has been restated to reflect revisions to the classification of employees across employment categories.

⁵⁷ Some MHNZ employees chose not to disclose their gender data, reflecting their right to privacy and voluntary disclosure of personal information.

⁵⁸ FY2025 employee headcount by age group of MHNZ has been restated following a review of employee records.

⁵⁹ Following Rank's adoption of a revised definition of senior management and management employee in FY2026, the FY2025 comparative data have been restated accordingly to ensure consistent year-on-year comparability.

⁶⁰ GuocoLand training data from Thistle Port Dickson and Thistle Johor Bahru hotels were excluded due to differences in data collection methodology compared to the Group.

⁶¹ Following the Group's revision to the definition of trained employees in FY2026, the data include employees who resigned during the reporting year, thereby reflecting all training delivered.

⁶² GuocoLand's data on the percentage of trained employees is not available, as it did not track this metric.

⁶³ FY2025 Group total trained employee headcount has been restated following the integration of GLM into GuocoLand's reporting scope. As trained employee headcount data was not tracked by GuocoLand, the previously reported FY2025 trained employee headcount of GLM has been excluded from the restated Group total.

⁶⁴ The calculation does not include MHNZ employees, as some of their employees chose not to disclose their gender due to privacy reasons.

	Unit	FY2026	FY2025
Occupational Health and Safety			
Number of fatalities⁶⁵			
Headquarters	No.	0	0
GuocoLand	No.	0	0
CHG	No.	0	0
Rank	No.	0	0
MHNZ	No.	1 ⁶⁶	0
Rate of fatalities⁶⁷			
Headquarters	Rate per 100 workers	0	0
GuocoLand	Rate per 100 workers	0	0
CHG	Rate per 100 workers	0	0
Rank	Rate per 100 workers	0	0
MHNZ	Rate per 100 workers	0.66	0
Total/The Group	Rate per 100 workers	0.01	0
Number of lost days			
Headquarters	No.	0	0
GuocoLand	No.	79	83
CHG	No.	39	96
Rank	No.	N/A	N/A
MHNZ	No.	144	9
Number of reported work-related injuries			
Headquarters	No.	0	0
GuocoLand	No.	4	10
CHG	No.	7	8
Rank ⁶⁸	No.	801	839
MHNZ	No.	8	2

	Unit	FY2026	FY2025
Supply Chain			
Suppliers by geographical region			
Australia	No.	4	3
UK	No.	1,953	1,926
New Zealand	No.	881	896 ⁶⁹
India	No.	3	2
Singapore	No.	2	2
Malaysia	No.	2	14
China	No.	1	0
Hong Kong	No.	3	4
Other regions	No.	465	453
Total	No.	3,314	3,300

⁶⁵ No work-related fatalities were recorded across any of the Group Companies in FY2024 and FY2025.

⁶⁶ One work-related fatality occurred at MHNZ during FY2026. WorkSafe New Zealand and New Zealand Police concluded that the death was accidental, with no enforcement action taken or charges laid. While the investigations did not identify any regulatory breaches requiring further action, MHNZ reviewed and strengthened its health and safety practices and engaged an independent external auditor to assess its health and safety systems and culture. The findings continue to inform its ongoing improvement programme.

⁶⁷ Rate of fatalities = (Number of fatalities resulting from work-related injuries/Number of workers) × 100

⁶⁸ Rank's reported work-related injuries include lacerations, contusions and burns as well following the enhancement in accident reporting in FY2025.

⁶⁹ The total number of suppliers from New Zealand changed as MHNZ restated its supplier data to align with the updated methodology adopted in the current reporting year.

Hong Kong Stock Exchange's ESG Reporting Code Index

Subject Areas, Aspects, General Disclosures and KPIs

References and Remarks

A. Environmental		
Aspect A1: Emissions		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. Note: Air emissions include NO_x, SO_x, and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulfur hexafluoride. Hazardous wastes are those defined by national regulations.	Towards a Greener Future – Energy and Emissions Management Towards a Greener Future – Water and Effluent Management Towards a Greener Future – Waste Management
KPI A1.1	The types of emissions and respective emissions data.	Towards a Greener Future – Energy and Emissions Management Appendix – Environment Performance Data
KPI A1.2	[Repealed 1 January 2025]	
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Towards a Greener Future – Waste Management Appendix – Environment Performance Data
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Towards a Greener Future – Waste Management Appendix – Environment Performance Data
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	Towards a Greener Future – Climate Change – Future Targets Towards a Greener Future – Energy and Emission Management – FY2026 Targets Status Towards a Greener Future – Energy and Emission Management – Future Targets Towards a Greener Future – Energy and Emissions Management
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Towards a Greener Future – Waste Management – FY2026 Targets Status Towards a Greener Future – Waste Management – Future Targets Towards a Greener Future – Waste Management

Subject Areas, Aspects, General Disclosures and KPIs

References and Remarks

Aspect A2: Use of Resources

General Disclosure

Policies on the efficient use of resources, including energy, water and other raw materials.
Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.

Towards a Greener Future – Energy and Emissions Management
Towards a Greener Future – Water and Effluent Management
Towards a Greener Future – Waste Management
Towards a Greener Future – Ecosystem Conservation

KPI A2.1

Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).

Towards a Greener Future – Energy and Emissions Management
Appendix – Environment Performance Data

KPI A2.2

Water consumption in total and intensity (e.g. per unit of production volume, per facility).

Towards a Greener Future – Water and Effluent Management
Appendix – Environment Performance Data

KPI A2.3

Description of energy use efficiency target(s) set and steps taken to achieve them.

Towards a Greener Future – Energy and Emission Management – FY2026 Targets Status
Towards a Greener Future – Energy and Emission Management – Future Targets
Towards a Greener Future – Energy and Emissions Management

KPI A2.4

Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.

Towards a Greener Future – Water and Effluent Management – FY2026 Targets Status
Towards a Greener Future – Water and Effluent Management – Future Targets
Towards a Greener Future – Water and Effluent Management

KPI A2.5

Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.

Towards a Greener Future – Waste Management

Aspect A3: The Environment and Natural Resources

General Disclosure

Policies on minimising the issuer's significant impact on the environment and natural resources.

Towards a Greener Future – Energy and Emissions Management
Towards a Greener Future – Water and Effluent Management
Towards a Greener Future – Waste Management
Towards a Greener Future – Ecosystem Conservation

Subject Areas, Aspects, General Disclosures and KPIs

References and Remarks

KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the action taken to manage them.	Towards a Greener Future – Energy and Emissions Management Towards a Greener Future – Water and Effluent Management Towards a Greener Future – Waste Management Towards a Greener Future – Ecosystem Conservation
Aspect A4: Climate Change		
General Disclosure	[Repealed 1 January 2025]	
KPI A4.1	[Repealed 1 January 2025]	
B. Social		
Employment and Labour Practices		
Aspect B1: Employment		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Empowering our People – Development & Training Empowering our People – Diversity & Inclusion Empowering our People – Occupational Health, Safety, and Well-being
KPI B1.1	Total workforce by gender, employment type, age group and geographical region.	Appendix – Social Performance Data
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Appendix – Social Performance Data
Aspect B2: Health and Safety		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Empowering our People – Occupational Health, Safety, and Well-being
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Empowering our People – Occupational Health, Safety, and Well-being
KPI B2.2	Lost days due to work injury.	Appendix – Social Performance Data
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Empowering our People – Occupational Health, Safety, and Well-being

Subject Areas, Aspects, General Disclosures and KPIs

References and Remarks

Aspect B3: Development and Training

General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Empowering our People – Development & Training
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Empowering our People – Development & Training
KPI B3.2	The average training hours completed per employee by gender and employee category.	Empowering our People – Development & Training

Aspect B4: Labour Standards

General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Empowering our People – Labour Standards
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Empowering our People – Labour Standards
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Empowering our People – Labour Standards

Operating Practices

Aspect B5: Supply Chain Management

General Disclosure	Policies on managing environmental and social risks of the supply chain.	Conducting Business with Honour – Supply Chain Management
KPI B5.1	Number of suppliers by geographical region.	Appendix – Social Performance Data
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	Conducting Business with Honour – Supply Chain Management
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Conducting Business with Honour – Supply Chain Management
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Conducting Business with Honour – Supply Chain Management

Aspect B6: Product Responsibility

General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Conducting Business with Honour – Product & Service Quality, Health & Safety Conducting Business with Honour – Ethical Marketing Conducting Business with Honour – Data Privacy & Security
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Subject Areas, Aspects, General Disclosures and KPIs

References and Remarks

KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	During the reporting period, we have no products subject to recalls due to health and safety reasons.
KPI B6.2	Number of products and service-related complaints received and how they are dealt with.	Conducting Business with Honour – Product & Service Quality, Health & Safety
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Conducting Business with Honour – Intellectual Property
KPI B6.4	Description of quality assurance process and recall procedures.	Conducting Business with Honour – Product & Service Quality, Health & Safety
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Conducting Business with Honour – Data Privacy & Security
Aspect B7: Anti-corruption		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering	Conducting Business with Honour – Corporate Governance
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Conducting Business with Honour – Corporate Governance
KPI B7.2	Description of preventive measures and whistleblowing procedures, how they are implemented and monitored.	Conducting Business with Honour – Corporate Governance
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Conducting Business with Honour – Corporate Governance
Aspect B8: Community Investment		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Caring for our Community
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Caring for our Community
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Caring for our Community

Part D: Climate-related Disclosures

Subject Areas

References and Remarks

Governance

19 An issuer shall disclose information about:

(a) the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the issuer shall identify that body(s) or individual(s) and disclose information about:

Towards a Greener Future – Tackling Climate Change
– Governance

(i) how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities;

(ii) how and how often the body(s) or individual(s) is informed about *climate-related risks and opportunities*;

(iii) how the body(s) or individual(s) takes into account *climate-related risks and opportunities* when overseeing the issuer's strategy, its decisions on major transactions, and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities;

(iv) how the body(s) or individual(s) oversees the setting of, and monitors progress towards, targets related to *climate-related risks and opportunities* (see paragraphs 37 to 40), including whether and how related performance metrics are included in remuneration policies (see paragraph 35); and

(b) management's role in the governance processes, controls and procedures used to monitor, manage and oversee *climate-related risks and opportunities*, including information about:

Towards a Greener Future – Tackling Climate Change
– Governance

(i) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and

(ii) whether management uses controls and procedures to support the oversight of *climate-related risks and opportunities* and, if so, how these controls and procedures are integrated with other internal functions.

Subject Areas

References and Remarks

Strategy	
Climate-related risks and opportunities	
20.	An issuer shall disclose information to enable an understanding of climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term. Specifically, the issuer shall:
(a)	describe climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term;
(b)	explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk ;
(c)	specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur; and
(d)	explain how the issuer defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making.
Business model and value chain	
21.	An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain . Specifically, the issuer shall disclose:
(a)	a description of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain ; and
(b)	a description of where in the issuer's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).

Subject Areas

References and Remarks

Strategy and decision-making

22. An issuer shall disclose information that enables an understanding of the effects of <i>climate-related risks and opportunities</i> on its strategy and decision-making. Specifically, the issuer shall disclose:	
(a) information about how the issuer has responded to, and plans to respond to, <i>climate-related risks and opportunities</i> in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the issuer shall disclose information about:	Towards a Greener Future – Tackling Climate Change – Strategy
(i) current and anticipated changes to the issuer's <i>business model</i>, including its resource allocation, to address <i>climate-related risks and opportunities</i>;	Towards a Greener Future – Tackling Climate Change – Future Plan
(ii) current and anticipated adaptation and mitigation efforts (whether direct or indirect);	Towards a Greener Future – Climate Change – Our Approach Towards a Greener Future – Energy and Emissions Management– Energy Saving and Emissions Reducing Measures
(iii) any <i>climate-related transition plan</i> the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer's transition plan relies), or an appropriate negative statement where the issuer does not have a <i>climate-related transition plan</i>; and	The Group currently does not have any formal transition plan established. The Group will explore opportunities to establish a transition plan in the future, building on the Group's assessment on material climate-related risks and opportunities.
(iv) how the issuer plans to achieve any climate-related targets (including any <i>greenhouse gas</i> emissions targets (if any)), described in accordance with paragraphs 37 to 40; and	Towards a Greener Future – Tackling Climate Change – Metrics & Targets Towards a Greener Future – Climate Change – Future Targets
(b) information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a).	Towards a Greener Future – Tackling Climate Change – Future Plan
23. An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 22(a).	Towards a Greener Future – Energy and Emissions Management– FY2026 Target Status

Subject Areas

References and Remarks

Financial position, financial performance and cash flows

Current financial effect

24. An issuer shall disclose qualitative and quantitative information about:

(a) how *climate-related risks and opportunities* have affected its financial position, financial performance and cash flows for the reporting period; and

Towards a Greener Future – Tackling Climate Change
– Strategy– Scenario Analysis – Physical Risk Impacts

(b) the *climate-related risks and opportunities* identified in paragraph 24(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.

Towards a Greener Future – Tackling Climate Change
– Strategy – Scenario Analysis – Transition Risk and
Opportunity Impacts

Anticipated financial effect

25. The issuer shall provide qualitative and quantitative disclosures about:

(a) how the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage *climate-related risks and opportunities*, taking into consideration:

Towards a Greener Future – Tackling Climate Change
– Strategy – Scenario Analysis – Physical Risk Impacts

(i) its investment and disposal plans; and

(ii) its planned sources of funding to implement its strategy; and

Towards a Greener Future – Tackling Climate Change
– Strategy – Scenario Analysis – Transition Risk and
Opportunity Impacts

(b) how the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage *climate-related risks and opportunities*.

Subject Areas

References and Remarks

Climate resilience

26. An issuer shall disclose information that enables an understanding of the resilience of the issuer's strategy and **business model** to climate-related changes, developments and uncertainties, taking into consideration the issuer's identified **climate-related risks and opportunities**. An issuer shall use climate-related scenario analysis to assess its **climate resilience** using an approach that is commensurate with an issuer's circumstances. In providing quantitative information, the issuer may disclose a single amount or a range. Specifically, the issuer shall disclose:

(a) the issuer's assessment of its **climate resilience** as at the reporting date, which shall enable an understanding of:

Towards a Greener Future – Tackling Climate Change – Strategy

(i) the implications, if any, of the issuer's assessment for its strategy and **business model**, including how the issuer would need to respond to the effects identified in the climate-related scenario analysis;

Towards a Greener Future – Tackling Climate Change – Future Plan

(ii) the significant areas of uncertainty considered in the issuer's assessment of its **climate resilience**; and

(iii) the issuer's capacity to adjust, or adapt its strategy and **business model** to climate change over the short, medium or long term;

(b) how and when the climate-related scenario analysis was carried out, including:

Towards a Greener Future – Tackling Climate Change – Strategy – Scenario Analysis – Scenarios and Assumptions

(i) information about the inputs used, including:

(1) which climate-related scenarios the issuer used for the analysis and the sources of such scenarios;

(2) whether the analysis included a diverse range of climate-related scenarios;

(3) whether the climate-related scenarios used for the analysis are associated with **climate-related transition risks** or **climate-related physical risks**;

(4) whether the issuer used, among its scenarios, a climate-related scenario aligned with the **latest international agreement on climate change**;

(5) why the issuer decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties;

(6) time horizons the issuer used in the analysis; and

(7) what scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis);

(ii) the key assumptions the issuer made in the analysis; and

(iii) the reporting period in which the climate-related scenario analysis was carried out.

Subject Areas

References and Remarks

Risk Management

27. An issuer shall disclose information about:

(a) the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about:

Towards a Greener Future – Tackling Climate Change – Risk Management

(i) the inputs and parameters the issuer uses (for example, information about data sources and the scope of operations covered in the processes);

(ii) whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks;

(iii) how the issuer assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the issuer considers qualitative factors, quantitative thresholds or other criteria);

(iv) whether and how the issuer prioritises climate-related risks relative to other types of risks;

(v) how the issuer monitors climate-related risks; and

(vi) whether and how the issuer has changed the processes it uses compared with the previous reporting period;

(b) the processes the issuer uses to identify, assess, prioritise and monitor climate-related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and

Towards a Greener Future – Tackling Climate Change – Risk Management

Towards a Greener Future – Tackling Climate Change – Strategy– Scenario Analysis – Transition Risk and Opportunity Impacts

(c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring **climate-related risks and opportunities** are integrated into and inform the issuer's overall risk management process.

Towards a Greener Future – Tackling Climate Change – Risk Management

Metrics and Targets**Greenhouse gas emissions**

28. An issuer shall disclose its absolute gross **greenhouse gas** emissions generated during the reporting period, expressed as metric tons of **CO₂ equivalent**, classified as:

(a) **Scope 1 greenhouse gas emissions**;

Appendix – Environmental Performance Data

Subject Areas

References and Remarks

(b) <i>Scope 2 greenhouse gas emissions</i> ; and	
(c) <i>Scope 3 greenhouse gas emissions</i> .	
29. An issuer shall:	
(a) measure its <i>greenhouse gas</i> emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring <i>greenhouse gas</i> emissions;	Appendix – Environmental Performance Data
(b) disclose the approach it uses to measure its <i>greenhouse gas</i> emissions including:	
(i) the measurement approach, inputs and assumptions the issuer uses to measure its <i>greenhouse gas</i> emissions;	
(ii) the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its <i>greenhouse gas</i> emissions; and	
(iii) any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes;	
(c) for <i>Scope 2 greenhouse gas emissions</i> disclosed in accordance with paragraph 28(b), disclose its location-based <i>Scope 2 greenhouse gas emissions</i> , and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's <i>Scope 2 greenhouse gas emissions</i> ; and	
(d) for <i>Scope 3 greenhouse gas emissions</i> disclosed in accordance with paragraph 28(c), disclose the categories included within the issuer's measure of <i>Scope 3 greenhouse gas emissions</i> , in accordance with the <i>Scope 3 categories</i> described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).	Towards a Greener Future – Climate Change – Future Targets Towards a Greener Future – Tackling Climate Change – Metrics & Targets Appendix – Environmental Performance Data
Climate-related transition risks	
30. An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks .	Towards a Greener Future – Tackling Climate Change – Strategy – Scenario Analysis – Transition Risk and Opportunity Impacts
Climate-related physical risks	
31. An issuer shall disclose the amount and percentage of assets or business activities vulnerable to <i>climate-related physical risks</i> .	Towards a Greener Future – Tackling Climate Change – Strategy – Scenario Analysis – Physical Risk Impacts

Subject Areas

References and Remarks

Climate-related opportunities

32. An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.

Towards a Greener Future – Tackling Climate Change – Strategy– Scenario Analysis – Transition Risk and Opportunity Impacts

Capital deployment

33. An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards *climate-related risks and opportunities*.

Towards a Greener Future – Tackling Climate Change – Future Plan

Internal carbon prices

34. An issuer shall disclose:

- (a) an explanation of whether and how the issuer is applying a carbon price in decision-making (for example, investment decisions, transfer pricing, and scenario analysis); and
- (b) the price of each metric tonne of *greenhouse gas* emissions the issuer uses to assess the costs of its *greenhouse gas* emissions; or an appropriate negative statement that the issuer does not apply a carbon price in decision-making.

The Group currently does not implement an internal price on carbon.

The Group will explore opportunities to adopt internal carbon pricing for its decision-making process in the future.

Remuneration

35. An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement. This may form part of the disclosure under paragraph 19(a)(iv).

The Group currently does not integrate climate-related considerations into its remuneration policy, while some of the Group Companies link ESG performance to their executive remuneration.

The Group will consider the possibility of factoring in climate-related considerations into its remuneration policy in the future.

Industry-based metrics

36. An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular *business models*, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industry-based metrics associated with *disclosure topics* described in the IFRS S2 Industry-based Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks.

The Group is considering the applicability of the industry-based metrics.

The Group will explore opportunities to integrate relevant disclosures in the future.

Subject Areas

References and Remarks

Climate-related targets

37. An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the issuer shall disclose:	
(a) the metric used to set the target;	Towards a Greener Future – Climate Change – Future Targets
(b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives);	
(c) the part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region);	Towards a Greener Future – Tackling Climate Change – Metrics & Targets
(d) the period over which the target applies;	
(e) the base period from which progress is measured;	Towards a Greener Future – Energy and Emissions Management – FY2026 Target Status
(f) milestones or interim targets (if any);	
(g) if the target is quantitative, whether the target is an absolute target or an intensity target; and	
(h) how the latest international agreement on climate change , including jurisdictional commitments that arise from that agreement, has informed the target.	
38. An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including:	
(a) whether the target and the methodology for setting the target has been validated by a third party;	Towards a Greener Future – Climate Change – Future Targets
(b) the issuer's processes for reviewing the target;	
(c) the metrics used to monitor progress towards reaching the target; and	Towards a Greener Future – Tackling Climate Change – Metrics & Targets
(d) any revisions to the target and an explanation for those revisions.	Towards a Greener Future – Energy and Emissions Management – FY2026 Target Status

Subject Areas

References and Remarks

39. An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance.	Towards a Greener Future – Climate Change – Group Performance Highlights Towards a Greener Future – Energy and Emissions Management – FY2026 Target Status Appendix – Environmental Performance Data
40. For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose: (a) which greenhouse gases are covered by the target; (b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target; (c) whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target; (d) whether the target was derived using a sectoral decarbonisation approach; and (e) the issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the issuer shall disclose: (i) the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits; (ii) which third-party scheme(s) will verify or certify the carbon credits; (iii) the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; and (iv) any other factors necessary to enable an understanding of the credibility and integrity of the carbon credits the issuer plans to use (for example, assumptions regarding the permanence of the carbon offset).	Towards a Greener Future – Climate Change– Future Targets Towards a Greener Future – Tackling Climate Change – Metrics & Targets Towards a Greener Future – Energy and Emissions Management – FY2026 Target Status
Applicability of cross-industry metrics and industry-based metrics	
41. In preparing disclosures to meet the requirements in paragraphs 21 to 26 and 37 to 38, an issuer shall refer to and consider the applicability of (i) cross-industry metrics (see paragraphs 28 to 35) and (ii) industry-based metrics (see paragraph 36).	The Group is considering the applicability of the industry-based metrics. The Group will explore opportunities to integrate relevant disclosures in the future.

List of Abbreviations

AHUs	Air handling units	LEED	Leadership in Energy and Environmental Design
BARMC	Board Audit and Risk Management Committee	LED	Light-emitting Diode
BCA	Building and Construction Authority of Singapore	LTIFR	Lost Time Injury Frequency Rate
BMS	Building Management Systems	MHNZ	Manuka Health New Zealand Limited
BRC	British Retail Consortium	NF	Neurofibromatosis
CHG	Clermont Hotel Group	NOx	Nitrogen oxides
eNPS	Employee Net Promoter Score	NPS	Net Promoter Score
E-waste	Electronic Waste	PM	Particulate Matter
ED&I	Equality, Diversity and Inclusion	PPA	Power Purchase Agreement
EHS	Environment, Health, and Safety	REGO	Renewable Energy Guarantees of Origin
ESG	Environmental, Social and Governance	SOx	Sulphur oxides
ESOS	Energy Savings Opportunity Scheme	TCFD	Task Force on Climate-Related Financial Disclosures
GFA	Gross floor area	tCO₂e	Tonnes of carbon dioxide equivalent
GHG	Greenhouse Gas	UK	The United Kingdom of Great Britain and Northern Ireland
GLM	GuocoLand (Malaysia) Berhad	UMF	Unique Mānuka Factor
HKEX	The Stock Exchange of Hong Kong Limited	UNSDGs	United Nations Sustainability Development Goals
KPI/KPIs	Key performance indicators		

Towards a
Greener Future



Empowering
Our People



Conducting Business
with Honour



Caring for
our Community



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