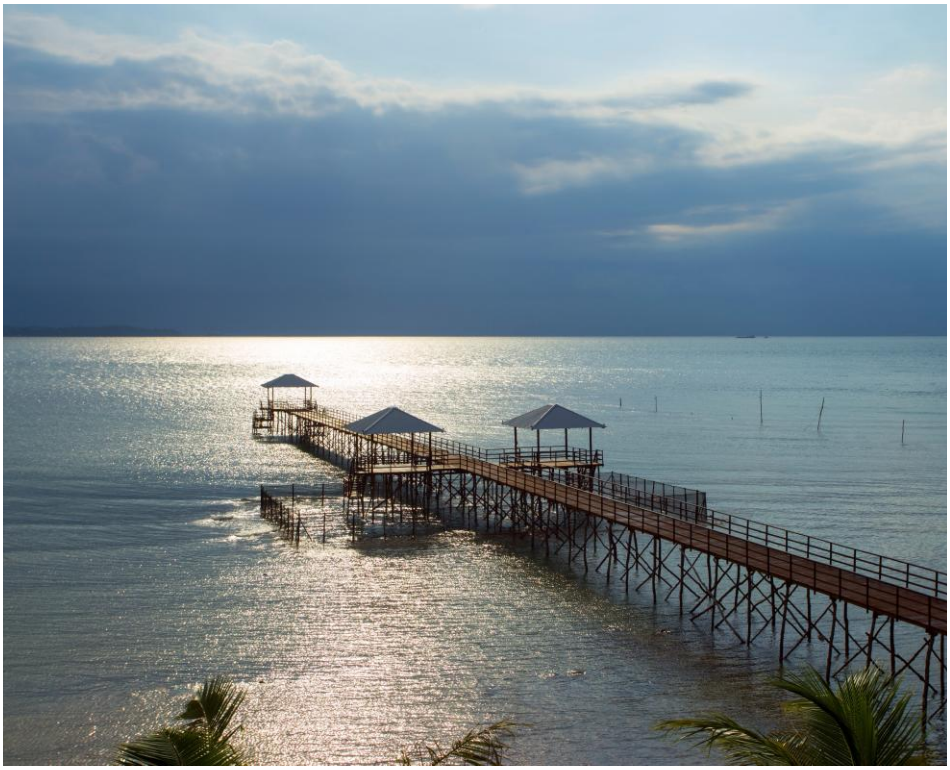

KOP Limited

Sustainability Report

FY2026

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

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

BOARD’S STATEMENT

Dear Stakeholders,

The Board of Directors (the "**Board**" or "**Directors**") of KOP Limited ("**KOPL**" or the “**Company**”, together with its subsidiaries, the "**Group**") is pleased to present our Sustainability Report (the "**Report**") for the financial year ended 31 March 2026 ("**FY2026**"). This Report reflects our continued commitment to building a sustainable and resilient business that generates lasting value for our stakeholders while contributing positively to the communities and environments in which we operate.

As a group with operations spanning both property and hospitality sectors, KOPL remains steadfast in our ambition to grow our business while consolidating our standing as a trusted and responsible operator. In parallel with our commercial objectives, we are deeply committed to upholding human rights, reducing our environmental footprint, and maintaining the highest standards of ethical and responsible business conduct throughout our operations and value chain. To this end, Economic, Environmental, Social, and Governance ("**EESG**") considerations are embedded into our business strategy and day-to-day decision-making, enabling us to safeguard the long-term interests of all our stakeholders.

The Board determines, approves, and provides oversight of the Group’s sustainability strategy, including the management and monitoring of material EESG factors. In fulfilling this role, the Board has considered sustainability issues in shaping the Group’s overall business and strategy, and reviews the Group’s sustainability performance, priorities, and disclosures on an annual basis. We are aware of the challenges inherent in integrating sustainability into our operations at scale, particularly in managing climate-related risks, meeting evolving regulatory requirements, and containing rising operational costs. We recognise that our sustainability journey remains progressive in nature and that continued investment, governance discipline and data maturity will be required to scale our impact meaningfully over time.

At the same time, we see meaningful opportunities to make tangible progress. In FY2026, we continued to advance our environmental stewardship through the adoption of water-and energy-efficient fixtures and fittings, the expansion of energy-saving LED lighting, and the promotion of recycling and digitalisation initiatives across our resort properties. Notably, Montigo Resorts, Nongsa (“**MRN**”) completed the installation of solar-powered LED lights in its resort gardens, reducing our reliance on grid electricity for outdoor areas, and deployed automatic timers on four air-conditioning units at the staff dormitory to prevent unnecessary cooling outside occupied hours. In addition, MRN prioritised the refurbishment, upcycling and repurposing of existing furniture, thereby reducing material consumption and minimising waste generation, extending asset life cycles and avoiding the environmental impact associated with procuring new furnishings. At Montigo Resorts, Seminyak (“**MRS**”), we strengthened our water stewardship through a dedicated programme to inspect all water taps for leaks and by actively reminding team members to ensure taps are fully turned off after use. These initiatives represent foundational steps in enhancing the Group’s energy and water efficiency, providing a basis for progressively establishing operational baselines and performance indicators to monitor and drive continuous improvement.

Climate-Related Challenges Ahead

Looking ahead over the next three to five years, the Board recognises that our coastal resort properties in Batam and Bali face a convergence of climate-related challenges that will require proactive management. Rising sea levels, projected at approximately 10 cm by 2030 for Indonesia[1], threaten to accelerate coastal erosion and increase maintenance costs at MRN and MRS. Intensifying ambient temperatures are expected to drive up energy demand for cooling across our facilities, adding pressure to both our operating costs and our emissions profile. Meanwhile, the risk of freshwater scarcity, particularly relevant for MRS which is in an area with high water stress, underscores the importance of sustained investment in water efficiency and infrastructure resilience. The Board considers these physical climate-related risks to be material to the Group's hospitality operations and long-term asset resilience.

We are committed to addressing these challenges through the measures set out in the "IFRS S2 Climate-related Disclosures" section of this Report, which outlines our approach to climate governance, risk management and strategic response.

We are pleased to share the Group's progress and achievements over the past financial year, and we thank all our stakeholders for their continued trust and support. We look forward to working together to create sustainable value in the years ahead.

Ms. Ong Chih Ching

Executive Chairman and Executive Director

KOP Limited

[1] https://www.adaptation-undp.org/indonesia-mangrove-restoration-protecting-coastline-against-rising-sea-levels

ABOUT THE GROUP

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

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

We build your dreams.

ABOUT THIS REPORT

Scope of Report

This Report, our annual sustainability report ("**Report**"), sets out our sustainability performance, key initiatives, and the impact of our operations across the four dimensions of our sustainability framework, covering Economic, Environmental, Social, and Governance ("**EESG**"). The Report covers the EESG performance of our hospitality operations in Indonesia: Montigo Resorts, Nongsa ("**MRN**") and Montigo Resorts, Seminyak ("**MRS**").

The reporting boundary and consolidation methodology applied in this Report are consistent with those used in our Financial Statements, ensuring that sustainability data is systematically and comparably reported across all material topics and reporting boundaries. All data, statistics, and targets in this Report pertain to the financial reporting period from 1 April 2025 to 31 March 2026 ("**FY2026**"), unless otherwise stated.

Montigo Resorts, Somerset has been excluded from the scope of this Report due to ongoing data collection challenges. We remain committed to resolving these constraints and expect to incorporate it into a future reporting period.

Reporting Standards and Framework

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

FY2026 represents our second year of reporting under the climate-related requirements of the IFRS Sustainability Disclosure Standards ("**IFRS SDS**"). The IFRS SDS, issued by the International Sustainability Standards Board ("**ISSB**"), comprises IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures. Together, these standards provide a comprehensive, investor-oriented framework for sustainability disclosures, emphasising consistency, comparability, and decision-relevance. Building on our inaugural climate disclosures in the financial reporting period from 1 April 2024 to 31 March 2025 (“**FY2025**”), this Report reflects continued enhancements to our reporting processes and the quality of our underlying data. A dedicated "IFRS S2 Climate-related Disclosures" section has been included in this Report, consolidating governance, strategy, risk management, and metrics disclosures under a single structured framework.

The content of this Report has been prepared in accordance with the four reporting principles set out in the GRI Standards: (1) Stakeholder Inclusiveness; (2) Sustainability Context; (3) Materiality; and (4) Completeness.

The principle of Stakeholder Inclusiveness has been applied through engagement with key stakeholders and internal consultations to inform the scope and context of the Report. The Sustainability Context principle has been considered in assessing the Group’s performance across EESG aspects. Materiality has been determined based on stakeholder engagement and internal evaluation processes, ensuring that the Report focuses on topics most relevant to the Group. The Completeness principle has been applied to ensure that all material EESG topics and their associated impacts are adequately covered.

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

Internal Review and External Assurance

In compliance with Catalist Rule 711B, we sought internal assurance over our sustainability reporting processes from our internal auditor, Baker Tilly Services Pte. Ltd. The review assessed the adequacy and effectiveness of our approach to sustainability data collection, governance, and disclosure, and supported the strengthening of our risk management, internal controls, and reporting systems. We did not engage external assurers for this reporting period, but will continue to evaluate the merits of doing so in future periods.

Report Content & Quality

This Report provides a comprehensive and integrated overview of our sustainability strategy, performance, and outcomes, designed to address the key priorities and interests of KOPL's stakeholders. Content quality was guided by the GRI principles of accuracy, balance, clarity, comparability, reliability, and timeliness, as well as the disclosure requirements under the IFRS Sustainability Disclosure Standards, including IFRS S1 and IFRS S2. These standards emphasise the provision of relevant, faithful, comparable, verifiable, and timely information on sustainability-related risks and opportunities, ensuring that our disclosures are decision-useful for stakeholders.

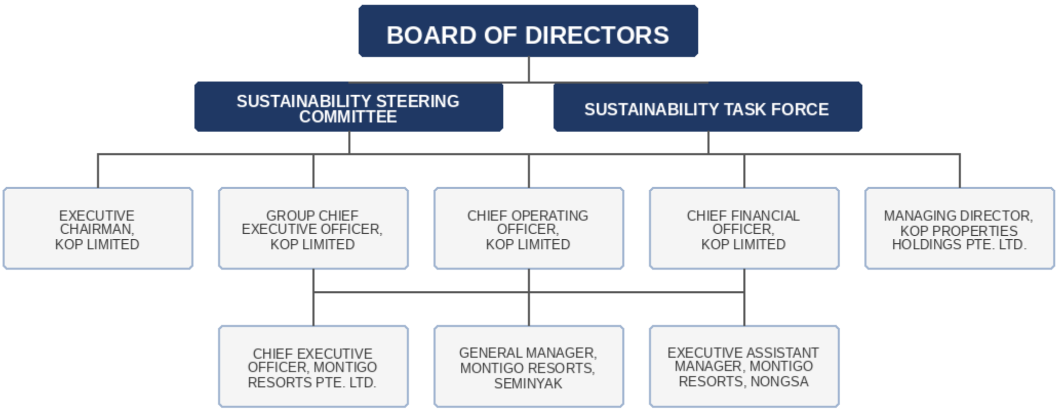
Contact Us

We welcome feedback and questions from all stakeholders on any aspect of our sustainability practices and performance. Please direct all enquiries to enquiry@kopgroup.com.

SUSTAINABILITY GOVERNANCE

At KOPL, a robust sustainability governance framework is the foundation on which we deliver our sustainability commitments and maintain accountability to our stakeholders. The Board determines the ESG factors identified as material to the business, approves the Group's sustainability strategy, and provides oversight of their management and monitoring. While management is responsible for ensuring that these ESG factors are monitored on an ongoing basis and properly managed, the Board retains ultimate responsibility for the issuer's sustainability reporting. In fulfilling this role, the Board works closely with the Group's sustainability leadership and working teams to ensure that objectives are achieved.

The Sustainability Steering Committee ("**SSC**"), supported by the Sustainability Task Force ("**STF**"), is central to the formulation, coordination, and implementation of our sustainability policies and practices. The SSC has overall responsibility for assessing our sustainability performance and ensuring alignment with our strategic objectives. The structure of our sustainability governance is set out below:



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

	Roles	Responsibilities
Executive Chairman, KOP Limited	• Oversees the Group's strategic direction and sustainability vision • Champions a culture of sustainability across the Group	• Provides strategic guidance and shapes the Group's sustainability strategy • Evaluates EESG risks and monitors climate-related performance
Group Chief Executive Officer, KOP Limited	• Oversees the Group's plans and approves sustainability strategies, metrics, and targets • Leads management-level response to climate-related risks	• Identifies and evaluates climate-related risks and opportunities • Reviews climate-related metrics and targets

	Roles	Responsibilities
Chief Operating Officer, KOP Limited	• SSC member responsible for embedding sustainability across operations • Fosters a culture of sustainability in all departments	• Reviews day-to-day operations pertaining to the Group's EESG performance • Oversees daily administrative and operational functions related to sustainable development
Chief Financial Officer, KOP Limited	• SSC member supporting sustainability practices • Promotes sustainability within the Finance Department	• Reviews the financial performance implications of climate-related risks and opportunities • Ensures compliance with applicable financial reporting requirements
Managing Director, KOP Properties Holdings Pte. Ltd.	• SSC member supporting sustainability practices in the hospitality segment	• Oversees business development, branding, and marketing functions as they relate to sustainable development
Chief Executive Officer, Montigo Resorts Pte. Ltd.	• SSC member supporting sustainability practices in the hospitality segment	• Manages day-to-day operations pertaining to EESG performance in the hospitality segment
Executive Assistant Manager, Montigo Resorts, Nongsa[2]	• SSC member responsible for sustainability practices at MRN	• Promotes recycling and sustainability practices at MRN • Collaborates with the SSC to assess and manage climate-related risks and opportunities at MRN
General Manager, Montigo Resorts, Seminyak	• SSC member responsible for sustainability practices at MRS	• Promotes recycling and sustainability practices at MRS • Collaborates with the SSC to assess and manage climate-related risks and opportunities at MRS

The SSC sets the direction for our sustainability agenda, providing regular updates to the Board and senior management on sustainability strategy, performance, and emerging priorities. It conducts annual reviews of our sustainability policies to identify opportunities for improvement and to drive continuous progress across all EESG dimensions.

[2] With effect from December 2025, the responsibilities of the Deputy Director, Montigo Resorts Pte. Ltd. were assumed by the Executive Assistant Manager, who also assumed the responsibilities of General Manager, Montigo Resorts, Nongsa, following the General Manager's departure in May 2025.

STAKEHOLDER ENGAGEMENT

Meaningful and proactive engagement with our stakeholders is fundamental to our approach to sustainability. We are committed to understanding stakeholder priorities, addressing their concerns, and integrating their perspectives into our decision-making, to ensure that our sustainability strategy remains responsive, relevant, and aligned with the interests of those who matter most to our business.

Our stakeholders span a diverse range of internal and external parties, each contributing meaningfully to our sustainability journey. We connect with them through a variety of platforms and engagement channels, and maintain open and constructive dialogue throughout the year. The table below summarises our key stakeholder groups, the channels and methods of engagement, the frequency of interaction, and the topics of greatest interest to each group.

Key Stakeholder	Engagement Methods	Frequency	Key Topics of Interest
Investors and Shareholders	Timely disclosure of financial results, business developments, press releases, and other material announcements via SGXNET and KOPL's website	Throughout the year	• Long-term sustainable returns and distributions • Transparent and timely disclosure • Sound corporate governance • Business strategy and outlook
	One-on-one meetings and site visits	Throughout the year	
	Annual General Meeting	Annually	
Employees	Induction programme for new employees	Throughout the year	• Equitable remuneration and benefits • Fair and competitive employment practices and policies • A safe and healthy work environment • Employee development and well-being
	Training and development programmes	Throughout the year	
	Regular emails, meetings, and town-hall sessions	Throughout the year	
	Recreational and wellness activities	Throughout the year	
	Career development performance appraisals	Annually / Bi-annually	
Customers and Guests	Guest feedback channels and proactive in-stay engagement on well-being and satisfaction	Throughout the year	• Service quality and areas for improvement in the guest experience • Health, safety, and comfort during their stay
Government and Regulators	Meetings and dialogue sessions	Throughout the year	• Compliance with and updates on evolving laws and regulations

SUSTAINABILITY COMMITMENTS AND APPROACH

Sustainability Framework

Our sustainability framework is structured to address the EESG dimensions most relevant to our business. From this foundation, we identify the sustainability topics that are material to our operations ("**Material Topics**") and develop the targeted strategies and actions to manage associated impacts and risks. This Report examines the following Material Topics, which were affirmed following our annual materiality review for FY2026.

A detailed discussion of the climate-related risks and opportunities associated with each environmental and other material topic is provided in the "IFRS S2 Climate-related Disclosures" section of this Report.

We are committed to the sustainable development of our business while generating positive impact for the environment and communities in which it operates. These Material Topics inform our sustainability approach, and associated risks and opportunities are systematically assessed and managed as part of our annual sustainability programme.

Materiality Assessment

We undertake an annual materiality assessment to determine which sustainability topics are of greatest significance to our business operations and stakeholders. Conducted with the oversight of the Board, SSC, and STF, the assessment draws on the following inputs:

- Identification of sustainability issues of most relevance to our stakeholders and most significant in terms of their potential impact on the economy, environment, and people, including human rights considerations, in line with GRI Standards;
- Peer benchmarking to assess evolving best practices and expectations within the hospitality sector;
- A review of ESG-related regulatory and market developments in Singapore and Indonesia; and
- Identification and evaluation of the risks and opportunities associated with each material topic.

For FY2026, we reviewed our material topics through structured internal deliberations and stakeholder consultation, informed by the external business and sustainability landscape. The process involved identification of potential material topics, prioritisation based on the significance of their impacts and the nature of associated risks and opportunities, and validation through management and stakeholder engagement. Details of the material topic selection process are illustrated in the flowchart below.

Identification	Assessment	Prioritisation	Validation	Review
• Background research encompassing stakeholder interests and sector-specific considerations	• Assess key sustainability issues across the Group	• Prioritise material sustainability issues based on their likelihood and severity	• Validate material topics and performance metrics with the Board	• Seek feedback from stakeholders on this Report to inform the review of material topics for the next reporting cycle

Following this review, we have affirmed that the material topics identified for FY2025 remain equally relevant for FY2026. No changes to the list of Material Topics have been made for this reporting period.

Material Topic	Key Impacts	Management Approach
Economic		
Economic Performance *(Highly Critical)*	Financial stability underpins the Group's capacity to sustain operations and create employment opportunities in the communities where we operate.	Generate sustainable revenue growth and improve economic performance by expanding our reach and delivering exceptional guest experiences.
Environmental		
Greenhouse Gas Emissions and Energy Consumption *(Extremely Critical)*	Consumption of electricity, diesel, petrol, and LPG generates GHG emissions that contribute to climate change.	Reduce energy consumption and improve energy efficiency through energy-saving initiatives, LED adoption, and expanding renewable energy use.
Water Withdrawal *(Extremely Critical)*	High water usage in resort and leisure operations may strain local freshwater resources and increase operational costs.	Improve water efficiency and reduce consumption through monitoring systems, low-flow fittings, regular maintenance, and rainwater harvesting.
Social		
Talent Attraction and Retention *(Highly Critical)*	Retaining skilled employees is critical to service quality and operational performance. Employment opportunities contribute to local economic development.	Uphold fair, merit-based employment practices. Attract and retain employees through competitive remuneration, growth opportunities, and an inclusive work environment.
Training and Education *(Moderately Critical)*	A skilled and adaptable workforce enables the Group to respond effectively to changing market and operational conditions.	Provide access to regular internal and external training programmes to support professional development and career progression.
Occupational Health and Safety *(Extremely Critical)*	Safeguarding the health and safety of employees promotes a productive and supportive work environment and reduces the risk of incidents.	Ensure compliance with health and safety regulations; maintain Health and Safety Committees at each resort; conduct regular safety training.
Employee Benefits and Wellness	A positive work culture and comprehensive benefits package	Provide fair and competitive compensation packages and maintain a

Material Topic	Key Impacts	Management Approach
(Moderately Critical)	improve employee well-being, morale, and reduce attrition.	work environment that prioritises employee health and satisfaction.
Community Involvement *(Moderately Critical)*	Engaging meaningfully with local communities enables the Group to operate harmoniously and contribute to broader societal well-being.	Support local community initiatives through corporate social responsibility activities and outreach programmes.
Customer Health and Safety *(Highly Critical)*	Adopting and exceeding health and safety standards prevents incidents and ensures guests enjoy a safe and comfortable experience.	Implement robust safety measures and conduct regular safety inspections of resort facilities.
Governance		
Compliance with Laws and Regulations *(Moderately Critical)*	Non-compliance with applicable laws and regulations creates legal, financial, and reputational risks for the Group.	Ensure full and timely compliance with all applicable socioeconomic, environmental, and governance laws and regulations.
Ethics and Business Conduct *(Moderately Critical)*	Unethical conduct erodes stakeholder trust and may result in financial penalties and reputational harm.	Uphold high standards of ethics and business conduct through clear policies, employee training, and zero-tolerance for corruption.

Based on the survey results, all 12 material topics exhibit dual materiality, as each was assessed across both the impact materiality dimension (how the Group's operations affect the economy, environment, and people) and the financial materiality dimension (how sustainability issues affect the Group's financial performance). However, the topics where the interplay between both dimensions is most pronounced, scoring consistently high on both impact and financial assessments across MRN and MRS, are GHG Emissions and Energy Consumption, Water Withdrawal, and Occupational Health and Safety, all of which were rated Extremely Critical. These topics present significant outward impacts on the environment and communities in which we operate, while simultaneously posing material financial risks through rising energy and compliance costs, potential asset impairment, and operational disruptions.

RISK MANAGEMENT

At KOPL, we take a structured and proactive approach to managing EESG risks and opportunities. Our risk management framework embeds sustainability considerations, including those arising from climate change, directly into our enterprise risk management ("**ERM**") framework. This integration ensures that material EESG risks are evaluated, prioritised, and managed with the same governance rigour applied to operational and financial risks.

Detailed disclosures on our climate-related risk identification and assessment methodology, scenario analysis, and the integration of climate risk with the ERM framework are set out in the "IFRS S2 Climate-related Disclosures" section of this Report.

As part of our annual enterprise risk assessment, EESG risks are evaluated alongside all other principal business risks to ensure that they remain within our risk appetite. The material factors we have identified can translate into a spectrum of operational, financial, reputational, and regulatory risks and opportunities. With our SSC and STF maintaining ongoing oversight of the risk landscape, our capacity to identify, mitigate, and monitor EESG risks continues to be systematically enhanced.

PERFORMANCE HIGHLIGHT AND TARGETS

To track progress and drive continuous improvement across our EESG dimensions, we have established clear targets for each Material Topic. The table below summarises our targets and performance against them for FY2026. Detailed performance data for each Material Topic are provided in the relevant sections of this Report.

Material Topics	Targets	Our Performance in FY2026
Economic		
Economic Performance	**Short-Term Target (1–2 years)** • Continue reaching out to a wider customer base. **Ongoing Target** • Expand our presence into new markets and strengthen our service and performance.	**Achieved**
Environmental		
Greenhouse Gas Emissions and Energy Consumption	**Short-Term Targets (1–2 years)** • Reduce purchased electricity consumption by 2%, using FY2026 as the baseline. • Reduce energy intensities by 5%, using FY2026 as the baseline. • Adopt higher energy-efficient features and fittings. **Medium-term Targets (by 2030)** • Reduce CO_2e emission intensities from Scope 1 and Scope 2 by 6%, using FY2026 as the baseline. • Disclose additional categories under Scope 3 emissions. • Reduce energy intensities by 10%, using FY2026 as the baseline. • Adopt energy-efficient features and fittings with two or more MEPS stars. **Long-term Targets (by 2050)** • Perform a 2°C or lower scenario analysis with quantitative outcomes and transition pathway. • Reduce GHG emission intensities by 10%, using FY2026 as the baseline. • Reduce energy intensities by 15%, using FY2026 as the baseline. • Achieve 50% of features and fittings that are energy efficient and environmentally friendly.	The baseline was established in FY2026, and performance will be measured from FY2027 onwards **Scope 1 and 2:** 32,199.66 tCO2e **Intensity:** 0.5527 tCO_2e/room **Energy:** 459,487.45 GJ **Energy intensity**: 7.89 GJ/room
Water Withdrawal	**Short-Term Targets (1–2 years)** • Reduce water intensities by 5%, using FY2026 as the baseline. • Adopt higher water-efficient features and fittings. **Medium-term Targets (by 2030)**	The baseline was established in FY2026, and performance will be measured from FY2027 onwards

Material Topics	Targets	Our Performance in FY2026
	• Reduce water intensities by 10%, using FY2026 as the baseline. • Adopt water-efficient features and fittings; perform regular checks and repair leaks promptly. **<u>Long-term Targets (by 2050)</u>** • Reduce water intensities by 15%, using FY2026 as the baseline. • Achieve 50% of features and fittings that are water efficient and environmentally friendly.	**Total Withdrawal**: 162.54 ML **Intensity**: 0.0028 ML/room
Social		
Talent Attraction and Retention	**<u>Short-Term Targets (1–2 years)</u>** • Improve talent acquisition processes and employee retention rates. • Increase diversity of employees. • Maintain average annual turnover rate below 30%. **<u>Ongoing Target</u>** • Maintain gender, regional, and age diversity across the workforce. • Maintain average annual turnover rate below 25%.	**Partially Achieved** Turnover rate: 37% (target: below 30%). New hires: 119 (32% rate). Gender and regional diversity maintained.
Training and Education	**<u>Short-Term Targets (1–2 years)</u>** • Offer internal, external and cross-property training opportunities that support the development and career progression of employees at all levels. **<u>Medium-term Targets (by 2030)</u>** • Continue providing internal, external and cross-property training programmes. • Increase the average training hours per employee by 5% year-on-year. **<u>Long-term Targets (by 2050)</u>** • Continue providing comprehensive internal, external and cross-property training opportunities. • Increase the average training hours per employee by 10% year-on-year.	**Achieved** Internal and external training provided at all levels. **Average**: 34.90 hours/employee.
Occupational Health and Safety	**<u>Ongoing Target</u>** • Maintain zero incidents of material non-compliance with applicable health and safety laws and regulations. • Maintain zero work-related injuries, fatalities, and ill-health cases.	**Partially Achieved** Zero fatalities — Achieved. Zero non-compliance — Achieved. 2 recordable injuries; 2 ill-health cases.
Employee Benefits and Wellness	**<u>Ongoing Target</u>**	**Achieved**

Material Topics	Targets	Our Performance in FY2026
	• Provide fair and competitive compensation packages to support employee well-being and career development. • Enhance overall employee well-being and job satisfaction.	
Community Involvement	**<u>Ongoing Target</u>** • Support corporate social responsibility through participation in activities that benefit local communities.	**Achieved**
Customer Health and Safety	**<u>Ongoing Target</u>** • Maintain zero incidents of material non-compliance with customer health and safety laws and regulations. • Maintain zero customer-related injuries, fatalities, or ill-health cases.	**Achieved**
Governance		
Compliance with Laws and Regulations	**<u>Ongoing Target</u>** • Maintain zero incidents of non-compliance with the Singapore Code of Corporate Governance 2018. • Maintain zero incidents of non-compliance with the Code of Business Ethics and Conduct and non-discrimination requirements. • Ensure human rights considerations are embedded at Board level and implemented throughout the value chain.	**Achieved**
Ethics and Business Conduct	**<u>Ongoing Target</u>** • Maintain zero incidents of non-compliance with applicable laws and regulations resulting in fines or non-monetary sanctions. • Maintain zero confirmed incidents of corruption of any nature brought against the Group or its employees.	**Achieved**

THE ENVIRONMENT

We are conscious of our responsibility to manage our environmental footprint and to use natural resources as efficiently as possible across our operations. This section describes our approach to energy and GHG emissions management, as well as water use, both of which are central to our sustainability strategy and to the long-term resilience of our resort operations.

Energy Consumption

Impact on KOPL

Our resort operations are inherently energy-intensive, relying on diesel, petrol, and liquefied petroleum gas ("**LPG**") for transportation, utility generation, and maintenance activities, as well as electricity to power our resort facilities and guest services. This energy consumption contributes to greenhouse gas ("**GHG**") emissions and, in turn, to the global challenge of climate change.

Our energy use gives rise to both actual and potential environmental impacts, primarily through GHG emissions associated with fuel combustion and electricity consumption. These impacts arise directly from our operational activities, including resort operations, accommodation services, and supporting infrastructure.

Beyond environmental considerations, energy consumption also presents financial implications for us. Volatility in energy and fuel prices may increase operating costs and affect profitability. Conversely, improving energy efficiency and adopting lower-emission energy sources present opportunities to enhance cost management, strengthen operational resilience, and support our transition towards more sustainable operations.

In this regard, energy management remains a key area of focus for us, given its direct link to both environmental performance and operational efficiency.

Management Approach

We adopt a structured approach to managing energy consumption and its associated impacts across our resort operations. This approach is guided by internal policies and operational guidelines, including:

- Compliance with applicable energy-related regulations and environmental requirements prescribed by local authorities;
- Guidelines on sustainable building design, incorporating architectural principles that reduce the energy footprint of our resort infrastructure;
- Policies promoting an environmentally responsible corporate culture, including employee awareness and behavioural practices on energy conservation; and
- Procurement standards that prioritise energy-efficient equipment, fixtures, and fittings.

Our Sustainability Task Force oversees the implementation of energy management initiatives. The STF monitors monthly energy consumption across our resorts, conducts trend analyses on fuel and electricity usage, and identifies opportunities to improve energy efficiency.

To manage and mitigate the environmental impacts arising from our energy consumption, we have implemented a range of energy efficiency measures across our operations, including:

- Incorporating sustainability considerations into resort design, such as the use of open-air structures and extensive natural greenery to reduce reliance on mechanical cooling and artificial lighting;
- Deploying energy-saving LED lighting across our resort premises and office spaces;
- Promoting energy-saving practices among employees, including switching off lighting and air-conditioning when not in use;
- Installing sleep and standby modes for lifts during periods of inactivity;
- Installing solar-powered LED lighting in outdoor areas at MRN to reduce reliance on grid electricity;
- Implementing automatic timers for air-conditioning units in selected employee facilities to minimise unnecessary energy use; and
- Pre-setting guest room air-conditioning at 24°C to prevent excessive cooling.

In addition, MRN provides complimentary shuttle services to and from the ferry terminal. Transport routes and vehicle deployment are optimised based on arrival and departure schedules to reduce unnecessary fuel consumption.

We monitor the effectiveness of these measures through regular tracking of total energy consumption and energy intensity. During FY2026, we consumed a total of 459,487.45 GJ of energy, corresponding to an energy intensity of 7.89 GJ per occupied room (FY2025: 7,251 GJ; 0.14 GJ per occupied room). Of the FY2026 total, an increase of 438,864.59 GJ was attributed to LPG consumption, which contributed to the year-on-year movement in overall energy use. These indicators enable us to assess performance trends and identify areas for further improvement.

We continue to review our energy management practices and identify opportunities to enhance efficiency, taking into account operational requirements and evolving regulatory expectations.

Methodology

Energy Consumption

In the previous reporting cycle, the Group reported fuel consumption in litres and electricity consumption in megawatt hours (“**MWh**”). From this reporting cycle onwards, the Group will disclose energy consumption in gigajoules to better align with the GRI reporting guidelines. Historical data has been converted from litres and MWh to gigajoules to enhance year-on-year comparability.

The Group calculates diesel, petrol, and Liquified Petroleum Gas (“**LPG**”) usage by aggregating the quantities recorded from individual transactions, measured in litres, and converting them to joules using the respective conversion factors from the World Nuclear Association [3], together with the density values specific to each fuel type. Electricity consumption data, provided by the utility supplier in kilowatt-hours (“**kWh**”), is converted to joules using a standard conversion factor of 0.0036 gigajoules per kWh.

Energy Intensity

[3] https://world-nuclear.org/

Energy intensity is calculated by dividing total energy consumption (in gigajoules) by the number of occupied guest rooms in FY2026.

Our Performance

Energy Consumption Within the Organisation

Energy Consumption (GJ)	FY2024	FY2025	FY2026
Non-renewable Source			
Motor Gasoline	94.38	301.45	751.83
Petroleum Diesel	194.56	389.40	133.69
Liquefied Petroleum Gas (“**LPG**”)	N/A	N/A	438,864.59
Purchased Electricity	9,998.31	6,560.39	19,737.34
Total Energy Consumption	**10,287.25**	**7,251.24**	**459,487.45**

In FY2026, our total energy consumption was significantly higher than in FY2025, primarily due to the inclusion of liquefied petroleum gas consumption, which was not accounted for in FY2024 and FY2025. The increase in occupancy rates, from 56% in FY2025 to 61% in FY2026, also contributed to higher energy consumption as more guest rooms and resort facilities were utilised. To ensure a more representative baseline for performance tracking, we will consider adopting FY2026 as the baseline year for our environmental targets in future reporting cycles.

Motor gasoline and purchased electricity consumption increased compared to FY2025, primarily due to higher transportation and guest activity associated with guest services and operations in FY2026.

Energy Intensity

Energy Consumption (GJ)	FY2024	FY2025	FY2026
Energy Consumption Within the Organisation	10,287.25	7,251.24	459,487.45
Denominator (No. Occupied Guest Rooms)	35,571	53,132	58,256
Energy Intensity Within the Organisation	**0.29**	**0.14**	**7.89**

Consequently, the Group’s energy intensity in FY2026 increased significantly compared to FY2025, primarily due to the inclusion of liquefied petroleum gas consumption that was not accounted for in FY2024 and FY2025.

Greenhouse Gas Emissions

Impact on KOPL

Our operations give rise to greenhouse gas emissions, primarily from the combustion of fuels used in transportation, utility generation, and maintenance activities, as well as from purchased electricity consumed across our resort operations. These emissions contribute to global climate change, which may in turn exacerbate physical risks such as rising temperatures, sea level rise, and extreme weather events that can affect our resort locations.

In addition to environmental impacts, GHG emissions present potential regulatory and financial implications for us. Increasing expectations from regulators, investors, and other stakeholders for transparent climate-related disclosures may result in higher compliance and reporting costs. Future policy developments, such as carbon pricing or stricter emissions-related regulations, may also increase operating costs or require additional investment to manage emissions.

At the same time, managing our GHG emissions presents opportunities to enhance operational efficiency, strengthen resilience to climate-related risks, and align our operations with the transition to a lower-carbon economy. As such, GHG emissions management is closely linked to our broader sustainability and risk management strategies.

Management Approach

We adopt a structured approach to managing our GHG emissions, focusing on emissions measurement, monitoring, and reduction initiatives across our operations.

Our GHG emissions are measured and reported in accordance with recognised methodologies, including the Greenhouse Gas Protocol, taking into account both direct (Scope 1) and indirect (Scope 2) emissions. Emissions are calculated based on activity data such as fuel consumption and electricity usage, using appropriate emission factors.

We maintain internal processes to collect and validate emissions-related data, including fuel and electricity consumption records across our resorts. This enables us to track emissions performance over time and support the accuracy and consistency of our disclosures.

The STF oversees the monitoring of GHG emissions, including the consolidation of emissions data and review of trends across reporting periods. This allows us to identify key emissions drivers and prioritise areas for improvement.

To manage and reduce our GHG emissions, we implement a range of initiatives that are integrated with our operational practices, including improving energy efficiency, optimising fuel use in transportation and resort operations, and exploring opportunities to adopt lower-emission energy sources where feasible. Please refer to the “Management Approach” section under the Energy section above.

Methodology

We have designated FY2026 as the baseline year for our greenhouse gas emissions reporting, as it is expected to be representative of normal operating conditions and will serve as the reference point for measuring future emissions reduction performance.

Emissions for all reporting years are consolidated using the operational control approach, under which the Group accounts for emissions from operations where it has full authority to introduce and implement operating policies. The greenhouse gases included in the calculations are CO_2, CH_4, and N_2O.

Scope 1

Greenhouse gas emissions are calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. Scope 1 emissions comprise direct emissions from fuel use, including diesel, petroleum, and LPG consumption in hotel activities and company vehicles. Fuel usage is collected through receipts and internal records, and converted into emissions using the emission factors set out in Singapore's Greenhouse Gas Emissions Measurement and Reporting Guidelines[4].

Scope 2

Scope 2 emissions represent indirect emissions from purchased electricity consumed at the Group's resort and employee dormitory operations. Electricity consumption data are collected from utility invoices. Emissions are calculated using the grid emission factors published on Institute for Global Environmental Strategies ("**IGES**") website[5]. Scope 2 emissions are reported using the location-based method.

GHG Intensity

All emissions intensities are calculated based on the number of occupied guest rooms for the respective years.

Our Performance

GHG Emission (tCO_2e)	FY2024	FY2025	FY2026
Scope 1	21.03	49.92	27,779.65
Scope 2	1,778.33	963.58	4,420.01
Denominator (No. Occupied Guest Rooms)	35,571	53,132	58,256
Scope 1 Intensity	**0.0006**	**0.0094**	**0.4769**
Scope 2 Intensity	**0.0500**	**0.0181**	**0.0759**
Scope 1 and Scope 2 Intensity	**0.0506**	**0.0191**	**0.5527**

As a result of including liquefied petroleum gas consumption, which had not been accounted for in FY2024 and FY2025, the Group's Scope 1 emissions in FY2026 increased significantly compared with those years. Scope 1 emissions attributable to LPG amounted to 27,717.42 tCO_2e, representing a substantial contribution to the overall increase in FY2026.

The Group's Scope 2 emissions in FY2026 also increased, primarily due to higher purchased electricity consumption arising from increased operational activity and improved resort occupancy during the reporting period. The average occupancy rate increased from 56% in FY2025 to 61% in FY2026, reflecting stronger business activity, which in turn contributed to higher electricity demand and associated Scope 2 emissions.

[4]https://www.nea.gov.sg/docs/default-source/default-document-library/ghg-measurement-and-reporting-guidelines-part-ii-mp-(ver-29-may-2023).pdf

[5] https://www.ema.gov.sg/resources/singapore-energy-statistics/chapter2

Water and Effluents

Impact on KOPL

Our resort operations contribute to water demand in regions where water is a shared and, in some cases, increasingly stressed resource. While MRN is located in an area with low water stress, MRS, located in Bali, Indonesia, faces increasing pressure on water availability due to rising tourism and climate variability, and is categorised as experiencing extremely high water stress by the World Resources Institute's Aqueduct Water Risk Atlas[6].

Our water use gives rise to both actual and potential impacts, particularly through the consumption of freshwater resources and the discharge of wastewater from resort operations. These impacts arise directly from our activities, including guest accommodation, landscaping, and general resort maintenance. Excessive water consumption has the potential to strain local water resources, place pressure on public supply infrastructure, and contribute to broader water stress in the communities where we operate.

In addition, water usage presents financial and operational implications for us. Increased water demand or supply constraints may lead to higher utility costs and operational disruptions. Conversely, improving water efficiency and managing wastewater responsibly can enhance our operational resilience, reduce costs, and support sustainable resource use in the regions where we operate.

As such, water and effluents management remains an important focus area for us, particularly in water-stressed locations.

Management Approach

We adopt a structured approach to managing water use and wastewater across our resort operations, with a focus on improving water efficiency and minimising our environmental impact, while maintaining a satisfactory level of service for our guests and employees.

We implement a range of operational measures to monitor and manage water consumption, including the use of water monitoring systems to track usage patterns and identify potential leakages. Routine inspection and maintenance of plumbing systems, swimming pools, taps, and valves are conducted to prevent water loss and ensure efficient operation.

To reduce water consumption, we have installed water-efficient fittings, including dual-capacity flushing cisterns, and we continue to replace faulty fixtures to minimise wastage. We also promote water conservation practices among guests through the use of informational materials placed at wash basins and other relevant areas.

Where feasible, we incorporate alternative water sources to reduce reliance on freshwater. This includes the use of recycled water, such as rainwater collected through harvesting systems, for non-potable purposes including landscaping and general cleaning.

In addition, we manage wastewater generated from our operations through appropriate treatment processes. At MRS, wastewater is treated and reused for irrigation purposes, reducing the environmental impact of effluent discharge and supporting water conservation efforts.

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[6] https://www.wri.org/applications/aqueduct/water-risk-atlas/

We monitor our performance through key indicators such as total water withdrawal and water intensity, and we review trends to identify opportunities for improvement. We continue to enhance our water management practices, taking into account operational needs, local water conditions, and evolving regulatory expectations.

Methodology

Water withdrawal data for our resorts are obtained directly from monthly utility bills issued by national and regional water authorities. These bills record the total volume of potable water supplied to each property during the reporting period. The Group does not operate any private water sources; all water withdrawn is supplied through municipal water systems in Indonesia. Withdrawal volumes from all reporting entities are aggregated annually to support GRI disclosures and the calculation of water-related performance indicators.

Intensity

For the purpose of calculating water withdrawal intensity, we have chosen to use the number of occupied guest rooms for the respective years as the normalising factor.

Our Performance

In the previous reporting cycle, the Group reported water consumption in cubic metres and misclassified the water data as "water consumption" instead of "water withdrawal". From this reporting cycle onwards, the Group will disclose water withdrawal data in mega litres ("**ML**") to better align with the GRI reporting guidelines. Historical data has been converted from cubic metres to mega litres to enhance year-on-year comparability.

All water withdrawal are from municipal water supplies and are freshwater (≤1,000 mg/L Total Dissolved Solids). The underlying withdrawal sources (surface water, groundwater, etc.) are managed by the utility provider and are not disclosed to the Group.

Water Withdrawal and Intensity

Water Withdrawal (ML)	FY2024	FY2025	FY2026
Low Water-Stressed Area			
Withdrawal Amount	39.69	203.47	150.38
High Water-Stressed Area			
Withdrawal Amount	5.77	11.82	**12.16**
Total Water Withdrawal	**45.46**	**215.29**	**162.54**
Denominator (No. Occupied Guest Rooms)	35,571	53,132	**58,256**
Water Intensity (Low Water-Stressed Area)	**0.0011**	**0.0038**	**0.0026**
Water Intensity (High Water-Stressed Area)	**0.00016**	**0.00022**	**0.00021**
Water Intensity (Total)	**0.0013**	**0.0040**	**0.0028**

Water withdrawal decreased in FY2026 compared to FY2025, primarily due to the absence of one-off events that occurred in the previous reporting period. In FY2025, a faulty pipe at MRN resulted in mud contamination of the resort's water tank, necessitating multiple rounds of flushing and cleaning to maintain water safety and hygiene standards. This process required significant volumes of water, temporarily increasing overall consumption. In addition, water usage in FY2025 was further elevated by increased pool drainage associated with upgrading works carried out during the year.

IFRS S2 Climate-related Disclosures

Having progressively incorporated the recommendations of the Task Force on Climate-related Financial Disclosures into its sustainability reporting in prior years, we adopted the IFRS S2 Climate-related Disclosures as its primary framework for structured climate-related disclosure from FY2025. FY2026 represents our second year under this framework.

This section consolidates all of our climate-related disclosures under the four pillars of IFRS S2: Governance, Strategy, Risk Management, and Metrics and Targets. Together, these pillars provide stakeholders with a transparent, structured, and comparable account of how KOPL identifies, evaluates, and manages the climate-related risks and opportunities that may affect our financial performance and long-term value creation.

Governance

The Board of Directors holds ultimate responsibility for the Group's sustainability strategy, including the oversight of climate-related risks and opportunities. Climate matters are formally tabled for Board consideration at least once per year, with supporting materials circulated in advance to facilitate informed deliberation. Material climate developments may be escalated to the Board on an ad hoc basis as circumstances require.

The SSC, chaired by the Executive Chairman of KOPL, has primary responsibility for establishing our sustainability direction and overseeing climate-related governance matters. Supporting the SSC is the STF, which is tasked with the day-to-day implementation and monitoring of climate-related initiatives across our operations. The STF convenes at least twice a year to review progress against targets, assess emerging risks, and recommend adaptive actions to the SSC.

Refer to the "Sustainability Governance" section of this Report for full details of the SSC and STF composition and their respective responsibilities.

The Group has not established key performance indicators ("**KPIs**") linked to sustainability outcomes for relevant employees in FY2026. The Group will continue to refine its performance management framework to further integrate sustainability KPIs and associated incentives in future reporting periods.

Strategy

Our climate strategy is structured around three planning horizons: short-term (one to two years), medium-term (by 2030), and long-term (to 2050). As an operator of premium coastal resort properties in Batam and Bali, Indonesia, regions with well-documented physical climate exposures, we face both physical and transition risks that may have material implications for its operational costs, asset values, insurance arrangements, and competitive positioning.

Physical risks, including rising mean temperatures, sea level rise, and more frequent extreme weather events, present direct challenges to resort infrastructure, guest experience, and employees' health and safety. Transition risks, stemming from more stringent emissions reporting obligations, potential carbon pricing, and evolving guest and investor preferences, introduce both cost pressures and strategic opportunities.

At the same time, the global momentum towards sustainable tourism and low-carbon operations presents us with tangible opportunities to differentiate the Montigo Resorts brand, reduce operating costs through energy and water efficiency, and attract a growing segment of sustainability-minded guests.

To evaluate the potential effects of climate-related factors on its business, strategy, and financial planning, we conduct scenario analysis drawing on temperature pathways from the IPCC Sixth Assessment Report[7] ("**AR6**") and the International Energy Agency ("**IEA**"). The findings inform our risk management, investment, and operational decisions, supporting resilience across a range of climate futures.

Climate-Related Risks

In the previous reporting cycle, we disclosed a quantified estimate of the potential financial impact of climate-related risks. This disclosure has been omitted for FY2026 as we are in the process of refining the underlying methodology to ensure greater accuracy and robustness. We intend to reinstate this metric in the next reporting cycle upon completion of this enhancement.

Risk Type	Risk Description	Time Horizon	Potential Impact on Operations and Financial Planning	Mitigation / Management Measures
Transition Risks				
Policy and Legal	Increasingly stringent GHG emissions reporting obligations under IFRS S2 and evolving regulatory requirements in Singapore and Indonesia, including the potential introduction of carbon pricing mechanisms.	Short to medium term	Higher compliance and administrative costs, including professional fees, internal data management, and external review expenses. The Group already collects basic energy, water, and waste data; however, reporting standards continue to tighten.	Set up and maintain a robust reporting system; engage consultants where necessary; provide regular training to relevant employees on evolving disclosure requirements.
Technology	Upfront capital costs associated with adopting energy-efficient technologies (e.g. solar panels, inverter air-conditioning, smart energy management systems) and phasing out less efficient infrastructure.	Short to medium term	Increased capital expenditure requirements; risk of underperformance if technology investments do not deliver anticipated efficiency gains. Some investment is required for energy-efficient equipment, but upgrades can yield long-term savings.	Upgrade equipment on a phased basis; prioritise energy-saving tools with proven payback; explore green financing and funding opportunities to partially offset costs.
Market: Raw Materials	Increased cost of raw materials such as metals, plastics, and food due to	Short to medium term	Food and operational supplies may fluctuate in price, compressing operating margins. Hotels can manage	Diversify suppliers and negotiate long-term pricing agreements; reduce waste through

[7] https://www.ipcc.ch/assessment-report/ar6/

Risk Type	Risk Description	Time Horizon	Potential Impact on Operations and Financial Planning	Mitigation / Management Measures
	supply chain disruptions, resource scarcity, or carbon-related surcharges.		exposure through diversified sourcing and waste reduction, but sustained cost inflation may erode profitability.	improved inventory management; conduct regular market research to anticipate cost movements.
Market: Energy and Fuel	Increased cost of energy and fuel prices driven by carbon pricing, supply volatility, or the transition to cleaner energy sources, resulting in lower profit margins.	Short to medium term	Energy is a key operational cost for hotels due to air conditioning, lighting, and kitchen operations. Sustained increases in energy and fuel prices would directly affect operating margins and cash flow.	Implement energy-saving initiatives; monitor consumption in real time; evaluate the feasibility of solar and other alternative energy sources to reduce grid dependence.
Physical Risks				
Extreme Weather Events (Acute)	Increased severity of extreme weather events such as droughts, floods, extreme temperatures, and storms affecting resort operations in Batam and Bali.	Short to long term	Operational disruptions including temporary resort closures; property and infrastructure damage; supply chain delays for essential materials; potential revenue loss from reduced occupancy.	Prepare and regularly test emergency response plans at each resort; ensure adequate insurance coverage; strengthen building resilience through maintenance and infrastructure upgrades.
Changes in Precipitation Patterns (Chronic)	Increasing variability in rainfall patterns affecting landscaping, water availability, and outdoor resort operations in Batam and Bali.	Medium to long term	Changes in rainfall may affect landscaping maintenance costs, increase water usage for irrigation, and disrupt outdoor guest activities. Water management systems and drainage infrastructure may require adaptation.	Implement water conservation measures; improve drainage systems; monitor weather patterns and adjust operational planning accordingly.
Rising Mean Temperatures (Chronic)	Warming of 0.8°C–1.4°C projected for Indonesia by the 2050s, with higher ambient temperatures affecting resort operations and guest comfort.	Medium to long term	Higher energy consumption to maintain indoor comfort through air conditioning; increased heat-related health and safety risks for employees and guests, potentially reducing productivity and guest satisfaction.	Use energy-saving inverter air-conditioners; improve building insulation; maintain pre-set air-conditioning protocols at 24°C; implement heat-adaptation measures to support employees engaged in prolonged outdoor work under sun-exposed conditions.

Risk Type	Risk Description	Time Horizon	Potential Impact on Operations and Financial Planning	Mitigation / Management Measures
Rising Sea Levels (Chronic)	Sea level rise of approximately 10 cm by 2030 and 21 cm by 2060[8] is projected for Indonesia, posing a direct risk to the Group's coastal resort properties at MRN (Batam) and MRS (Bali).	Short to long term	Accelerated coastal erosion threatening resort infrastructure; degradation of beach quality and guest accessibility; higher insurance premiums, maintenance costs, and potential asset impairment.	Conduct regular risk area assessments; build coastal protection where needed; review insurance coverage and contingency plans; integrate physical risk considerations into capital expenditure planning.

Climate-Related Opportunities

Opportunity Type	Description	Strategic Response
Resource Efficiency		
Efficient Operational Processes and Equipment	Hotels consume significant energy for air conditioning, lighting, and kitchen operations. Upgrading to more efficient equipment and processes can reduce operating costs and emissions simultaneously.	Replace ageing air-conditioning units with energy-efficient inverter models; adopt energy-saving LED lightings and solar-powered LED lightings across resort facilities; install smart energy monitoring systems to track and optimise consumption.
Recycling and Waste Reduction	Recycling programmes such as waste segregation for plastics, glass, and food waste can divert waste from landfills, reduce disposal costs, and improve the Group's environmental profile.	Implement waste segregation programmes across housekeeping departments at both resorts; partner with third-party recycling companies for plastics, bottles, and organic waste.
Improved Water Management and Operational Efficiency	Enhancing water management practices through proactive monitoring, leak prevention, water reuse, and efficient operational processes can improve resource efficiency, reduce operating costs, protect local water resources, and strengthen resilience against potential water supply disruptions, while maintaining the service standards expected of a luxury hospitality establishment.	Implement water monitoring systems to identify leaks and abnormal consumption patterns, utilise rainwater harvesting and treated wastewater for suitable non-potable applications such as landscape irrigation, and carry out preventive maintenance of water infrastructure to improve operational efficiency while maintaining guest comfort and service quality.
Energy and Technology		
Adoption of New Technologies	Smart energy monitoring, guest room automation, and other low-carbon technologies can improve operational efficiency, reduce energy costs, and enhance the guest experience.	Deploy smart room systems with automatic lighting and air-conditioning sensors; evaluate emerging technologies for phased adoption.

[8] https://www.adaptation-undp.org/indonesia-mangrove-restoration-protecting-coastline-against-rising-sea-levels

Opportunity Type	Description	Strategic Response
Renewable Energy and Energy Efficiency	Energy efficiency initiatives such as LED lighting, solar panel installations, and smart controls can reduce long-term energy costs and the Group's carbon footprint.	Conduct regular energy audits; set energy-saving targets for each department; continue the phased installation of the solar-powered LED lightings at MRN; assess solar feasibility at MRS.
Products, Services, and Resilience		
Shift in Consumer Preferences	Growing guest interest in eco-friendly travel provides an opportunity for the Group to differentiate the Montigo Resorts brand and attract sustainability-minded travellers.	Promote eco-friendly practices in marketing materials; offer 'greener stay' options for guests; explore eco-certification pathways for MRN and MRS; clearly communicate sustainability commitments to prospective guests and partners.
Climate-Resilient Infrastructure	Climate-resilient building design and improved drainage systems can reduce maintenance costs, protect property values, and ensure operational continuity during adverse weather events.	Improve drainage systems to prevent flooding; use durable, weather-resistant materials in building maintenance; review structural resilience of key resort infrastructure.
Upcycling and Resource Diversification	Diversifying suppliers and prioritising local sourcing strengthens supply chain resilience, reduces transportation-related emissions, and supports local economic development.	We diversify suppliers for key materials and source products locally where feasible to strengthen supply chain resilience. We also prioritise the refurbishment, upcycling, and repurposing of existing furniture to support circular resource use, reduce material consumption and waste generation, and extend the life cycle of assets. In FY2026, MRN undertook refurbishment and upcycling initiatives for existing furniture as part of this commitment, further promoting resource efficiency and waste reduction.

Scenario Analysis

For FY2026, we have enhanced our climate scenario analysis by adopting a three-pathway framework based on the IPCC AR6 assessment, building on the two-scenario approach used in FY2025. This updated approach incorporates the SSP1–1.9, SSP2–2.6, and SSP5–8.5 pathways, consistent with the requirements of IFRS S2 and emerging best practice. Insights from academic and industry research were used to evaluate the potential implications of each scenario for our business model, strategy, and financial planning.

	Low-Emission (Paris-Aligned)	Intermediate (Moderate Transition)	High-Emission (Business-as-Usual)
IPCC Pathway	SSP1–1.9 / IEA NZE 2050	SSP2–2.6 / IEA STEPS–APS	SSP5–8.5 / CMIP6
Temperature Outcome	~1.5°C by 2100	~2°C by 2100	~4°C by 2100

	Low-Emission (Paris-Aligned)	Intermediate (Moderate Transition)	High-Emission (Business-as-Usual)
Brief Description	Rapid global decarbonisation supported by strong international policy coordination, steep carbon pricing, and widespread renewable energy adoption, consistent with limiting warming to 1.5°C.	Gradual and uneven progress towards decarbonisation, with moderate climate-policy advancement and partial adoption of low-carbon technologies across the ASEAN region.	Continued reliance on fossil fuels with limited policy intervention, resulting in severe physical climate impacts and high warming exceeding 4°C by 2100.
Rationale for Selection	Tests the resilience of the Group's business model under an ambitious low-carbon transition with rising carbon costs, tightening regulations, and strong sustainability demand from guests and investors.	Represents a central, regionally realistic scenario reflecting gradual policy development and partial market shifts, providing a useful baseline for near-to-medium-term planning.	Assesses the Group's exposure to severe physical climate risks, including heat stress, sea level rise, flooding, and supply chain disruption, under conditions of weak global climate coordination.
Key Assumptions	• Strong international policy coordination • Steep carbon pricing trajectory • High growth in renewable energy • Lower physical risk exposure; high transition risk • Consumer and investor preference for sustainable operations	• Gradual increase in carbon prices • Uneven regional policy adoption • Moderate renewable energy growth • Partial market shifts towards eco-tourism • Moderate physical risk exposure	• High global energy demand from fossil fuels • Limited emissions regulation • Frequent extreme weather events • Significant sea level rise at coastal locations • Elevated insurance and maintenance costs
Impact on the Group	• Higher compliance and transition costs (carbon pricing, eco-certification) • Capital expenditure to adopt renewables and energy-efficient systems • Revenue opportunity from differentiated, sustainably managed resort offerings	• Moderate increase in energy and compliance costs • Gradual capital outlay for energy efficiency improvements • Sustained but less pronounced opportunity from sustainable hospitality positioning	• Higher insurance premiums and maintenance costs for coastal resort assets • Potential revenue loss from operational disruption due to extreme weather or resort closures • Significant capital investment required for coastal resilience and infrastructure adaptation
Underlying Model / Data Source	IPCC AR6 Scenario Database (SSP1–1.9);	IPCC AR6 Scenario Database (SSP2–2.6);	IPCC AR6 Scenario Database (SSP5–8.5);

	Low-Emission (Paris-Aligned)	Intermediate (Moderate Transition)	High-Emission (Business-as-Usual)
	IEA Net Zero Emissions by 2050[9] (NZE 2050)	IEA STEPS[10] and APS[11] assumptions	NOAA and CMIP6[12] physical-risk projections

Strategic Resilience Assessment

We conducted a resilience assessment of our core business strategies to evaluate their robustness across the three climate scenarios. The assessment considered transition and physical climate risks across low-, moderate-, and high-emission futures, identifying areas of strength as well as those where further adaptation or investment may be required.

Strategy Area	Resilience Outcome and Key Insights
Operational Strategy	Under low- and moderate-warming scenarios, the Group's resort operations remain efficient, supported by energy-saving practices, LED lighting, and pre-set air-conditioning protocols. Under a high-warming scenario, elevated ambient temperatures and humidity are expected to increase cooling demand, resulting in higher energy costs and necessitating adaptive investments in energy infrastructure and enhanced management of outdoor workforce conditions.
Energy and Infrastructure Strategy	Investments in solar energy at MRN and LED retrofitting across both resorts align well with all three scenarios. Under low-emission conditions, these investments are reinforced by policy incentives and cost reductions in clean energy technology. Under high-emission conditions, deeper investment in energy resilience and independent generation capacity would be necessary.
Coastal Asset Management Strategy	Under lower-warming scenarios, coastal risks to MRN (Batam) and MRS (Bali) remain manageable with moderate preventive maintenance. Under a high-emission scenario, accelerated sea level rise and more frequent storm events could require significant structural adaptation for both beachfront properties, with material implications for capital expenditure and asset values.
Market and Brand Strategy	In a low-emission world, strong market demand for eco-certified and sustainably managed resorts provides a clear competitive advantage. Under a moderate transition, sustainability remains a valuable brand differentiator, though cost pressures may moderate its impact. In a high-emission scenario, operational resilience and supply continuity become the primary commercial priorities.
Financial and Investment Strategy	The Group's current financing structure is adequate under low- and moderate-warming scenarios. Under high-warming conditions, rising insurance premiums, maintenance costs, and adaptation expenditure may pressure margins, underscoring the value of maintaining access to green and blended-finance instruments.

Areas of Uncertainty

We acknowledge that climate scenario analysis inherently involves uncertainty, particularly with regard to the timing and stringency of regulatory changes in Singapore and Indonesia,

[9] https://www.iea.org/reports/net-zero-by-2050

[10] https://www.iea.org/reports/global-energy-and-climate-model/stated-policies-scenario-steps

[11] https://www.iea.org/reports/global-energy-and-climate-model/announced-pledges-scenario-aps

[12] https://pcmdi.llnl.gov/CMIP6/

the pace of transition to renewable energy across the ASEAN region, and the frequency and severity of physical climate events affecting coastal resort operations. The analysis also recognises variability in future energy costs and construction prices, which may influence the financial implications of adaptation and transition measures. These uncertainties are considered and reflected in our strategic planning process.

Strategy Flexibility

Our operations demonstrate meaningful adaptability across all three climate scenarios. At MRN, the installation of solar-powered LED lightings in FY2026 represents a proactive step towards reducing grid electricity dependence and mitigating Scope 2 emissions. Our incremental approach to energy infrastructure, incorporating progressive LED retrofitting, shuttle service optimisation, and water monitoring, provides the flexibility to accelerate or adjust initiatives in response to changing climate, regulatory, or market conditions. The SSC reviews climate-related developments annually and incorporates findings into strategic planning and capital allocation decisions.

Scenario Process and Timing

We conducted our inaugural climate-related scenario analysis in FY2025, using a two-scenario framework. For FY2026, the analysis has been enhanced to adopt the three-pathway IPCC AR6 framework, incorporating SSP1–1.9, SSP2–2.6, and SSP5–8.5, and the IEA's NZE 2050, STEPS, and APS scenario assumptions, in line with IFRS S2 guidance. A combination of qualitative and quantitative methods was applied to evaluate transition and physical risks across these pathways. Scenario analysis results are reviewed annually by the STF and updated to reflect material regulatory, operational, or scientific developments.

Transition and Adaptation Plans

Transition Plan

- **Short-term (by 2028):** Complete the installation of solar-powered LED lightings at MRN and assess the feasibility of solar deployment at MRS; continue the LED retrofit programme across all resort facilities; enhance GHG data collection processes, including the addition of LPG to comparative performance data, and improve reporting accuracy.
- **Medium-term (by 2030):** Investigate eco-certification pathways for MRN and MRS; advance Scope 3 emissions disclosures to cover additional categories; achieve a 10% reduction in both GHG emission intensities and energy intensities relative to the FY2026 baseline.
- **Long-term (to 2050):** Target 50% of fixtures and fittings meeting energy efficiency standards; achieve a 10% absolute reduction in GHG emission intensities; develop a comprehensive decarbonisation roadmap aligned with Indonesia's national climate commitments.

Adaptation Plan

- **Short-term (by 2028):** Strengthen infrastructure maintenance protocols following the water system incident at MRN in FY2025; implement preventive maintenance schedules to reduce the risk of recurrence; review heat-adaptation measures for employees engaged in prolonged outdoor work under sun-exposed conditions at both resorts.

- **Medium-term (by 2030):** Commission a coastal resilience assessment for MRN, evaluating exposure to sea level rise and storm surge risk; develop site-specific adaptation plans for the resort property.
- **Long-term (to 2050):** Integrate physical climate risk considerations into all major capital expenditure decisions for resort assets; develop a long-term asset adaptation strategy for coastal properties consistent with the projected sea level rise scenarios.

Risk Management

Risk Identification and Assessment Methodology

Our process for identifying and assessing climate-related risks and opportunities is guided by the Sustainability Accounting Standards Board ("**SASB**") framework, which identifies industry-specific sustainability disclosure topics relevant to the hospitality and leisure sector. Within each identified topic, we evaluate climate risk categories and develop a consolidated inventory of transition and physical risks.

To assess these risks, we conduct structured internal engagement involving members of the SSC and STF, including representatives from Operations, Finance, and Hospitality Management. Identified risks are evaluated across two dimensions, namely likelihood and magnitude of impact, using a numerical scoring scale. Results are mapped to a likelihood-impact matrix to determine overall materiality, with higher-scoring risks prioritised for further analysis and inclusion in our climate risk management and mitigation plans. The same methodology is applied to climate-related opportunities.

Integration with Enterprise Risk Management

Climate-related and broader sustainability risks are fully integrated into our enterprise risk management framework and assessed using the same governance structures, evaluation methodologies, and reporting cadence applied to all other principal business risks. Both physical and transition climate risk drivers are incorporated into our risk taxonomy, risk appetite statements, and key risk indicators, with defined escalation protocols and thresholds.

Climate-related risks are identified and monitored through risk and control self-assessment processes, management risk workshops, and ongoing regulatory horizon-scanning activities, complemented by the annual climate scenario analysis described above. Material climate-related risks are reviewed periodically by the STF, SSC, and Board, with progress against mitigation plans tracked as part of regular risk reporting. Insights from this process are embedded into our strategic planning, capital allocation, and operational decision-making, ensuring that climate considerations receive the same rigour as financial and operational risks.

Metrics and Targets

In line with the requirements of IFRS S2, we measure and report GHG emissions from our resort operations, covering both direct emissions (Scope 1) from the combustion of diesel, petrol, and liquefied petroleum gas, and indirect emissions (Scope 2) from purchased electricity. Emissions are calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, applying an operational control boundary. Emission intensity metrics are reported on a per occupied room basis to support meaningful year-on-year comparisons.

We have designated FY2026 as the baseline year for our greenhouse gas emissions reporting and energy consumption, as emissions and energy consumption in FY2025 were unusually elevated due to increased traffic and renovation activities.

Our targets for reducing GHG and energy intensities are set out in the "Performance Highlights and Targets" and "The Environment" sections of this Report. As a summary:

- **Short-term (by 2028):** Reduce purchased electricity consumption by 2% relative to the FY2026 baseline; reduce energy intensities by 5% relative to the FY2026 baseline.
- **Medium-term (by 2030):** Reduce Scope 1 and Scope 2 GHG emission intensities and energy intensities by 10% relative to the FY2026 baseline; disclose additional Scope 3 emission categories.
- **Long-term (to 2050):** Reduce GHG emission intensities by 10% in absolute terms; achieve 50% energy-efficient fixtures and fittings across resort properties.

As we continue to strengthen our measurement and reporting capabilities, including the integration of LPG into all comparative data tables and the progressive identification of Scope 3 categories, we intend to expand our climate-related metrics disclosures in future reporting periods. Detailed energy and GHG performance data are provided in "The Environment" section of this Report.

OUR EMPLOYEES

At KOPL, we recognise that a sustainable organisation depends on the wellbeing and development of its workforce, the trust of its customers and the strength of its communities. We are committed to developing our employees through meaningful opportunities to build skills, progress in their careers and contribute to shared outcomes. An inclusive and cooperative work environment is central to our approach and supports consistent delivery of customer-centric services.

We consider human capital management to be a core driver of business sustainability and long-term success. Our employees play a key role in maintaining service standards for our guests; as such, we apply fair, merit-based employment practices that foster a supportive corporate culture. We prioritise wellbeing and capability-building through regular cross-functional training and ongoing learning and development initiatives.

As of 31 March 2026, there were a total of 360 employees across our operations (FY2025: 376 employees), of which 307 were full-time employees, and 53 were non-guaranteed hours employees. While part-time employees do form part of our workforce, data for this category was not collected during the current Reporting Period. We will enhance our data capture processes to include part-time employees in the next reporting period.

Employees by Gender, Age Group, and Region

Categories	FY2024		FY2025		FY2026	
	Headcount	Percentage	Headcount	Percentage	Headcount	Percentage
By Gender						
Male	255	71%	278	74%	264	73%
Female	103	29%	98	26%	96	27%
By Age Group						
Under 30	-[13]		171	45%	171	47%
30-50			191	51%	175	49%
Above 50			14	4%	14	4%
By Region						
Indonesia	358	100%	376	100%	360	100%

The Group has further categorised its workforce by contract type and employment status. Contract types comprise permanent and temporary arrangements, while employment status is classified into full-time, part-time, non-guaranteed employees.

Employees by Contract Type – Permanent Employees

Categories	FY2026	
	Headcount	Percentage
By Gender		
Male	3	75%
Female	1	25%
By Region		
Indonesia	4	100%

[13] Data unavailable as this is a newly disclosed performance indicator in FY2025.

Employees by Contract Type – Temporary Employees

Categories	FY2026	
	Headcount	Percentage
By Gender		
Male	263	74%
Female	93	26%
By Region		
Indonesia	356	100%

Employees by Employment Status – Full-time Employees

Categories	FY2026	
	Headcount	Percentage
By Gender		
Male	225	73%
Female	82	27%
By Region		
Indonesia	307	100%

Employees by Employment Status – Non-guaranteed Hours Employees

Categories	FY2026	
	Headcount	Percentage
By Gender		
Male	41	77%
Female	12	23%
By Region		
Indonesia	53	100%

Talent Attraction and Retention

Impact on KOPL

The Group recognises that employee performance has a direct impact on the quality of service delivered to our guests, which in turn contributes positively to the overall operations of the resort. As such, we place strong emphasis on maintaining a safe, supportive, and conducive work environment that enables our employees to perform at their best. Conversely, an inability to attract and retain skilled talent may result in reduced productivity and operational inefficiencies, potentially affecting business performance.

Management Approach

We are committed to fair, transparent, and merit-based employment practices to attract suitable candidates and retain existing employees. The Group has established an Employment Handbook, along with a range of policies and procedures, including the Code of Conduct and guidelines governing recruitment, termination, and retirement.

Employee benefits include leave entitlements, competitive remuneration packages, insurance coverage, and performance-based incentives. Our compensation structures are designed to be equitable and aligned with job responsibilities, qualifications, and experience. To ensure continued competitiveness, we regularly benchmark our remuneration packages against industry standards. Refer to the section Employee Benefits and Wellness for further details on employee welfare.

The Group adopts a zero-tolerance approach towards discrimination of any kind, including discrimination based on race, ethnicity, age, gender, or nationality. In addition, we place strong emphasis on employee empowerment, continuous development, and capability-building to support long-term business growth and organisational resilience.

Our Performance

New Hires

In FY2026, there were a total of 119 new hires (FY2025: 196 new hires), resulting in a rate of new hire[14] of 32% (FY2025: 52%). The reduction reflects management's strategy to prioritise workforce quality and capability, focusing on targeted recruitment to ensure operational efficiency and service excellence rather than increasing headcount in response to occupancy changes.

Categories	FY2024		FY2025		FY2026	
	Headcount	Hiring Rate	Headcount	Hiring Rate	Headcount	Hiring Rate[15]
By Gender						
Male	124	69%	147	75%	77	28%
Female	56	31%	49	25%	42	43%
By Age Group						
Under 30	122	68%	122	62%	77	45%
30-50	57	31%	71	36%	40	22%
Above 50	1	1%	3	2%	2	14%
By Region						
Indonesia	180	100%	196	100%	119	32%

Turnover

In FY2026, there were a total of 135 leavers (FY2025: 178 leavers), resulting in a turnover rate[16] of 37% (FY2025: 47%). The decrease in turnover in FY2026 was primarily driven by a positive work environment and stronger employee engagement.

Categories	FY2024		FY2025		FY2026	
	Headcount	Turnover Rate	Headcount	Turnover Rate	Headcount	Turnover Rate[17]
By Gender						
Male	82	62%	125	70%	91	34%
Female	50	38%	53	30%	44	45%
By Age Group						
Under 30	91	69%	97	55%	61	36%
30-50	41	31%	75	42%	71	39%
Above 50	0	0%	6	3%	3	21%

[14] The rate of new employee hires during FY2026 was calculated by: Number of New Hires in FY2026 / Total workforce as of 31 March FY2026. This same methodology was applied to calculate hiring rates by category, including gender, age group and region, using the relevant subgroup headcount as of 31 March 2026.
[15] In FY2026, there was a change in methodology of percentages disclosed to reflect the hiring rate, rather than the proportion of total new hires for the year.
[16] The rate of employee turnover during FY2026 was calculated by: Number of employees who left in FY2026 / Average number of employees in FY2025 and FY2026. This same methodology was applied to calculate turnover rates by category, including gender, age group and region, using the relevant subgroup headcount as of 31 March 2026.
[17] In FY2026, there was a change in methodology of percentages disclosed to reflect the turnover rate, rather than the proportion of total leavers for the year.

Categories	FY2024		FY2025		FY2026	
	Headcount	Turnover Rate	Headcount	Turnover Rate	Headcount	Turnover Rate[17]
By Region						
Indonesia	132	100%	178	100%	135	37%

Training and Education

Impact on KOPL

The Group recognises that its long-term success depends on a skilled and competent workforce capable of advancing its business objectives. Accordingly, we are committed to developing our employees through a variety of internal and external training programmes across MRN and MRS. These initiatives ensure that employees continually acquire new skills, remain informed of industry developments, and complete relevant mandatory and compliance training on an annual basis.

Management Approach

A well-trained and adaptable workforce enables the Group to respond effectively to evolving macroeconomic conditions and operational challenges. All new employees participate in an orientation and immersion programme designed to familiarise them with the Group's mission, vision, core values, and corporate culture. To further enhance service excellence and support career progression, we actively encourage employees to learn foreign languages, enabling them to realise their leadership potential and strengthening the Group's competitiveness within the hospitality sector.

Our Performance

Employee Training

The total number of training hours decreased from 16,164.95 hours in FY2025 to 12,562.83 hours FY2026. The average training hours per employee is 34.90 hours (FY2025: 42.99 hours). This decrease was primarily due to a change in the training hours calculation methodology, rather than a significant reduction in actual training activities conducted during the year.

Previously, the calculation used an average percentage approach, which resulted in inconsistencies and inaccuracies in the reported data. To improve accuracy and align the reporting with the actual training conducted, the methodology was revised to use the total sum of training plan hours completed.

As a result, the FY2026 figures now reflect a more accurate representation of actual training hours undertaken by employees. Therefore, the decrease is primarily attributable to the change in calculation method rather than a significant reduction in training activities.

Categories	FY2024	FY2025[18]	FY2026
	Average Training Hours		
By Gender			
Male	15.64	41.73	32.77
Female	21.75	46.56	40.74
By Employee Type			
Senior Management	5.40	73.10	99.39

[18] Employee training figures for FY2025 has been restated due to an error in calculation.

Categories	FY2024	FY2025[18]	FY2026
	Average Training Hours		
Middle Management	11.66	63.36	91.39
Executive	15.36	52.93	37.65
General Employees	18.35	38.74	28.73

Employee Performance Reviews

Encouraging open communication between management and employees is key to fostering a positive workplace culture. We recognise that regular performance evaluations, conducted on an annual or biennial basis, support continuous learning and development. To ensure fair and progressive opportunities for all employees, the Group conducts annual performance evaluations to identify individual development gaps and training needs.

During the Reporting Period, performance evaluations were conducted for 51% (FY2025: 60%) of our employees. The lower participation rate was primarily attributable to the significant number of new employees who joined toward the end of the year and were therefore not yet eligible for the performance review covering the preceding appraisal period. The breakdown of employees that received performance reviews by gender and employment category are as follows:

Categories	FY2026	
	Headcount	Percentage
By Gender		
Male	144	55%
Female	40	42%
By Employment Category		
Senior Management	5	50%
Middle Management	8	38%
Executives	15	68%
General Employees	156	51%

Occupational Health and Safety

Impact on KOPL

Prioritising occupational health and safety, as well as minimising workplace incidents, contributes positively to employee morale, well-being, and productivity. Conversely, failure to adequately address occupational health and safety matters or comply with relevant regulations may result in workplace injuries or, in severe cases, fatalities, which could adversely affect employees and business operations.

Management Approach

The Group places the highest priority on safeguarding the health, safety, and well-being of its employees and is committed to fostering a strong safety-conscious culture across its operations. Health and Safety Committees have been established at both MRN and MRS to facilitate regular consultation between management and employees, and to promote occupational health and safety awareness.

Each resort maintains a dedicated Emergency Response Team, whose members are extensively trained in first aid and fire safety. These teams are responsible for ensuring the safety of both employees and guests during emergency situations.

General Managers and Security Officers conduct regular inspections of resort premises to identify potential health and safety risks, with prompt corrective actions taken to mitigate any identified hazards. The Group ensures strict compliance with safety standards for lifts, escalators, and stairways across its properties. Routine maintenance of kitchen appliances, plumbing, electrical systems, kitchen equipment, and generators is carried out to uphold health and safety standards for employees and guests alike.

In addition, first aid and fire safety training form mandatory components of the orientation and immersion programme for all employees. All health and safety incidents reported to management are thoroughly investigated, and appropriate corrective and preventive measures are implemented to prevent recurrence.

Our Performance

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

Performance Indicator	FY2024	FY2025	FY2026
Total number of workplace incidents that result in a fatality	0	0	0
Number high-consequence work-related injuries (excluding fatalities)	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities)[19]	0	0	0
Number of recordable work-related injuries	5	1	2
Number of hours worked	449,575	782,080[20]	835,328
Rate of recordable work-related injuries[21]	2.22	0.25	0.48
Number of recordable work-related ill-health cases	0	1	2

During the Reporting Period, the Group successfully met its target of maintaining zero workplace-related fatalities at both MRN and MRS, as well as recording no incidents of non-compliance with applicable health and safety regulations.

2 work related injuries were reported during the Reporting Period. These included:

- A laceration sustained when an employee's right hand was jammed in a kid's club door, for which medical treatment was provided, and the employee took sick leave before returning to work; and
- A laceration on the leg caused by broken glass, for which first aid and subsequent medical treatment were provided.

To reduce the risk of workplace injuries, the Group has strengthened its safety measures through the introduction of regular safety training sessions covering topics such as accident prevention, safe work practices, and workplace hazard identification. In FY2026, safety-related training programmes conducted included general safety training, first aid training, and ongoing departmental training, complemented by routine safety patrols carried out by the security team to identify and mitigate hazards.

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

[20] Number of hours worked have been restated for FY2025 from 468,000 to 782,080 to ensure comparability across the reporting periods.

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

Other preventive measures implemented include the placement of safety signage in high-risk areas (such as slippery floors) and conducting regular checks on safety equipment.

The Group also recorded 2 cases of work-related ill health. There were 2 employees experienced food poisoning after consuming leftover candy at the workplace. The affected employees received medical treatment and were provided with a rest area until recovery.

All work-related accidents, injuries, and ill-health cases are systematically recorded and investigated to identify root causes. Corrective and preventive measures implemented include conducting safety training and first aid training, issuing awareness communications to employees, including food safety reminders, and strengthening routine safety inspections and hazard identification processes to minimise recurrence.

Employee Benefits and Wellness

Impact on KOPL

A cohesive and well-supported workforce contributes to a culture of trust, integrity, and mutual respect within the Group, which in turn enhances employee engagement and organisational effectiveness. To support this, we continuously align our employee benefits and welfare practices with applicable local employment and labour laws, ensuring fair treatment and employee well-being.

Management Approach

KOPL is committed to fostering a safe, inclusive, and cohesive environment where employees, their families, and surrounding communities can live and work harmoniously. We leverage our resources and platforms to support local communities and advocate for vulnerable groups, reinforcing our role as a responsible corporate citizen.

Our Performance

Through the active engagement of our employees and the resources contributed by the Group, we aim to enhance community well-being, promote positive social outcomes, and create long-term value for our stakeholders and society at large.

In FY2026, beyond basic remuneration and annual leave entitlements, the Group provided a comprehensive range of welfare benefits, including monthly menstrual leave, maternity and paternity leave. Employees were also entitled to additional benefits such as transportation, meal, mobile, housing, bereavement, festive, home leave, marriage, dental, and medical allowances.

In addition, employees, as well as their visiting family members and friends, are offered discounted rates on food and beverages and accommodation at our resorts, subject to the employee's position. These benefits are designed to enhance employee well-being, strengthen engagement, and support retention across the Group.

Community Involvement

Impact on KOPL

KOPL recognises that supporting local communities helps to build goodwill and strengthen relationships with key stakeholders. Meaningful community engagement contributes positively to the Group's social licence to operate. However, if such initiatives are not managed effectively, they may result in challenges, including high costs with uncertain returns or programmes that do not adequately address the actual needs of the community.

Management Approach

The Group believes that integrating social responsibility into its business strategy is essential to achieving sustainable growth and creating shared value. KOPL supports local communities by empowering underprivileged groups through donations and community-based initiatives in the areas where it operates. The Group remains committed to broadening its involvement in corporate social responsibility programmes, with a focus on ensuring that initiatives are relevant, impactful, and aligned with community needs, thereby contributing positively to long-term social development.

Our Performance

For FY2026, MRN implemented a range of community engagement initiatives aimed at supporting local communities and contributing to social well-being. These efforts included providing assistance to communities affected by disasters, as well as active participation in Corporate Social Responsibility ("**CSR**") programmes such as blood donation drives and Qurban (Eid al-Adha) contributions. In December 2025, MRN further strengthened its community outreach by organising a visit to a nearby orphanage, where employees celebrated Christmas with the children, fostering social inclusion and community connection.

The CSR activities for MRS consisted of a range of community, environmental, and charitable initiatives carried out across Bali. These included environmental efforts such as mangrove planting at Ekowisata Mangrove Batu Lumbang, as well as social outreach activities like cooking and distributing meals to Plastic Angels in collaboration with SOS at the Suwung landfill. The organisation also supported cultural and religious engagement by attending prayers and making donations at Pura Petitenget. Additional community-focused initiatives included hosting orphanage events such as a pizza-making activity and a Christmas tree lighting with donations, alongside contributions to local events like the Kerobokan Festival. Furthermore, the company extended disaster relief support through donations to flood-affected communities in collaboration with the Badung local government, demonstrating a strong commitment to social responsibility and community development.

At Group level, employees participated in Operation Redshirt 2025, a volunteer-led community initiative in Singapore focused on supporting elderly individuals in need. Employees contributed to the preparation and distribution of essential items to beneficiaries, reflecting the Group's continued commitment to community engagement and social responsibility.

OUR GUESTS

Customer Health and Safety

Impact on KOPL

At KOPL, we firmly believe that building and maintaining strong relationships with our guests is fundamental to our long-term business success and resilience. Providing a safe and secure environment throughout our guests' stay is therefore a top priority. Delivering a pleasant and positive guest experience enhances overall satisfaction, reinforces trust, and strengthens the reputation of our resorts.

Management Approach

As resort operators, we take all guest-related incidents seriously. Any incidents reported by guests are promptly investigated and addressed to prevent recurrence and to ensure a safe and enjoyable experience for all. Should a guest fall ill during their stay, we arrange timely access to medical attention from qualified healthcare professionals. As a gesture of goodwill, we also provide a "Get-Well-Soon" care package, which includes a complimentary meal to support the guest's recovery.

In addition to implementing comprehensive safety measures across our resorts, we conduct regular safety inspections to minimise potential health and safety risks to guests. Safety protocols and mitigation measures have been established for identified hazards within our operating environment. Monthly maintenance is carried out to ensure fire safety systems, including fire extinguishers and fire alarms, remain in good working condition. Fire safety audits and emergency drills are conducted on a bi-annual basis to enhance preparedness.

At MRN, each villa is equipped with a resort map highlighting evacuation routes and assembly points, while evacuation route maps are displayed throughout the premises at MRS. These measures collectively reinforce our commitment to safeguarding our guests and ensuring a safe and comfortable resort experience.

Our Performance

In FY2026, there were no incidents (FY2025: zero) of non-compliance with relevant customer health and safety laws as well as regulatory requirements concerning health and safety at our resorts.

GOVERNANCE

At KOPL, we adopt a zero-tolerance approach towards corruption and regulatory non-compliance. The Board of Directors and Management are fully committed to upholding high ethical standards and best practices in corporate governance to support the long-term sustainability of the Group. With a strong ethical framework established at the highest levels of the organisation, we aim to create value for our stakeholders while cultivating a robust culture of integrity and accountability.

Guided by the principles of the Code of Corporate Governance, the Group implements various sustainability and governance initiatives to embed strong governance practices across all operations. We are also firmly committed to operating in full compliance with all applicable laws and regulations governing our business activities.

Ethics and Business Conduct

Impact on KOPL

We are committed to conducting our business with integrity and upholding the highest ethical standards, which we believe are fundamental to long-term business success. The Group maintains a strong stance against corruption and has implemented measures to identify, address, and mitigate risks related to bribery, corruption, and unethical practices across its operations.

Management Approach

The Group has established an Employee Code of Conduct that sets out clear expectations regarding ethical behaviour, including policies on anti-corruption and integrity. The Code strictly prohibits bribery and the offering or acceptance of improper gifts, hospitality, or entertainment.

To further promote ethical conduct, a whistle-blowing policy has been implemented, providing employees with secure and confidential channels to report suspected misconduct, fraud, or unethical practices. All reports are investigated promptly and thoroughly under strict confidentiality procedures to uphold transparency, accountability, and fairness.

Our Performance

There were no (FY2025: zero) incidents of non-compliance with anti-corruption laws and regulations in FY2026.

Compliance with Laws and Regulations

Impact on KOPL

The Group recognises that sound corporate governance and strict compliance with laws and regulations, including those relating to fair employment and non-discrimination, are critical to KOPL's reputation, operational resilience, and long-term value creation. Any failure to comply with legal or regulatory requirements, or incidents of discrimination, could expose the Group to legal liabilities, erode stakeholder trust, disrupt operations, and negatively affect employee morale, productivity, and retention. Upholding equitable and inclusive workplace practices supports the achievement of our sustainability objectives and reinforces our commitment to ethical business conduct.

Management Approach

Our key objective is to maintain full compliance with all applicable laws and regulatory requirements across the jurisdictions in which we operate, including employment, labour, and anti-discrimination legislation. Recognising that non-compliance or discriminatory practices could materially and reputationally impact the Group, we adopt proactive measures to identify, monitor, and mitigate compliance risks.

The Group promotes equal opportunity and fair treatment in the workplace, with zero tolerance for discrimination on the basis of gender, age, nationality, race, religion, or any other protected characteristic. Our policies and internal practices are designed to foster an inclusive, respectful, and safe working environment for all employees. External legal advisers are engaged on an ad hoc basis to provide guidance on legal, regulatory, and employment-related matters, ensuring that our policies and practices remain aligned with evolving regulatory and social expectations.

Our Performance

During the Reporting Period, there were no (FY2025: zero) incidents of non-compliance with socioeconomic laws and regulations, and no (FY2025: zero) incidents of discrimination.

ECONOMIC

Economic Performance

Impact on KOPL

At KOPL, our economic performance reflects our commitment to sustainable growth, financial resilience, and long-term value creation for stakeholders. A strong financial position enables the Group to invest meaningfully in sustainability initiatives, while financial constraints may require a reprioritisation of resources away from such efforts.

Management Approach

The Group seeks to achieve sustainable improvements in economic performance through prudent management and strategic expansion of its portfolio. Investment decisions are made following comprehensive evaluations that consider not only financial returns, but also environmental, social, and governance factors. This balanced approach supports disciplined growth while ensuring the long-term sustainability and resilience of the Group.

Our Performance

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

Economic Highlights (S$'000)			
		FY2025	**FY2026**
Revenue/ Economic value generated		69,676	19,823
Profit/(Loss) before Income tax		1,556	(3,321)
Profit/(Loss) for the year		998	(3,338)
Economic Value Distributed ("**EVD**")	Operating costs	(63,448)[22]	(16,791)
	Employee wages and benefits	(6,624)	(6,732)
	Payments to providers of capital	(2,123)[21]	(819)
	Payments to government	(1,509)	(442)
	Community Investments	(59)	(73)
Economic value retained		(4,087)	(5,034)

To understand more about our economic performance, please refer to Financial Statements of the Annual Report for FY2026.

[22] Operating costs for FY2025 have been restated from S$76,696,000 to S$63,448,000 and payments to providers of capital for FY2025 have been restated from S$323,000 to S$2,123,000 due to a prior calculation error. Consequently, economic value retained has been restated from negative S$15,535,000 to negative S$4,087,000.

GRI CONTENT INDEX

Statement of use	KOP Limited has reported the information cited in this GRI content index for the period 1 April 2025 to 31 March 2026 with reference to the GRI Standards.
GRI used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	Not applicable

GRI Standard	Disclosure Number & Title	Section Reference
GRI 2: General Disclosures 2021	2-1 Organisational details	Annual Report: Corporate Profile
	2-2 Entities included in the organisation's sustainability reporting	Annual Report: Corporate Profile
	2-3 Reporting period, frequency and contact point	Sustainability Report: About this report
	2-4 Restatements of information	Sustainability Report: Restatement
	2-5 External assurance	KOPL has not sought external assurance for this reporting period, and may consider it in the future
	2-6 Activities, value chain and other business relationships	Annual Report: Report of Corporate Governance
	2-7 Employees	Sustainability Report: Our Employees
	2-8 Workers who are not employees	There were no workers who are not employees in FY2026
	2-9 Governance structure and composition	Annual Report: Report of Corporate Governance Sustainability Report: Sustainability Governance
	2-10 Nomination and selection of the highest governance body	Annual Report: Report of Corporate Governance
	2-11 Chair of the highest governance body	Annual Report: Report of Corporate Governance
	2-12 Role of the highest governance body in overseeing the management of impacts	Annual Report: Report of Corporate Governance
	2-13 Delegation of responsibility for managing impacts	Annual Report: Report of Corporate Governance Sustainability Report: Sustainability Governance
	2-14 Role of the highest governance body in sustainability reporting	Annual Report: Report of Corporate Governance
	2-15 Conflicts of interest	Annual Report: Report of Corporate Governance
	2-16 Communication of critical concerns	Annual Report: Report of Corporate Governance
	2-17 Collective knowledge of the highest governance body	Annual Report: Report of Corporate Governance

GRI Standard	Disclosure Number & Title	Section Reference
	2-18 Evaluation of the performance of the highest governance body	Annual Report: Report of Corporate Governance
	2-19 Remuneration policies	Annual Report: Report of Corporate Governance
	2-20 Process to determine remuneration	Annual Report: Report of Corporate Governance
	2-21 Annual total compensation ratio	Annual Report: Report of Corporate Governance
	2-22 Statement on sustainable development strategy	Annual Report: Report of Corporate Governance Sustainability Report: Sustainability Governance
	2-23 Policy commitments	Annual Report: Report of Corporate Governance Sustainability Report: ▪ Governance – Ethics and Business Conduct ▪ Governance – Compliance with Laws and Regulations
	2-24 Embedding policy commitments	Annual Report: Report of Corporate Governance Sustainability Report: ▪ Governance – Ethics and Business Conduct ▪ Governance – Compliance with Laws and Regulations
	2-25 Processes to remediate negative impacts	Annual Report: Report of Corporate Governance
	2-26 Mechanisms for seeking advice and raising concerns	Annual Report: Report of Corporate Governance
	2-27 Compliance with laws and regulations	Annual Report: Report of Corporate Governance Sustainability Report: ▪ Governance – Ethics and Business Conduct ▪ Governance – Compliance with Laws and Regulations
	2-28 Membership associations	Not applicable
	2-29 Approach to stakeholder engagement	Sustainability Report: Stakeholder Engagement
	2-30 Collective bargaining agreements	Not applicable, no collective bargaining agreements are in place
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Report: Materiality Assessment
	3-2 List of material topics	
Economic Performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 201: Economic	201-1 Direct economic value generated and distributed	Sustainability Report: Economic Performance

GRI Standard	Disclosure Number & Title	Section Reference
Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Sustainability Report: Greenhouse Gas Emissions and Energy Consumption
Greenhouse Gas Emissions & Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Sustainability Report: Energy and Greenhouse Gas Emissions Consumption and Intensity
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	
	302-5 Reductions in energy requirements of products and services	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability Report: Greenhouse Gas Emissions Consumption and Intensity
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-4 GHG emissions intensity	
	305-5 Reduction of GHG emissions	
Water Withdrawal		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Sustainability Report: Water and Effluents
Employment Benefits and Wellness & Talent Attraction and Retention		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability Report: Talent Attraction and Retention
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Sustainability Report: Occupation Health and Safety
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-9 Work-related injuries	
	403-10 Work-related ill health	
Training and Education		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
	404-1 Average hours of training per year per employee	Sustainability Report: Training and Education

GRI Standard	Disclosure Number & Title	Section Reference
GRI 404: Training and Education 2016	404-2 Programmes for upgrading employee skills and transition assistance programs	
	404-3 Percentage of employees receiving regular performance and career development reviews	
Compliance with Laws and Regulations & Ethics and Business Conduct		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	Sustainability Report: Governance ▪ Compliance with Laws and Regulations ▪ Ethics and Business Conduct
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	
Customer Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Sustainability Report: Social – Customer Health and Safety
Community Involvement		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Sustainability Report: Social – Community Involvement

IFRS S2 DISCLOSURE INDEX

IFRS S2 Para.	Requirements	Section Reference
Governance		
5	Governance processes for managing climate risks & opportunities	Sustainability Report 2026, Sustainability Governance and IFRS S2 - Governance
6 (a–c)	Board oversight, frequency of updates, and integration with strategy	
7 (a–c)	Management roles, responsibilities, and reporting lines	
Strategy		
9	Identify and describe climate-related risks and opportunities	Sustainability Report 2026, IFRS S2 – Climate-Related Risks and Opportunities
11 (a–c)	Describe how climate-related risks and opportunities influence business model and strategy	
12 (a–c)	Disclose resilience of strategy to different climate scenarios	
13	Explain how climate considerations are integrated into overall business planning and decision-making	
14 (a–b)	Describe how transition and adaptation plans support strategy and targets	
Risk Management		
15 (a–b)	Process for identifying and assessing climate-related risks	Sustainability Report 2026, IFRS S2 – Risk Management
16 (a–b)	Process for prioritising and managing identified risks	
17	How climate-related processes are integrated into overall risk-management framework	
18	Connection or consistency with existing internal-control and governance systems	
Metrics and Targets		
19-21	Metrics used to assess climate-related risks and opportunities	Sustainability Report 2026, IFRS S2 – Metrics and Targets
23 (a–c)	Quantified GHG emissions (Scope 1, 2, 3) and calculation methodology	Sustainability Report 2026: The Environment
24	Cross-industry metrics (e.g. internal carbon price, remuneration linkage)	Not disclosed
25 – 26	Climate-related targets (unit, base year, period, progress tracking)	Sustainability Report 2026: Performance Targets and Highlights, IFRS S2 – Metrics and Targets
27 – 28	How targets are derived, monitored, and aligned with strategy	Sustainability Report 2026, IFRS S2 – Metrics and Targets

SGX CORE ESG METRICS

Topic	Metric	Page Reference
Environmental		
GHG Emissions	Absolute emissions by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	Sustainability Report 2026 – Greenhouse Gas Emissions
	Emission intensities by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	
Energy Consumption	Total energy consumption	Sustainability Report 2026 – Energy Consumption
	Energy consumption intensity	
Water Consumption	Total water consumption	Sustainability Report 2026 – Water and Effluents
	Water consumption intensity	
Waste Generation	Total waste generated	Not disclosed
Social		
Gender Diversity	Current employees by gender	Sustainability Report 2026 – Talent Attraction and Retention
	New hires and turnover by gender	
Age-Based Diversity	Current employees by age groups	Sustainability Report 2026 – Talent Attraction and Retention
	New hires and turnover by age groups	
Employment	Total turnover	Sustainability Report 2026 – Talent Attraction and Retention
	Total number of employees	
Development & Training	Average training hours per employee	Sustainability Report 2026 – Training and Education
	Average training hours per employee by gender	
Occupational Health & Safety	Fatalities	Sustainability Report 2026 – Occupational Health and Safety
	High-consequence injuries	
	Recordable injuries	
	Recordable work-related ill health cases	
Governance		
Board Composition	Board independence	Annual Report –Report of Corporate Governance
	Women on the board	
Management Diversity	Women in the management team	
Ethical Behaviour	Anti-corruption disclosures	Sustainability Report 2026 – Ethics and Business Conduct
	Anti-corruption training for employees	
Certifications	List of relevant certifications	Not disclosed
Alignment with Frameworks	Alignment with frameworks and disclosure practices	Sustainability Report 2026 – Reporting Standards and Framework
Assurance	Assurance of sustainability report	Sustainability Report 2026 – Internal Review and External Assurance