



GENTING
SINGAPORE

GENTING SINGAPORE LIMITED

20
25

Sustainability Report

Leading The Way in Sustainable Tourism



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About The Report

This is Genting Singapore Limited’s (GENS) thirteenth Sustainability Report (“this Report”) for the financial year 1 January 2025 to 31 December 2025. It documents GENS’ strategies, initiatives, and performance in relation to Environmental, Social, and Governance (ESG) topics of our operations in Singapore.

This Report outlines GENS’ approach to integrating sustainability into our policies, structure, management, and operations. The Report further captures our sustainability commitments to our stakeholders, including staff, investors, business partners, the community, and the authorities, and shares the progress, success, and challenges of our sustainability journey.

The reporting period is from 1 January 2025 to 31 December 2025 (FY2025), unless otherwise stated, and the reporting scope covers all of GENS’ business operations, specifically:

Resorts World Sentosa

An integrated resort destination located on Sentosa Island

District Cooling Plant

Our award-winning cooling plant that supplies chilled water for the resort

Genting Hotel Jurong

A ‘hotel in a garden’ in the Jurong Lake District

Genting Centre

Corporate office of the Genting Singapore Group

Pandan Gardens

A warehouse located in Pandan Gardens



International Standards and Guidelines

This report is prepared with reference to the updated Global Reporting Initiative (GRI) Universal Standards 2021. It complies with the Singapore Exchange (SGX) Listing Rules 711 (A) and (B) and incorporates SGX’s enhanced disclosures on climate-related information and board diversity where applicable. It also includes SGX’s 27 Core ESG Metrics. In 2025, we are progressively incorporating selected climate-related disclosures from the International Sustainability Standards Board (ISSB)’s International Financial Reporting Standards (IFRS) S2 climate-related Disclosures, with a view to adopt the climate-related provisions in IFRS S1 to meet with SGX RegCo’s enhanced sustainability reporting regime. In our first year of application, we have applied the transition reliefs permitted under the reporting regime. We will strive for full alignment in our future reporting.

Additionally, this report includes disclosures recommended by SASB Standards based on Casinos & Gaming Sustainability Accounting Standard.

Our greenhouse gas (GHG) emissions are calculated according to the principles and standards specified in the GHG Protocol Corporate Standard and Corporate Value Chain (Scope 3) Accounting and Reporting Standard, covering entities under our operational control. We are a signatory to the 10 UN Global Compact Principles. We also consider the performance indicators recommended by ESG rating agencies and additional disclosure suggestions collected through our engagement with stakeholders. GENS also discloses our sustainability impacts through various international disclosure platforms, including CDP for climate change, MSCI, and Sustainalytics. We will continue to report relevant progress in subsequent sustainability reports.

Assurance

This Report has been prepared with internal controls in place. All data included in this Report has been checked to ensure its accuracy against our internal controls and signed off by the senior management team. We also engaged PricewaterhouseCoopers LLP to undertake a Limited Assurance on our GHG emissions across Scope 1, Scope 2, and selected Scope 3 categories disclosed in our Sustainability Report for the financial year 2025 (FY2025).

“

As we look ahead, we are optimistic about our business outlook as we ready ourselves for an evolving travel industry.

Disclosure Frameworks and Rating

Global Reporting Initiative (GRI)

International Sustainability Standards Board (ISSB) IFRS S2 Climate-related Disclosures

CDP

10 UN Global Compact Principles

Morgan Stanley Capital International (MSCI)

Sustainalytics ESG Risk Ratings

Dow Jones Sustainability Index (DJSI)

FTSE4Good Index

About GENS

Incorporated in 1984, Genting Singapore Limited (“Genting Singapore” or “Company”) was converted into a public limited company on 20 March 1987 and listed on the Main Board of the Singapore Exchange Securities Trading Limited on 12 December 2005. Genting Singapore is a Singapore registered entity and constituent stock of the Straits Times Index and MSCI Singapore Index. The Company is one of the largest companies in Singapore by market capitalisation.

The principal activities of Genting Singapore and its subsidiaries (the “Group”) are in the development, management and operation of integrated resort destinations including gaming, attractions, hospitality, MICE, leisure and entertainment facilities. Since 1984, the Group has been at the forefront of gaming and integrated resort development in Australia, The Bahamas, Malaysia, the Philippines, the United Kingdom and Singapore.

Genting Singapore owns and operates Resorts World Sentosa (“RWS”) in Singapore, an award-winning destination resort and one of the largest integrated resort destinations in Asia, offering a casino, Singapore Oceanarium (one of the largest and most comprehensive ocean-focused destinations

in Southeast Asia) and the Research and Learning Centre (a hub for education, marine research and conservation), Adventure Cove Waterpark, Universal Studios Singapore (the first and only Universal Studios theme park in Southeast Asia), six unique luxury hotels including The Laurus (Singapore’s first prestigious The Luxury Collection branded property in collaboration with Marriott International), the retail and lifestyle destination WEAVE, MICE facilities, celebrity chef restaurants and specialty retail outlets. RWS is the first integrated resort to be inducted into the TTG Travel Hall of Fame since 2022 after being named “Best Integrated Resort” for 10 consecutive years at the TTG Travel Awards, which recognises the best of Asia-Pacific’s travel industry.

RWS is the first destination in the world to be:



Certified to the Global Sustainable Tourism Council (GSTC) Destination Criteria and the Industry Criteria for Hotels for all hotels within its jurisdiction.

These accomplishments serve as credible evidence that RWS takes a holistic and systematic approach to sustainability and cements its commitment to continuous improvement in its operations.

 Corporate Mission	 Sustainability Vision	 Sustainability Mission
To develop world-class integrated resorts that transform destinations, create jobs, and re-invest in local economies through sustainable practices and development	To be a global leader in sustainable tourism	To achieve carbon neutrality by 2030 and create positive socioeconomic impact





Message from our Executive Chairman

Tan Sri Lim Kok Thay
Executive Chairman and
Acting Chief Executive Officer,
Genting Singapore

“

A decade after establishing our sustainability baseline, we remain steadfast in our mission to lead with purpose and deliver impact. A sustainable destination is more than its infrastructure – it champions resilience, sparks innovation, and creates shared value.

Building for the Future: RWS 2.0 and Our Commitment to Sustainable Growth

2025 was a year of intense global disruption. Trade disputes, geopolitical conflicts, and worsening climate instability all had ripple effects that reached Singapore. Yet it was also a defining year for Resorts World Sentosa. We unveiled four landmark developments—Illumination’s Minion Land, Singapore Oceanarium, WEAVE, and The Laurus. Each strengthens a core pillar of our value proposition: world-class family entertainment, marine conservation leadership, curated lifestyle experiences, and uncompromising luxury hospitality.

These achievements are not ends in themselves. They are milestones in a longer journey. The forces reshaping global tourism demand that we build differently. Economic uncertainty, climate pressures, and rising expectations for responsible stewardship require destinations that are resilient, adaptive, and sustainable for decades to come.

Our response is intentional. We are strengthening our operational foundations, accelerating the RWS 2.0 transformation, and ensuring every investment serves both guest experience and long-term viability.

Sustainability as Strategic Imperative

For the past decade, this philosophy has guided our capital investment. Each project launched in 2025 advances our 2030 Sustainability Master Plan, culminating in measurable improvements across guest satisfaction,

operational efficiency, and environmental performance.

Illumination’s Minion Land at Universal Studios Singapore stands as a powerful example of our philosophy in action. It became the first theme park attraction in Singapore to achieve the Building and Construction Authority’s Green Mark Platinum Zero Energy certification. With electricity use matched entirely by on-site and resort-wide solar installations, illuminated by a 100% LED system, and constructed with more than 80% certified environmentally friendly materials, it represents a meaningful step forward in sustainable entertainment.

At WEAVE, our new lifestyle precinct, we have redefined outdoor comfort in tropical conditions. Advanced ETFE roofing, high-volume low-speed fans, and intelligent airflow systems minimise reliance on intensive air-conditioning. By channelling cold air produced from our hotel’s water heating systems into WEAVE’s spaces, we deliver both guest comfort and significant energy savings. These innovations earned WEAVE the BCA Green Mark Platinum certification, underscoring our commitment to climate-smart design.

The Laurus introduces yet another dimension of intelligent luxury. Equipped with a sophisticated Guest Room Management System, it monitors temperature, occupancy, and movement patterns in real time. This enables climate control calibrated to actual usage, maximising energy efficiency while ensuring seamless comfort. It is a property that embodies both technological sophistication and uncompromising hospitality.

Creating Shared Value

A truly sustainable destination extends beyond environmental performance; it must create enduring value for the communities it touches. Through RWS Cares, our flagship engagement programme, we reached more than 24,700 beneficiaries in 2025, contributing over \$2.1 million in cash and in-kind support, strengthened by 1,687 volunteer hours from our team members.

We harness the unique assets of Resorts World Sentosa to make a meaningful difference. Our oceanarium inspires the next generation through the Youth Ocean Ambassador programme. We established a \$200,000 seed fund under the National Arts Council’s Sustain the Arts Fund (stART Fund) to empower smaller arts organisations. In partnership with ART:DIS (Arts & Disability) Singapore, every guest room at The Laurus showcases works by artists with disabilities – creating visibility, revenue, and dignity for their craft while enriching the guest experience. Through our Season of Good initiative, we welcomed beneficiaries to Singapore Oceanarium, offering many their first encounter with the marine world.

This is impact rooted in our strengths, creating shared value that endures. When communities thrive, our collective success follows.

Leading With Integrity

In 2025, our governance and sustainability practices reached new levels of distinction. We attained an A- rating from CDP, retained our FTSE4Good Index listing, and maintained our “AA” MSCI ESG rating. Since 2021, we

have consistently certified against the Global Sustainable Tourism Council criteria for both Destinations and Hotels. Last year, we were further distinguished as a pioneer recipient of Singapore’s MICE Sustainability Certification at the Platinum tier, alongside the ISO20121:2024 Event Sustainability Management Systems certification.

These achievements are more than accolades; they affirm the strength of our approach and reflect our ambition to define the future of responsible travel for our destination and for the industry.

The Path Forward

As we advance RWS 2.0, the scale of opportunity before us is considerable. By 2030, our Waterfront Lifestyle Complex will add 164,000 square metres of differentiated experiences. Yet the transformation of our destination is already taking shape—reflected in the systems we design, the partnerships we cultivate, and the standards we set.

A sustainable destination is never merely a place to visit. It is an economic catalyst, a cultural cornerstone, and a model for responsible growth. Our ambition is to ensure that sustainability remains a defining element woven into every aspect of what we create.

I would like to extend our gratitude to our employees, partners, and stakeholders whose support has made our sustainability journey possible. Every milestone reflects collective effort and shared purpose. We will continue to pursue best-in-class sustainability practices as Asia’s leading lifestyle destination and a future defined by resilience and enduring impact.

Key Highlights

Lower Emissions

↓ 24%

reduction in carbon emission intensity¹

54%

alternative water sources

↓ 41%

reduction in potable water and NEWater withdrawal intensity¹

↓ 42%

reduction in waste-to-landfill intensity¹

BCA Green Mark 2021

Platinum Zero Energy Building

- Illumination's Minion Land
- Research and Learning Centre

¹ Intensity is measured against our Gross Floor Area (GFA) and is benchmarked against our 2015 baseline.

Singapore Oceanarium

Enhance Wellbeing

Singapore's Best Employer 2025

Listed as one of Singapore's leading employer by The Straits Times

60 hours

of training per team member on average

Fire Safety Excellence Award

Maintained for all our 6 hotels

ISO45001

accreditation maintained across the entire resort

0 reported

incidents of discrimination, labour grievances, and human rights violations

Research and Learning Centre

Amplify Impact

↑ \$2,135,393
contributions

in cash and in-kind donations

↑ 478,085
volunteer hours

since 2010

World Association of Zoos and Aquariums

Renewed membership for highest standards of care and conservation

Institutional Animal Care and Use Committee

Validated research initiatives conducted by Singapore Oceanarium

433,388

visitors at the Children's Biodiversity Library by Singapore Oceanarium

The Laurus

Deepen Governance

AA Rating

for MSCI ESG Index

FTSE4Good Index

for strong ESG practice since 2024

CDP A- Rating

for climate change performance

#1 RG Check

accreditation score worldwide

100% RG Training

for casino team members

WEAVE

Awards and Accolades

Awards	Accreditations	Certifications
 <p>ASEAN Tourism Awards ASEAN Green Hotel Award 2026 Hotel Ora</p>  <p>Singapore Hotel Association Singapore Hotel Sustainability Award 2025 Hotel Ora</p>  <p>International WELL Building Institute Leadership in Sustainability Reporting Award 2024</p>  <p>Singapore Food Agency Farm-to-Table Recognition Programme (Highest Tier) since 2023</p>  <p>CIPS Asia Excellence in Procurement Awards Best Sustainability Project of the Year</p>  <p>National Volunteer & Philanthropy Centre Company of Good (3 Hearts)</p>  <p>Employee Experience Award 2025 Best In-House Learning Academy Best Holistic Leadership Development Strategy</p>  <p>SkillsFuture Work-Study Fair Employer Appreciation Award 2025</p>	<p>Responsible Gambling (RG) Check accredited</p> <p>Association of Zoos & Aquariums (AZA) Accredited</p> <p>Institutional Animal Care and Use Committee (IACUC) certification for Research</p> <p>Research initiatives validated by Institutional Animal Care and Use Committee (IACUC)</p> <p>Memberships</p> <p>Member, Global Sustainable Tourism Council (GSTC)</p> <p>Member, World Association of Zoos and Aquariums (WAZA)</p> <p>Member, Southeast Asian Zoos and Aquariums Association (SEAZA)</p> <p>Leadership Engagement</p> <p>Founding Member, Sentosa Carbon Neutral Network</p> <p>Member, Hotel Sustainability Committee (HSC) by Singapore Hotel Association</p> <p>Member, MICE Sustainability Committee by Singapore Association of Convention & Exhibition Organisers & Suppliers (SACEOS)</p> <p>Council Member, Institute of Singapore Chartered Accountants</p>	 <p>Global Sustainable Tourism Council (GSTC) 1st in the world to certify to both GSTC-Destination & GSTC-Industry Criteria for Hotels Since 2021, recertified in 2025</p>  <p>Singapore Association of Convention & Exhibition Organisers & Suppliers (SACEOS) Pioneer recipient of the Singapore MICE Sustainability Certification (Venue – Platinum) Since 2025</p>  <p>ISO20121:2024 Sustainability Event Management Systems 1st in Singapore to certify to its revised edition for sustainable venue</p>  <p>Building and Construction Authority (BCA)</p> <p>Zero Energy Building</p> <ul style="list-style-type: none"> • Pandan Gardens • Illumination's Minion Land • Research and Learning Centre <p>Platinum Super Low Energy</p> <ul style="list-style-type: none"> • Hotel Ora • The Laurus¹ <p>Platinum</p> <ul style="list-style-type: none"> • Resorts World Convention Centre • Equarius Hotel • Universal Studios Singapore • Genting Hotel Jurong • Singapore Oceanarium • WEAVE <p>GoldPlus Super Low Energy</p> <ul style="list-style-type: none"> • Hotel Michael <p>GoldPlus</p> <ul style="list-style-type: none"> • Equarius Villas • Crockfords Tower  <p>National Centre of Excellence for Workplace Learning Led by Nanyang Polytechnic Workplace Learning Organisation of Excellence (Platinum)</p>  <p>BizSAFE Star Certified</p>  <p>Progressive Wage Mark</p>

Note: Most of the awards and accolades stated were awarded to Resorts World Sentosa.

¹ The Laurus was certified in January 2026.



ETHOS
Driven to

LEAD

Sustainability Framework



Sustainability Vision

To be a global leader in sustainable tourism



Sustainability Mission

To achieve carbon neutrality by 2030 and create positive socioeconomic impact

Lower Emissions



Core Drivers

- Resource Stewardship
- Responsible Value Chain
- Collaborating for Innovation

Material Topics

- Energy and Emissions
- Water
- Waste
- Sustainable Building and Facilities
- Responsible Sourcing and Supply Chain



Enhance Wellbeing



Core Drivers

- Care & Respect for All
- Nurturing Growth
- Equal Opportunities

Material Topics

- Diversity and Inclusion
- Wellbeing
- Human Capital Development
- Health and Safety



Amplify Impact



Core Drivers

- Uplifting Communities Better Together
- Serving with Purpose

Material Topics

- Empowering and Engaging Local Community
- Biodiversity Conservation
- Sustainability Education and Advocacy



Deepen Governance



Core Drivers

- Business Done Responsibly
- Recognised Globally
- Advocacy for Influence

Material Topics

- Sustainable Tourism
- Governance and Ethics
- Cybersecurity
- Human Rights
- Responsible Gambling



2030 Sustainability Master Plan

Guided by our Sustainability Framework, the Sustainability Master Plan is a strategic blueprint that outlines our ambitious goals and represents the next bound in our journey to achieve carbon neutrality by 2030 and create positive socio-economic impact.

Decarbonisation

- Reduce carbon emission intensity by 30%¹
- Reduce intensities of energy consumption and municipal water withdrawal by 30%, and operational waste-to-landfill by 50%²
- Quadruple renewable energy and procure from low-carbon sources
- Collaborate on precinct-level decarbonisation solutions
- Institute-industry research and collaboration on sustainability and climate resilience
- Supply chain engagement and ESG programmes for key suppliers
- Responsible sourcing for strategic categories

Greening Infrastructure and Transport

- Green 75% of buildings³
- Integrate sustainability principles and innovation into RWS 2.0 expansion build
- Achieve 100% electric transportation
- Quadruple EV charging stations

Nurture Future-Ready Workforce

- Adopt sustainable human resources management where we advance and promote equity, wellness, and development
- Nurture future-ready, environmentally, and socially conscious workforce

Inclusive Community and Industry

- Exceed 500,000 in cumulative volunteer hours to positively impact the community
- Develop long-term partnerships to engage and empower the community and to promote sustainability advocacy and education
- Drive behaviour change through education, outreach, and immersive public programmes
- Support local businesses with more than 90% biddable spend

Preserving Nature

- Implement forest conservation management plan, which includes restoration and protection of flora and fauna
- Contribute to the restoration of critically endangered marine species within protected areas in the region to conserve and enhance biodiversity
- Leverage nature-based carbon offsets to support the protection/restoration of peatlands, mangroves, and rainforests

Responsible Business Practices

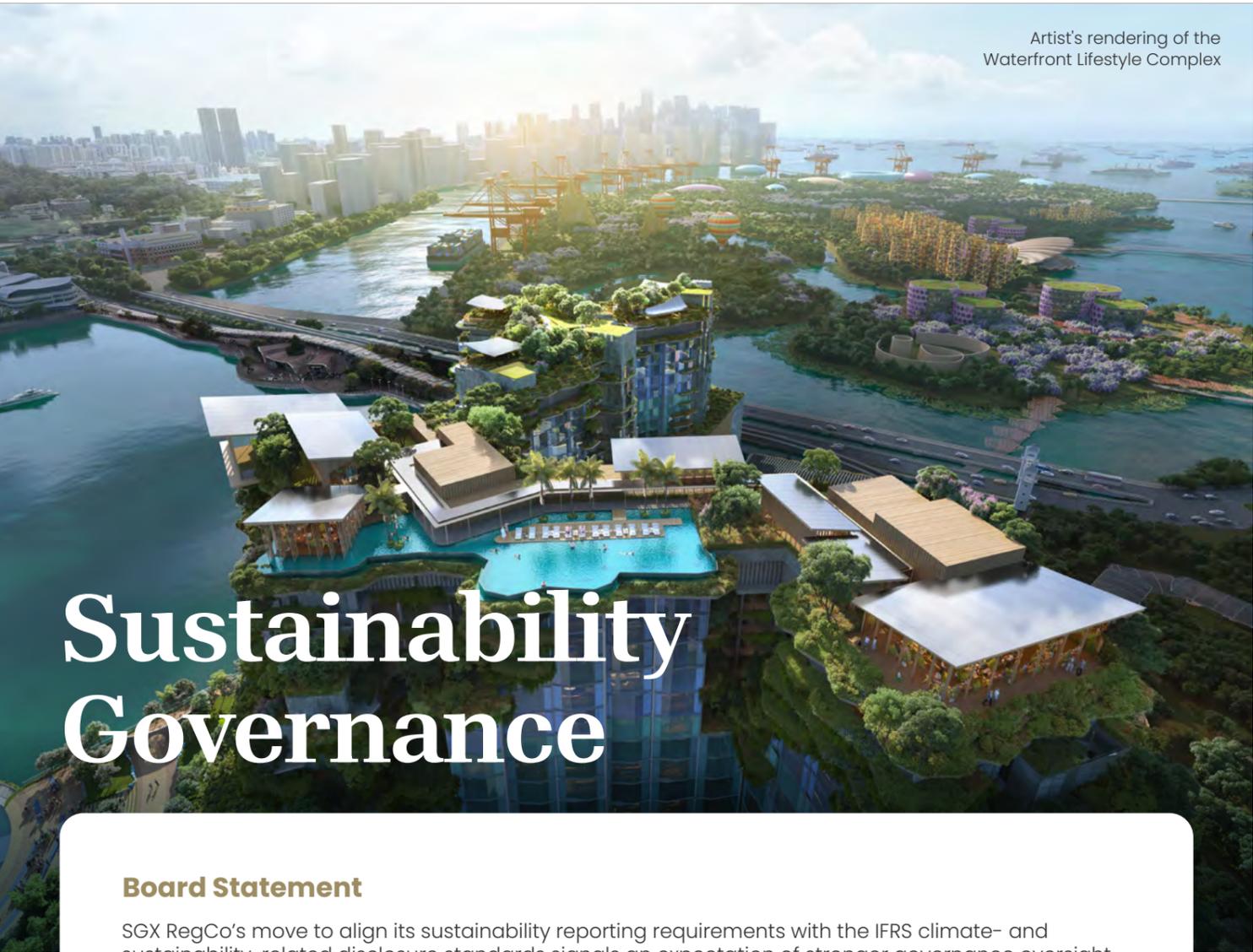
- Take action on climate change risk and mitigation
- Transparency and disclosure in alignment with ESG rating standards
- Be a leader in responsible marketing, policy, management, and programmes

Conscious Consumption

- Adopt global standards for sustainable travel and tourism
- Promote sustainable visitor programmes, experiences, and education



^{1,2} 2015 as the baseline year
³ By GENS Gross Floor Area (GFA)



Artist's rendering of the Waterfront Lifestyle Complex

Sustainability Governance

Board Statement

SGX RegCo's move to align its sustainability reporting requirements with the IFRS climate- and sustainability-related disclosure standards signals an expectation of stronger governance oversight over organisations' climate and sustainability strategies. Preparing ourselves for our next step in climate and sustainability governance, we have delegated specific roles and responsibilities to our Board Committees, ensuring that the management of our sustainability strategy is holistic and leverages adequate expertise. We further embedded sustainability into our highest governance positions by developing Terms of References for our Board and Board Committees as recommended by the ISSB and SGX. Guided by our 2030 Sustainability Master Plan, the Board has the overall responsibility to ensure that our sustainability strategy remains relevant to our business. The Board also oversees and determines our material sustainability matters, ensuring that our business remains up to date with the sustainability and tourism landscape.

Governance Structure

The flowchart outlines GENS' sustainability governance structure. The Board of Directors has full oversight of our sustainability strategy, as defined in the Board Terms of Reference on Sustainability. Supporting the Board are Board committees – the Audit and Risk Committee, Nominating Committee, Remuneration Committee and RWS 2.0 Project Advisory Committee – each with distinct roles defined in their respective Terms of Reference. In 2024, we further updated the Terms of Reference in preparation for our alignment with the ISSB reporting requirements by reflecting the directors' roles and responsibilities in overseeing the organisation's sustainability and climate-related risks and opportunities. For more information about our corporate governance, including the roles and responsibilities of our Board of Directors and the Board Committees, please refer to our [Annual Report](#).

Board of Directors



The Board maintains oversight of GENS' sustainability strategy, direction, and programmes, ensuring sustainability is embedded across all aspects of operations. The Board plays a key role in guiding the Company's response to evolving global dynamics, local trends, and emerging regulatory developments. Board members are regularly updated on sustainability-related matters during Board meetings, and all board members have completed at least one sustainability-related training, in line with Singapore Exchange Regulation requirements.



CEO



The Acting CEO of GENS, who also serves as Executive Chairman and sits on the Board, is responsible for driving the organisation's sustainability strategy. The Acting CEO evaluates relevant ESG issues and opportunities, and oversees the execution of corporate and business sustainability policies, strategies, and goals.



Sustainability Steering Committee



The Sustainability Steering Committee (SSC) is chaired by RWS' CEO. The SSC oversees and drives sustainability practices across the Company, taking guidance from our sustainability strategy. The Committee meets periodically to initiate and monitor sustainability strategies to support the integration of relevant and impactful sustainability practices into our business operations and corporate objectives.



Sustainability Working Groups



The Sustainability Working Groups support the SSC in advancing its sustainability objectives across the organisation. These groups meet regularly to drive the integration of sustainability into their respective business units. Members include representatives from various business units, including, but not limited to, Human Resources, Attractions, Legal, Procurement, Risk Management, Operations, and Facility Management & Engineering.



Sustainability Department



The Sustainability Department is responsible for driving sustainability efforts across GENS' operations, working closely with business units and departments to coordinate and implement initiatives. The Department is led by the Vice President of Sustainability, who reports directly to the President and Chief Operating Officer of GENS in her concurrent role as CEO of RWS. The President of GENS, in turn, reports to the Acting CEO of GENS.

Stakeholder Interest and Engagement

Gathering feedback and expertise from our stakeholders is fundamental to our business and decision-making processes, driving industry collaborations, strategic directions, and enhancing reporting disclosures. Through a comprehensive stakeholder mapping exercise, we have identified key individuals and groups with significant influence and interest in our operations.

Engaging in dialogues, surveys, conferences, and meetings, we strive to understand their interests and concerns while actively seeking ways to align expectations. The valuable insights gained from these engagements play a pivotal role in shaping both our sustainability management approach and the preparation of this Report, ensuring that our business activities provide lasting value while maintaining our social licence to operate.

Stakeholders	Key Concerns	Mode of Engagement	Response
 <p>Guests</p>	<ul style="list-style-type: none"> • Visiting experience and quality • Value • Sustainable tourism offerings • Environmentally-friendly resort practices 	<ul style="list-style-type: none"> • Surveys • Guest feedback channels 	<ul style="list-style-type: none"> • Upholding high standards of service offerings in the resort • Providing timely responses to customer feedback and maintaining high net promoter scores • Developing new sustainable tourism offerings, such as Singapore Oceanarium and the Zero Energy Building-certified Illumination's Minion Land at Universal Studios Singapore • Driving sustainability advocacy, such as the Children's Biodiversity Library by Singapore Oceanarium
 <p>Team Members</p>	<ul style="list-style-type: none"> • Job security • Fair remuneration • Professional development, career growth, and progression • Workplace safety and wellbeing • Diversity and inclusion 	<ul style="list-style-type: none"> • Induction programme for new employees • Regular training and workshops • Townhalls 	<ul style="list-style-type: none"> • Promote a safe, inclusive, and equitable work environment • Conduct regular employee feedback sessions • Maintain close partnerships with government agencies, unions, and Institute of Higher Learning to stay relevant with the latest workforce development trends • Aligned to the Ministry of Manpower's Progressive Wage Mark Model • Upskilling and development of team members for RWS 2.0 and launching of the e-learning platform • Implemented the Employee Wellbeing Framework
 <p>Government, Regulators, and Trade Unions</p>	<ul style="list-style-type: none"> • Compliance with relevant laws and regulations • Achieving common goals and synergies • Alignment with national ambitions under the Singapore Green Plan 2030 	<ul style="list-style-type: none"> • Partnerships • Industry forums, summits, and workshops • On-site visits • Meetings and dialogues 	<ul style="list-style-type: none"> • Proactive engagement with government agencies • Developing policies, procedures, and practices to ensure regulatory compliance • Committed to high standards and transparency of corporate governance • Increasing transparency of sustainability performance and reporting

Stakeholders	Key Concerns	Mode of Engagement	Response	Stakeholders	Key Concerns	Mode of Engagement	Response
Investors 	<ul style="list-style-type: none"> • Growth prospects of the business • Operational efficiency • Sustainable shareholder value • Transparency on disclosures • Alignment with ESG standards and corporate governance 	<ul style="list-style-type: none"> • Annual General Meeting • Annual Report • Annual Sustainability Report • Half-yearly announcement of financial results • Corporate announcements on SGXNET Surveys • Direct engagement with shareholders and investors • Engagement with research analysts • Media features, interviews, and press engagements 	<ul style="list-style-type: none"> • Embedding sustainability into business strategies to create long-term value for shareholders • Maintaining robust Board oversight of business and sustainability risks and impacts • Providing timely and transparent disclosures on sustainability and financial performance • Maintaining open communication channels with analysts, shareholders, and investors to support informed decision-making 	Suppliers 	<ul style="list-style-type: none"> • Ethical business practices • Supplier Code of Conduct compliance • Responsible and local sourcing • Diverse supply chain • Labour and Human Rights • Workplace Safety and Health 	<ul style="list-style-type: none"> • Active supplier engagement • Supplier Code of Conduct • Sustainable Procurement Policy and Guidelines 	<ul style="list-style-type: none"> • Developing suppliers' ESG capabilities • Establish and raise standards through Sustainable Procurement Policy and Sourcing Guidelines • Prioritise local businesses with a focus on small and medium-sized enterprises (SMEs) and social enterprises, where feasible
Local Community and NGOs 	<ul style="list-style-type: none"> • Operate as an ethical, compliant, and responsible organisation • Aligned with global and national expectations of a sustainable corporation • Encourage responsible gambling • Engage with and create positive value for local communities • Promote sustainability and climate action 	<ul style="list-style-type: none"> • Community programmes • Regular engagement with charity organisations • Responsible Gambling Programme • Volunteering opportunities for team members with charities and community programmes • Philanthropic donations 	<ul style="list-style-type: none"> • Manage Game Play (MGP) Programme • Corporate Social Responsibility (CSR) framework with a focus on four pillars of food security, education, climate change, and supporting local enterprises • Partnered with educational institutions and charity organisations • Raising awareness on RWS' sustainability efforts through increased communications of our sustainability initiatives 	Tenants 	<ul style="list-style-type: none"> • Guest footfall • Marketing • National or precinct sustainability requirements 	<ul style="list-style-type: none"> • Regular engagement with tenants 	<ul style="list-style-type: none"> • Ensure support for sustainability-related requirements such as food waste and waste segregation points • Provide clear Recommended Green Lease guidelines

Materiality Assessment

We adapt to evolving sustainability regulations and tourism trends to keep our resort offerings relevant while upholding responsible operations. Staying attuned to these developments allows us to continue creating meaningful experiences for our stakeholders.

The travel sector is rapidly evolving, with traditional tourism giving way to one with a greater focus on sustainability, inclusivity, and wellness. Evaluating our impact on the sustainable travel sector enables us to fully understand our position and adapt proactively to these shifts. To stay aligned with these changes, we conduct a materiality assessment at least once every three years and closely monitor key sustainability issues in the interim. Our latest impact materiality assessment, completed in late 2023 with the help of external consultants, involved an in-depth landscape study and a stakeholder survey. Through this exercise, we analysed a set of shortlisted sustainability topics that commonly emerge within hospitality organisations, and sought senior management's and Board's consensus and approval of the relevance and importance of these topics.

Our material topics are classified into three categories based on their significance to our business and stakeholders:

1 High Importance Topics

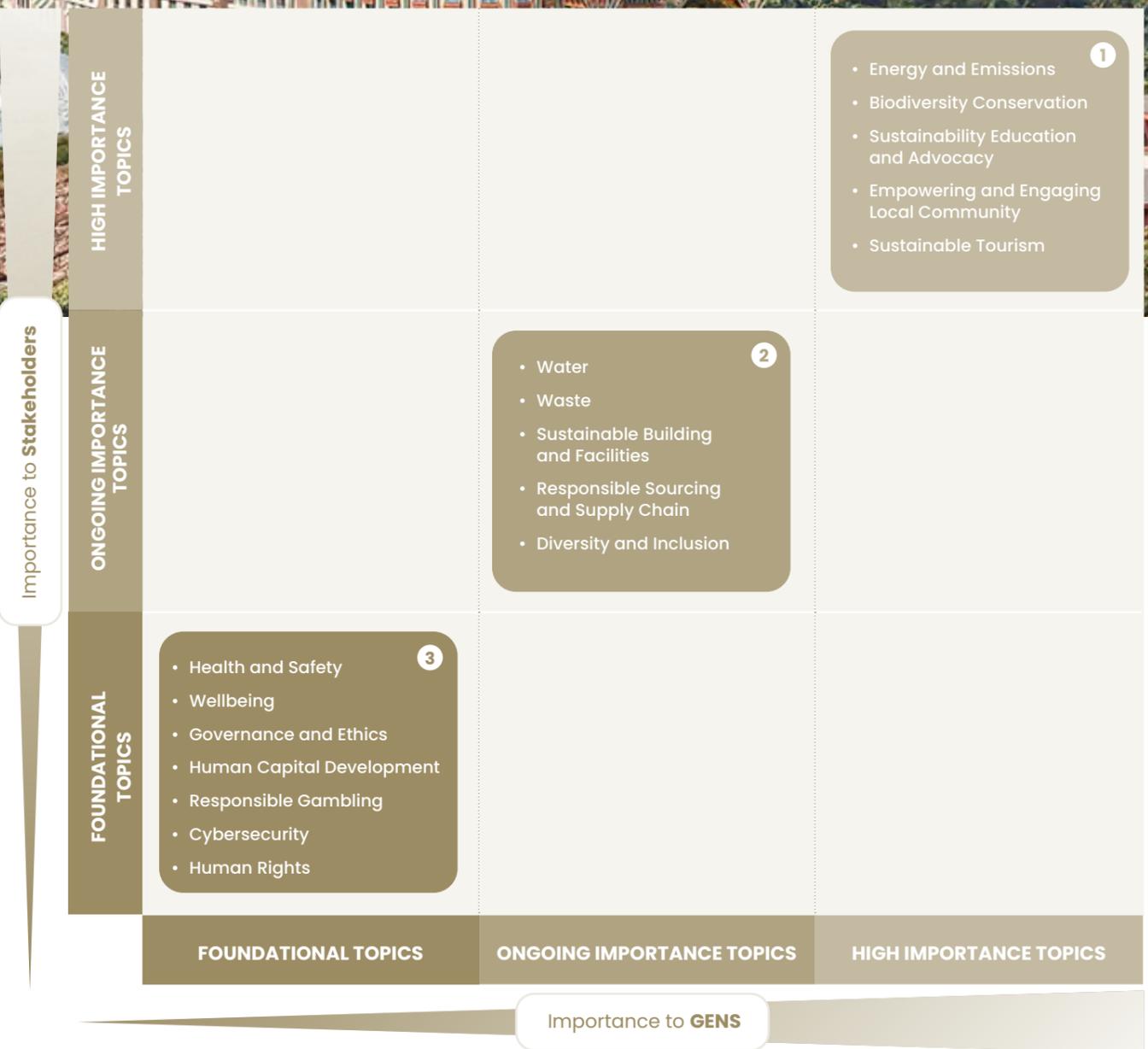
Topics that are most critical for both our business and stakeholders, driving our strategic decisions and long-term sustainability goals.

2 Ongoing Importance Topics

Topics that consistently contribute to the sustainable growth and development of our business, playing a key role in our operations.

3 Foundational Topics

These represent the core principles on which our business operates safely and responsibly, ensuring we always meet our obligations.



Material Topics

17 material sustainability topics form the focus of our sustainability strategy. The table below details our high importance material topics, how we impact them and how we are impacted, and our management approach to ensure that our business remains up to date with the sustainability and tourism landscape.

High Importance Material Topics	Business Impact	Our Response	High Importance Material Topics	Business Impact	Our Response
Energy and Emissions 	<p>Effective climate action requires rapid decarbonisation, especially in the energy sector.</p> <p>Impact to: Our business and operations are energy intensive, representing our primary source of greenhouse gas emissions.</p> <p>Impact by: The carbon pricing scheme in Singapore is set to escalate in the future years. However, as low-carbon technology advances and renewable energy sources expand, these presents an opportunity for us to decarbonise our grid, reducing our exposure to carbon pricing.</p>	<p>We aim to reduce our emission intensity by 30% by 2030, as laid out in our 2030 Sustainability Master Plan. We are on track to meet this target through our decarbonisation strategy:</p> <ul style="list-style-type: none"> • Energy efficiency initiatives • On-site renewable energy installation • Green energy procurement <p>For more details about our decarbonisation initiatives, please visit our Energy and Emissions chapter.</p>	Empowering and Engaging Local Community 	<p>Contributing back to the community, building resilient and self-sufficient livelihoods is an impact we seek to amplify beyond our doors.</p> <p>Impact to: As one of the largest employers in Singapore, our contribution back to the community can bring about lasting and impactful empowerment.</p> <p>Impact by: The success of our business in generating shared value relies on a strong and resilient local community and economy.</p>	<p>Our community engagement strategy is done through our Corporate Social Responsibility framework, which outlines our four focus areas:</p> <ul style="list-style-type: none"> • Education – We believe in creating diverse livelihood opportunities through leveraging our knowledge and industry expertise to empower underserved individuals across all walks of life. • Climate Action – We believe in inspiring stewards of environmental change through biodiversity conservation and research, sustainability awareness and initiatives, and strategic partnerships for collaborative climate action. • Support Local – We believe in catalysing vibrant socio-economic development through our operations, supporting local enterprises, and fostering inclusive growth. <p>For more information about our community engagement efforts, please visit our Empowering and Engaging Local Community chapter.</p>
Biodiversity Conservation 	<p>A healthy level of biodiversity is the cornerstone of maintaining the integrity of ecosystems. Strong conservation efforts are required to prevent the collapse of ecosystems.</p> <p>Impact to: Biodiversity conservation is a key aspect of our business. Our integrated resort is home to a 2.9-hectare protected coastal forest supporting a diverse array of flora and fauna, with a comprehensive forest carbon stock and biodiversity assessment project ongoing.</p> <p>Impact by: Healthy ecosystems contribute to eco-tourism scenes and stability of our supply chains. Our reliance on stable supply chains and us being situated on Sentosa Island, robust biodiversity health both in Singapore and within our value chain ensures high visitation rates and uninterrupted operations.</p>	<p>Terrestrial Conservation</p> <p>We continuously monitor the health of our coastal forest, engaging arborists regularly to assess the condition of our trees and conducting biodiversity surveys to monitor the ecosystem health of the forest.</p> <p>Marine Conservation</p> <p>This year, we renovated and transformed the S.E.A. Aquarium into Singapore Oceanarium, standing tall as an ocean institute championing marine biodiversity research and conservation. As an institute, Singapore Oceanarium is committed to raising ocean literacy and fostering conservation and climate action.</p> <p>For more information about our terrestrial and marine conservation efforts, please visit our Biodiversity Conservation chapter.</p>	Sustainable Tourism 	<p>The growing demand for sustainable tourism has placed increasing scrutiny on destinations, specifically on their sustainability practices and their impact on the environment.</p> <p>Impact to: Championing sustainable practices and leading as a sustainable destination gives us an opportunity to stand out within the industry.</p> <p>Impact by: Damage to our reputation and branding if we operate irresponsibly.</p>	<p>Sustainable tourism is embedded within our business, and we reflect that in every aspect of our offering. We aim to lead the way in sustainable tourism through participation in regional and precinct-level collaborations, open-industry showcase and sharing of our efforts, and certification against globally recognised standards.</p> <p>For more information on how our business embodies sustainable travel, please visit our Sustainable Tourism chapter.</p>
Sustainability Education and Advocacy 	<p>Driving sustainability within the tourism industry requires concerted efforts from both the destination and its stakeholders. Tourist destinations that effectively message about their sustainability initiatives are likely to achieve the best results, as this not only raises awareness but also encourages active participation to contribute to these efforts.</p> <p>Impact to: As one of the only two integrated resorts in Singapore, we welcome millions of guests annually. This places us in a prime position to advocate and spread awareness about the importance of sustainable tourism.</p> <p>Impact by: The journey towards achieving our sustainability goals will be greatly strengthened if stakeholders within our value chain are aware of sustainability and its importance.</p>	<p>Our sustainability education and advocacy strategies are implemented across our value chain.</p> <ul style="list-style-type: none"> • Public – With our capacity to reach out to millions of guests, we leverage on touchpoints across our resort to communicate and advocate for sustainability in their travel and daily lives. • Suppliers – Our decarbonisation effort extends to our suppliers as we minimise the footprint of our value chain. Through supplier engagement sessions, we engage our suppliers in capacity building sessions, supporting them through their sustainability journey. • Employees – We foster a culture of sustainability awareness in our team members, embedding them in their daily operations as they take matters in their own hands to improve their processes, further advancing our sustainability efforts. • Tenants – As WEAVE opens as our newest lifestyle mall, inviting more tenants into our premises, we further enhance our green lease guidelines and tenant engagement sessions, ensuring that sustainability practices are upheld across our resort. <p>For more details about our advocacy strategy, please visit our Sustainability Education and Advocacy chapter.</p>			

Performance Tracking Table

Category	2030 Goal	2025 Performance	Status
Lower Emissions			
Decarbonisation	Reduce carbon emission intensity by 30% ¹	24% reduction in carbon emission intensity	ON TRACK
		23% reduction in purchased electricity consumption intensity	ON TRACK
	Reduce intensities of energy consumption and municipal water withdrawal by 30%, and operational waste-to-landfill by 50% ²	42% reduction in operational waste-to-landfill intensity	ON TRACK
		41% reduction in potable and NEWater withdrawal intensity ³	MET
		20% reduction in energy ⁴ usage intensity	ON TRACK
	Installation of second on-site food waste processor		ON TRACK
			ON TRACK
	Quadruple renewable energy and procure from low carbon sources	140 additional solar panels activated in 2025, with more planned for RWS 2.0 ⁵	ON TRACK
	Collaborate on precinct-level decarbonisation solutions	Committed to the Cooling Sentosa Roadmap	ON TRACK
	Institute-industry research and collaboration on sustainability and climate resilience	Comprehensive carbon stock assessment for our 2.9 hectare coastal forest, in collaboration with the Centre for Nature-based Climate Solutions	IN PROGRESS
		Collaboration with the National University of Singapore on climate resilience research	IN PROGRESS
	Supply chain engagement and ESG programmes for key suppliers	Partnered with GreenPrint to advance supply chain decarbonisation capability amongst SMEs	IN PROGRESS
		Incorporation of TAFEP Recommendations for Extended Workforce Contracts	IN PROGRESS
	Responsible sourcing for strategic categories	Hosted the RWS Farmers Outreach Event, accelerating adoption of local produce within the HoReCa industry	ON TRACK
Established targets for 22 key strategic categories toward responsible sourcing		ON TRACK	
Greening Infrastructure and Transport	Green 75% of buildings	Actively upgrading existing buildings to achieve higher Green Mark certification standards	ON TRACK
		New buildings Illumination's Minion Land and Research and Learning Centre certified as Green Mark Platinum Zero Energy Buildings	ON TRACK
		Achieved Green Mark status for 70% of GENS GFA	ON TRACK
	Achieve 100% electric transportation	Piloted a fully electric Autonomous Vehicle (AV) for guests and staff along the RWS hotel stretch	ON TRACK
		Added 6 new electric buggies, achieving a fleet comprising 98% electric buggies	ON TRACK
Enhance Wellbeing			
Nurture Future Ready Workforce	Adopt sustainable human resources management where we advance and promote equity, wellness and development	89% engagement rate for aRWSome Club events	ON TRACK
		Listed in "Singapore's Best Employer 2025" by The Straits Times and "Top 10 Most Attractive Employers" by Randstad Employer Brand Research	ON TRACK
		Launched dedicated communication platform on AREU microsite for team members	ON TRACK
		Awarded Platinum tier for Workplace Learning Organisation of Excellence by the National Centre of Excellence for Workplace Learning (NACE)	ON TRACK
	Nurture future ready, environmental and social conscious workforce	Hosted 92 polytechnic students as part of the Tripartite Collective's Youth Experience Programme	ON TRACK
		Increased to an average of 60 learning hours per team member	ON TRACK
		Recognised among top employers for ITE Work Study Programme 2025	ON TRACK

¹ 2015 as the baseline year
² Excludes construction waste
³ Rainwater harvested for 2025 is estimated as the storage tank's monitoring system encountered errors throughout the year, leading to loss of consumption readings. We are currently in the process of upgrading the system.
⁴ Energy is measured in gigajoules (GJ), and includes sources from electricity and fuel.
⁵ Solar energy generation in FY2025 is estimated as we encountered technical issues with our data loggers, resulting in a period of data loss. Using previous months' solar generation, we estimated the generation for those missing months.

Category	2030 Goal	2025 Performance	Status	
Amplify Impact				
Inclusive Community and Industry	Exceed 500,000 in cumulative volunteer hours to positively impact the community	478,085 cumulative volunteer hours from 2010	ON TRACK	
		Over \$2.1 million in monetary and in-kind donations for our CSR events	ON TRACK	
		Impacted over 24,700 beneficiaries	ON TRACK	
	Develop long-term partnerships to engage and empower the community and to promote sustainability advocacy and education	\$250,000 committed to ART:DIS Studio, supporting local artists with disabilities through RWS platforms	ON TRACK	
		Drive behaviour change through education, outreach and immersive public programmes	Collaborated with ITE College Central to equip students with foundational sustainability knowledge in hospitality industry	ON TRACK
		Launched inaugural Research and Learning Week for collective research and knowledge exchange	ON TRACK	
	Support local businesses with more than 90% biddable spend	Launched Ocean Adaptation Challenge across seven schools	ON TRACK	
		Over 80% of suppliers engaged are local suppliers	ON TRACK	
		Recognised as "Highest Tier" on the Singapore Food Agency (SFA) Farm-to-Table Recognition Programme	ON TRACK	
Preserving Nature	Preserve 2.9 hectares of forest and implement forest conservation management plan which includes restoration and protection of flora and fauna	Long-term biodiversity and forest health survey planned for our 2.9 hectare coastal forest	ON TRACK	
		Contribute to the restoration of critically endangered marine species within protected areas in the region to conserve and enhance biodiversity	Completed audit for Singapore Oceanarium's Association of Zoos and Aquariums accreditation	ON TRACK
	Leverage nature-based carbon offsets to support the protection/restoration of peatlands, mangroves	Participated in multiple initiatives including the Bowmouth Guitarfish Population Viability Analysis (PVA) Workshop at Research and Learning Centre, coral reef restoration with Coralku Malaysia, and community fisher dialogue with Marine Research Foundation in Sabah	ON TRACK	
		Commenced an internal evaluation on low-carbon import and supply (mid to long term)	IN PROGRESS	
Deepen Governance				
Responsible Business Practices	Transparency and disclosure in alignment with ESG rating standards	Maintained MSCI ESG "AA" Rating	ON TRACK	
		Achieved A- on CDP for climate performance	ON TRACK	
	Climate change risk and mitigation	Published our Sustainability Report aligned with IFRS S2, in accordance with SGX' Sustainability Reporting timeline	ON TRACK	
		Achieved highest RG Check accreditation score worldwide	ON TRACK	
Conscious Consumption	Adopt global standards for sustainable travel and tourism	First MICE venue in Singapore to achieve the SACEOS MICE Sustainability Certificate on a Platinum level and the ISO20121: 2024 Event Sustainability Management Systems certification	ON TRACK	
	Promote sustainable visitor programmes, experiences and education	Launched RWS Special Access Sustainability Edutour	ON TRACK	

ON TRACK – Target is set to be met with current planning trajectory
 IN PROGRESS – Additional efforts are currently in plan to ensure meeting of target



Lower Emissions

In this section

- 17 **Energy and Emissions**
- 20 **Water**
- 22 **Waste**
- 24 **Sustainable Building and Facilities**
- 26 **Responsible Sourcing and Supply Chain**



DRIVING PILLAR

Lower Emissions

Approach

Core Drivers

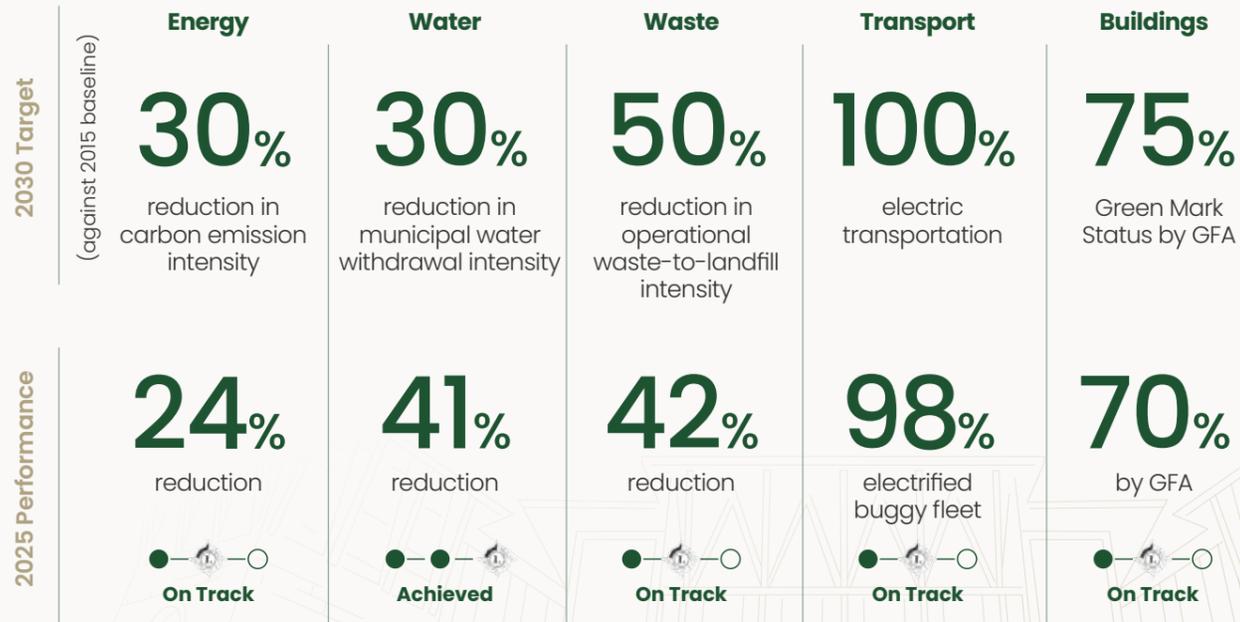
2030 Sustainability Master Plan Pillars

1 Resource Stewardship

2 Responsible Value Chain

3 Collaborating for Innovation

- Decarbonisation
- Greening Infrastructure and Transport



Resources

- [Sustainable Sourcing Guidelines](#)
- [Supplier Code of Conduct](#)
- [Code of Ethics and Business Conduct](#)

Energy and Emissions

Global greenhouse gas emissions continued to rise in 2025, reinforcing the critical need for accelerated climate action across all sectors. As an integrated resort with substantial energy demands, electricity usage represents a large portion of our emissions. We recognise our responsibility to drive decarbonisation through operational efficiency, renewable energy adoption, and infrastructure innovation. Our approach is aligned with the Singapore Green Plan 2030, a nationwide commitment to achieve net zero emissions by 2050 and supports the national target of peaking emissions by 2030.

FY2025 Emissions Performance

Our emissions in FY2025 for Scopes 1, 2, and selected Scope 3 categories were 2,032 tCO₂e, 74,509 tCO₂e, and 31,779 tCO₂e respectively, totalling 108,320 tCO₂e. Our Scope 1, 2, and 3 greenhouse gas emission intensity increased by 6% compared to FY2024 but remained 24% lower than our FY2015 baseline. Our Scope 3 emissions cover the following categories:

- Category 3** Fuel and Energy Related Activities
- Category 4** Upstream Transportation and Distribution
- Category 5** Waste Generated in Operations
- Category 6** Business Travel
- Category 7** Employee Commuting
- Category 8** Upstream Leased Assets
- Category 13** Downstream Leased Assets

Our Approach

1 | Driving energy efficiency and reducing consumption

We drive energy efficiency and reduce energy consumption by maintaining and upgrading existing equipment, optimising processes, and implementing energy efficiency and decarbonisation solutions.

2 | Accelerating renewable energy solutions

We are committed to expanding our adoption of renewable energy by increasing our current solar capacity across the resort and exploring alternative low-carbon energy sources to support our transition to cleaner energy.

3 | Adopting innovative energy solutions

We actively partner with industry leaders to adopt cutting-edge technologies and innovations to drive decarbonisation and pilot new solutions.





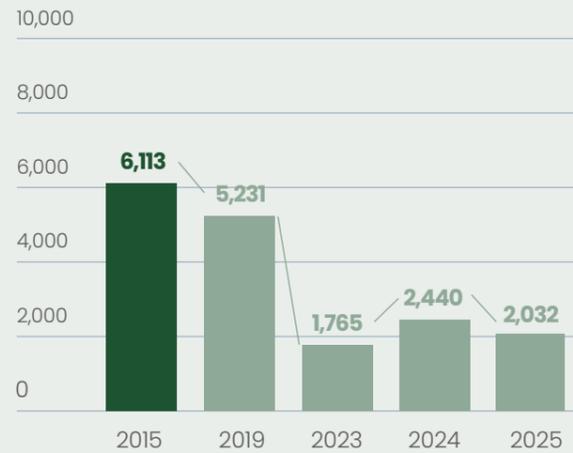
In 2025, we continued strengthening our emissions reporting approach by deepening our understanding of value-chain emissions and enhancing the accuracy of our existing Scope 1 and Scope 2 disclosures. We are actively mapping our value chain to identify key emission sources and determine the appropriate emission factors, which will support the establishment of a more robust baseline and guide future reduction strategies. We have also disclosed emissions from Category 8 Upstream Leased as we adopted a leasing model for RWS' limousine services. For a detailed breakdown of our emissions across all three Scopes, please refer to the [Performance Table](#) chapter.

Our decarbonisation target remains a 30% reduction in total emission intensity across Scopes 1 to 3 by 2030, compared to our 2015 baseline. In FY2025, our Scope 1 emissions reduced by 17% while Scope 2 emissions increased by 5%, respectively, compared to FY2024.

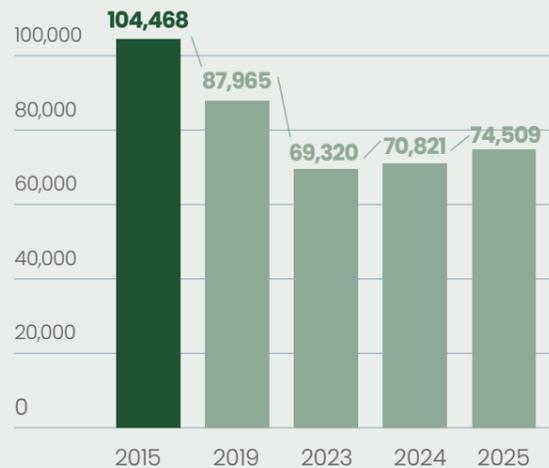
Our Scope 1 emissions decreased as Pandan Gardens underwent a switchboard upgrade in 2024 and required diesel generators for a few months, combined with our gradual transition away from gas-powered water boilers to electric heaters. Our Scope 2 emissions increased as RWS launched 4 new offerings in 2025, increasing operational load. Moving forward towards RWS 2.0's expansion, we will be improving energy efficiency across the resort, pivoting towards electricity powered heaters and boilers, Green Mark buildings, and electric vehicles, reducing our Scope 1 and 2 emission intensity.

GHG Emissions

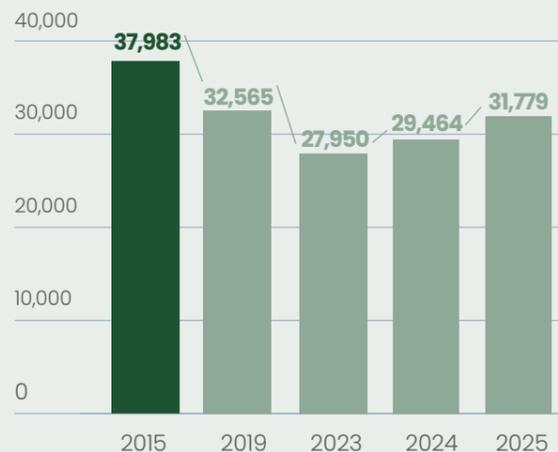
Direct (Scope 1) Emissions



Indirect (Scope 2) Emissions



Other Indirect (Scope 3) Emissions



Renewable Energy

Solar Network

In 2025, we further strengthened our renewable energy portfolio through the continued expansion of our on-site solar photovoltaic (PV) network across the resort. Following the successful commissioning of new PV installations at four strategic locations – Illumination's Minion Land, the Research Learning Centre, The Laurus, and Singapore Oceanarium – our cumulative installed solar capacity reached 2,267 kWp across the resort. This marks a more than fourfold increase from 2022.

Collectively, these solar installations generate approximately 3.5 GWh of clean electricity annually, equalling roughly 770¹ four-room HDB flats every year. Beyond reducing our operational carbon footprint, the deployment of on-site renewables has played a pivotal role in enabling Green Mark Platinum Zero Energy Building certifications for Illumination's Minion Land and the Research Learning Centre, demonstrating the effectiveness of integrating renewable generation within high-performance building designs.

Looking Forward

We continue to maximise solar deployment across all viable roof spaces across the resort. While the majority of large-scale roof areas have already been utilised, feasibility studies have identified 15 additional locations for future installations. These incremental systems, though modest individually, contribute meaningfully to our decarbonisation trajectory. The planned expansion will add 535 kWp of installed solar capacity, further reinforcing solar energy as a cornerstone of our low-carbon energy strategy.

Green Transport

Autonomous Vehicle (AV) Shuttle Bus

In June 2025, we introduced Southeast Asia's first fully electric and driverless Robobus service in partnership with WeRide, marking a significant milestone in sustainable mobility innovation. This pilot demonstrated the potential of autonomous technology to reduce reliance on traditional fuel-based transport and improve intra-resort connectivity.

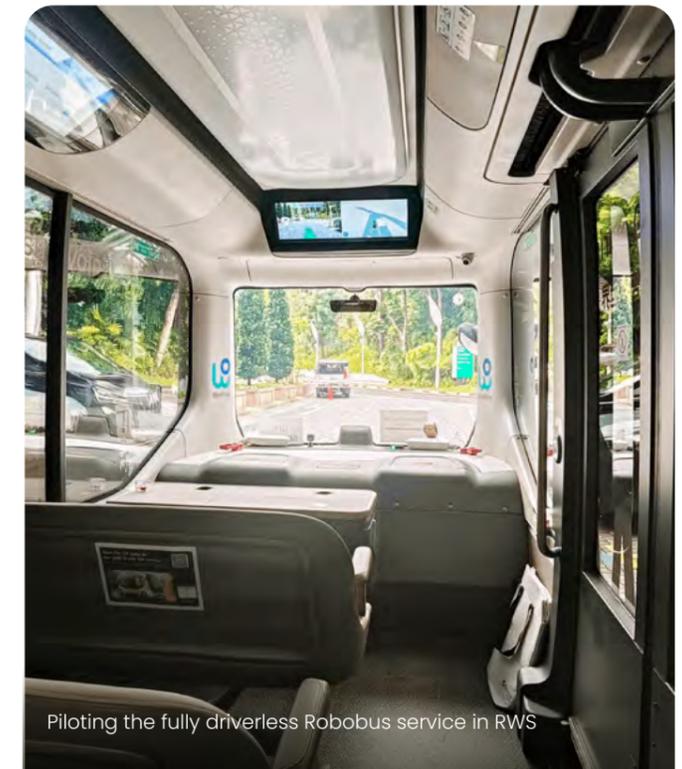
Electric Buggy Fleet

	2024		2025	
Total Buggies	128		132	
Electric Buggies	124	97%	130	98%
Gasoline Buggies*	4	3%	2	2%

* Intensity is measured against our Gross Floor Area (GFA) and is benchmarked against our 2015 baseline.



Our buggy fleet achieved 98% electrification, marking a significant milestone toward zero-emission mobility across the resort. This transition reduces greenhouse gas emissions and improves air quality, creating a cleaner and more enjoyable environment for guests and team members. The remaining gasoline-powered buggies will be fully retired once they reach the end of their operational life, ensuring a complete shift to electric mobility.



Piloting the fully driverless Robobus service in RWS

¹ EMA | SES Chapter 3: Energy Consumption



RWS' green transport strategy features a hybrid limousine fleet

EV Bus Integration

On the RWS8 route, our electric buses accounted for 13% of total trips in 2025, reducing reliance on diesel-powered vehicles and lowering carbon emissions. The introduction of cashless payment systems further streamlined operations, saving approximately 120 man-hours monthly and reducing resource use. Together, these initiatives demonstrate our commitment to sustainable transport solutions that combine environmental responsibility with operational efficiency.

EV Charging Infrastructure

We maintained 15 EV charging stations in 2025 and upgraded four Tesla stations to DC fast-charging, reducing charging time from six hours to just 15 minutes. To support Singapore's projected EV adoption growth, we plan to add nine additional stations in 2026 and convert 6% of existing car park lots into EV charging spaces between 2026 and 2030. For new car parks under RWS 2.0 developments, 5 megawatts of power capacity have been allocated specifically for EV charging infrastructure.

Optimised Staff Transport

In 2025, we introduced a dynamic booking and routing platform to optimise fleet deployment and routing by consolidating staff transport requests, ensuring that fleet deployment matches demand, eliminating idle vehicles and reducing unnecessary trips. By analysing these demand trends, we introduced right-sized vehicles to our fleet, such as 4- and 6-seater options during low-demand periods to replace minibuses. These shifts help minimise fuel consumption and emissions, advancing our clean transportation goals.

District Cooling Plant

The District Cooling Plant (DCP) remains central to our sustainability strategy, cooling our resort with minimal environmental impact. By centralising cooling production instead of operating multiple standalone systems, the DCP enables large-scale optimisation in both energy and resource consumption.

DCP 1.0

In 2025, we advanced efficiency by fine-tuning the Building Management System (BMS) to optimise chiller performance, achieving a total plant efficiency of 0.63 kW/RT, surpassing the previous benchmark of 0.65 kW/RT. These improvements delivered estimated annual energy savings of 1.2 GWh, reducing carbon emissions and improving operational resilience. Planning is underway to replace two remaining older chillers with high-efficiency units using low-GWP refrigerants to meet new Minimum Energy Efficiency Standards (MEES) by 2029.

DCP 2.0

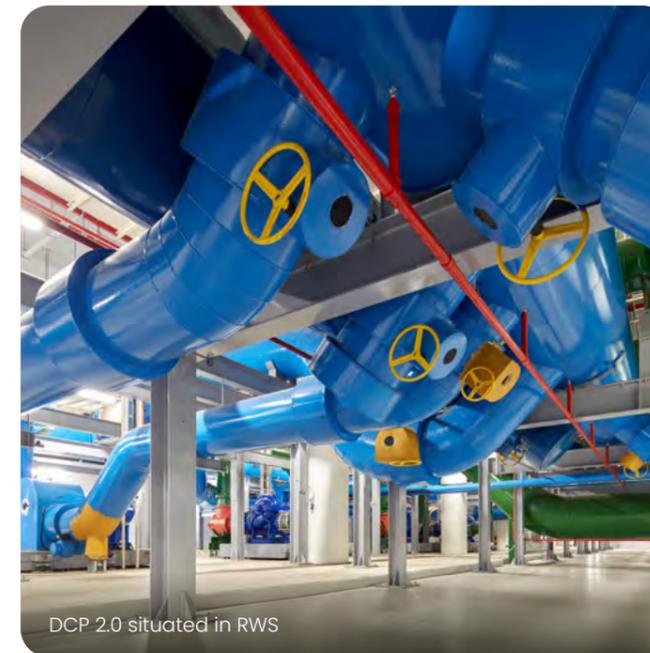
Over the past year, we have continued to strengthen our district cooling capabilities, building on the successful commissioning of District Cooling Plant 2.0 (DCP 2.0). The plant has been operating reliably and is being well maintained at an efficiency level of 0.65 kW/RT under partial loading, reinforcing its role as a high-performance and energy-efficient cooling asset. A key water efficiency feature of DCP 2.0 is the use of harvested rainwater and recovered air-conditioning condensate as cooling tower make-up water, complemented by higher cooling tower cycles of concentration through blowdown recycling. This integrated approach reduces reliance on NEWater by up to 30%, equivalent to annual savings of approximately 69,000 m³.

As part of the next phase of our DCP 2.0 enhancements, we will be installing two additional chillers and new heat exchangers, alongside an optimiser powered by advanced algorithm-based dynamic controls. With these enhancements, we continue to actively strengthen our cooling systems efficiency in preparation for the incremental cooling demands expected from our upcoming Waterfront project.

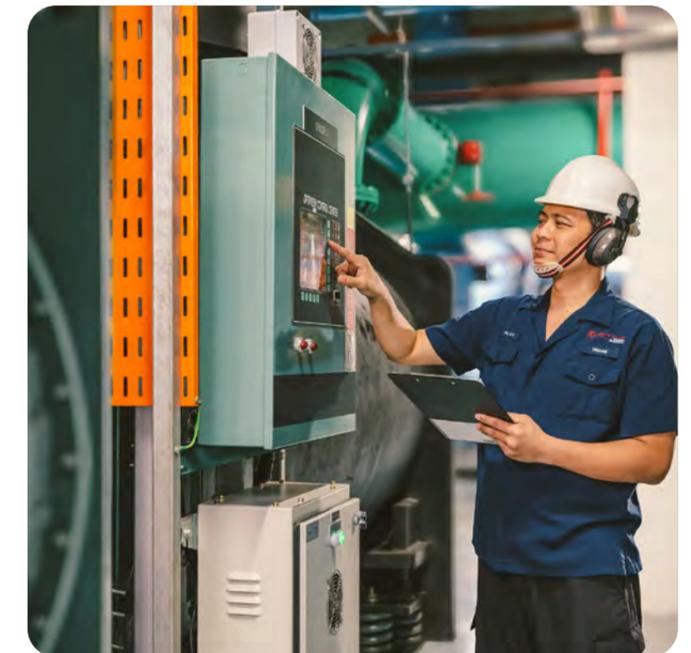
Thermal Energy Storage (TES) System

In parallel, substantial progress has been achieved in the development of our Thermal Energy Storage (TES) system, a key pillar of our long-term energy management strategy. Overall construction works have progressed smoothly, and the TES system has entered the testing and commissioning phase. With a total storage capacity of 25,000 refrigeration

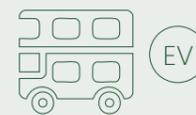
ton-hours (RTh), the system is designed to shift chilled water production to off-peak periods, thereby reducing peak electricity demand and optimising cooling plant operations. The next phases of works will focus on the integration and control fine-tuning of TES into our existing cooling network. The system is projected to reach full integration by mid-2026, with a potential to achieve up to 1.2 GWh of energy savings annually.



DCP 2.0 situated in RWS

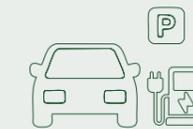


Towards RWS 2.0



Expand EV bus fleet

for RWS8 service to further reduce diesel dependency



Convert 6% of car park lots stations

into EV charging between 2026 and 2030



Allocate 5 megawatts

of power capacity for EV charging in new car parks under RWS 2.0 developments



Universal Studios Singapore Lagoon acts as a rainwater catchment

Water

Our Approach

Climate change is intensifying water security challenges in Singapore. Prolonged dry spells are becoming more frequent, while national water demand is projected to double by 2065. The non-domestic sector will account for two-thirds² of this consumption, making industrial and commercial water stewardship increasingly critical. Singapore's reliance on energy-intensive sources like NEWater and desalination underscores the importance of efficient water management across all sectors for long-term water security. As an integrated resort with substantial water consumption, we recognise our responsibility to reduce demand, improve operational efficiency, and decrease reliance on municipal water sources.

Our water conservation strategy focuses on two key priorities:

1 | Diversifying our water sources

To reduce our reliance on potable water, we diversified our water sources for our operational needs. Our approach includes using seawater to support our marine life, NEWater as a source of chilled water for our DCP, rainwater for our resort's landscape irrigation, and reclaiming DCP's NEWater usage.

2 | Increasing efficiency and reducing usage

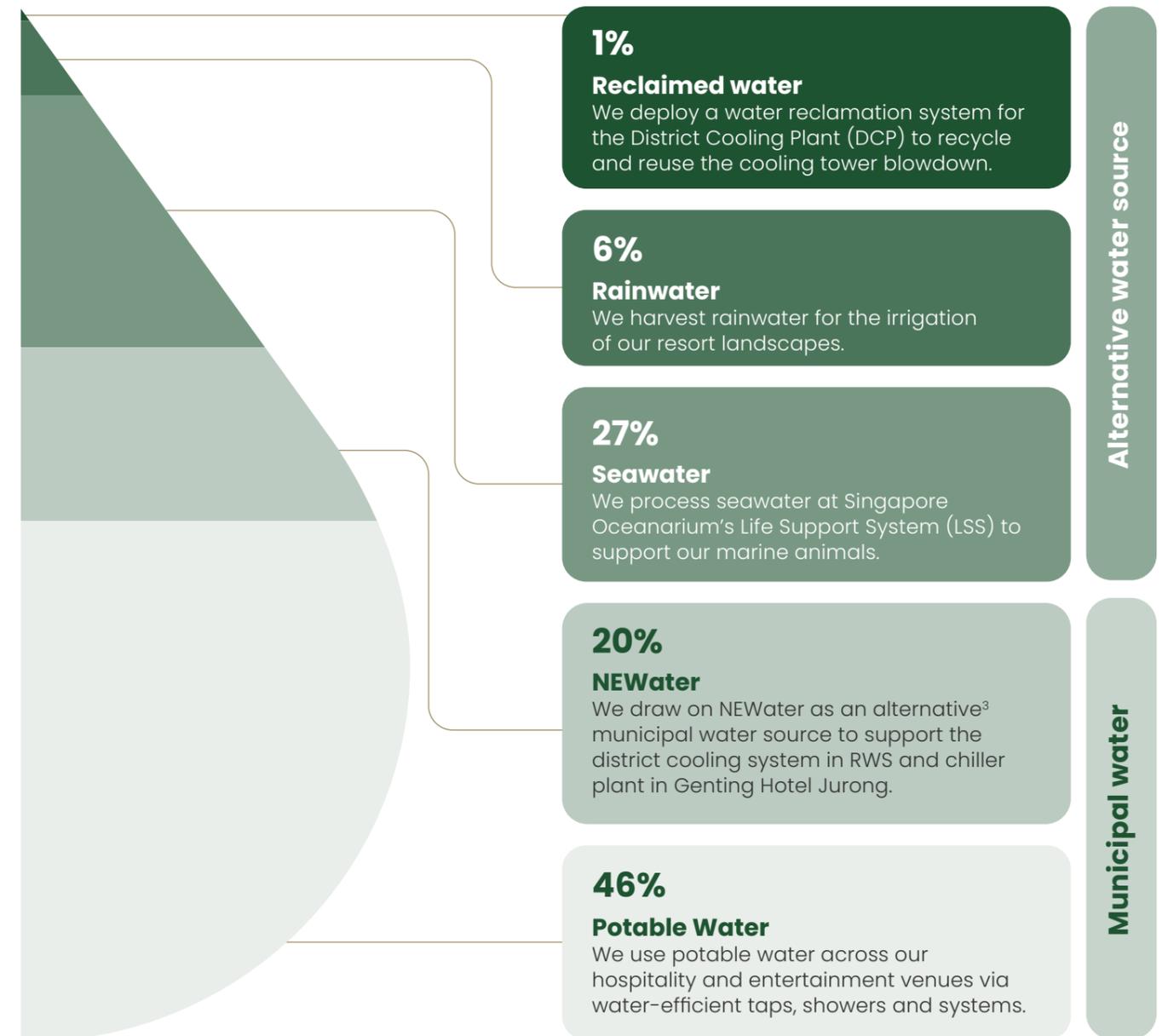
By exploring alternative water sources and technological upgrades, we aim to reduce our water usage at its source. We actively seek innovative technologies and partnerships within the industry to testbed water conservation initiatives, ensuring prudent water usage.

FY2025 Water Performance

Our FY2025 total water withdrawal volume was 2,406,596m³, with potable water (46%) and NEWater water (20%), amounting to 66% of our water withdrawal. Compensating our municipal water sources are rainwater (6%) used for irrigation, seawater (27%) for Singapore Oceanarium's operations, and reclaimed water (1%) consisting of condensate water to supplement our DCP and recycled water from our cooling tower blowdown.

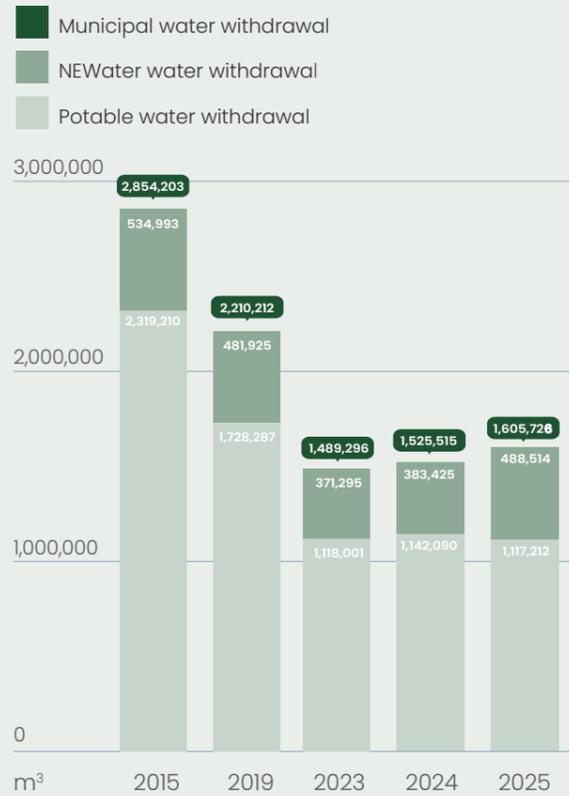
Our water withdrawal reduction target is set to reduce our municipal water withdrawal intensity by 30% by 2030 against our 2015 baseline. Our potable water usage in FY2025 remained stable despite increased operations. This was achieved by addressing leaks. Our NEWater usage increased in FY2025 compared to FY2024 due to the opening of Singapore Oceanarium in July, introducing new fish habitats that requires cooling, supported by DCP 2.0. To ensure we remain within our water reduction targets during the RWS 2.0 expansion, we are exploring ways to diversify our water sources and enhance water-use efficiency.

Our water sources

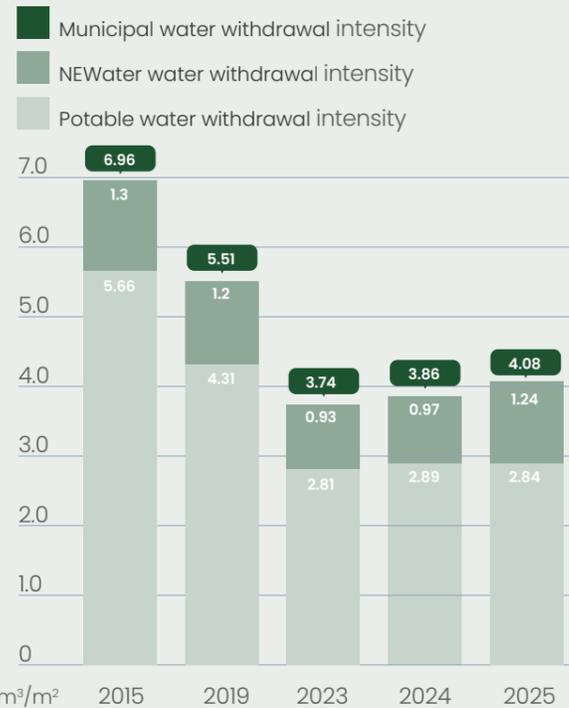


³ Alternative water sources refer to reclaimed water, rainwater, seawater, and NEWater.

Municipal water withdrawal



Municipal water withdrawal intensity



Our Progress

Life Support System

Singapore Oceanarium’s life support systems are designed to maintain precise water temperature and quality parameters that are critical to marine animal welfare. Operating these systems is energy-intensive, particularly due to the continuous seawater cooling required to sustain optimal habitat conditions across diverse marine environments.

In 2025, a heat recovery system was implemented to improve the energy efficiency of seawater cooling operations. By circulating our cooler backwashed seawater into a heat exchanger, warmer incoming seawater are cooled prior to entering our life support system where further cooling is carried out. Pre-cooling incoming seawater reduces our reliance on energy-intensive mechanical chillers, delivering approximately 60,000 RTh of energy savings per month.

Adventure Cove Waterpark

Adventure Cove Waterpark’s operations require continuous and robust water filtration to maintain water quality and safety standards, and we recognise that this represents a significant driver of water and energy consumption. To optimise this, we use Defender filtration systems that cleanses impurities more efficiently than conventional sand filtration systems. This upgrade reduces water consumption from filter cleaning processes, lowers associated pumping energy requirements, and chemical usage across waterpark operations. These support improved water stewardship and overall resource efficiency.

Water Recirculation System

All rides at Adventure Cove Waterpark are equipped with dedicated drainage systems that capture and channel water back into the park’s filtration infrastructure. This design minimises water loss from splash-out and operational discharge, maximising water recovery and reuse across park operations.

Closed-Loop Filtration

The waterpark operates a closed-loop filtration system where used water is continuously treated and returned to circulation. This self-cycling approach reduces freshwater intake requirements by maintaining water quality through filtration and treatment rather than discharge and replacement, supporting operational water efficiency while maintaining safety and quality standards.

The technology delivers measurable operational benefits:



Water Conservation:

The Defender filters reduce water consumption by up to 90% compared to traditional sand filters, with a corresponding 90% reduction in wastewater production.



Energy Efficiency:

Defender’s filters require lower operating pressure than traditional filtration, reducing pump motor workload and delivering up to 50% energy savings compared to conventional systems.

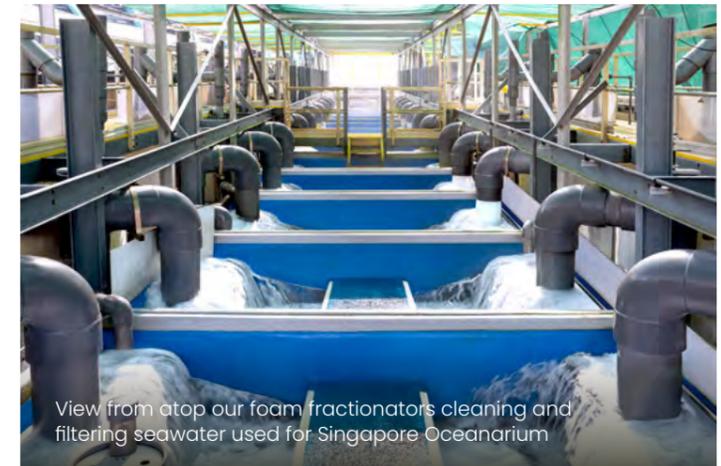


Chemical Reduction:

Enhanced particle capture capability reduces or eliminates the need for flocculant chemicals, lowering chemical consumption by up to 30%.



Adventure Cove Waterpark operates with efficient water filters and recirculation systems



View from atop our foam fractionators cleaning and filtering seawater used for Singapore Oceanarium



Waterless car-cash technology in partnership with Shiokr

Waterless Car Wash

Through our partnership with Shiokr, we introduced a waterless car-wash technology that completely rethinks how water is used in vehicle cleaning. Instead of the 150 litres typically consumed in a conventional wash, each wash now requires only 0.5 litre, amounting to a remarkable 99.7% reduction in water use. By 2025, this shift had saved an estimated 3.2 million litres of water. More than just an operational change, it reflects our ongoing effort to embed resource efficiency into everyday practices across the resort.

Waste

Singapore's Green Plan 2030 targets a 30% reduction in waste-to-landfill by 2030 to extend Semakau Landfill's operational lifespan and reduce carbon emissions from incineration. As a major integrated resort, we recognise our responsibility to support this national objective through waste management practices that advance circular economy principles and deliver measurable impact.

Our Approach

Our waste management strategy is guided by the Waste Management Hierarchy, prioritising prevention, reuse, recycling, recovery, and disposal. Prevention remains our primary focus, addressing waste generation at source to conserve resources and reduce downstream management requirements. For waste that is generated, we segregate materials into 10 distinct streams to maximise recovery and extend material lifecycles through circular practices.

Behavioural change is central to our approach. We actively engage team members and guests to influence consumption patterns and disposal habits, driving more intentional resource use across the resort. Through partnerships with industry stakeholders and technology providers, we pilot innovative solutions that transform waste into valuable resources, close material loops, and explore new pathways for waste-to-resource conversion. These collaborations enable us to test emerging technologies and scale proven solutions that support our transition toward a circular operating model.

FY2025 Waste Performance

Our operational waste-to-landfill intensity is at 0.0153 tonnes/m²/year, and recycling rates are at 21% for 2025, compared to 2024's performance of 0.0170 tonnes/m²/year and 19%, respectively.

Our operational waste-to-landfill intensity decreased in 2025 compared to 2024 due to partial closures of Hard Rock Hotel, WEAVE, S.E.A. Aquarium, and our Waterfront F&B establishments, traditionally higher waste-

Key Highlights



42%

reduction in operational waste-to-landfill intensity from 2015 baseline



1,607 tonnes

of operational waste diverted from landfills in 2025



2 food waste solutions

integrated to support expanded F&B operations

generating areas. Complementing that is a decrease in single-use items within our hotels and Universal Studios Singapore back-of-house, thereby increasing recycling rates and reducing general waste volumes.

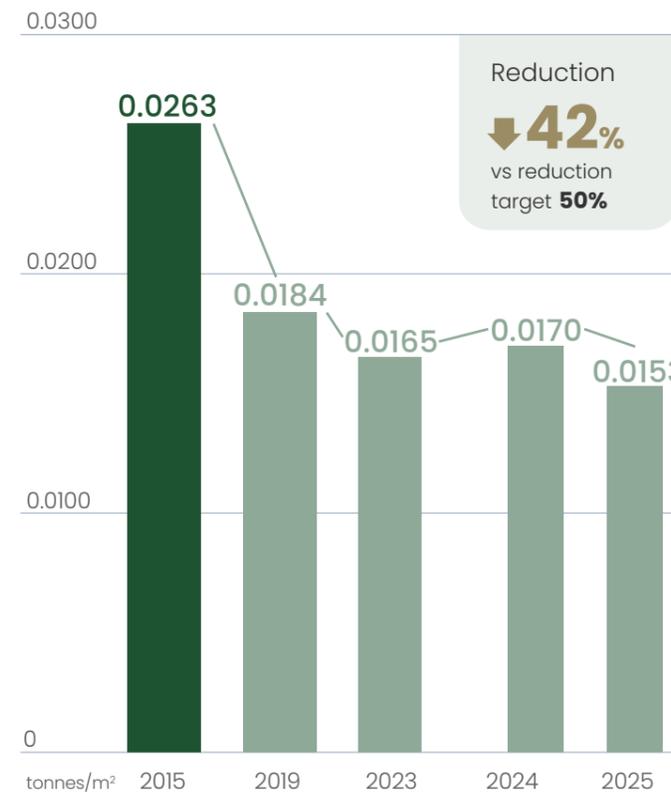
We are making steady progress towards our goal of reducing operational waste-to-landfill intensity by 50% by 2030 compared to our 2015 baseline, currently achieving a 42% reduction. With the introduction of the Beverage Container Return Scheme (BCRS) by the National Environment Agency, we leverage upon this opportunity to enhance our recyclables collection and segregation efforts, further boosting our recycling rates and reducing waste-to-landfill intensities.

Waste Diversion

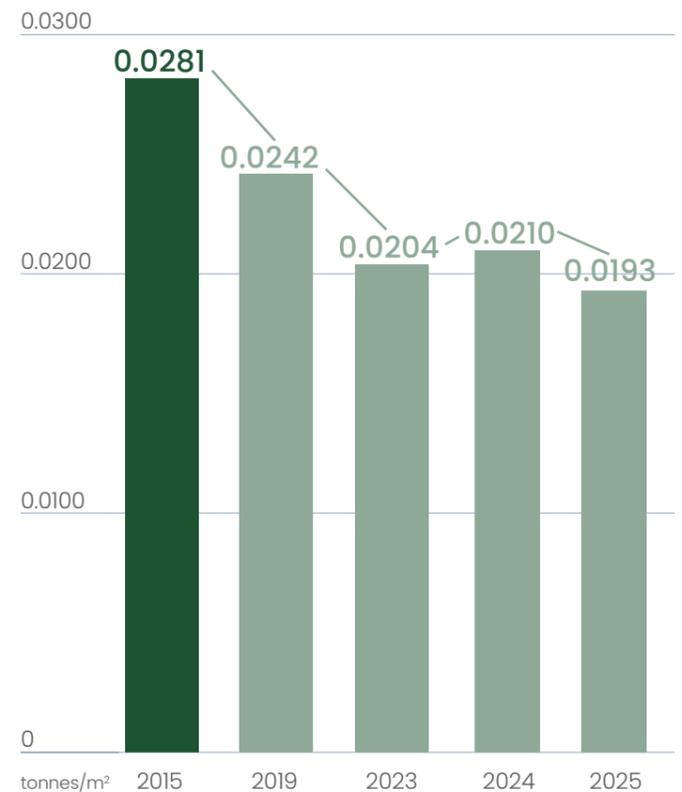
Waste Profiling

Building on our 2024 waste audit findings, we conducted a targeted waste profiling exercise in 2025 to identify waste disposal processes and opportunities for source reduction. In collaboration with the Waste Management and Recycling Association of Singapore (WMRAS), we have conducted some preliminary examinations on some high-waste volume bin centres serving hotels, select F&B establishments and common areas. The exercise aims to identify upcycling potential and circular pathways for material recovery to close the waste loop via connecting with relevant industry partners.

Intensity of Operational Waste Directed To Disposal (tonnes/m²)



Intensity of Total Operational Waste Generated (tonnes/m²)



10 Waste Streams That We Segregate and Recycle

-  **Paper/carton box**

-  **Plastics**

-  **Metal**

-  **Food**

-  **Cooking oil**

-  **E-waste**

-  **Glass**

-  **Linen**

-  **Wood**

-  **Spent coffee/horticulture**



Food Waste Processing

With the opening of WEAVE introducing additional food and beverage establishments across the resort, food waste generation has naturally increased. To support this expanded tenant base, we enhanced our onsite food waste treatment capacity by complementing the food waste grinder installed in 2024 with a new onsite food waste digester. Since the grinder's installation, we have achieved a 50% increase in volume of recycled food waste compared to 2024, and this improvement is expected to grow further with the addition of the new digester.

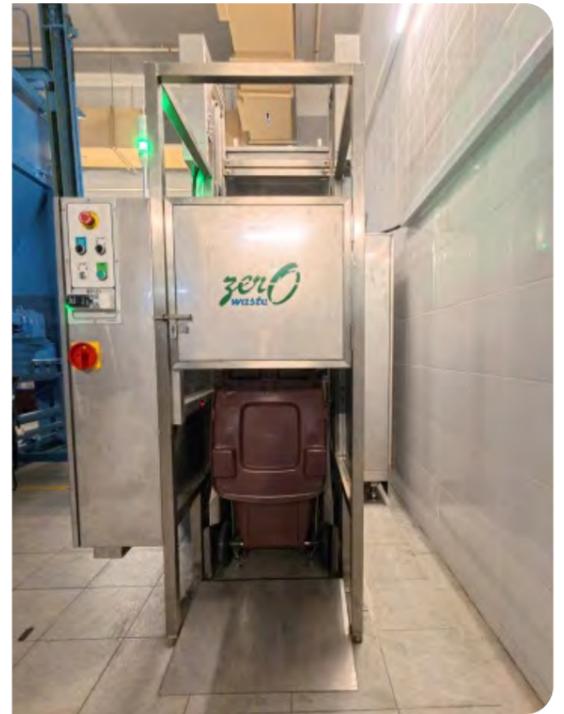
The digester converts food waste into treated greywater suitable for discharge into the sewerage system, reducing the volume of organic waste requiring off-site disposal. With a daily processing capacity of up to 2 tonnes, the system can manage higher waste volumes than the existing grinder, ensuring operational resilience while accommodating both current operational loads and future development. To ensure effective food waste segregation and processing, targeted

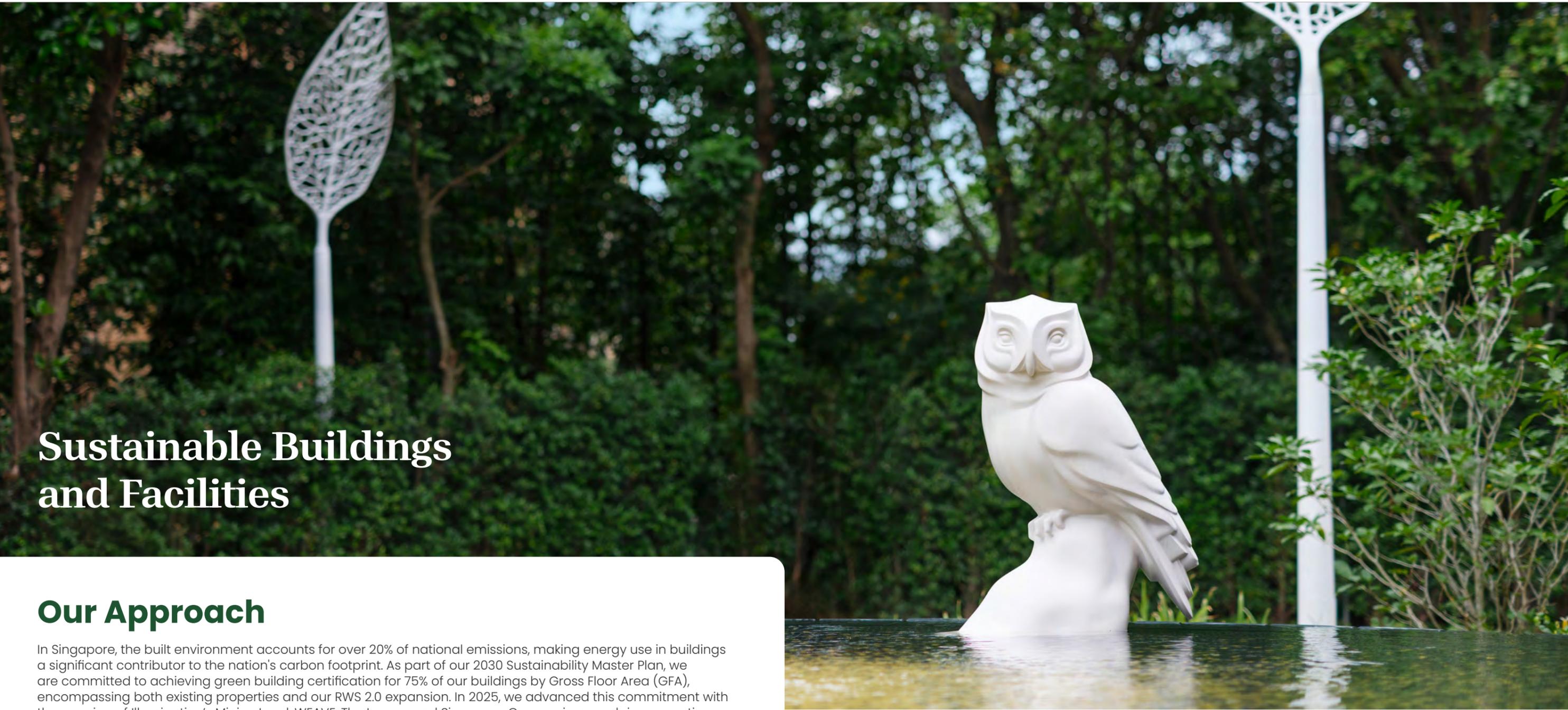
training sessions were conducted for internal teams and F&B tenants at WEAVE as part of their onboarding programmes. While significant efforts have been made to implement food waste recycling infrastructure and segregation systems across the integrated resort, public area food waste segregation remains a key operational challenge. In addition to ongoing education for internal teams and tenants, we are actively evaluating behavioural nudges, smart infrastructure, and guest-centric design solutions to improve segregation outcomes in shared spaces.

Upstream Food Waste Management

With our downstream food waste management processes in place, we are now working towards reducing food waste generated at its source. Building on our 2024 pilot at Hotel Ora's LOMA, we expanded upstream food waste tracking across additional F&B outlets in 2025 to strengthen our understanding of waste generation patterns. The food waste management software enables kitchen and stewarding teams to log waste by source, food type, and service line, providing granular data on preparation waste, plate waste, and buffet surplus. Analysis of this data throughout 2025 have provided insights to reduce food waste, particularly from buffet and preparation waste. However, given guest visitation rates fluctuate with the seasons, we require more time and data to implement further targeted interventions, enabling more precise waste reduction strategies.

GENS Waste Management Hierarchy





Sustainable Buildings and Facilities

Our Approach

In Singapore, the built environment accounts for over 20% of national emissions, making energy use in buildings a significant contributor to the nation's carbon footprint. As part of our 2030 Sustainability Master Plan, we are committed to achieving green building certification for 75% of our buildings by Gross Floor Area (GFA), encompassing both existing properties and our RWS 2.0 expansion. In 2025, we advanced this commitment with the opening of Illumination's Minion Land, WEAVE, The Laurus, and Singapore Oceanarium, each incorporating sustainable design principles and green building practices. We continue to implement green building solutions across all building projects, guided by three key priorities:

1 | Innovation

We proactively seek and encourage the adoption of new green building solutions that could enhance our energy efficiency. We conduct thorough feasibility studies of these solutions prior to their wide-scale adoption across our resort.

2 | Design Principles

We focus on integrating sustainable design principles into our new builds. These principles include both passive and active design strategies that will reduce our carbon footprint across the domains of energy, water, and waste while improving the comfort and wellness of our buildings' users.

3 | Partnerships and Collaborations

We collaborate with like-minded organisations to develop innovative green building solutions. By offering a supportive testbed environment, we enable comprehensive design and testing, allowing for potential scalability at our site.

Our Progress

RWS 1.0 Upgrades and New Developments

In 2025, we advanced sustainability performance across both existing and new infrastructure. For RWS 1.0 properties, we engaged environmental sustainability design consultants to assess current building performance and identify optimisation opportunities for both existing buildings and future RWS 2.0 developments. These assessments aim to mutually reinforce our multiple priorities - guest comfort, energy efficiency, commercial performance, and environmental stewardship.



Green Mark Certifications

In 2025, a total of 13 buildings across Resorts World Sentosa were certified BCA Green Mark GoldPlus and above, covering 70% of our buildings by Gross Floor Area. This demonstrates strong advancement toward our 2030 Sustainability Master Plan target of 75%. Building on this momentum, The Laurus attained its Green Mark Platinum Super Low Energy certification in January 2026, further strengthening our green building portfolio.

WEAVE




- Achieved airside efficiency⁴ of 0.182 kW/RT
- 100% use of SGBC 4-ticks concrete and material finishes
- Low concrete usage index (CUI) of 0.213
- Adopts innovative active and passive building designs to achieve low-energy intensity cooling

Innovative Cooling at WEAVE

WEAVE's passive architectural design significantly enhances thermal comfort. The ETFE roof minimises heat gain by deflecting up to 80% of solar radiation while allowing natural daylight to illuminate the space, supporting biophilic growth and reducing reliance on artificial lighting. To dissipate accumulated heat, its tunnel-like form promotes effective natural ventilation by channeling airflow across the space.

These features are complemented by low-energy hybrid cooling solutions. At WEAVE's basement, cold air is supplied as a by-product of the heat pump systems used for resort-wide hot water generation. By recovering waste heat from nearby hotels, the system lowers electricity demand for hot water production while delivering localised cooling with minimal additional energy.

Working with HVLS and jet fans, this hybrid system boosts comfort while significantly reducing cooling energy intensity. Environmental sensors linked to the cloud-based BMS track real-time conditions across WEAVE and automatically adjust cooling and ventilation, ensuring energy is used only where needed and driving continuous operational efficiency.

The Laurus



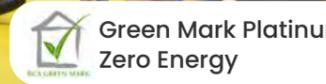

- Achieved airside efficiency⁵ of 0.11kW/RT
- Replacement of all existing lightings with 100% LED
- Common areas are designed with biophilic elements to promote occupants' well-being
- Adopts innovative in-room GRMS technology to optimise energy usage at guest levels

Energy Optimisation at The Laurus

The Guest Room Management System (GRMS) integrates a network of occupancy sensors and intelligent control logic to optimise in-room cooling based on real-time guest presence and thermal conditions. Dual-technology sensors, combining Passive Infrared (PIR) and ultrasonic detection, enhance occupancy accuracy and reduce unnecessary cooling without affecting comfort. The GRMS provides real-time operational analytics that streamlines housekeeping workflows and daily operations. To fully realise these productivity gains, targeted training sessions were conducted to equip operational teams with required digital competencies.

The GRMS rollout complements recent upgrades to the Fan Coil Units (FCUs) and Air Handling Units (AHUs), collectively enhancing The Laurus' overall airside performance. These initiatives have enabled the property to achieve an airside efficiency of 0.11 kW/RT, supporting its recertification for the Green Mark 2021 Platinum Super Low Energy rating in January 2026. Building on these results, we plan to progressively extend similar solutions across upcoming hotel retrofit projects.

Illumination's Minion Land

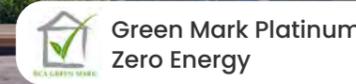
- Achieved airside efficiency⁶ of 0.198 kW/RT
- Solar Photovoltaic System capacity of 110 kWp
- 35% reduction in embodied carbon

Resource Efficiency at Illumination's Minion Land

The construction of Illumination's Minion Land placed strong emphasis on sustainable practices, with a focus on using materials with low embodied carbon. During construction, up to 80 percent of all architectural and landscape products achieved at least a two-tick rating under the Singapore Green Building Product (SGBP) Certification Scheme⁸, reflecting our commitment to responsible sourcing and reducing environmental impact across the material life cycle.

In addition, interior finishes and architectural materials were selected for long term performance. These choices ensure durability, ease of maintenance and resilience, which are essential for a high-traffic, guest-facing theme park environment.

Research and Learning Centre

- Achieved airside efficiency⁷ of 0.145 kW/RT
- Passive displacement cooling in classrooms
- Solar Photovoltaic System capacity of 22.62 kWp
- Adopts careful design planning to ensure occupant well-being and inclusivity

Inclusiveness at Research and Learning Centre

Singapore Oceanarium's Research and Learning Centre serves as a beacon of excellence for marine research, conservation, and education, acting as a catalyst for innovation across its programmes. Designed with Universal Design principles, the centre provides inclusive, barrier-free access for persons with disabilities, including wheelchair users, families with strollers, and individuals with visual and hearing impairments, ensuring equitable participation in learning and engagement. To support occupant health and wellbeing, SGBC-certified materials, paints, and adhesives with low or zero VOC emissions were utilised, fostering good indoor air quality within a safe and welcoming educational environment.

^{4,5,6,7} Airside efficiency refers to the effectiveness with which an air-handling system (such as AHUs, PAHUs, or FCUs) delivers conditioned air to a space while minimising energy consumption. The lower the kW/RT value, the higher the energy efficiency.

⁸ The more ticks a product has under the SGBP Scheme, the more points are awarded towards the Green Mark rating. [Singapore Green Building Product Certification Scheme \(sgbc.sg\)](https://www.sgbc.sg)



ETFE roofs are installed across RWS to improve thermal comfort

Cloud-based Building Management System & Fire Command Centre

The Fire Command Centre (FCC) serves as the operational heart of our resort, overseeing critical facility systems including mechanical and electrical building controls, firefighting, security, and other essential functions. Supporting our FCC is our largescale cloud-based Building Management System (BMS) enhancing energy monitoring and control of our facilities. The FCC will also evolve into an open industry showcase centre, encouraging wider adoption of advanced building technologies and fostering collaboration across the built-environment sector.

As part of our resort-wide BMS upgrade programme, we continued to refine the performance of our AHUs and Primary Air Handling Units (PAHUs) through enhanced control logics designed to optimise energy use while maintaining appropriate thermal comfort for

occupants. Together with selective hardware upgrades, these enhancements have enabled us to improve air-side system efficiency across most buildings to below the initial design benchmark of 0.18 kW/RT. This level of performance aligns with the Green Mark 2021 Platinum requirements for developments served by a district cooling system, positioning our assets for higher certification outcomes in future cycles.

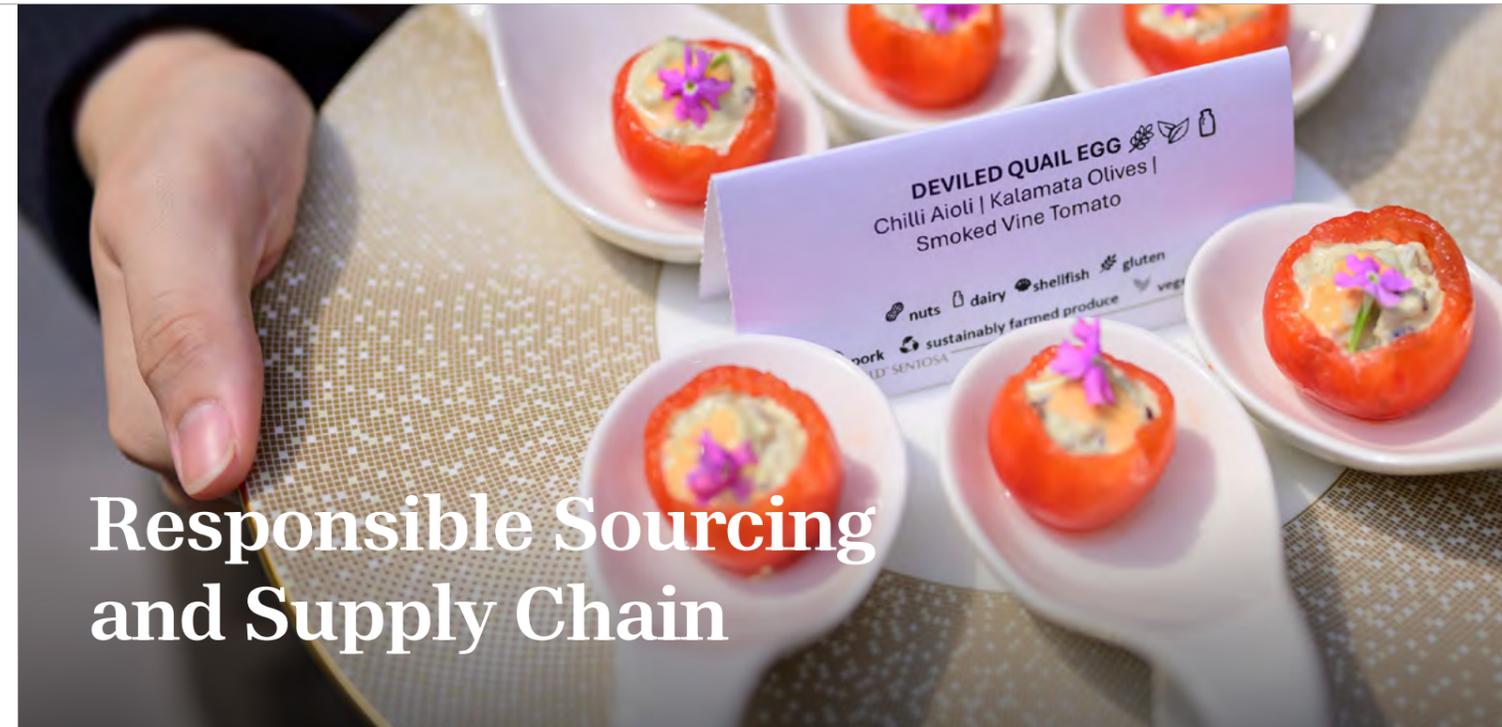
Waterfront Lifestyle Complex

RWS 2.0 will transform the waterfront near Sentosa Boardwalk into a vibrant space with two new hotels, an immersive mountain trail, and enhanced retail, dining, and entertainment options, all built with a strong emphasis on integrating holistic sustainability principles

The Waterfront Lifestyle Complex is designed with strong sustainability ambitions, targeting Green Mark Super Low Energy certification and integrating a GRMS to achieve an additional 15% energy reduction, amounting to an estimated 650,000 kWh saved annually. Its environmental strategy includes installing solar panels, adopting passive cooling design, recycling 90% of construction and demolition waste, and incorporating water-efficient features such as rainwater harvesting, nature-based treatment systems, and 3-tick fixtures. To reduce embodied carbon, the development will utilise SGBC 4-tick low-carbon concrete, Glass Fibre Reinforced Concrete with recycled aggregates, and other recycled materials across landscape elements. An extensive environmental impact study also guides measures to protect marine ecosystems, water quality, and coastal dynamics, while operational features such as adaptive lighting for hotel landscapes and mountain-inspired trails are designed to minimise light pollution.



Artist's rendering of the Waterfront Lifestyle Complex, featuring two new hotels with a scenic mountain trail



Responsible Sourcing and Supply Chain

Our Approach

Our supply chain represents one of our most powerful levers for driving sustainability impact beyond our operations. Every procurement decision from raw materials to finished products ripples through our value chain, considering the entire product life cycle in every sourcing decision of our strategic categories. We approach procurement as an opportunity to accelerate the adoption of leading environmental and social practices, supporting and uplifting suppliers in capability building and driving innovation to address real-world business cases.

With reference to ISO 20400 guidelines, we integrate sustainability considerations into our procurement cycle.

Our strategy is outlined in our publicly available Sustainable Procurement Policy and guided by three pillars:

1 | Manage Social and Environmental Impacts (Sustainable Sources)

- Prioritise sustainable products and services
- Integrate circularity into sourcing requirements
- Manage environmental impact

We are committed to sourcing responsibly and sustainably across our diverse portfolio of products and services. For strategic categories, our [Sustainable Sourcing Guidelines](#) (SSG) specify mandatory requirements that integrate Environmental, Social,

and Governance (ESG) considerations into our procurement practices. These requirements ensure that materials are sourced in ways that minimise environmental impact, uphold social responsibility, and align with regulatory and industry standards.

We strive to prioritise local sourcing wherever possible, reducing our carbon footprint and strengthening the local economy. Alongside this, we continuously identify sustainable sources for key strategic categories, promote the inclusion of small and diverse businesses, and integrate locally produced goods and services into our supply chains. We also adopt a circularity mindset in sourcing decisions to minimise waste and extend product life cycles. These efforts collectively reduce environmental impact while creating shared value across our supply chain.

2 | Advocate and Drive Supply Chain (Supply Chain Influence)

- Engage suppliers to adopt sustainable practices
- Supplier Code of Conduct (SCoC) compliance

Suppliers are essential partners in upholding ethical and responsible business practices. We prioritise collaboration with suppliers that share our values and commitment to fostering a sustainable and inclusive supply chain. All suppliers must adhere to our [SCoC](#) which sets clear expectations on ethics, human rights, fair labour, workplace health and safety, and environmental considerations.

The SSG outlines both mandatory requirements and desirable practices that suppliers are encouraged to pursue for stronger environmental, labour, and circularity outcomes.

We drive supply chain influence through a structured approach that includes fair and ethical supplier selection and tendering processes, engagement on sustainable practices, and the incorporation of energy-efficient and environmentally responsible options into tender requirements and award considerations where practical. We also encourage suppliers to propose innovative solutions, including the use of digital technologies, to enhance efficiency and embed sustainability within their operations. This collaborative approach strengthens our influence and supports measurable improvements across the supply chain.

We look for opportunities to map and assess strategic categories and identify potential supplier risks and opportunities such as emissions, waste, and labour and operating practices through the product lifecycle. This helps us understand where we can engage suppliers in meaningful ways and work together on improvements that support shared sustainability goals.

3 Enhance Compliance and Corporate Governance (Supply Chain Assurance)

- Drive certifications and alignment to sustainability standards
- Uphold ethical, fair and transparent business practices

Our CoEBC ensures transparent vendor management, requiring conflict-of-interest declarations and compliance with environmental, labour, anti-bribery, anti-competitive, and data-protection regulations. Refer to our [Governance and Ethics](#) chapter for more details.

We uphold fair and ethical practices in tendering and supplier selection, guided by robust evaluation criteria such as pricing, quality, technical expertise, financial stability, service support, and sustainability. As part of the sourcing process, we verify that suppliers hold the necessary licenses or accreditations relevant to the contract’s scope of work.

To strengthen transparency and reduce regulatory, financial and reputational risks, majority of our transactions are conducted electronically and supported by third-party risk database for suppliers screening. Every new supplier undergoes comprehensive screening at the point of entry, not limited to adverse news checks and financial risks. Potential high-risk cases identified through our supplier screening process are managed in accordance with our established risk management procedures before any onboarding decisions are made. In 2025, none of our new suppliers onboarded were screened to have adverse news related to significant negative environmental or social impacts.

Roadmap to Strengthening Sustainable Procurement

We have reviewed and refreshed our 22 strategic categories to ensure they remain relevant and aligned with our procurement objectives. These categories are mapped to broader sustainability considerations in line with ISO 20400 Sustainable Procurement principles, covering environmental impact, social responsibility, and fair operating practices across the value chain. Each strategic category is linked to the seven core subjects of ISO 20400—governance, environment, human rights, labour practices, fair operating practices, consumer issues, and community involvement — embedding sustainability risks and opportunities into every sourcing decision.

Building on this foundation, we are developing a comprehensive long-term roadmap to identify and address risks and opportunities through product lifecycle analysis. This roadmap will set clear targets for each strategic category to mitigate these risks and improve the category sustainability. We will complement these efforts by deepening our supplier engagement efforts and introducing ESG development programs for our key suppliers, fostering a collaborative approach to integrate sustainability considerations, transparency, and ethical practices across our procurement ecosystem.

We present our refreshed 22 strategic categories, each mapped to our key goal for 2026: *(not in order of priority)*

Food & Beverages	Products	Services	Projects & Equipments
1. Protein (Seafood, Meat & Eggs)	6. Live Animals	12. Energy	18. Information and Communications Technology (ICT)
2. Fiber (Vegetables & Mushrooms)	7. Uniform	13. Laundry	19. Electrical Appliances & Equipment
3. Processed Food	8. Disposables & Packaging	14. Cleaning & Waste Management	20. Exhibition and Events
4. Beverages	9. Hotel Linen	15. Manpower Services	21. Building / Equipment Maintenance Repair Operations (MRO)
5. Catering	10. Hotel Amenities	16. Security	22. Additions & Alterations (A&A) Projects
	11. Retail Merchandise	17. Transport & Freight	

1. Food & Beverages (F&B)

- Focus on responsible, safe, and sustainable food sourcing.
- Increase responsibly sourced seafood from local farm and regional supply, cage-free eggs, and protein from regional sources.
- Ensure full compliance with recognised food safety standards, improve packaging sustainability, and promote healthier food choices, track food waste of catering services.

2. Products

- Increase the use of sustainable, recyclable, and circular materials across procured products.
- Embed durability, circularity, and fit-for-purpose design in uniforms and linens, reduce packaging waste, and source all Universal Studios Singapore branded merchandise only from audited and compliant factories.
- Compliance to relevant product specifications and customs requirements for regulated goods.

3. Services

- Strengthen vendor management while improving efficiency, safety, and sustainability performance.
- Track resource consumption, increase biodegradable chemicals and automation, ensure fair labour practices, promote certified and compliant service providers, manage waste end-to-end, and reduce transport-related carbon emissions through greener alternatives.

4. Projects & Equipment

- Ensure new equipment and appliances meet energy and water efficiency standards.
- Strengthen work, safety, and health requirements for high-risk works, introduce Extended Producer Responsibility⁹ in tenders.

⁹ Extended Producer Responsibility (EPR) System for E-waste Management System

Our Progress

Our approach to sustainable procurement is rooted in creating positive impact – uplifting local communities and driving changes that matter. Every initiative reflects our commitment to a future where business growth and environmental stewardship go hand in hand.

Supporting Local Communities

We have achieved a significant proportion of our procurement spend with local suppliers, which were previously defined solely as locally registered entities. To enhance transparency and strengthen governance, we have refined this definition to consider business ownership and local shareholding.

In FY2025, over 80% of our total procurement spend was attributed to locally registered companies, with two-thirds locally owned to businesses with substantial local ownership (over 30%). Within this group, over 60% comprised of small and medium-sized enterprises (SMEs) and individual professionals, reinforcing our commitment to supporting and developing local businesses.

We are committed to continuous support of local businesses by prioritising local suppliers, products and services where feasible, to strengthen local economies.

Our local suppliers have shared positive feedback on how these initiatives have supported their growth and strengthened partnerships.



Delicacies at The Laurus Table integrates herbs harvested at its garden

“ We were a small, family-run business stepping into an industry where we had zero domain knowledge. RWS placed invaluable trust in us, giving us the space to learn, experiment, and evolve. The opportunities they provided to us have been crucial in pushing us to stretch our capabilities, invest in R&D, and explore new ideas.

RWS Key Furniture services provider

Our dedication to local sourcing was further recognised as we maintained the highest tier accreditation under the SFA Farm-to-Table program for the third consecutive year, aligning with Singapore’s updated vision to strengthen food security and resilience under the Singapore Food Story 2.0.

Driving Responsible Sourcing

We remain steadfast in our commitment to responsible sourcing throughout the resort’s transformation. In 2025, a shift in guest preferences led to a decline in overall seafood consumption, which resulted in responsibly sourced seafood falling to 54%, below our 60% target. For cleaning, we continue to maintain over 80% of biodegradable cleaning chemicals. For staff transport, we reduced ride hailing services and consolidated demand into mass night staff transport vehicles using an automated, optimised software solution to consolidate team members who stay in the same area to deliver both positive economic and environmental impact. On packaging, we achieved a full transition to refillable bulk dispenser bottles across all RWS hotels, including newly opened properties this year.

We transformed waste into opportunities by integrating circularity considerations for decommissioned equipment in our sourcing process. Additionally, we successfully recycled or sold approximately 60 tonnes of used audio-visual equipment, ensuring the equipment has a second lease of life.



RWS' largest herb garden cultivates over 50 premium herbs for use across all speciality restaurants

Local Sourcing in Culinary Experiences

Building on this foundation, we continue to integrate locally sourced ingredients across multicultural cuisines. The Laurus Table, our Southern Italian-inspired restaurant that opened in 2025, centres its culinary experience around Singapore’s local harvests. Dishes feature herbs grown in The Laurus’ on-site herb garden and fish sourced from Singapore farms, demonstrating how local ingredients can elevate fine dining experiences. Our specialty restaurants similarly incorporate locally sourced ingredients into their menus, showcasing culinary versatility across different cuisine styles while supporting local producers.

Advancing Singapore's Food Resilience

Singapore’s Food Story 2 strategy aims to increase food self-reliance, requiring broader consumer acceptance of locally sourced ingredients. The Hotel, Restaurant, and Cafe (HoReCa) sector plays a critical role in shaping consumer preferences and demonstrating the quality and versatility of local produce. As a leader in sustainable tourism, we leverage our platform to catalyse adoption of local ingredients across Singapore’s culinary landscape, supporting the nation’s goal of building a resilient food network.

In November 2025, we hosted the inaugural RWS Farmers Outreach in collaboration with the Kranji Countryside Association. The event brought together 14 local farmers with over 70 hoteliers, chefs, and procurement professionals at WEAVE for business networking and product showcasing. Farmers displayed diverse produce including vegetables, herbs, vanilla, mushrooms, eggs, seafood, and insect protein. To demonstrate the culinary potential of locally sourced ingredients, we prepared canapés using their produce, highlighting the quality and freshness achievable through local supply chains. This initiative creates direct connections between producers and hospitality buyers, facilitating market access for local farmers while expanding sourcing options for the industry.



RWS Farmers Outreach hosted at WEAVE

RWS Farmers Outreach: Featured Producers

Protein

Local aquaculture producers showcased a range of sustainably farmed fish, using both floating and land-based systems. These farms maintain high standards of fish health, freshness, and responsible production. Innovative circular solutions such as insect-meal feed created from food waste were also featured, highlighting continued efforts to close resource loops. In addition, local egg producers demonstrated advanced practices including automated quality screening and on-site renewable energy generation to enhance food safety and operational sustainability.



Vegetables

Participating vegetable growers represented diverse farming methods such as hydroponics, vertical farming, and soil-based cultivation. Their fresh, locally grown produce supports Singapore's hospitality sector while reducing reliance on imported vegetables and lowering transportation impacts.



Mushrooms

Local mushroom growers showcased a variety of premium and heritage mushroom species cultivated through organic, low-impact production methods. Sustainability was demonstrated through reduced freight (via grow-your-own kits), use of recyclable or biodegradable packaging, and the repurposing of food and agricultural by-products as mushroom growing medium.

Vanilla

One of Singapore's local vanilla cultivators shared insights into innovative small-scale vanilla production. By growing vanilla within existing urban herb gardens, they minimise last-mile transport while providing freshly harvested, locally processed vanilla to hospitality partners.





CIPS Asia Excellence in Procurement Awards for Best Sustainability Project of the Year

This year, our efforts were recognised with the CIPS Asia Excellence in Procurement Awards for Best Sustainability Project of the Year for our submission titled 'SPARK JOY.' This milestone reinforces our commitment to advancing supplier ESG capabilities and sets the stage for the next phase — moving beyond foundational sustainability concepts to prepare suppliers for mandatory climate disclosures, enabling them to report independently and develop robust decarbonisation plans for the long term.

Looking Forward

We are strengthening our sustainability approach by further integrating environmental and social considerations into our operational and strategic procurement processes.

As part of this effort, we will revamp the Category Playbook based on the refreshed 22 strategic categories and chart a long-term roadmap. For each category, we will first identify risks and opportunities along its value chain in line with ISO 20400 principles, throughout the product life cycle. These insights will guide category-specific roadmaps and provide practical guidance for buyers to incorporate sustainability into sourcing considerations.

We will also introduce an Energy Playbook featuring advanced energy efficiency strategies to drive measurable improvements across operations and the supply chain to support our carbon neutrality goal by 2030.

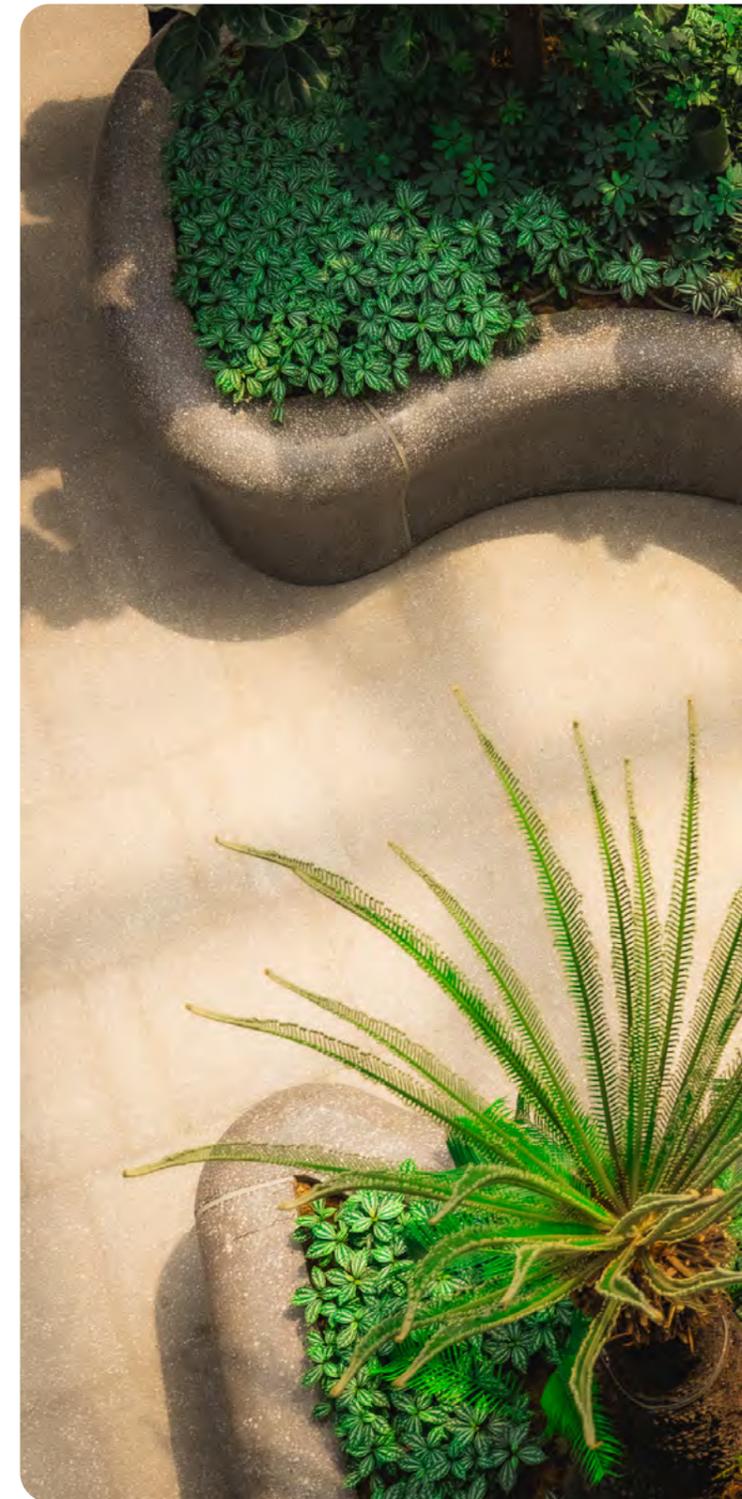
To strengthen sourcing decisions, SGX Core ESG metrics will be embedded into tender evaluations for relevant strategic categories. Post-award, ESG-related targets will form part of the supplier's performance indicators used for supplier's performance measurement.

Additionally, we will update the Supplier Code of Conduct, Sustainable Procurement Policy, and SSG to reflect the refreshed strategic categories. These updates will provide clear expectations and actionable requirements for suppliers.

For supplier engagement, we will launch a holistic program combining carbon disclosure with capability-building. This includes digital tools for emissions measurement and practical training to help suppliers, particularly SMEs, establish baselines, measure Scope 1 and 2 emissions, and develop decarbonisation plans.

We will also implement regular monitoring for all active suppliers as part of our enhanced screening and risk-management approach.

By embedding these practices, we aim to build resilience across the value chain and enable suppliers to integrate sustainability in their core operations.



Enhance Wellbeing

In this section

- 32 Diversity and Inclusion
- 34 Wellbeing
- 36 Human Capital Development
- 38 Health and Safety





DRIVING PILLAR

Enhance Wellbeing

Approach

Core Drivers

2030 Sustainability Master Plan Pillars



2030 Target

- Adopt sustainable human resources management where we advance and promote equity, wellness, and development
- Nurture future ready, environmentally, and socially conscious workforce

2025 Performance

- Progress Wage Model Mark successfully renewed
- Graduated 1st batch under Management Associate Programme
- Achieved Platinum level for National Centre of Excellence for Workplace Learning
- Fire Safety Excellence Award 2024 maintained for all 6 hotels



Resources

[Human Rights Statement](#)

RWS Care Pals Network



Our Approach

A diverse, inclusive, and safe workplace enables our team members to perform at their best. Diversity brings perspectives and experiences that drive innovation, problem-solving, and adaptability in navigating business challenges. We are committed to fostering meaningful growth and providing support to help every team member reach their potential.

Our employment practices adhere to the Tripartite Guidelines on Fair Employment Practices (TGfEP) and Singapore's Employment Act as governed by the Ministry of Manpower (MOM). We champion fair employment and non-discriminatory practices across all aspects of employment, from recruitment through career development. We actively collaborate with the National Trades Union Congress (NTUC) Attractions, Resorts and Entertainment Union (AREU) to address workforce challenges and support employability.

Fostering a Diverse, Inclusive, and Fair Workplace

At RWS, we believe that a diverse, inclusive, and safe workplace empowers our team members to perform at their best. Diversity brings a rich tapestry of perspectives and experiences that fuel innovation, inspire creative problem-solving, and enhance adaptability in navigating complex business challenges. We are committed to fostering meaningful growth and providing continuous support to help every team member reach their fullest potential.

To uphold this commitment, we adopted TGfEP and strictly adhere to Singapore's Employment Act, as governed by the MOM. Additionally, for harassment and discrimination concerns, our internal Diversity and Inclusion Policy states several channels for reporting inappropriate conduct, including to direct supervisors and HR, and assures team members that all reported incidents will be handled promptly and impartially in strict confidence. This framework guides us in championing fair employment and non-discriminatory practices across all aspects of our operations.

Beyond compliance, our strengthened partnership has ensured that our team members have access to sustainable careers, continuous learning opportunities, and a supportive work environment that values equity and respect.

To embed inclusivity into our culture, we invest in learning that shapes mindsets and behaviours. Team members are provided with courses on Diversity, Inclusion, and Belonging, along with an in-house Prevention of Workplace Harassment course routinely assigned for completion. Delivered through our mobile friendly Hi.T learning platform, these courses make learning accessible and engaging – reinforcing our commitment to respect, empathy, and a workplace where everyone feels they belong.



Youth Experience Programme showcased diverse career pathways at RWS

Introducing Our Culture

In 2025, we embarked on a transformative journey to redefine our culture as we evolve from RWS 1.0 to 2.0. At the heart of this shift is our values – Courage, Curiosity, Commitment, Collaboration, and Common Goal.

These values define what we believe in. When we live these values, a strong culture takes shape – uniting us, strengthening our workplace, and bringing out our best.

To bring this vision to life, we launched RWS On, a storytelling platform that amplifies the diverse voices within our community. Through authentic articles, videos, and interviews, we celebrate the people who shape RWS – across roles, backgrounds, and life experiences. Each story offers a glimpse into the richness of our workforce, from personal triumphs and learning journeys to wellness discoveries and cultural traditions. These narratives highlight individuality while reinforcing the heart, spirit, and passion that connect us.

By embracing and sharing diverse perspectives, we deepen understanding, spark meaningful dialogue, and strengthen our sense of belonging. Together, we are building a workplace where inclusion is not just a value, but a lived experience.

Strengthening Fair Employment Practices

We continue to uphold fair representation and age-inclusive practices by reinforcing non-discriminatory recruitment. This includes well-defined job descriptions and a structured interview framework aligned with the Tripartite Guidelines on Fair Employment Practices (TGFEPP). Regular training sessions equip HR professionals with practical knowledge of TAFEP principles, and plans are underway to extend this training to hiring managers. All diversity and hiring matters are overseen by senior management, ensuring that all these efforts embed fairness, inclusion, and diversity across our workforce.

Deepening Union Partnerships

Our partnership with the Attractions, Recreation and Entertainment Union (AREU) remains a cornerstone of our commitment to workforce well-being and progressive employment practices. In 2025, we strengthened this collaboration through several initiatives:

Youth Experience Programme

We hosted 92 polytechnic students as part of the Tripartite Collective’s Youth Experience Programme. This engagement provided participants with first-hand insights into Singapore’s unique tripartism model and showcased diverse career pathways within RWS. Through curated sessions and interactive dialogues, students gained a deeper understanding of the roles and responsibilities of tripartite partners, inspiring interest in future careers in the attractions industry.

AREU Microsite Launch

To enhance communication and engagement, we introduced an AREU microsite on our intranet. This platform serves as a dedicated space for union updates, workforce engagement, and well-being initiatives. It enables team members to stay informed, voice concerns, and access resources that support their professional and personal development.

Collaborative Workforce Support

Together with AREU, we continued to address workforce challenges through joint consultations and proactive engagement. These efforts ensure that team members’ interests are represented and that employment practices remain fair, inclusive, and aligned with evolving industry needs.

Through these initiatives, we reinforce our commitment to tripartism and strengthen the foundation for a resilient, future-ready workforce.

Key Highlights



0 reported

incidents of discrimination or grievances on labour practices and human rights



89% participation rate

in aRWSome Club events



323 Care pals

trained across business units



Progressive Wage Model Mark

maintained



Top Employer

as listed in Singapore’s Best Employer 2025 by The Straits Times and Randstad Employer Brand Awards 2025

“
As an AREU union representative over the years, I enjoy interacting with people from different levels across the same industry and gain insights from meetings and seminars that I attended.
”

Muhammad Hamdan Bin Abdullah
Lead, USS Technical Services



Our strength lies in our ability to laugh, unite and shine as one big team

Wellbeing

At Resorts World Sentosa, wellbeing is woven into the fabric of our culture and fuels our performance. Our Wellbeing Framework embraces a holistic philosophy across four interconnected dimensions – Physical, Mental, Financial, and Social – nurturing an environment where every team member is supported, connected, and empowered to thrive.

In 2025, we elevated this commitment through thoughtfully designed programmes that cultivate vitality, build resilience, and foster belonging. Recognising the rich diversity of our workforce and their multifaceted lives, we introduced initiatives that harmonise work and personal commitments while preserving the spirit of collaboration and operational excellence.

We actively invite team member voices through engagement surveys and structured dialogue, transforming their insights into workplace practices that truly resonate. This culture of continuous listening deepens wellbeing, enriches inclusion, and reinforces our unwavering commitment to an environment where every perspective is valued, and every individual realises their potential.

Physical and Social Wellbeing

Team member preview of Illumination’s Minion Land

One of the year’s most memorable highlights was the exclusive preview of Illumination’s Minion Land at Universal Studios Singapore, where over 2,200 team members and their families enjoyed immersive rides, shows, and themed dining. Extending this experience to loved ones reflected our belief that wellbeing includes sharing joyful moments beyond the workplace.

Amplifying the spirit of unity, 1,078 team members came together on 10 February for a record-setting celebration. Dressed in vibrant yellow and blue, they marched alongside the Minions, led by our senior leadership team, in a powerful display of camaraderie and pride. This event earned a spot in the Singapore Book of Records for organising the largest Minion Walk in Singapore, marking a moment of shared purpose and unforgettable energy.

Champions of 40th Singapore Hotel Association Inter-Hotel Soccer Tournament

We also championed physical wellbeing and camaraderie through the power of sport. Our RWS soccer team triumphed as champions of the 40th Singapore Hotel Association Inter-Hotel Soccer Tournament—an inspiring display of skill, teamwork, and the indomitable RWS spirit. This proud achievement, alongside a year of wellness and engagement initiatives, underscores our continued commitment to fostering a vibrant, inclusive environment where team members feel supported, motivated, and proud to belong.

Refreshed Cafeterias

Recognising that everyday spaces matter, we began renovating team member cafeterias to create cleaner, more inviting environments for meals and social connection. The phased renovation is expected to complete by the first half of 2026, enhancing workplace experience and resting spaces.



RWS team members at a Coffee Scrub Workshop

Mental Wellbeing

We expanded the Care Pals Network, now comprising 323 certified Psychological First Aiders across all business units. These peer supporters foster safe spaces for open conversations, encourage self-care, and bridge the gap between informal support and professional help.



RWS at the 40th Singapore Hotel Association Inter-Hotel Soccer Tournament



"Spin & Sip, Fuel your Body the Healthy Way" roadshow at RWS Cafeteria



Finalists of the RWS Got Talent showcase

Complementing this, we continue to offer complimentary counselling services and access to public mental health hotlines, ensuring help is always within reach. Feedback indicates stronger peer connections and a growing sense of care across the organisation, reinforcing our commitment to a supportive and inclusive workplace.

Financial Wellbeing

Building on past efforts, we scaled our financial literacy programme in 2025 with workshops covering practical topics such as Implementing Your Financial Plan, Basics of Personal Investing, and Planning for Retirement. Designed for different life stages, these sessions equip team members with actionable tools to build long-term financial resilience.

Team Members Party

Our team members concluded the year with the After Hours party at Adventure Cove Waterpark, a four-night celebration that drew over 3,600 attendees. The event featured night rides, buffet dining with beverages, entertainment activities, and lucky draw with prizes.

A signature highlight was RWS Got Talent, a competition celebrating the diverse talents of our team members beyond their work roles. The event achieved the highest satisfaction rating in company party history, with an average score of 4.3 out of 5 from over 680 respondents. Team members particularly appreciated the sense of camaraderie and the



opportunity to see senior management participate alongside them in the festivities.

This celebration reinforced connection, recognition, and appreciation across the organisation, strengthening the sense of community that underpins our commitment to building an environment where our team members feel valued, connected, and inspired to grow – together, as one RWS team.

Recognition and Culture

We are honoured to be recognised on The Straits Times' list of Singapore's Best Employers 2025 and as one of the Top 10 Most Attractive Employers at the Randstad Employer Brand Awards 2025. These acknowledgements reflect the collective spirit of our team members who make RWS a distinctive workplace.

Through meaningful opportunities, continuous learning, and a culture of care, we create an environment where our team members feel valued, engaged, and proud to contribute to our collective success.



After Hours party at Adventure Cove Waterpark





RWS team members at Enabling Village to learn best practices in accessible and inclusive travel

Human Capital Development

Investing in our people is investing in our future. As the tourism industry evolves, continuous learning and skill development ensure our team members remain adaptable, innovative, and equipped to deliver excellence.

Our development approach supports team members in achieving their personal and professional aspirations through structured growth opportunities, lifelong learning pathways, and continuous skill development. We offer diverse learning programmes, workshops, and external certifications that enhance expertise and adaptability in a rapidly evolving industry. By investing in upskilling, we equip our people with the capabilities to navigate new challenges, seize emerging opportunities, and contribute to organisational success.

Our development strategy follows the 70-20-10 learning model, integrating on-the-job experience, peer interactions, and formal training to create comprehensive growth journeys. This approach aligns individual development with organisational performance, driving sustainable growth and long-term value creation.

Developing a Culture of Sustainability

We design initiatives that engage and empower team members to adopt sustainable mindsets and behaviours, embedding environmental responsibility into everyday actions.

Making Sustainability Accessible

To ensure learning is practical and engaging, we deliver bite-size, visually rich infographics through Learning Moments, simplifying complex sustainability topics for immediate application. These micro-learning tools help team members integrate sustainable practices into their daily work.

Driving Awareness and Collaboration

In 2025, we hosted our inaugural Sustainability Year-in-Review session, open to all team members. This interactive forum provided insights into our progress, highlighted opportunities for improvement, and facilitated dialogue on strengthening collaboration across business units.

Refreshing Foundational Knowledge

We refreshed our mandatory Sustainability 101 course, ensuring every team member understands fundamental sustainable practices and their role in advancing RWS's environmental and social objectives. The updated course reflects evolving industry standards and reinforces our commitment to continuous learning.

Building Inclusive Service Capabilities

Over 30 team members from attractions, hotels, and MICE operations participated in SG Enable's Consumer Inclusiveness Workshop in 2025. This training equipped participants with practical skills and knowledge to better serve guests with disabilities, reinforcing our commitment to accessible and inclusive guest experiences across all touchpoints.

Structuring Workplace Learning for a Future-Ready Workforce

As we advance toward RWS 2.0, we remain committed to developing a future-ready, engaged, and resilient workforce. In 2025, RWS was awarded Platinum tier for Workplace Learning Organisation of Excellence at the National Workplace Learning Certification Award Ceremony, placing us among Singapore's leading organizations for workplace learning excellence.

Conferred by the National Centre of Excellence for Workplace Learning (NACE), led by Nanyang Polytechnic and supported by SkillsFuture Singapore, this recognition validates our practices across six key dimensions: strategic alignment, leadership commitment, structured planning, targeted training, supportive learning culture, and effective implementation. This achievement reflects the collective efforts of management and team members in championing continuous learning and embedding a growth mindset across operations.



RWS Representatives received two Silver Awards at the Employee Experience Awards 2025



Launching AI Literacy

In partnership with our Technology business unit, RWS Academy launched an AI literacy programme in 2025 to equip team members with emerging digital capabilities. Key initiatives included:

- Learning infographics on Copilot Chat usage, shared through Learning Moments
- LinkedIn Learning courses on AI fundamentals and prompt engineering
- Gamified AI role-play functionalities designed to develop soft skills through interactive learning

These initiatives introduce AI concepts in accessible, engaging formats, building foundational digital literacy across the workforce.

Driving Cross-Business Knowledge Sharing

To foster collaboration and broaden organizational perspectives, RWS Academy introduced monthly cross-business sessions led by Senior Directors and above. These sessions enable leaders to leverage collective knowledge across business units, gain insights from subject matter experts, and build networks that strengthen organizational synergy. This initiative drives learning beyond primary roles, creating interconnected development experiences.

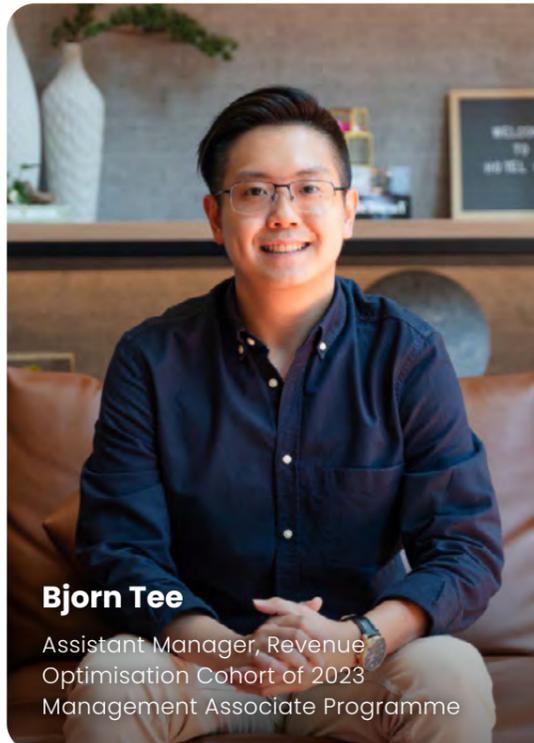
Graduating Our First Batch of Management Associates

The Management Associate Programme (MAP) is central to RWS's talent strategy, designed to identify, develop, and retain high-potential individuals for future leadership roles. Candidates undergo a rigorous selection process, including an online aptitude assessment followed by an assessment center where they collaborate to solve and present business challenges. This ensures we select young leaders with the capabilities to excel in dynamic, cross-functional environments.

Since its inception in 2023, four cohorts of Management Associates have completed structured rotations across key business functions, building cross-functional expertise through exposure to strategic projects, guidance from programme managers, mentorship from experienced leaders, and regular engagement with senior management.

In 2025, we celebrated the graduation of our pioneer cohort. Their development continues through targeted leadership programmes, senior leader mentorship, and enterprise-level initiatives that prepare them for future leadership positions within RWS.

Through MAP, we are building a sustainable leadership pipeline to support long-term organizational growth and transformation.



Bjorn Tee
Assistant Manager, Revenue
Optimisation Cohort of 2023
Management Associate Programme

“

The MAP was a truly transformative chapter in my life. Rotations across teams provided opportunities to understand how strategic, financial, and operational decisions connect. Today, I apply those lessons by using data to spark meaningful conversations, align insights with business needs, and support decisions that balance short-term results with long-term value. My journey reflects what the MAP offers: accelerated growth through broad exposure, early responsibility, and real-world decision-making.

Key Highlights

Clinched **two Silver Awards at the Employee Experience Awards 2025**; 'Best In-House Learning Academy' and 'Best Holistic Leadership Development Strategy'. Judged by a panel of esteemed senior HR experts and thought leaders, these accolades underscore RWS's commitment to championing employee experience through people-centric strategies that drive both success and competitive advantage.

Achieved Platinum level for National Centre of Excellence for Workplace Learning, affirming its role as a workplace learning champion and its unwavering commitment to building an inclusive, supportive, and high-performing environment in pursuit of RWS 2.0.

Achieved 60 average learning hours per team member.

Recognised among work study employers award for **ITE Work Study Programme 2025**

From equipping team members with future-ready skills to fostering inclusive learning pathways, these achievements reflect the dedication of our team members, our leaders and partners in cultivating a culture of lifelong learning and development. They are a testament to our unwavering commitment to building an inclusive, supportive, and high-performing work environment where every team member can thrive.

Developing Critical Leadership Capabilities

To support the ambitions of RWS 2.0, we are developing a strong and future-ready leadership pipeline through targeted capability-building initiatives:

Insights Discovery

A systematic approach to improving workplace relationships and productivity, providing leaders with self-awareness of their personal styles, decision-making preferences, and communication strengths.



Janice Pang
Senior Executive, Rides Operations

“

Growth begins the moment you choose to learn – this belief shaped the way I lead. After completing ITE's Prepare and Conduct Coaching course, I started turning everyday interactions into opportunities for my team to grow. Clear expectations, stronger routines, and timely feedback helped us deliver more consistent training, smoother and safer ride operations, and guest experiences that felt genuinely cared for.

360-Degree Feedback

Extended to 253 Assistant Directors and above in 2025, enabling personalised development plans and coaching interventions based on feedback from supervisors, peers, and direct reports.

These initiatives foster continuous growth and leadership excellence, preparing leaders to champion transformation, embody the RWS Culture and advance the vision of RWS2.0.

Health and Safety

Our Approach

At Resorts World Sentosa, the health and safety of our guests, team members, and partners is paramount. As an integrated resort welcoming millions of visitors annually, we recognise that robust safety practices are essential to delivering exceptional experiences and sustaining trust. Our health and safety initiatives aim to shape a culture where everyone plays a role in safeguarding our workspaces. Guided by our Workplace Safety and Health (WSH) Policy and Framework, we established essential safety management systems, processes, and a safety culture in alignment with the Workplace Safety and Health Act of 2006. This WSH framework is underpinned by strong leadership from senior management and active engagement from all team members, ensuring shared accountability and safety awareness across the organisation.

In 2025, we maintained the ISO 45001 certification accreditation for the resort. Coupled with the prestigious bizSAFE STAR status achieved at the highest level of the bizSAFE Programme, these accomplishments are a testament of our robust implementation of safety across the organisation.

1 | Effective Safety Governance

RWS Board of Directors, supported by the Safety Steering Committee and Safety Working Committee, oversees the implementation of the Safety Management System (SMS) for GENS and the Group. The SMS serves as a structured framework that includes policies, procedures, responsibilities, and processes designed to manage safety risks and ensure a safe working environment. Significant safety concerns are reported to the GENS Audit and Risk Committee via the risk reporting structure established in the GENS' Enterprise Risk Management Framework. This collective leadership ensures effective communication, management of safety issues, and strict compliance with legal requirements. Meanwhile, our Safety Management Programme ensures that practical measures are implemented to identify, assess and mitigate hazards, prevent unsafe practices, and reduce risks to the lowest levels possible (ALARP). Under this programme, we ensure that Business Units adhere to the ISO 45001-2018 Occupational Health and Safety Management

Systems standard, which includes provisions for emergency preparedness addressing emerging workplace risks such as terrorism threats, disease outbreaks, and mental health challenges. We also conduct ad-hoc inspections to ensure that our contractors comply with established safety standards while providing their services to us on our premises.

2 | Fostering a Safety Culture

We encourage active participation from all team members in safety initiatives, including training, campaigns, and incidents as well as near-miss reporting. To support these efforts, relevant departments have their own Safety Committee that engages team members to promote safe practices relevant to their roles and responsibilities. These committees conduct quarterly safety meetings and communication sessions with their respective Heads of Departments to ensure open dialogue and continuous safety awareness. They also conduct investigations into safety incidents and near-misses and ensure that risks are communicated and addressed effectively.

3 | Prevention Through Proactive Risk Management and Preparedness

Our operations are required to adopt the WSH policy and framework to meet the local WSH legislative requirements. We adopt the Hierarchy of Controls to eliminate hazards systematically, ensuring both contractors and team members are actively engaged in this process. External contractors undergo mandatory safety induction, routine checks, and safety reviews to maintain high safety standards. RWS adopts a risk-based approach that aligns with WSH (Risk Management) Regulations and GENS' Enterprise Risk Management framework. This approach supports the SMS by prioritising activities posing higher risks, ensuring they are addressed first, followed by lower-risk activities. By adopting a risk-based approach, business units are empowered to assess their risks and identify areas for continuous improvement effectively.

Our Progress

In 2025, we aligned our workplace health and safety reporting with GRI 403 and the Ministry of Manpower's requirements to include all cases resulting in Outpatient or Hospitalisation Leave, Light Duty, Death, or Occupational Disease within our recordable injury count, offering a more comprehensive representation of our safety statistics. We remain committed to continually improving our safety management systems and to fostering a workplace where every team member is protected, supported, and able to work with confidence.

Attractions Safety and Accessibility

Attractions safety forms a core pillar of our commitment to sustainable and resilient operations. All rides across Universal Studios Singapore and Adventure Cove Waterpark undergo stringent safety assurance measures, including stress tests, system diagnostics, and comprehensive risk assessments before opening to the public. Team members also undergo structured training in emergency response, ride operations, and guest management, reinforcing a culture of care and operational excellence.

Heat Stress Management

Safety at our parks extends beyond attractions to holistic guest wellbeing and climate resilience. With rising temperatures, both parks adopt enhanced heat-stress risk management aligned with national guidelines, including continuous Wet-Bulb Globe Temperature monitoring, dynamic roster adjustments for outdoor crew, and proactive guest cooling measures. Material choices such as ETFE roofing in Universal Studios Singapore reduce surface temperatures and energy consumption while improving visitor comfort.



RWS team members participating in a Fire Safety Awareness Campaign

Key Highlights

ISO45001

Maintained

BizSAFE STAR

Achieved at highest level

Safety Design at Universal Studios Singapore

Every new attraction, including recent additions such as Illumination's Minion Land is designed to meet General Performance Specifications (GPS). GPS incorporates all ASTM International amusement ride safety requirements and enhances them with additional criteria in key areas such as system redundancy, long term reliability, predictive diagnostics, and comprehensive acceptance testing. These measures extend beyond ASTM's baseline framework, supporting our commitment to attractions that are not only safe but engineered for operational robustness and consistently high-quality guest experiences.

Accessibility at Universal Studios Singapore

Accessibility remains a key priority at Universal Studios Singapore, where the park is designed to welcome guests of all disabilities. Wheelchair friendly access routes and dedicated ride-in-wheelchair experiences such as Despicable Me Minion Mayhem, Shrek 4D Adventure, and WaterWorld ensure that guests with mobility needs can enjoy the full range of attractions. Guests with physical disabilities may also enjoy the attractions, provided they meet the specific rider requirements applicable to each ride. To further support guests with physical, medical, or cognitive conditions, the park offers the Guest Assistance Pass (GAP), an accessibility support system that provides prioritised attraction boarding for the guest and one accompanying caregiver. This allows them to wait in a more comfortable environment instead of remaining in the physical queue. Assessed upon verification of supporting documents, GAP is issued by the Guest Services team based on individual needs. GAP enhances inclusivity and ensures a safe, dignified, and enjoyable experience for all visitors.

Food Safety

Food safety is vital to guest health and satisfaction at RWS. We uphold high standards through a comprehensive approach spanning the entire food supply chain, from sourcing raw materials to meal preparation and service.

Our Quality Assurance team conducts monthly inspections to ensure compliance with food safety and hygiene procedures, while our Food Safety Policy is regularly reviewed and updated to remain relevant. Additionally, we perform random external laboratory testing of food samples to meet stringent microbiological standards. These rigorous measures ensure we deliver safe, exceptional, and unforgettable dining experiences to every guest.

Implementing a Robust Food Safety Management System

We operate under a Food Safety Management System (FSMS) designed with reference to internationally recognised standards such as ISO 22000:2018 and Hazard Analysis and Critical Control Point (HACCP).

The FSMS ensures strict adherence to:

- Personal hygiene protocols
- Sourcing high-quality ingredients
- Regular maintenance and pest control
- Monitoring food preparation temperatures
- Maintaining proper storage conditions

This system safeguards the highest levels of food safety and quality across all operations.

Empowering Team Members Through Training

Our team members are at the core of FSMS success. As an accredited training organisation recognised by SkillsFuture Singapore (SSG) and the Singapore Food Agency (SFA), we ensure all F&B team members undergo the Food Safety Level 1 Course conducted in-house. Every food handler is thoroughly trained and certified to uphold strict hygiene standards across all premises.

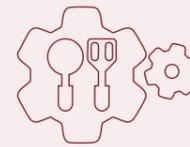
Leveraging Technology for Safer Operations

To eliminate human error in temperature monitoring, we installed automated monitoring devices in walk-in chillers and freezers. These devices continuously track temperatures and trigger immediate alerts to chefs and maintenance teams in case of deviations, ensuring optimal storage conditions and protecting ingredient freshness.

Streamlining Inspections with Digital Tools

In line with our commitment to efficiency and sustainability, we transitioned from paper-based QA checklists to the digital I-Auditor system for all F&B outlet inspections. This shift reduces paper waste, streamlines processes, and strengthens accountability through a centralised platform for tracking corrective actions, supporting both operational excellence and sustainability goals

Key Highlights



Kitchen Automation

Automated equipment such as egg fryers, rotary wok machines, and churro machines have been introduced to improve productivity and ensure consistent product quality.



Implementation of 5S Methodology

The 5S workplace organisation system—Sort, Set in Order, Shine, Standardise, and Sustain—has been integrated into kitchen operations to enhance efficiency, reduce waste, and improve safety.

Chillers and freezers are organised to segregate food products by category, minimising the risk of cross-contamination.



Food Safety Compliance

The Quality Assurance team enforces the 12 Essential Food Safety Rules through daily briefings and inspections, ensuring strict adherence across all kitchen operations.

Looking Forward

Quality Assurance Initiatives for 2026

Laboratory Testing Program

The Quality Assurance team will implement a comprehensive laboratory testing plan, including surface swabs of food contact areas (e.g., kitchen equipment, knives, tabletops), high-risk food products, and hand swabs of food handlers. This initiative aims to strengthen the validation of the Food Safety Management System.

Annual Training Plan

A structured monthly training program covering food safety and workplace safety topics will be established for the entire year of 2026.

Mock Recall Exercises

Monthly mock recall exercises will be conducted to verify the robustness of recall procedures and maintain product traceability.

Orientation Program Review

The orientation program will be updated to ensure new team members understand and adhere to Standard Operating Procedures (SOPs) and food safety initiatives.

HACCP Certification for Central Production Kitchen

Quality Assurance will assess operations and layout of the central production kitchen to achieve HACCP certification through an external certification body.

From stringent food safety protocols and advanced monitoring systems to workplace safety measures and continuous training, we adopt a proactive, risk-based approach to safeguard well-being. As we expand our areas of operations, we remain committed to evolving our safety standards, leveraging technology, and fostering a safety-first mindset to ensure every interaction within our resort is secure, seamless, and memorable.

“

We remain committed to evolving our safety standards, leveraging technology, and fostering a safety-first mindset to ensure every interaction within our resort is secure, seamless, and memorable.



Amplify Impact

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DRIVING PILLAR

Amplify Impact

Approach

Core Drivers

2030 Sustainability Master Plan Pillars

- 1 Uplifting Communities
- 2 Better Together
- 3 Serving with Purpose

- Inclusive Community and industry
- Preserving Nature

2030 Target

>500,000

total volunteer hours since 2010

>90%

biddable spend on supporting local businesses

2025 Performance

478,085

volunteer hours since 2010

>80%

of total procurement spend attributed to locally registered companies



Resources

[Code of Ethics and Business Conduct](#)

[Corporate Social Responsibility Giving Guidelines](#)

Empowering and Engaging Local Community

Our Approach

Community impact requires more than good intentions; it demands strategic focus and sustained commitment. We approach corporate social responsibility by identifying where our unique assets, including facilities, expertise, networks, and reach, can address genuine community needs. This targeted approach ensures our contributions create measurable value for beneficiaries while aligning with broader social and environmental objectives.

In 2025, we established our GENS Giving Guidelines, which establish clear criteria for the causes and organisations we support through our community programmes and philanthropic efforts. We also refreshed our Corporate Social Responsibility (CSR) framework to align with evolving societal needs and business priorities. Our community engagement strategy is guided by three core priorities:

1 | Supporting social causes aligned to wider business objectives

Doing good is integral to doing good business. Our updated CSR framework prioritises emerging social causes and areas of growing concern, ensuring our initiatives align with the evolving needs of the communities we serve while supporting broader business objectives.

2 | Empowering change through volunteerism and strategic partnerships

We mobilise the strength of our team members and partner with like-minded organisations to drive change. Through collective effort, we amplify our impact and deepen our contributions to local communities.

3 | Strengthening capability development for our local economy

We actively invest in and advocate for social enterprises, local suppliers, and the arts to create lasting economic and cultural benefits. By empowering community stakeholders, we go beyond meeting immediate needs, working hand-in-hand to shape a future where aspirations transform into achievements.

Key Highlights



> \$2.1 million

contributions in monetary and in-kind donations



478,085

volunteer hours since 2010

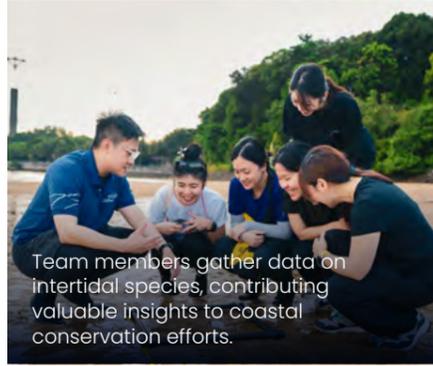


>24,700

beneficiaries impacted



Young explorers dive into discovery at The Straits Times' Big Day Out in Singapore Oceanarium



Team members gather data on intertidal species, contributing valuable insights to coastal conservation efforts.



Proud Principal Partner of National Day Parade 2025 with the ocean-inspired 'Aliyya's Aquarium' float

Flagship Community Engagement Programme – RWS Cares

In 2025, RWS contributed more than \$2.1 million in cash and in-kind donations, alongside funds raised for various causes across Singapore. Our passionate team members also dedicated more than 1,600 volunteer hours through 67 RWS Cares activities, amplifying positive social impact for individuals and the environment. Collectively, our giving and volunteer engagements reached over 24,700 beneficiaries, reinforcing the culture of giving across our organisation.

Our Three Pillars of Community Commitment

1	2	3
Education	Climate Action	Support Local
Position		
We believe in creating diverse livelihood opportunities through leveraging our knowledge and industry expertise to empower underserved individuals across all walks of life.	We believe in inspiring stewards of environmental change through biodiversity conservation and research, sustainability awareness and initiatives, and strategic partnerships for collaborative climate action.	We believe in catalysing vibrant socio-economic development through our operations, supporting local enterprises, and fostering inclusive growth.
Approach		
Provide access to fair and holistic educational and vocational opportunities, especially to those who may have a weaker start, through pathways including thought leadership, advocacy, mentorship, and apprenticeship.	Partnerships with conservation groups and relevant government agencies to support conservation projects and initiatives, such as coastal clean-ups and citizen science research. Provide avenues for conservation outreach and education through programmes in and outside of Singapore Oceanarium.	Drive economic opportunity, access, and equity to business partnerships, including prioritising local farmers where feasible, artists with disabilities, and social enterprises with aligned charitable causes.

Education

Cultivating Tomorrow's Sustainability Champions

Our integrated resort encompasses diverse operations from award-winning green buildings and advanced energy systems to attractions, hotels, and MICE facilities, creating opportunities to demonstrate sustainability principles in practice. This operational diversity enables us to offer emerging hospitality professionals meaningful exposure to responsible tourism across multiple contexts.

In 2025, we partnered with ITE College Central's Events Management programme to develop an immersive three-week training initiative. Through the RWS Sustainability Edutour, students explore how hospitality excellence and environmental stewardship intersect, transforming abstract concepts into practical knowledge. Team members from Sustainability, Human Resources, and Attractions led training sessions to develop sustainability expertise alongside essential communication skills, confidence, and advocacy capabilities.

Upon completing training and evaluation, students would have the opportunity to serve as volunteer tour guides alongside team members, showcasing our sustainability initiatives to industry stakeholders. The inaugural cohort of 20 students commenced in October 2025, preparing them to champion sustainable tourism practices throughout their careers and extend our impact across the broader industry.

Children's Biodiversity Library

In 2025, the Children's Biodiversity Library by Singapore Oceanarium at Singapore's Central Library continued to serve as a key outreach platform advancing our mission to foster ocean literacy, environmental awareness, and community participation. Through monthly public workshops, educational programmes, meaningful partnerships, and youth engagement initiatives, the Children's Biodiversity Library strengthened its role as an accessible, family-friendly hub for biodiversity education.

Rooted in inclusive learning, youth empowerment, and cross-departmental collaboration, our approach brings marine conservation closer to the community. By creating welcoming spaces for discovery and dialogue, the Children's Biodiversity Library helps children and families develop meaningful connections with marine ecosystems and an appreciation for the role they can play in protecting the natural world.



Engaging young learners at the Marine Biodiversity Carnival

2025 Programmes and Engagement

Throughout 2025, we delivered 12 monthly public workshops featuring marine-themed crafts, storytelling, and creative activities for children and families, engaging over 480 participants at the Children's Biodiversity Library by Singapore Oceanarium. Youth engagement was further strengthened through SOTA-led workshops, which broadened opportunities for creative participation and leadership development. We also hosted the launch of Timmy & Tammy at the Library by Ruth Wan, reinforcing the value of local storytelling in making environmental education relatable and culturally resonant for young audiences.

A major highlight was the Marine Biodiversity Carnival, which attracted more than 800 participants. Among them, more than 314 families completed an interactive booth trail featuring various Singapore Oceanarium departments, providing a holistic view of marine biodiversity through play-based learning. Over 35 guests took part in the "A Day in the Life" segment, gaining behind-the-scenes insights into the roles and responsibilities of our Animal Care, Education, and Conservation & Science teams.

Over the year, the Children's Biodiversity Library welcomed over 433,388 visitors, reflecting strong community interest in accessible marine biodiversity education.

Looking Forward

In 2026, the Children's Biodiversity Library will refresh its educational collateral with a deep-sea theme and introduce a dedicated mangrove learning area featuring replicas to enhance interpretive storytelling. Planned initiatives include age-segmented workshops, expanded youth-led programmes, enhanced family engagement through annual events, improved educational materials aligned with Singapore Oceanarium's evolving narrative, and enhanced gamification through co-branded resources with the Central Library.



Volunteers from the Ocean Advocates Programme after a Dive Cleanup

Climate Action

We advance environmental sustainability and stewardship through the Ocean Advocates programme, a volunteer-driven initiative led by our Conservation & Science team. By uniting and mobilising individuals passionate about ocean protection, the programme drives coastal and underwater cleanups in Singapore. Data collected during each cleanup is compiled and submitted to global monitoring databases managed by Ocean Conservancy and PADI's Dive Against Debris, contributing to broader efforts to understand and mitigate marine pollution.

In 2025, Singapore Oceanarium's Ocean Advocates programme conducted six cleanups in partnership with seven organisations, including Friends of Marine Park, Youth Ocean Advocates, KAIA Initiative, and National University of Singapore Society. These efforts mobilised over 180 volunteers who collectively removed 846 kg of marine debris from local waters. Activities included two dive cleanups at Seringat Kias and Lazarus Island, and four coastal cleanups at Marina East Breakwater, Punggol Coast, Coney Island, and Bendera Bay on St. John's Island.

By connecting community action with scientific data and conservation outcomes, Ocean Advocates not only improves marine habitats but also inspires a growing community of individuals committed to protecting ocean health and advancing climate action.

Supporting Local

We recognise local organisations as essential partners in building vibrant, resilient communities and driving sustainable economic growth. By strategically investing in local businesses, social enterprises, and community organisations, we catalyse economic opportunity while strengthening the social fabric that underpins long-term prosperity. Through sustained collaboration, capacity building, and market access, we enable these organisations to scale their impact, create meaningful employment, and reinforce Singapore's vision for inclusive economic development.

Championing Inclusive Creative Economy

We reimagine our spaces as platforms for inclusive artistry, transforming creative talent into sustainable livelihoods while enriching every guest experience with authentic, meaningful art.

The Ora Collective

Launched in 2024, The Ora Collective at Hotel Ora provides a platform for local enterprises and underrepresented artisans to showcase their work and generate income. Since its launch, the dedicated retail space has featured curated handcrafted goods from artisans including single mothers, the elderly, and persons with disabilities. This initiative is provided at no cost to artisans, with all proceeds from sales going directly to them.

In 2025, we featured products from JOURNEY by TOUCH Community Services, representing the creative talents of persons with intellectual disabilities, and ART:DIS Studio, which transforms artworks by artists with disabilities into quality lifestyle products. These partnerships supported crafters and generated over \$6,500 in sales while providing guests with meaningful, locally crafted souvenirs.

By spotlighting the creative economy of underserved communities to our global guests, The Ora Collective serves as more than a retail space. It is a platform we activate for amplifying voices, celebrating local artistry, and demonstrating that inclusion enriches both communities and guest experiences.

Partnership with ART:DIS

Our multi-faceted partnership with ART:DIS, a non-profit organisation championing learning and livelihood opportunities for persons with disabilities in the arts, expanded significantly in 2025 across multiple touchpoints. With the artworks spanning high-profile public spaces and intimate guest environments, the collaboration reflects our belief that inclusive creativity enriches both cultural expression and guest experiences.

Singapore Oceanarium

Building on our 2024 collaboration, we unveiled the complete three-part commissioned artwork series *Evolving Oceans: A Symphony of Life* by ART:DIS artist Eugene Soh, now displayed along the oceanarium's Hallway of Hope. Positioned at the final stretch of the guest journey, the installation provides an inspiring conclusion that reinforces themes of resilience, restoration, and collective action for ocean protection.

The artwork was prominently featured during our Opening Ceremony on 23 July 2025, officiated by Ms Grace Fu, Minister for Sustainability and the Environment and Minister-in-charge of Trade Relations, alongside Tan Sri Lim Kok Thay, Executive Chairman and Acting Chief Executive Officer of Genting Singapore, and Ms Lee Shi Ruh, Chief Executive Officer of Resorts World Sentosa. The full triptych was showcased on the LED screen backdrop, and elements from the artwork were incorporated into exclusive merchandise presented as door gifts to invited guests.

The Laurus

At The Laurus, Singapore's first all-suite Luxury Collection Resort, we integrated artworks from two ART:DIS Studio artists into every guest room, transforming hospitality spaces into galleries celebrating diverse perspectives. Deaf photographer Isabelle Lim, who was born with Nager Syndrome, contributed a series of striking black-and-white photographs capturing Singapore's iconic landmarks. Norwegian-Singaporean painter Natalie Holstad, who lives with Ankylosing Spondylitis, created vibrant painted artworks that bring colour and emotional depth to each space. Through their distinct artistic voices, Lim's powerful visual storytelling from a world of silence and Holstad's intuitive exploration of healing through abstract expression, offer guests experiences of Singapore's creative landscape through unique perspectives.



From Left to Right: Ms. Hwang Yu-Ning, Ms. Melissa Ow, Tan Sri Lim Kok Thay, Minister Grace Fu, Ms. Lee Shi Ruh, Ms. Thien Kwee Eng, Ms. Lam Xue Ying



The Ora Collective showcases handcrafted goods from underrepresented artisans



The "Evolving Oceans: A Symphony of Life" artwork series by Eugene Soh of ART:DIS Singapore



Artworks by artists with disabilities bring vibrancy and local creativity to The Laurus

Supporting Local Arts & Culture

Beyond individual collaborations, we invest in Singapore's artistic future by funding emerging arts groups and partnering with cultural institutions, creating platforms where local creativity inspires meaningful conversations and enriches our collective cultural landscape.

Singapore Oceanarium by RWS Sustainability Arts Fund

To support local arts groups in creating immersive art that inspires ocean conservation, RWS established a \$200,000 seed fund under the National Arts Council's (NAC) Sustain the Arts (stART) Fund. The stART Fund empowers smaller arts organisations to strengthen the long-term sustainability of their practice while advancing creative excellence.

Through open calls for proposals, RWS and NAC collaborate with local arts groups to develop creative expressions that spark meaningful conversations about marine conservation among Singapore Oceanarium's guests. In 2025, two local arts groups, Mural Lingo and TRDOco, were selected to launch their impactful art forms as part of Singapore Oceanarium's opening celebrations.



Mural Lingo: Between Wonder and Waste

Mural Lingo created an impressive 22-meter wall art mural incorporating tangible waste collected during beach cleanups, including one with Singapore Oceanarium's Conservation & Science team. Combining traditional paintwork, sculptural installations, and motion-sensor technology, this symbolic artwork transitions from a thriving ocean to a dystopian reality impacted by waste, encapsulating the interconnectedness of human actions and marine biodiversity.



TRDOco: Guardians of the Sea

TRDOco presented stirring dance performances weaving the beauty of marine life with the reality of ocean pollution in a three-part narrative exploring the cause, effect, and solutions to marine conservation challenges. With the Open Ocean habitat as backdrop, dancers performed across 12 shows, immersing guests within the performance space and inviting them to reflect on their impact on the ocean.

This partnership demonstrates the power of bridging local arts and sustainability to create immersive experiences with compelling storytelling. By expanding artists' reach and audience base, we foster a vibrant cultural ecosystem while inspiring meaningful action for ocean protection. In recognition of sustained contributions to the arts, RWS was accorded the Friend of the Arts Award at the Patron of the Arts Awards 2025.

Partnering with Ding Yi Music Company

To celebrate and support Singapore's vibrant music scene, Singapore Oceanarium contributed over \$2,000 to local Chinese chamber ensemble Ding Yi Music Company, in support of their mission to promote Chinese chamber music. During the 2025 Chinese New Year campaign, Spring in the Sea, Singapore Oceanarium featured a specially curated playlist by Ding Yi, enhancing the cultural atmosphere of the oceanarium. This partnership demonstrates our ongoing commitment to support local artists and enrich the guest experience through meaningful cultural programming.



Live Chinese chamber music performance by Ding Yi Music Company

Celebrating Local Brands Through Retail

We reimagine retail spaces as platforms where Singapore creativity takes centre stage, connecting homegrown designers and brands with millions of global visitors.



Eco-conscious products from Pass It On, featured as part of Singapore Oceanarium's retail offerings that champion local, sustainable makers

Singapore Oceanarium Store

With the opening of Singapore Oceanarium in July 2025, over 90% of vendors at our retail store are homegrown businesses. Our retail offerings feature local brands such as Scent by Six, Pass-It-On, Plural Supply, Runrascals, and Momiji, offering guests authentic locally crafted products while supporting Singapore's creative and entrepreneurial ecosystem.

Beyond featuring established local brands, we collaborate with talented Singaporean artists to create exclusive designs for our merchandise collections. In 2026, we will partner with award-winning local artist Miss Tan Zi Xi, known by her moniker MESSYMSXI, to develop a collection that brings her distinctive artistic vision to our guests.

PROJECT +65 at Universal Studios Singapore

In celebration of SG60, Singapore's 60th anniversary of independence, Universal Studios Singapore launched PROJECT +65, an exclusive merchandise initiative that reimagines global pop culture icons through collaborations with local artists and brands. The inaugural Sesame Street x Andre Tan collection, launched in July 2025, featured the work of acclaimed local pop artist Andre Tan, followed by the December 2025 Felix the Cat x The Corner Shop collection which partnered with The Corner Shop (杂货店), a local brand renowned for championing underground creative movements. Through PROJECT +65, we create meaningful platforms for local artists and brands to reach global audiences, generating economic opportunities while celebrating Singapore's vibrant creative identity. The initiative affirms our belief that homegrown creativity not only belongs on the world stage but can stand confidently alongside international icons.



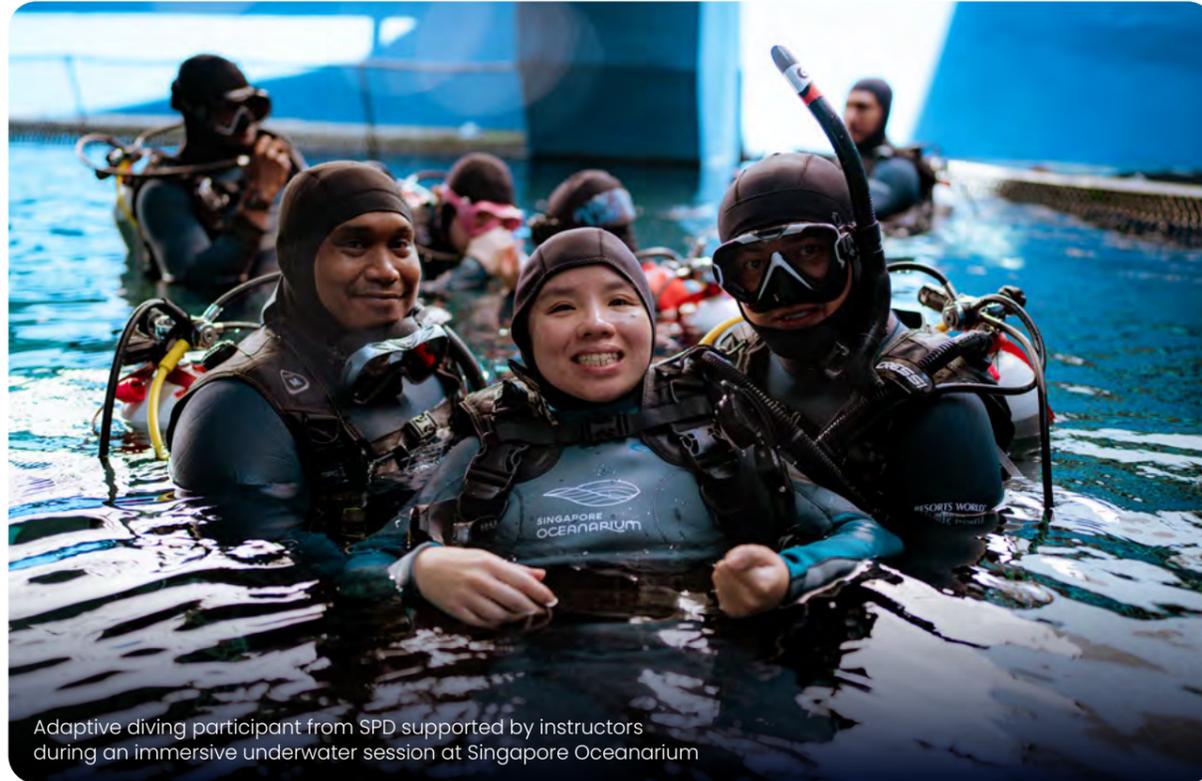
Merchandise from the Andre Tan x Project +65 collaboration at Universal Studios Singapore, reimagining pop-culture icons

Spirit of Volunteerism

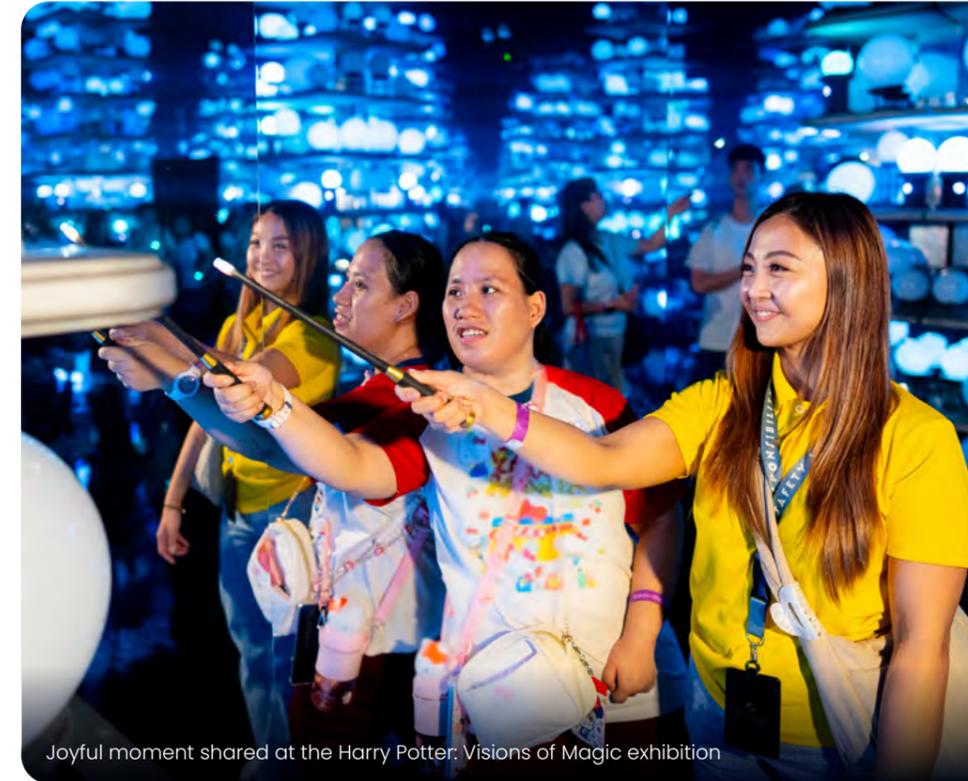
We drive meaningful social impact through RWS Cares, our comprehensive corporate social responsibility initiative. With a commitment to creating inclusive and sustainable communities, RWS Cares focuses on empowering volunteers and fostering partnerships that address pressing social and environmental challenges. In 2025, our volunteer efforts expanded significantly, with over 1,600 volunteer hours contributed, demonstrating RWS' collective spirit of giving.

RWS Cares Roadshow x Purple Parade

RWS proudly supports The Purple Parade, Singapore's largest movement dedicated to promoting inclusion and celebrating the diverse abilities of persons with disabilities. In August 2025, we set up booths at three staff canteens to raise awareness about The Purple Parade and promote volunteering opportunities aligned with our CSR Framework's four pillars. These booths were met with success, engaging more than 300 team members across three days. Themed goodies, such as lanyards, tissues, and pins sponsored by The Purple Parade, helped spark meaningful conversations about inclusivity. We were heartened by our team members' contribution towards building a more supportive and inclusive environment for everyone.



Adaptive diving participant from SPD supported by instructors during an immersive underwater session at Singapore Oceanarium



Joyful moment shared at the Harry Potter: Visions of Magic exhibition

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Sessions like this really send a very strong and inclusive message that diving can actually be, not just for the trained and the informed, but also for the wider community – and this includes persons with disabilities as well. It's a very special experience.

Eunice Chua

Programme Manager of Rehab Services, SPD HQ (Adaptive Diving)

Partnership with SPD

We strengthened our partnership with SPD through sustained volunteer engagement across multiple programmes. Team members actively volunteered in Early Intervention Programme for Infants and Children (EIPIC) Reading Sessions and at Day Activity Centres, supporting learning and engagement for children and adults with disabilities. We also joined SPD's Lunching with Friends programme at Tiong Bahru Market Hawker Centre, empowering adults with disabilities to build confidence and essential life skills. From ordering meals to using digital payments, every interaction was a step towards greater independence, and a chance for us to learn, connect, and grow together.

A key highlight of the year was hosting 30 persons with disabilities and their caregivers at the Harry Potter: Visions of Magic exhibition, creating magical moments and inclusive experiences for SPD beneficiaries and their families. Collectively, these sustained efforts demonstrate our commitment to creating welcoming spaces, strengthening social inclusion, and generating lasting positive impact within the communities we serve.

Adaptive Diving with SPD

Singapore Oceanarium has championed adaptive diving through sessions conducted twice annually since 2017, creating pathways for individuals with disabilities to experience meaningful marine connections. In 2025, we conducted two dedicated sessions engaging six participants, providing comprehensive pre-dive briefings and adaptive scuba techniques that enabled participants to explore underwater environments with confidence.

Through this curated programme, participants gained independence, experienced personal achievement, and connected with the ocean in ways that were previously inaccessible. Beyond the individual experience, this initiative advances accessibility within the diving community, encouraging greater representation, acceptance, and empathy. By demonstrating the transformative impact of inclusive practices, we reaffirm our commitment to accessible, equitable recreation and the power of connecting people with the natural world.

Season of Good

Partners in Care: Bringing Families Together on Sentosa

In partnership with Sentosa Development Corporation (SDC), we invited families supported by The Straits Times School Pocket Money Fund (STSPMF) to enjoy festive activations across Sentosa island as part of our Season of Good celebrations.

Over three Saturdays in November, more than 250 beneficiaries and their families experienced a day on Sentosa designed to spark joy and strengthen connections. Volunteers from RWS, island partners, and community organizations befriended beneficiaries over shared meals, guided experiences across the island, and visits to Universal Studios Singapore, providing many families with their first opportunity to enjoy the theme park together.

In parallel, RWS strengthened its fundraising efforts for STSPMF through the sale and redemption of Yours For Good charm bracelets, with all donations matched

dollar-for-dollar by the resort. Through purposeful partnerships and collective action, we continue building a culture of giving that creates lasting social impact for the communities we serve.

Connecting Communities with Singapore's Longest Gingerbread Train

In the festive spirit of Christmas, we invited seniors from Chinatown Active Ageing Centre to WEAVE for a heartwarming celebration. The visit featured the unveiling of Singapore's Longest Gingerbread Train, a 71-meter creation with 168 handcrafted carriages that earned recognition in the Singapore Book of Records. Seniors then embarked on a guided sensory journey at Singapore Oceanarium, immersing

themselves in marine habitats as part of our wider Season of Good initiative.

This engagement marked the start of a three-year partnership with SG Cares @ Kreta Ayer, reinforcing our commitment to social inclusion and community wellbeing. To extend festive cheer beyond the event, portions of the Gingerbread Train were distributed to five other Active Ageing Centres and nursing homes across the community.

In total, approximately 220 seniors across six Active Ageing Centres participated in the programme, supported by 178 team member volunteers who collectively contributed close to 640 volunteer hours, underscoring our dedication to inclusive community engagement.

Looking Forward

As we look ahead, we remain committed to driving positive change, fostering meaningful connections, and supporting vulnerable communities to ensure no one is left behind. Our strategic focus will encompass the following key areas:

Adherence to Core CSR Guidelines	Sustained Community Impact	Contributing to Positive Socio-Economic Outcomes	Enhancing Inclusive Experiences
<p>We will reinforce our commitment to CSR by prioritising initiatives that align with our established guidelines. These principles serve as the foundation of our efforts to promote ethical practices, sustainability, and long-term value creation with like-minded partners.</p>	<p>Our projects aim to produce lasting benefits for the communities in which we operate. By designing initiatives with long-term effects, we intend to address key challenges and empower local communities.</p>	<p>We will focus on programmes that drive measurable socio-economic advancements. Through strategic investments, partnerships, and capacity-building efforts, we seek to enhance livelihoods, create opportunities, and support resilient economies.</p>	<p>Inclusion will remain at the heart of our approach. We plan to explore and implement initiatives that foster equitable opportunities for diverse groups, ensuring our programmes and solutions reflect the diversity of the communities we serve. By focusing on these priorities, GENS aims to build a future marked by sustainable progress, inclusive growth, and meaningful community partnerships.</p>



RWS volunteers and STSPMF-supported families gathering for a community day of joy, connection, and festive experiences

Team members conducting an intertidal survey at Sentosa Coastal Trail as part of the Citizen Science volunteer programme



Biodiversity Conservation

Our Approach

Situated amidst Sentosa Island’s vibrant terrestrial and marine biodiversity, GENS is deeply committed to environmental stewardship, striving to minimise our ecological footprint while championing conservation efforts. Recognising the importance of biodiversity in maintaining healthy ecosystems, we go beyond operational priorities to implement meaningful conservation initiatives. These include the diligent monitoring of our terrestrial forest, the protection of marine biodiversity, active advocacy for biodiversity conservation, and the cultivation of meaningful partnerships in research and conservation.

1 | Terrestrial Conservation

We strive to protect the health and vitality of our terrestrial ecosystems. We ensure the long-term resilience of this habitat by conducting regular biodiversity surveys to monitor and protect native species across our 2.9-hectare forest.

2 | Marine Conservation

Singapore Oceanarium is dedicated to marine conservation, environmental education, and the highest standards of animal welfare. We strive to become a leading institute for marine research and conservation.

3 | Partnerships for Conservation and Research

Singapore is located at the edge of the Coral Triangle, which is the world’s richest marine biodiversity hotspot that also faces numerous threats. As a regional hub for marine conservation, we aim to empower local and regional organisations to innovate and advance marine conservation efforts through species recovery and ecosystem restoration. We have established new collaborative partnerships with key local and international partners to mitigate threats and promote recovery of biodiversity.

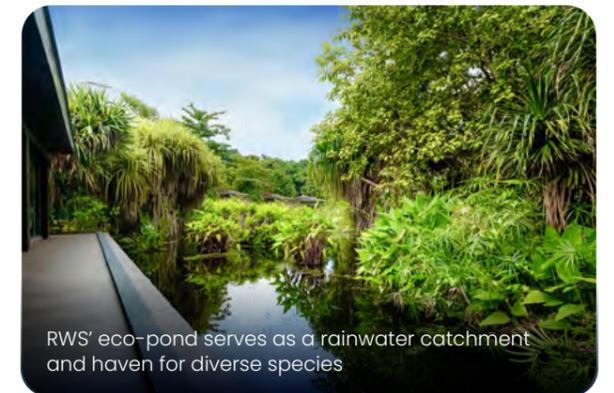
Our Progress

Terrestrial Conservation

Forest Preservation and Monitoring

Nestled at the base of Mount Imbiah, our 2.9-hectare coastal forest serves as a sanctuary for diverse plant and animal species, supporting local wildlife while contributing to Sentosa’s ecosystem health. The RWS Landscape team, in partnership with Nature Society Singapore (NSS) and National Parks Board (NParks), has actively monitored the forest’s biodiversity through comprehensive surveys in 2005, 2012, and 2022.

These surveys identified 93 plant species, over one-third of which are classified as threatened under the International Union for Conservation of Nature (IUCN) Red List of Threatened Species. To protect native species, we conduct proactive measures including targeted pruning to control the proliferation of invasive species. In the latest bird and butterfly survey, we documented 17 bird species and approximately 21 butterfly species, demonstrating the thriving biodiversity within this protected coastal forest and affirming the value of sustained conservation efforts.



RWS’ eco-pond serves as a rainwater catchment and haven for diverse species

Eco-pond and Biodiversity Sanctuary

RWS manages an eco-pond adjacent to Equarius Hotel’s Tangerine restaurant, featuring bio-swale filters and a stormwater collection system for water purification and irrigation. This sustainable water management approach conserves resources while creating a thriving habitat for diverse biodiversity, including egrets, hornbills, kingfishers, dragonflies, butterflies, monitor lizards, and more, showcasing harmony between nature and the resort.

The Biodiversity of Our Coastal Forest



Our Heritage Trees

Heritage Trees are mature trees of exceptional ecological, historical, and cultural value. As natural landmarks, they embody Singapore’s identity as a City in Nature, enhancing biodiversity, providing shade, and enriching the landscape. Under NParks’ Heritage Tree Scheme¹⁵, these trees receive dedicated protection, including stringent conservation requirements and specialised care.

At RWS, three Heritage Trees stand as symbols of our long-term commitment to nature conservation. Our first, the Seashore Mangosteen (*Garcinia celebica (hombroniana)*) at Universal Studios Singapore, marked the beginning of our conservation journey. This was followed in 2023 by the recognition of the Red-flowered Malayan Spindle Tree (*Bhesa robusta*) in our coastal forest, a towering specimen that reaches 35 metres in height.

In 2024, we proudly welcomed our third addition: the Common Pulai (*Alstonia angustiloba*), also located within our coastal forest. Distinguished by its striking buttress roots and the sweet, burnt-sugar scent of its seasonal blooms, this remarkable tree measures 6.8 metres in girth and takes eight adults linking arms to encircle its base.

Protecting Our Trees

In 2022 and 2023, we implemented enhanced maintenance measures for our new Heritage Trees, the *Alstonia angustiloba* and *Bhesa robusta*, including the installation of a lightning protection system (LPS) and conducting regular inspections. In 2024, we installed four additional LPS units for the large *Alstonia angustiloba* trees located near Tree Top Loft. These trees, towering over 30 meters, are significant in size and ecological value, warranting further efforts for their preservation. The LPS not only safeguards buildings but also protects these trees from direct lightning strikes, which could otherwise result in explosions, fires, side flashes, and other collateral damage.

Enhancing Biodiversity Through Landscape Design

As part of the RWS 2.0 expansion plan, we are refreshing the landscaping across the resort to enhance ecological value and guest experience. Within The Laurus, the newly refurbished Rejuvenation Garden has been thoughtfully redesigned in collaboration with landscape specialists to create a vibrant, biodiverse sanctuary nestled within the hotel’s forest-edged setting.

The garden’s planting strategy focuses on attracting a variety of pollinators by incorporating flowering and fruiting species that support pollination, seed dispersal, and natural nesting behaviour. By prioritising native and resilient plants guided by NParks’ native plant references, we ensure that the landscape not only thrives in local conditions but also contributes to ecological connectivity. Featured species include the Malayan Ixora (*Ixora congesta*), Red Leea (*Leea rubra*), and Rose Myrtle (*Rhodomyrtus tomentosa*), among others, chosen for their biodiversity-supporting qualities and striking visual appeal.

To broaden habitat diversity, the garden also integrates a range of micro-habitats designed to attract different pollinators and seed dispersers, creating a living landscape that benefits local wildlife while complementing the resort’s tranquil ambience. Now open to guests, the Rejuvenation Garden offers an immersive experience where visitors can enjoy the colours, textures, and avian activity characteristic of Singapore’s native shrublands right within the heart of the resort.



Our third Heritage Tree, the Common Pulai (*Alstonia angustiloba*) is located in the coastal forest.

¹⁵ Heritage Trees – Gardens, Parks & Nature – National Parks Board (NParks)

Marine Conservation

We are committed to the highest standards of animal welfare, conservation, and environmental education. With the opening of Singapore Oceanarium, we are strengthening our focus on marine conservation and science. As Asia’s leading ocean-focused destination, it now serves as a hub for research, learning, and public engagement to support local and regional partners working in protecting and restoring marine ecosystems. With research capabilities and strategic partnerships, we aim to drive innovative marine solutions that contribute meaningfully to safeguarding the ocean for future generations.

RWS-NUS Living Laboratory

Through a S\$5 million investment from 2022 to 2025, RWS and the National University of Singapore advanced significant research and public outreach under the Marine Biodiversity Living Lab.

Conservation & Science

Over the past three years, the Marine Biodiversity Living Lab has made significant contributions to marine science and conservation. Research teams advanced population studies of the Mosaic Reef Crab at Tanjong Rimau, achieving successful ex-situ culture and uncovering new insights into its ecology, distribution, and seasonal dynamics to chart knowledge that supports long-term species management.

Expertise within Singapore Oceanarium was further enhanced through specialised training in giant clam husbandry and culture, building local capability for future breeding and conservation efforts. The Living Lab also expanded beyond ecological science into interdisciplinary research, exploring the relationship between aquarium environments and human health. Early findings on emotional and physiological well-being have the potential to shape the next generation of aquarium design and visitor experience.

Capacity Building and Training

Developing community and institutional capability has been central to the programme’s impact. RWS volunteers received training in biodiversity photography, species identification, specimen curation, and field survey techniques that enabled them to actively contribute to biodiversity surveys across Singapore’s Southern Islands. These efforts not only strengthened citizen science participation but also enriched the ecological datasets necessary for long-term monitoring and conservation.

Education, Outreach & Knowledge Sharing

In conjunction with the opening of Singapore Oceanarium, the inaugural Research and Learning Week brought together scientists, volunteers,

educators, and community partners at the new Research and Learning Centre. The event fostered meaningful dialogue, showcased research progress, and underscored RWS’s role in driving marine education and capacity building.

Research outcomes from the Marine Biodiversity Living Lab were presented at international conferences including:

- International Symposium on Marine and Fisheries (SYMARFISH 2025)
- The Crustacean Society (TCS) Summer Meeting Paris 2025
- American Psychiatric Association Annual Meeting 2024

These presentations covered topics ranging from marine invertebrate science to the link between ocean health and human well-being, reinforcing the programme’s multidisciplinary strengths. Collaboration with at least six international experts further broadened the scientific depth and global relevance.

Partnerships for Conservation and Research

Singapore Oceanarium aspires to become Asia’s leading destination for marine education, research and conservation, championing the protection and restoration of marine species and ecosystems. To drive meaningful, long-term impact, we harness our expertise, experience, and cutting-edge facilities to forge strategic partnerships. These collaborations with marine research and conservation partners empower us to undertake initiatives that deliver tangible benefits to both the marine environment within the oceanarium and the broader ecosystem, ensuring a sustainable future for our environment.

Bowmouth Guitarfish Population Viability Analysis (PVA) Workshop

As part of our commitment to elasmobranch conservation through the international Shark Ray 360 collective, we hosted a Population Viability Analysis Workshop dedicated to the recovery of the Critically Endangered Bowmouth Guitarfish. The species has suffered severe declines due to overfishing and habitat degradation, making coordinated intervention essential. The workshop brought together a diverse group of more than 60 experts from 15 countries and over 19 aquariums, research organisations, and conservation institutions. Across the sessions, participants examined demographic data, identified knowledge gaps, modelled recovery scenarios, and discussed coordinated approaches such as establishing ex-situ assurance populations, developing improved husbandry and breeding methods, exploring future wild-release opportunities, and strengthening data-sharing frameworks. The workshop served as an

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With research capabilities and strategic partnerships, we aim to drive innovative marine solutions that contribute meaningfully to safeguarding the ocean for future generations.



RWS and Coralku Malaysia divers conducting coral restoration activities at Lang Tengah Island, Terengganu

important step in shaping a unified global conservation strategy for the Bowmouth Guitarfish, while positioning Singapore Oceanarium as a key convener in species recovery efforts.

Coral Reef Restoration Partnership in Terengganu

Through a new partnership with Coralku Malaysia, our team supported a coral restoration initiative at Lang Tengah Island in Terengganu. The work involved deploying artificial reef frames, collecting and outplanting native corals, and installing monitoring equipment to document coral spawning. The project established 10 reef frames, out-planted 300 corals fragments, and deployed 30 spawning tents for night-time monitoring. Beyond restoration, the initiative built valuable staff capability in coral planting, spawning observations, and early-stage settlement monitoring, strengthening our regional contributions to reef rehabilitation.

Microplastics and Plastic Nurdle Study

To address the escalating threat of microplastic pollution, we initiated a year-long research programme investigating the distribution, density, and environmental behaviour of plastic nurdles across beaches along the Johor Strait. Nurdles, commonly known as pre-production plastic pellets, are major contributors to microplastic pollution due to spills during global transport.

Our study involved monthly sampling at Changi Beach, Pasir Ris Beach, Coney Island, and Sembawang Beach, identifying accumulation zones influenced by currents, monsoon patterns, and shoreline characteristics. Beyond quantifying nurdle density, the project also examines persistent organic pollutants (POPs) adsorbed onto the pellets, including PAHs and PCBs, which often accumulate in marine food webs. Preliminary findings were presented at the Microplastics in the Environment and Water Symposium 2025 to inform cross-border strategies on microplastic mitigation and coastal clean-up priorities.

Sustainable Shark and Ray Fisheries in Sabah

In collaboration with the Marine Research Foundation (MRF), our team travelled to Semporna, Sabah – a globally important hotspot for shark and ray diversity – to participate in a community fisher dialogue. Marine species in this region face overexploitation due to high fishing pressure and community dependence on marine resources for food and income.

The dialogue brought together over 80 fishers and local government officials, providing a platform to exchange perspectives on fishery pressures, bycatch challenges, and shifting species availability. Our team delivered a presentation on global sustainability principles, highlighting how responsible fisheries management contributes to food security while protecting vulnerable elasmobranch species. The session reinforced the importance of community-centred conservation, and laid the groundwork for future joint projects in data collection, fisher training, and sustainable gear trials.

Global Policy Engagement & Collaboration

Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Global Youth Summit (CGYS)

We hosted the opening ceremony of the CITES Global Youth Summit (CGYS) 2025 at Singapore Oceanarium, welcoming 76 youth participants from 53 countries. The event was graced by Mr Tharman Shanmugaratnam, President of Singapore, as Guest of Honour. As part of the programme, we conducted a workshop on marine wildlife trafficking to equip young leaders with deeper understanding of threats to marine species.

We also participated in the CITES Conference of the Parties (CoP) held from 23 November to 5 December as an observer, supporting amendments to the youth resolution and strengthening our ties with international partners working on global conservation policy. Together, these efforts reflect our commitment

to empowering youth leadership and contributing meaningfully to global action for biodiversity conservation.

Community Engagement

Southern Coastal Watch: Sea Turtle Nesting Monitoring

In partnership with Sentosa Development Corporation, we piloted survey protocols to monitor sea turtle nesting behaviour on Sentosa’s beaches as a critical step toward understanding how urban coastal environments support threatened marine megafauna. The pilot phase focused on documenting beach characteristics, mapping potential nesting zones, testing survey frequency, and training staff in hatchling-safe monitoring techniques. The programme will expand in 2026 to include volunteers, creating a citizen-science platform that contributes to long-term sea turtle habitat protection and coastal management. This initiative builds public stewardship while generating essential ecological data for island-wide conservation planning.

Research and Learning Centre Expert Sessions and Workshops

Since opening, our Research and Learning Centre has become a hub for marine education and community engagement. Over five months, we hosted nine expert sharing sessions and six practical workshops, drawing more than 400 participants, including students, hobbyists, and conservation enthusiasts.

Activities included:

- species-focused talks on crabs, sea jellies, and Manta Rays,
- hands-on sea jelly sampling and identification,
- training sessions on giant clam taxonomy and conservation,



An expert sharing session on species ecology and conservation practices



Participants engaging in a hands-on marine science workshop at the Research and Learning Centre

- behind-the-scenes discussions with scientists and Animal Care Specialists,
- interactive demonstrations of research tools and field methods.

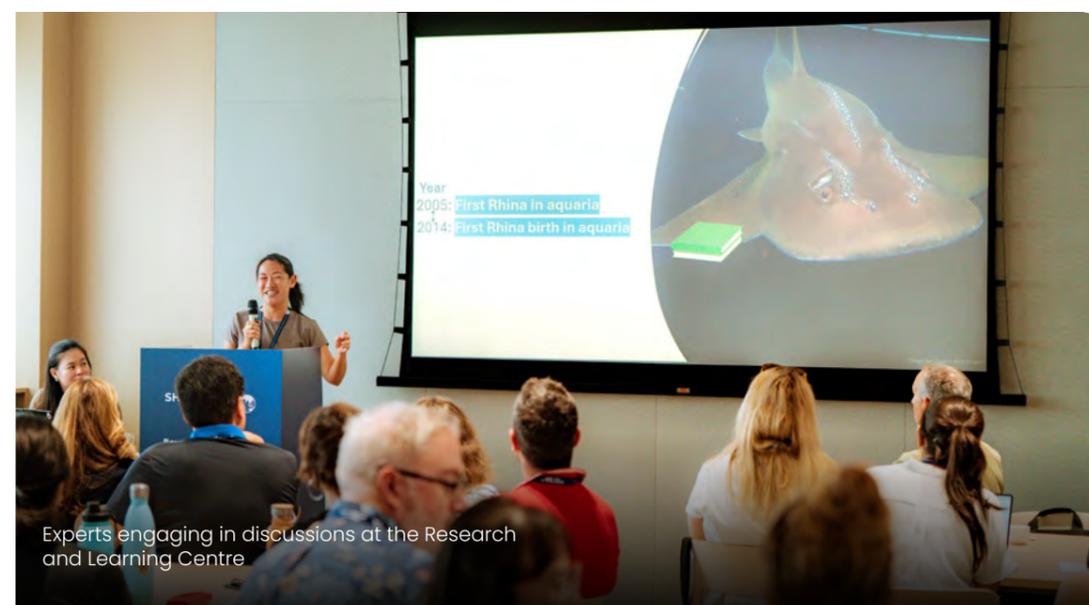
These programmes deepen public understanding of marine ecosystems, build local skills, and nurture the next generation of ocean advocates.

Looking Forward

Singapore Oceanarium is working closely with key partners to revamp our Conservation Masterplan. This ambitious five-year roadmap will align with the National Parks Board’s draft Nature Conservation Masterplan and the Convention on Biological Diversity’s Kunming–Montreal Global Biodiversity Framework, ensuring our priorities remain future-ready and globally relevant. The updated plan will be publicly released in mid-2026.



Over 60 experts from global aquariums, research institutions, and conservation organisations gathered for the Bowmouth Guitarfish Population Viability Analysis Workshop



Experts engaging in discussions at the Research and Learning Centre

Sustainability

Education and Advocacy

Our Approach

We welcome millions of visitors annually to our integrated resort and take an active role in supporting broader societal initiatives through sustainability education and outreach. By raising awareness, imparting knowledge, and fostering collaboration, we empower diverse groups to unite to create meaningful positive change. In 2021, we introduced the Sustainability Education and Advocacy Framework to guide our efforts in engaging key stakeholders.



The Sustainability in Motion Programme cultivates critical thinking and stewardship through immersive, scenario-based learning for young learners

Our Key Stakeholders



Guests

With millions of annual visitors to our hotels and restaurants annually, we leverage on these touchpoints to communicate our sustainability initiatives, encouraging individual behaviour change.



Suppliers

Engaging our suppliers allows us to influence their sustainability practices, translating to us providing goods and services to our guests in a more sustainable manner.



Team members

Fostering a sustainable mindset among employees enhances engagement and contributions aligned with our values, both personally and professionally.



Tenants

As a landlord, RWS provides guidance to influence responsible business practices among other ecosystem players in our resort, encouraging collective effort towards more responsible business practices.



Community, schools and institutions

In collaboration with social service agencies and educational institutions, we contribute our expertise to drive sustainability education and advocacy, inspiring the wider community and students population to support our nation's sustainability agenda.

Key Highlights

 <p>>21,300 Individuals</p> <p>educated across 427 schools</p>	 <p>1,045 kg</p> <p>of marine debris collected in total</p>	 <p>>4,800 public guests</p> <p>engaged through public programmes</p>	 <p>>550 hours</p> <p>volunteering hours by Docents</p>
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Empowering our Community

Ocean Advocates Programme

The Ocean Advocates programme empowers members of the public to take an active role in marine conservation through coastal and underwater cleanups coupled with education on the impacts of marine debris. Working alongside seven non-governmental organisations, academic institutions, and youth groups, including Friends of Marine Park, Youth Ocean Advocates, the KAIA Initiative, and the National University of Singapore Society, the programme strengthens community ownership of Singapore's coastal environment.

In 2025, we conducted six cleanups, comprising two dive cleanups at Seringat Kias and Lazarus Island, and four coastal cleanups at Marina East Breakwater, Punggol Coast, Coney Island, and Bendera Bay on St John's Island. These efforts mobilised over 180 volunteers, who collectively removed 846 kilograms of marine debris. All collected data were submitted to Ocean Conservancy and PADI Dive Against Debris, contributing to long-term global monitoring of marine litter and supporting evidence-based solutions to ocean pollution.

Docent Community

Established in 2018, the Docent Programme remains as Singapore Oceanarium's foundational volunteer community, bringing together passionate individuals who help raise public awareness of marine biodiversity. Docents are stationed across key habitats and discovery pools, enriching the visitor experience through species interactions, conservation storytelling, and the sharing of deep-sea specimens.

In 2025, we welcomed 22 new docents alongside 27 re-trained volunteers, expanding the active community to 49 members. Collectively, they contributed more than 632 volunteer hours, engaging thousands of visitors and deepening their understanding of ocean life, conservation issues, and responsible behaviour.

Asian Dive Expo (ADEX) 2025

Building on our debut in 2023, Singapore Oceanarium participated once again in ADEX 2025, one of Asia's leading dive exhibitions. Our team shared insights into marine animal behaviour and highlighted ongoing research in enrichment, observation, training, and habitat design. Through these engagements, we connected with more than 500 visitors, raising awareness of responsible diving practices and generating interest in future conservation and volunteer opportunities.



Sustainability in Motion Programme

The Sustainability in Motion programme introduces participants to Singapore Oceanarium's conservation priorities and situates them within broader sustainability principles. Aligned with RWS's LEAD initiative for sustainable tourism, it frames conservation as a key component of responsible travel and long-term resilience. The two-part experience begins with a guided tour exploring threats to ocean ecosystems and our approaches to research, innovation, water efficiency, breeding work, and sustainable operations. Participants then take on decision-making roles in an interactive scenario that explores real-world conservation challenges. Since the oceanarium's opening on 24 July 2025, we have delivered 26 sessions, engaging 1,202 participants, with plans to broaden the role-play narratives and embed emerging sustainability themes.

Across the programme, students participated in guided workshops, hands-on ideation sessions, and facilitated design-thinking exercises that introduced them to biological adaptation, systems thinking, and nature-based innovation. Supported by Singapore Oceanarium's team of assessors and Educators, students refined their concepts into early prototypes that demonstrated inventive approaches to sustainability challenges grounded in natural processes.

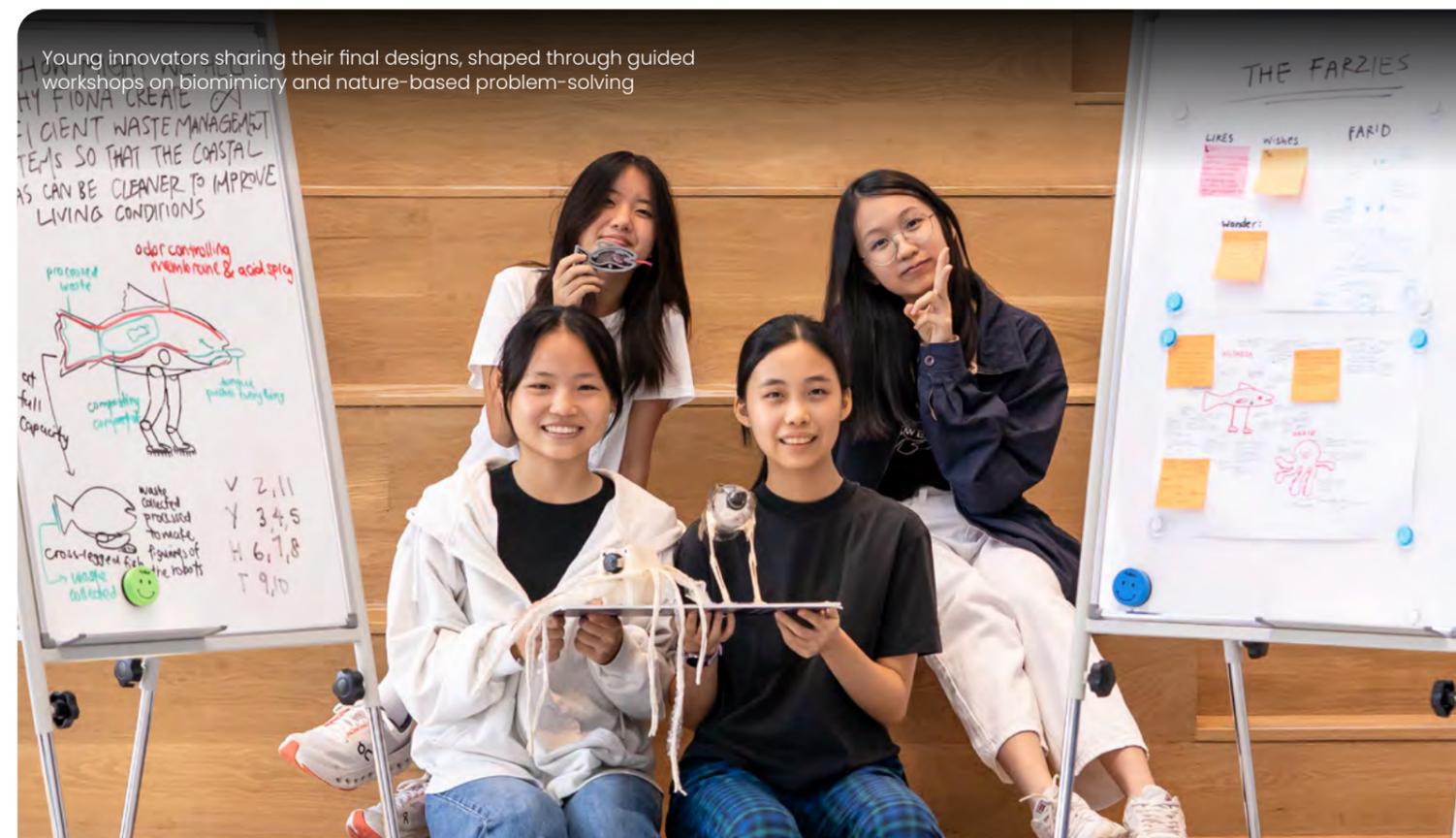
The pilot drew 44 students from seven schools, who collaborated in teams to develop their final submissions. Judges evaluated each prototype for creativity, feasibility, scientific grounding, and alignment with biomimicry principles. Beyond the competition, the programme strengthened students' confidence in applying interdisciplinary thinking and helped deepen their appreciation for the role of nature-inspired innovation in solving global challenges.

Nurturing Future Generations

Ocean Adaptation Challenge 2025

The Ocean Adaptation Challenge was launched in June 2025 as a pilot inter-school design competition aimed at inspiring students to explore environmental problem-solving through the principles of biomimicry. Positioned at the intersection of science, creativity, and sustainability, the Challenge encourages students to look to marine species and natural systems for innovative ideas that can address real-world challenges.

In 2026, we will expand its reach, introduce more specialised prototyping support, and incorporate new thematic prompts aligned with Singapore Oceanarium's conservation and research priorities. Discussions are also underway to strengthen partnerships with educational institutions and like-minded organisations to further elevate the programme's visibility and long-term impact.



“

It was evident that the programme was incredibly well-run from start to finish. Our students returned with a wealth of new knowledge, particularly regarding the different types of pollution affecting marine life. The depth of the content provided gave them a much stronger understanding of the environmental challenges our oceans face.

Mr Wan Bing Khiong

Changkat Changi Secondary School

Youth Ocean Ambassador Programme 2025

The Youth Ocean Ambassador Programme nurtures early youth leadership in marine conservation through a blend of curriculum-aligned learning, field activities, and reflective discussions. The 2025 edition, held from 1 to 5 December, focused on Marine Pollution and engaged 33 students from 11 secondary and seven post-secondary schools.

Participants explored marine ecosystems, examined pollution impacts, and collaborated in scenario-based exercises that strengthened critical thinking and communication skills. This year introduced a new culminating activity – the Marine Pollution Film Festival – where students produced short films to showcase their learning and conservation messages in place of traditional poster presentations.

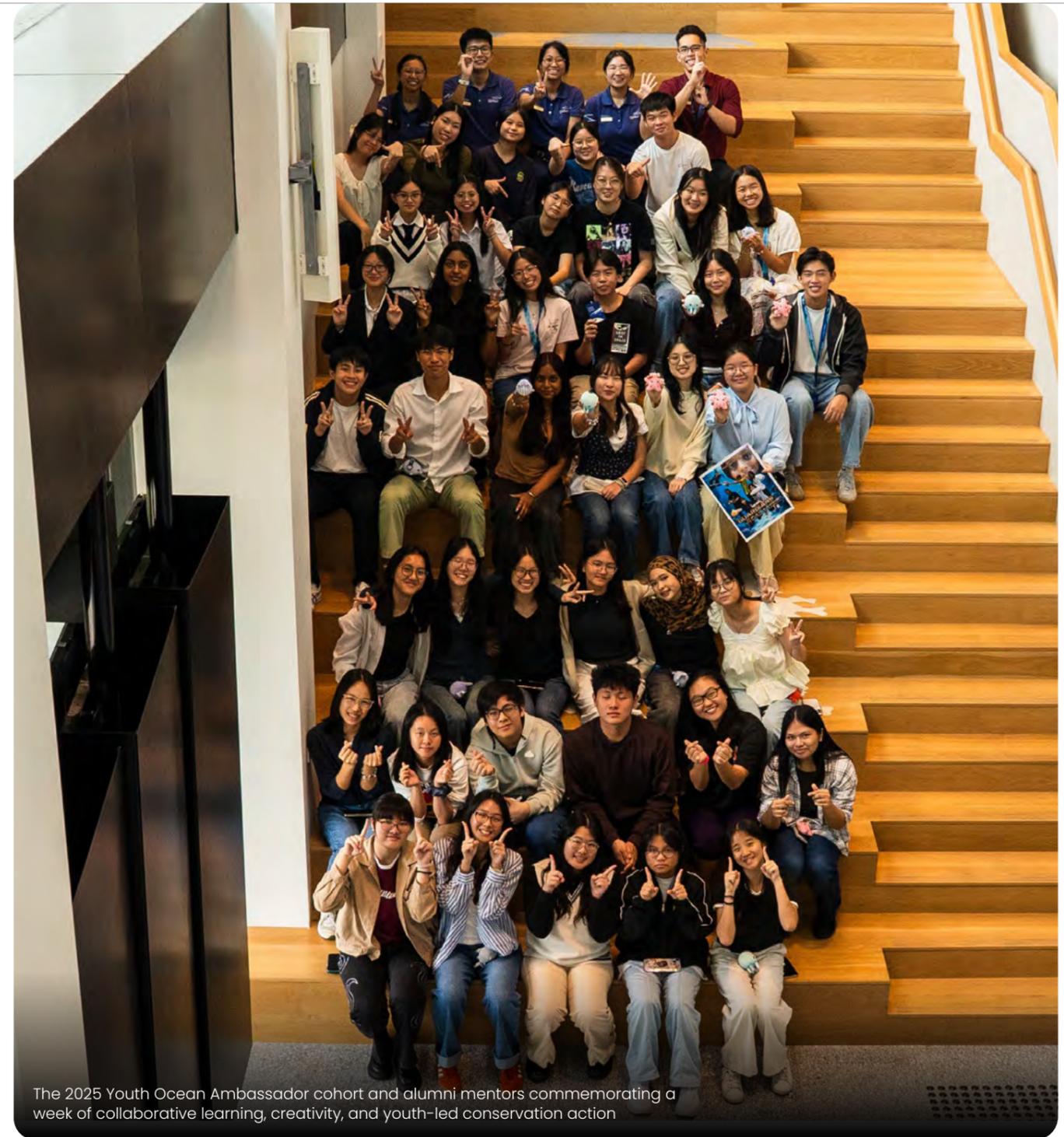
Eight alumni mentors supported the programme, contributing peer guidance and continuity across cohorts. All participants received certificates of completion and will have opportunities to return as future mentors. In 2026, the programme plans to expand to involve more students and broaden youth-led outreach opportunities.

ST Little Red Dot: Big Day Out 2025

Singapore Oceanarium hosted Big Day Out, the signature learning event by The Straits Times' Little Red Dot, on 20 October 2025 to mark the publication's 20th anniversary. Designed as an immersive out-of-classroom learning experience, the event brought together 70 upper-primary students for a programme focused on marine education, sustainability, and conservation.

Students took part in a series of interactive activities, including a “missing shark” mystery trail, ocean-themed challenge stations, and hands-on workshops using recycled materials. These activities encouraged curiosity-driven exploration of marine biodiversity while helping students understand issues such as marine pollution, habitat loss, and responsible consumption.

The event also encouraged creativity and environmental consciousness. Students designed marine-inspired costumes from upcycled materials, reinforcing lessons on reusability and waste reduction. Guided by our Education team, the experience promoted inquiry-based learning, teamwork, and reflective thinking, allowing students to connect classroom concepts with real-world environmental challenges. By inspiring curiosity and nurturing environmental stewardship at a young age, Big Day Out supported our mission to cultivate informed and responsible future generations who are motivated to protect the ocean and its ecosystems.



The 2025 Youth Ocean Ambassador cohort and alumni mentors commemorating a week of collaborative learning, creativity, and youth-led conservation action

Looking Forward

Building on the momentum of our outreach programmes, restoration partnerships, and education initiatives, we aim to deepen engagement across all age groups and expand avenues for meaningful public participation in marine stewardship. Our upcoming Conservation Masterplan, set for release in 2026, will guide this next phase by aligning our efforts with national and global biodiversity frameworks and sharpening our long-term priorities. Through stronger collaborations, enhanced learning pathways, and more opportunities for hands-on conservation action, we remain committed to inspiring communities and nurturing future generations who are confident, informed, and motivated to protect our ocean and its interconnected ecosystems.

Deepen Governance

In this section

- 55 Sustainable Tourism
- 60 Governance and Ethics
- 65 Responsible Gambling



DRIVING PILLAR

Deepen Governance

Approach

Core Drivers

2030 Sustainability Master Plan Pillars

- 1 Business Done Responsibly
- 2 Recognised Globally
- 3 Advocacy for Influence

- Responsible Business Practices
- Conscious Consumption

2030 Target

- Transparency and disclosure in alignment with ESG rating standards
- Adopt global standards for sustainable travel and tourism

2025 Performance

- Achieved A- CDP Rating for climate performance
- Maintained MSCI "AA" Rating and inclusion in FTSE4Good Index
- Attained ISO20121:2024 Event Sustainability Management Systems and Singapore MICE Sustainability Certification
- Highest RG Check accreditation score worldwide for ten consecutive years



Resources

[Code of Ethics and Business Conduct](#)

[Human Rights Statement](#)



Sustainable Tourism

Our Approach

Sustainability has evolved from niche considerations to defining expectation in global travel. Travellers increasingly seek destinations that minimise environmental impact and contribute meaningfully to local communities. Yet despite this shift, many visitors remain uncertain about how to make sustainable choices, creating a persistent intention-action gap documented in travel behaviour research. Inconsistent standards, limited transparency, and fragmented industry communication continue to create confusion, impeding the transition to genuinely sustainable tourism.

As a destination welcoming millions annually, we recognise both the responsibility and opportunity this presents. We choose to lead not by treating

sustainability as an optional amenity, but by making responsible travel natural and intuitive for every guest. Through purposeful initiatives spanning environmental protection and socio-economic advancement, we are improving the accessibility and visibility of sustainable offerings, empowering guests to make informed decisions throughout their journey.

Our sustainability efforts are guided by the LEAD framework, which focuses on lowering emissions, enhancing wellbeing, amplifying impact, and deepening governance. These pillars form the foundation of a long-term strategy that strengthens environmental resilience and uplifts the communities we serve. By advancing these commitments, we aim to set a new benchmark for responsible, resilient, and future-ready tourism.

1 | Leading the Sustainability Ecosystem

We set the standard for sustainability, aligning with global benchmarks and industry best practices to establish ourselves as a truly sustainable destination.

3 | Creating Transformative Experiences

We strive to create exciting and refreshing experiences for our guests and communities, delivering meaningful impact while advocating for sustainability.

2 | Collaborating for Success

We collaborate at the precinct and national levels to shape the sustainability agenda, leading by example through collaborating and testbedding new initiatives.

4 | Fostering Positive Socio-economic Impact

We prioritise uplifting our communities, ensuring they grow and thrive alongside us as we expand our business operations.

Leading the Sustainability Ecosystem

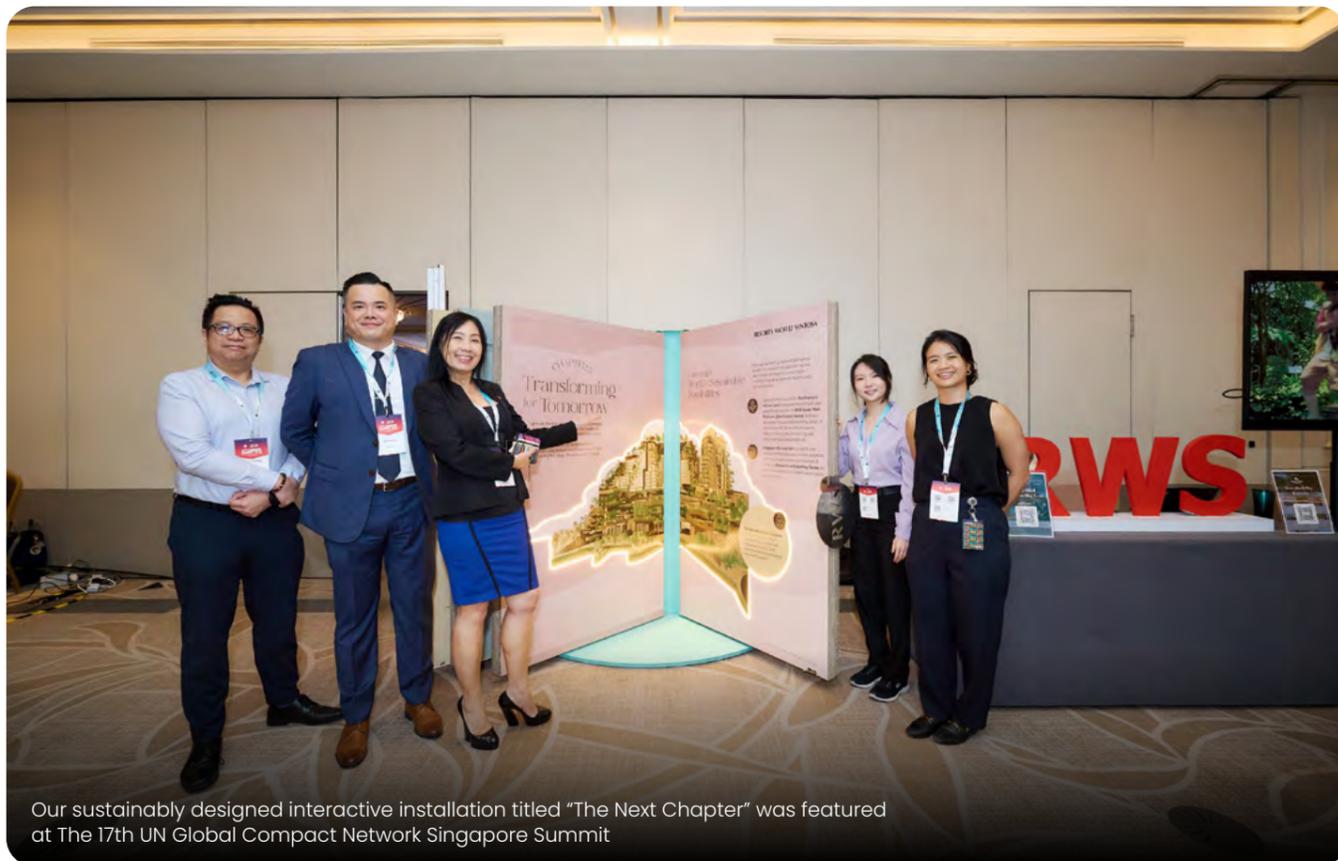
2025 marked a milestone year in our drive to benchmark ourselves against globally recognised sustainability standards. We became the first MICE venue in Singapore to attain the ISO 20121:2024 Event Sustainability Management Systems certification, and one of the earliest venues to achieve the SACEOS MICE Sustainability Certification at its highest Platinum tier. These achievements place RWS at the forefront of Singapore's ambition to become the world's best MICE city and align strongly with the national MICE Sustainability Roadmap. With these foundations in place, RWS' MICE venues are well positioned to support the industry's transformation and lead the shift toward responsible, future-ready events.

Our leadership extends beyond the MICE sector. RWS continues to strengthen its role in shaping the sustainable tourism landscape and catalysing best practices across the region. In addition to maintaining certification under both the Global Sustainable Tourism Council (GSTC) Destination Criteria and Industry Criteria for Hotels, we were selected as one of Asia's representatives to contribute case studies and operational insights for the GSTC x NTUC LearningHub Sustainable Attractions course launching in 2026.

As an early adopter of the GSTC MICE Criteria, we also contributed to GSTC's industry webinar, sharing our achievements and the operational challenges of managing sustainable MICE venues. By openly discussing real-world lessons and solutions, we aim to support wider industry adoption and encourage peers to raise the bar for environmental performance and responsible destination management.

Showcases Through Industry Events

In 2025, RWS hosted the 17th UN Global Compact Network Singapore Summit, the Singapore Apex Corporate Sustainability Awards, and Eco-Business' Cities: Possibilities 2025 Conference. These events brought sustainability practitioners and industry leaders from diverse sectors to Equarius Hotel, providing an ideal platform for us to demonstrate the sustainability profile of our hotels and venues. Through content presentations, panel discussions, and curated educational tours, we highlighted how sustainable practices are embedded across our operations and how our approach aligns with global environmental and social priorities.



Our sustainably designed interactive installation titled "The Next Chapter" was featured at The 17th UN Global Compact Network Singapore Summit

Key Achievements 2025



GSTC Destination Criteria and GSTC Industry Criteria for Hotels

Maintained



ISO20121 : 2024 Event Sustainability Management Systems

Certified



SACEOS MICE Sustainability Certification Platinum Tier

Certified



Research and Learning Centre BCA Green Mark Zero Energy Building

Two new buildings certified

Collaborating for Success

With RWS' diverse business lines and wide-ranging offerings, collaboration remains an important enabler in strengthening our sustainability performance. Partnerships with domain experts allow us to validate emerging solutions, enhance environmental data quality and scale operational improvements, reinforcing RWS' role as a catalyst for sector-wide sustainability advancement.

Waste Management and Recycling Association of Singapore (WMRAS)

To advance our waste reduction and circularity efforts, we partnered with the Waste Management and Recycling Association of Singapore. Through this collaboration, we are strengthening engagement with key stakeholders across Singapore's waste ecosystem and reassessing our waste flow across the resort. The insights gained will guide opportunities to improve circularity, enhance material recovery and embed more sustainable resource practices across our operations. Refer to the [Waste](#) chapter for more details.

Pledges

Singapore Hotel Sustainability Roadmap

Singapore MICE Sustainability Roadmap

Sentosa Disposable Pledge

SHA Hotel Industry Sustainability Pledge

Sentosa Carbon Neutral by 2030

For a full overview of our accomplishments, please visit our [Awards and Accolades](#) page.

NUS Centre for Nature-based Climate Solutions

In collaboration with the NUS Centre for Nature-based Climate Solutions (CNCS), RWS is contributing to Singapore's broader efforts to assess national forest carbon stock. This project focuses on our 2.9-hectare coastal forest, where CNCS will evaluate carbon storage capacity and biodiversity health to deepen understanding of coastal vegetation composition and the carbon sequestration potential of Sentosa Island's forested areas. The collaboration also serves as a testbed for emerging forest and biodiversity surveying technologies, enabling us to trial and refine innovative

tools that can support future ecological studies across Singapore.

Creating Transformative Experiences

2025 was a transformative year for RWS as we saw the opening of four new attractions, each with its own unique sustainability feature seamlessly integrated. Through thoughtful and experiential messaging, they thoroughly inform our guests of its sustainability profile. Refer to the [Sustainable Buildings and Facilities](#) chapter for more details.



The Laurus

WEAVE

Singapore Oceanarium

Illumination's Minion Land

The Laurus officially opened its doors in October 2025 as the newest addition to our collection of luxury hotels.

The Laurus embodies heritage into its design and philosophy. It celebrates Singapore's homegrown elements, supporting and bringing together locally sourced amenities into its inventory. From admiring thoughtfully curated art and photography to enjoying locally farmed seafood served on tableware crafted by local carpenters, guests get to indulge themselves in Singapore's many artisanal crafts.

Our newest retail mall, WEAVE, invited tenants into its spaces early 2025 following its rebranding from Forum.

Sustainable design principles form core of its architecture - with ETFE roofing and efficient air circulation to complement its passive cooling design, WEAVE maintains thermal comfort whilst minimising air conditioning usage, saving on electricity usage and maintaining its outdoor facade.

The S.E.A. Aquarium transformed into Singapore Oceanarium this year, standing as an ocean-focused destination championing marine education, research, and conservation.

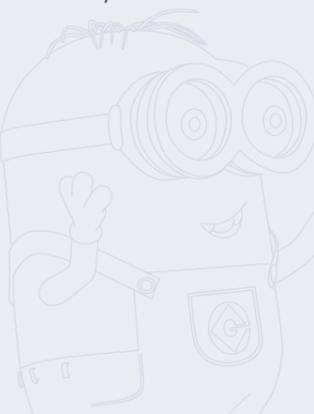


Research and Learning Centre

Singapore Oceanarium re-opened with the Research and Learning Centre, our third Green Mark Platinum Zero Energy Building. Together they represent our longstanding commitment to advance the protection of our marine habitats through impactful conservation efforts and thoughtful advocacy.

Illumination's Minion Land at Universal Studios Singapore graced Sentosa Island early this year with its vibrant new look and exciting new rides. As RWS' first Green Mark Zero Energy Building, it is also Singapore's first attraction to be fully powered by renewable energy.

Illumination's Minion Land also utilised SGBC-certified construction materials, minimising its carbon footprint and resource intensity.



Fostering Positive Socio-economic Impact

Beyond embedding sustainability within our own operations, RWS is committed to creating meaningful socio-economic benefits for the broader community. Guided by our CSR Framework and GENS Giving Guidelines, we strive to give back to society and drive lasting, positive change.

Education

We believe that equitable access to holistic educational and vocational opportunities is essential for building a resilient society in today's dynamic economic landscape. Leveraging our diverse business lines and industry expertise, we curate learning experiences for students, guests, and members of the public.

In 2025, RWS hosted students from ITE College Central's Events Management programme for a three-week immersive training initiative focused on sustainable destination management. Participants were introduced to how sustainability is integrated across RWS' operations and were equipped with key hospitality communication and service skills through dedicated sessions conducted by our Human Resources and Attractions teams.

Our Children's Biodiversity Library by Singapore Oceanarium continued to champion ocean literacy, environmental awareness, and community participation. In 2025, more than 1,200 participants took part in 12 monthly workshops and the Marine Biodiversity Carnival, which featured marine-themed crafts, storytelling, and creative activities. With a total footfall exceeding 390,000 visitors in 2025, CBL continues to cultivate strong community interest in accessible marine education and advocates for the protection of our marine ecosystems.

Climate Action

Driving climate action requires both organisational commitment and individual participation. Through volunteer-driven programmes and public engagements, RWS promotes sustainability awareness and climate mitigation across and beyond the organisation. Educational outreach and strategic partnerships form the foundation of RWS' climate action efforts. Collaborations with community groups, local organisations, and research institutes extend our reach and reinforce the importance of collective responsibility in addressing climate change. Through activities such as coastal cleanups, educational workshops, and sustainability tours, we aim to nurture a community of climate-conscious individuals empowered to act. Refer to the [Sustainability Education and Advocacy](#) chapter for more details.



RWS Cares is our flagship volunteering programme led by passionate and dedicated team member

Supporting Local

Travellers today are increasingly attentive to the socio-economic impact of their destinations. Many prioritise destinations where tourism spending directly benefits the local economy. Recognising this, RWS actively supports Singapore's creative, economic, and cultural ecosystems through strategic investments and collaborations.

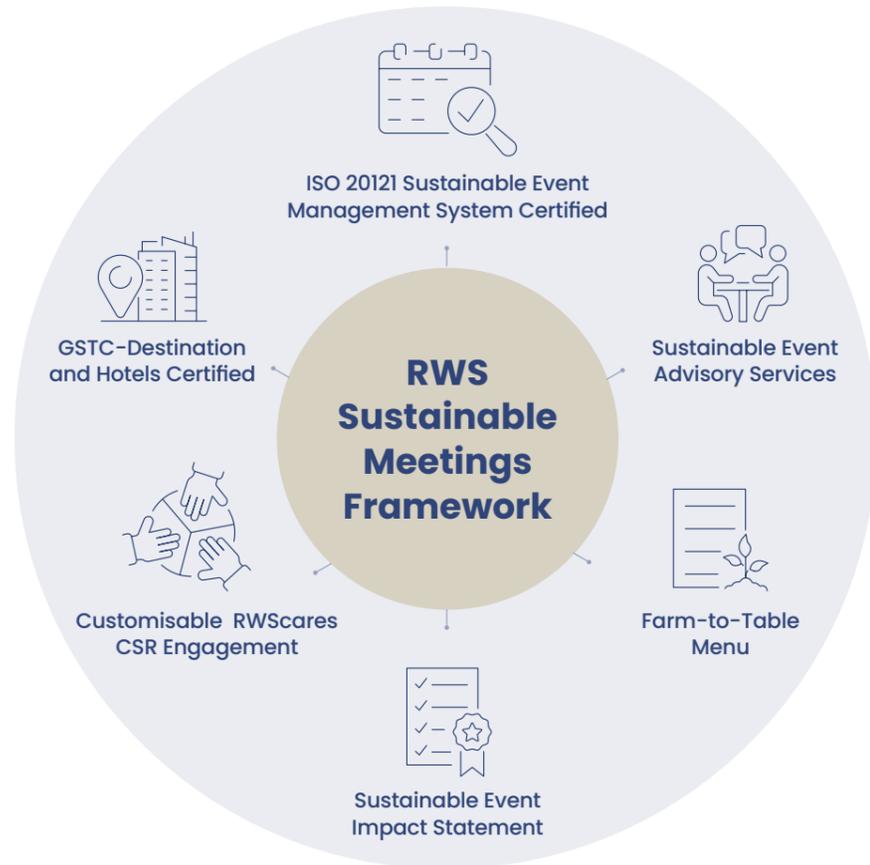
Across our diverse operations, we curate experiences that showcase local talent and creativity. RWS works closely with Singapore's arts community—including enterprises, organisations, and independent artists—to feature locally produced artworks throughout the resort. These include pieces displayed at the Ora Collective shelf in Hotel Ora, where crafts by artists with disabilities are showcased, the three-part artwork at Singapore Oceanarium's Hallway of Hope, and photography and paintings across Laurus' guest rooms and corridors.

To further strengthen the arts sector, RWS established a \$200,000 seed fund under the National Arts Council's sTART Fund to support smaller arts organisations and encourage creative excellence. We also partner with local designers and brands to feature their merchandise at Singapore Oceanarium and Universal Studios Singapore, offering global exposure to homegrown creators.

RWS also champions local gastronomy by featuring ingredients sourced from Singapore's farms. Incorporating local produce across our diverse culinary concepts highlights the versatility and quality of Singapore-grown ingredients. As one of the earliest recipients of the Singapore Food Agency's Highest Tier Farm-to-Table Recognition, we continue to strengthen our commitment to local procurement. Our specialty restaurants are progressively evolving their menus to showcase dishes infused with locally sourced ingredients, further supporting Singapore's agricultural sector and contributing to the local economy. Refer to the [Responsible Sourcing and Supply Chain](#) and [Empowering and Engaging Local Community](#) chapters for more details.

Sustainable MICE

The global MICE industry generates an estimated 10% of worldwide greenhouse gas emissions, with business events accounting for significant waste, energy consumption, and carbon-intensive travel. As one of Asia's leading sustainable MICE destinations hosting over 1,458 events annually, we hold both the responsibility and opportunity to reshape how the industry operates. In 2025, we accelerated our commitment to sustainable event hosting through resort-wide infrastructure upgrades that elevate event spaces across all our properties, enhanced sustainable products and advisory services, and the achievement of ISO 20121:2024 Event Sustainability Management System certification. These initiatives strengthen our partnerships with event organisers who share our vision for responsible business tourism, ensuring that sustainability is embedded in every stage of the event life cycle. Our sustainable MICE framework ensures that every conference, exhibition, and corporate gathering hosted here contributes to a regenerative future.



Elevating Our Infrastructure

Our sustainable MICE strategy is built on a comprehensive transformation of event spaces across our integrated resort. Sustainable meeting spaces are complemented with value-adding touchpoints across attractions, accommodation, dining, and retail services. Attendees experience every touchpoint of their event journey within a certified green environment, while event organisers gain control over their entire environmental footprint, reducing transportation emissions and ensuring consistent sustainability standards from opening keynote to closing reception. In 2025, our flagship Resorts World Convention Centre began a comprehensive rejuvenation programme

to refresh interior spaces and strengthen operational energy performance. As part of this transformation, we are replacing 176 ageing chilled-water FCUs with higher-efficiency models, supported by the installation of dedicated sub-metering for precise monitoring and energy management. These upgrades are scheduled for completion by the end of 2026, complemented by air-side optimisation works under the Building Management System (BMS) covering AHUs and PAHUs. Together, these enhancements are designed to achieve an air-side efficiency of below 0.16 kW/RT, positioning RWCC to advance from Green Mark Platinum to Green Mark Platinum Super Low Energy in the next recertification cycle.



Across our resort, all meeting spaces are supported by comprehensive sustainable infrastructure:

Smart Building Management System	Cloud-based platform with dynamic energy optimization automatically adjusts temperature and lighting across all meeting spaces based on real-time occupancy and cooling needs
Comprehensive Waste Segregation	On-site infrastructure supporting 10 distinct recycling streams with centralized bin centers and clear sorting guidelines
Digital-First Principles	Advanced AV/IT equipment and digital signages eliminate paper-based materials and reduce printing needs
Water Refilling Stations	Conveniently located stations throughout the resort encourage reusable bottles and eliminate single-use plastic bottled water
Food Waste Management Innovation	Food waste grinder crushes organic waste for off-site conversion into renewable electricity, alongside a food waste digester that facilitates onsite immediate processing and resource recovery
Certified Green Buildings and Products	All buildings are certified with BCA Green Mark GoldPlus and above, with Singapore Green Label Scheme (SGLS/SGLS+) products prioritised across all construction and maintenance operations

Industry Recognition, Certifications & Capacity Building

Our commitment to sustainable MICE is validated by rigorous third-party certifications that benchmark our performance against international standards. In 2025, we became the first venue in Singapore to achieve ISO 20121:2024 Event Sustainability Management System certification – the gold standard for sustainable event management recognised globally. This certification required the development of a comprehensive audit plan aligned with ISO 20121:2024 standards, establishing systematic monitoring, measurement, and continuous improvement frameworks across all event operations. Our audit plan ensures regular assessment of sustainability performance, identification of improvement opportunities, and accountability at every level of event delivery.

In May 2025, we achieved the Singapore MICE Sustainability Certification at Platinum (Venue) level, the highest tier awarded by the Singapore Association of Convention & Exhibition Organisers & Suppliers (SACEOS) and an achievement reached by only two venues nationwide. Building internal capacity to champion sustainable MICE, we implemented cross-functional training programmes led by our sustainability team. Over 42 team members across MICE, Corporate Sales, and event services were trained in 2025, equipping them with comprehensive knowledge of our environmental initiatives, infrastructure capabilities, and advisory tools. In addition, this training has been integrated into our onboarding curriculum, ensuring all new hires begin their journey equipped with foundational sustainability knowledge.

Empowering Event Organizers with Sustainable Tools

We recognise that creating a sustainable MICE industry requires more than infrastructure; it demands a movement of informed, empowered organisers who view sustainability as a competitive differentiator. Our advisory tools are designed to build this capacity, transforming how the industry approaches environmental responsibility.

Sustainable Meeting Guidelines for Event Organisers

A comprehensive checklist guiding organizers through sustainable decision-making across the entire event lifecycle. Our guidelines champion a digital-first approach from paperless registration to electronic displays, while embedding principles of circularity through reusable materials, waste diversion, and community donation programs. We provide event organizers with clear pathways to eliminate single-use plastics, source locally and seasonally, ensure

accessibility and cultural sensitivity, and engage their entire supply chain in alignment with globally recognised practices. The framework culminates in post-event accountability, with detailed impact measurement and stakeholder feedback loops that drive continuous improvement across the industry.

Refreshed Sustainable Meeting Impact Report

We created a data-driven assessment tool that brings transparency and accountability to event sustainability performance. This report provides event organizers with a comprehensive sustainability scorecard, visualizing carbon footprint per delegate, total emissions, and granular breakdowns of water consumption, energy usage, and waste diversion across all recycling streams including plastic, paper, metal, glass, food waste, and non-recyclables. Beyond raw data, the report showcases sustainable features embedded in each event, from FSC-certified stationery and locally sourced delicacies to electric-powered venue shuttles. This enables event organisers to establish a baseline for future events, regardless of venue. The report is available upon request to all event organizers.

Building Industry Capacity, Nurturing Future Talents

In 2025, we continued to open our doors to industry peers, government agencies, and commercial partners through curated sustainability educational tours that showcase our journey, challenges, and innovations. These experiential learning opportunities position us not just as a sustainable destination, but as thought leaders committed to elevating industry standards collectively.

RWS Special Access Sustainability Edutour

Our flagship sustainability tour offers immersive behind-the-scenes access to sustainable practices spanning our integrated resort – from hotel rooms and farm-to-table herb gardens to our 2.9hectares coastal forest and award-winning MICE facilities. Led by our sustainability team, participants experience sustainability in action across infrastructure, biodiversity conservation, waste management systems, and innovative building design. The tour has inspired diverse audiences including government agencies, travel trade partners, and industry conferences, demonstrating that operational transparency can be a powerful catalyst for sector-wide change. Feedback from a Regional Familiarisation Trip hosted in February 2025 reinforces this impact, with 85% of attending travel agencies across Asia confirming that sustainability-focused experiences are relevant to their business and target audiences.

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The RWS Special Access Sustainability Edutour was an eye-opening and inspiring experience. Guided through key spots like the Herb Garden, Eco pond and District Cooling Plant, we witnessed how RWS is realising its bold vision of carbon neutrality by 2030 through water conservation, energy efficiency and innovative design. The tour was engaging and educational, showcasing how sustainability can be both impactful and immersive, and it left us motivated to bring sustainable practices into our own work and daily lives.

PSA Singapore Team

Recognising the power of education in shaping future sustainability leaders, we adapted the tour to align with the Ministry of Education (MOE) curriculum for primary and secondary school students. This educational version translates our sustainability practices into learning content that complements classroom teachings on environmental stewardship, resource conservation, and climate action. In November 2025, we partnered with Sentosa Development Corporation for outreach sessions that engaged over 40 teachers through guided sustainability tours. These sessions equipped educators with firsthand knowledge of real-world sustainability applications in an integrated resort setting, enabling them to bring authentic case studies back to their classrooms and inspire the next generation of sustainability champions.

RWS Self-guided Sustainability Tour

In March 2026, we launched a refreshed Self-guided Sustainability Tour brochure designed to make sustainability accessible, engaging, and easy to explore for all visitors. Updated to reflect our latest offerings across the resort, the brochure adopts a clear, friendly approach that invites guests to discover sustainability in a way that feels intuitive and enjoyable. The tour showcases how responsible practices are seamlessly woven across design, operations, attractions, and amenities, demonstrating that sustainability can be found in every aspect of the guest journey at RWS. We

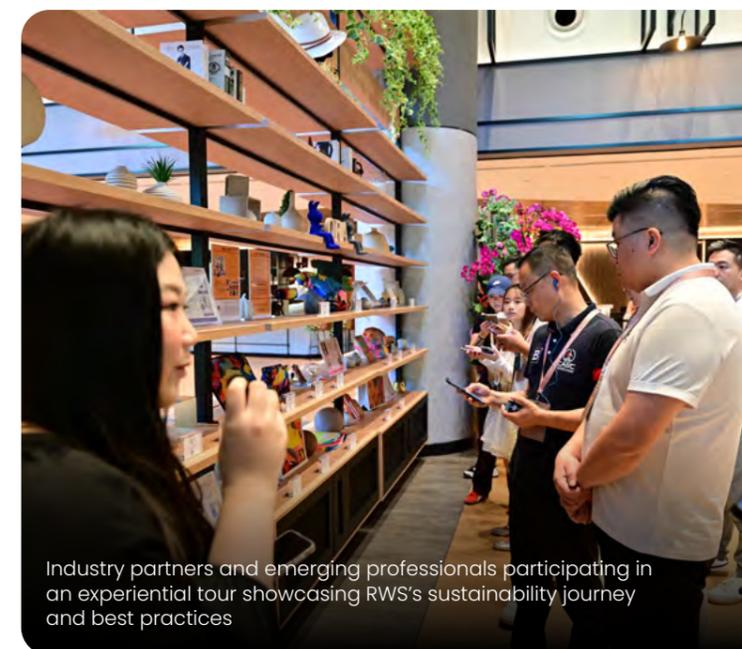
invite you to explore the Self-Guided Sustainability Tour brochure [here](#).

IAAPA APAC Sustainability Summit

In March 2025, we showcased Illumination’s Minion Land – Singapore’s first BCA Green Mark Platinum (Zero Energy) theme park attraction – at the International Association of Amusement Parks and Attractions (IAAPA) APAC Summit held at Resorts World Sentosa. Through curated tours at Universal Studios Singapore, global attractions leaders explored our holistic approach to renewable energy, water conservation, energy-efficient infrastructure, and sustainable materials. By sharing our innovations with international peers, we aimed to catalyse the adoption of sustainable practices beyond our own operations, demonstrating that world-class entertainment and environmental responsibility are mutually reinforcing.

Looking Forward

With RWS 2.0 underway and strong partnerships in place, we are set to advance sustainable tourism experiences in the coming years. Additionally, our upcoming sustainable RWS 2.0 buildings and developments, such as the Waterfront Lifestyle Complex, aim to set new standards for sustainable tourism infrastructure.



Industry partners and emerging professionals participating in an experiential tour showcasing RWS’s sustainability journey and best practices

Industry partners and emerging professionals participating in an experiential tour showcasing RWS's sustainability journey and best practices



Governance and Ethics

Our Approach

A company's approach to governance and ethical practices is crucial for building stakeholder trust and securing its permission to operate. Key governance areas, such as risk management, anti-bribery, and corruption measures, reflect the organisation's strategy and commitment to long-term value creation. At GENS, we uphold the highest standards of integrity and conduct throughout our operations. We have established robust governance practices to ensure sustainable value creation for our guests, team members, investors, and other stakeholders.

As we grow and navigate an increasingly complex business environment, maintaining the highest standards of ethical conduct is essential. We operate with integrity and full legal compliance, striving to deliver world-class experiences for our guests while upholding a zero-tolerance culture towards any violations of applicable laws. In 2024, we published the GENS Code of Ethics and Business Conduct (CoEBC), a publicly available report that outlines key aspects of our Code of Conduct (COC) policy, embodying our commitment to integrity, respect, excellence, and a positive and ethical workplace.

Our corporate governance responsibilities are organised as follows:

1 Code of Conduct (COC)

The COC mandates overall guiding principles and actions for our team members on professional conduct in response to specific risks and circumstances. This includes a set of policies, controls, and processes that demonstrate our responsible business approach.



2 Enterprise Risk Management (ERM)

The ERM policy and framework governs how the Company identifies, assesses, and acts on material risks. This complements the company's business strategy, objectives, performance, and decision-making.



Our Progress

GENS Code of Conduct

Our Code of Conduct (COC) sets clear guiding principles and actions for our team members on ethical, professional conduct and responsible business decision making in response to specific risks and circumstances. This includes a set of policies, controls, and processes that demonstrate our responsible business approach. These policies are signed off by relevant business unit heads and senior management, ensuring that every team member adheres to all listed rules and regulations. The COC is integrated into onboarding and induction training for all new team members, including part-timers. All team members are required to acknowledge and comply with the COC on an annual basis.

We regularly review our COC to ensure its relevance in the face of evolving standards of responsible corporate behaviour. Any violation of the COC will result in appropriate disciplinary action, such as suspension or termination of employment, with clear procedures in place to ensure that disciplinary actions are implemented fairly across all levels of employees.

Our COC provides core guiding principles in the following areas:

- Integrity in all that we do
- Compliance with laws and regulations and the Company's code and policies
- Commitment to doing our best for our guests and the Company
- Valuing the diversity and contributions of all team members
- Growing, striving, and creating memorable moments together for our guests and team members

Our COC is summarised into a Code of Ethics and Business Conduct, which can be found online through the [Code of Ethics and Business Conduct \(CoEBC\)](#) document.

“

We regularly review our COC to ensure its relevance in the face of evolving standards of responsible corporate behaviour.

Policies under the COC that cover critical business areas include:



- Professional Conduct**
- Anti-harrassment and non-discrimination



- Compliance**
- Data protection and privacy
 - Prevention of money laundering, terrorism financing, and proliferation financing (PMLTFPF)
 - Whistleblowing policy



- Fraud Risk Management**
- Anti-bribery and corruption
 - Anti-competition behaviours



- Human and Labour Rights**
- Prohibiting modern slavery practices, including child and forced labour

Our COC outlines our four commitments



Commitment to Respect our Team Members

People are at the heart of any business, and this holds particularly true for a leisure and hospitality business. Our team members must feel safe, respected, and empowered in order to deliver their best work.



Commitment to Fair and Ethical Business

Beyond compliance with the law, the way we conduct our business significantly influences how others perceive us. Such perception directly impacts various aspects, such as our ability to thrive, who we partner with, and our capacity to attract the best talents.



Commitment to Safeguard Stakeholder Interest

Our stakeholders are more than just our shareholders – they include our visitors, partners, and suppliers. By safeguarding their interests, we can strengthen their loyalty and bolster our resilience towards competition.



Commitment to Value Creation for the Community and the Environment

We regard ourselves as a socially and environmentally responsible corporation. We strive to create meaningful and positive impact to the local community and reduce our footprint on the environment.

Professional Conduct

People are at the heart of our business, and we aim to foster an environment where team members feel safe, respected, and empowered to excel. In turn, team members are expected to perform their duties with honesty, integrity, and professionalism in all that they do.

Human Rights

Human and labour rights are the cornerstone of a safe, fair, and inclusive workplace. In 2024, we published our Human Rights Policy and Human Rights Corporate Statement, reinforcing our commitment to ethical practices and the protection of our team members' rights.

We are committed to upholding internationally recognised principles, such as those outlined in the International Bill of Human Rights (IBHR), the United Nations' Guiding Principles on Business and Human Rights (UNGPs), and the International Labour Organisation's (ILO) Declaration on Fundamental Rights at Work. Locally, we develop our HR practices and uphold fair labour and employment practices in accordance with Singapore's Employment Act, the Singapore National Employers Federation, and the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP).

We communicate our Human Rights Policy and expectations clearly to all stakeholders through our Sustainability Report, Code of Ethics and Business Conduct (CoEBC), and Human Rights Policy. All our team members are trained on our Human Rights Policy through the annual compulsory acknowledgement of our Code of Conduct, which also includes our D&I policy. All team members are also assigned a Human Rights 101 module on our H.i.T learning platform, along with other D&I related courses.

We forbid any form of human rights violations, including modern slavery, discrimination, and harassment. Corrective or disciplinary action is taken in accordance with our internal Conduct Management and Disciplinary Framework. For more details, please refer to our [CoEBC](#).



Fraud Risk Management

Corruption seriously undermines both corporate and individual integrity, posing operational and reputational risks for businesses. Companies and individuals found to be engaging in corrupt activities or violating the law face severe legal ramifications and may be prevented from carrying out business operations. GENS expects all team members to maintain professional integrity at all times and adopt a zero-tolerance stance against fraudulent practices and activities, including conflicts of interest.

Anti-Bribery and Corruption

GENS is committed to acting lawfully and with integrity in every aspect of our business. In line with this commitment, we adopt a zero-tolerance approach against bribery and corruption in any form, upholding all applicable laws in relation to anti-bribery and corruption.

Our Anti-Bribery and Corruption Policy applies to the Company, its subsidiaries, affiliates, overseas offices, and any company that may come under the Company's management oversight. It encompasses all employees, officers, directors, and any contract staff working under the supervision and/or management oversight of the Company. All team members are required to always comply with the Anti-Bribery and Corruption Policy and all applicable anti-bribery and corruption laws and regulations, including the Singapore Prevention of Corruption Act. In addition, every suppliers is required to adhere to our Supplier Code of Conduct which details our zero-tolerance stance against bribery and corruption.

The Anti-Bribery and Corruption Policy is reviewed regularly and updated as needed to ensure it continues to be adequate and effective. We raise awareness among team members by communicating key issues surrounding bribery and corruption are communicated to new hires during induction training, and all team members must submit an annual policy acknowledgement.

Key Highlights

0 confirmed incidents

of corruption and bribery

0 cases

of non-compliance with environment-related rules and regulations

0 breaches

of customer privacy

PMLTFPF

no financial penalties or sanctions in 2025



Anti-Competition Behaviour

We adopt a zero-tolerance stance against anti-competition, as detailed in our Competition Act Policy, Code of Conduct, and Supplier Code of Conduct. All our team members and suppliers are required to acknowledge, on an annual basis, that they have read, understood, and will act in accordance with our Code of Conduct and Supplier Code of Conduct, respectively. Information on the Competition Act is also included as part of our regular compliance training.

Compliance

All team members are expected to abide by applicable legislation, and regulatory requirements at all times. The Compliance Committee – comprising senior management and members of the RWS Board – is tasked with overseeing compliance related matters. All incidents of non-compliance will be reviewed by our Compliance Department and reported to the Compliance Committee.

The Compliance Committee convenes at least quarterly to assess compliance risks, evaluate the effectiveness of mitigation controls, and ensure progress on action plans included in the agenda.

Prevention of Money Laundering, Terrorism Financing and Proliferation Financing (PMLTFPF) Framework

GENS remains committed to upholding the highest standards of compliance and financial integrity. The Board of Directors at GENS exercise oversight and guidance over Prevention of Money Laundering, Terrorism Financing and Proliferation Financing (PMLTFPF) measures and the conduct of all employees, supported by the RWS Compliance Committee, comprising RWS senior management. The Compliance Committee convenes at least quarterly to assess compliance; evaluate the adequacy and

RWS PMLTFPF Framework – Risk Based

Management Governance and Oversight

Monitoring on effectiveness of measures implemented

- External / Internal Audits
- Periodic reviews
- Regulatory Inspections

Identify issues / trends which may increase the risks of MLTFPF

- Annual MLTFPF Risk Assessment
- Singapore National Risk Assessment
- Other Casino Case Studies



Ongoing Training & Communication

- Classroom / e-Learning / external trainings and courses
- PMLTFPF documentation
- Record Keeping
- Ongoing updates and briefings

Identify, Evaluate and Implement policies, frameworks and key controls

- Risk based design
- Accountability – risk and controls ownership
- Technology Advancements – automated system controls

effectiveness of preventive and detective controls and ongoing monitoring; and ensure progress on action plans towards continual refinement to keep ahead of evolving risks.

To mitigate and prevent money laundering, terrorism financing, and proliferation financing, we maintain a robust framework built on a “three-lines-of-defence” model. At the first line, the PMLTFPF Committee is responsible for overseeing the adequacy and effectiveness of preventive and detective control measures implemented by the business units, supported by technology such as facial recognition and integrated compliance platforms which include screening for patrons on sanction lists, and excluded patrons. The second line, led by the Compliance Committee with support from the PMLTFPF Committee, and the Compliance Department ensures regulatory compliance through the design of risk-based preventive and detective controls; segregation of duties and accountability; and close collaboration with the Gambling Regulatory Authority and business units to identify, evaluate and address existing and

evolving MLTFPF risks. Internal Audit, external audits and the Gambling Regulatory Authority’s regulatory inspections serve as the third line, independently assessing the adequacy and effectiveness of the PMLTFPF framework and its controls.

During the year, RWS represented the casino industry in Singapore’s Financial Action Task Force mutual evaluation, reaffirming our commitment to mitigating financial crime risks. Through structured frameworks, risk-based preventive and detective controls, RWS continuously refines our customer due diligence and transaction monitoring practices, aligning with Singapore’s National Risk Assessment and global standards.

Through digital transformation initiatives, we actively supported the Suspicious Transaction Reporting Office (STRO) to enhance reporting accuracy and efficiency. These efforts underscore our dedication to safeguarding financial integrity and contribution to Singapore’s leadership in global compliance standards.

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Our dedicated Data Protection Office ensures compliance with the Personal Data Protection Act (PDPA). Our personal data commitments to our customers are set out in our Personal Data Protection Statement.

Data Protection and Privacy

We treat every customer's personal data with the utmost respect and privacy. In response to the growing significance of data security threats, we continuously strengthen our organisational controls to protect our customers' personal data. We are committed to respecting our customers' choices on the collection, use, and disclosure of their personal information by practicing responsible handling of customer data.

Our dedicated Data Protection Office ensures compliance with the Personal Data Protection Act (PDPA). Our personal data commitments to our customers, which are set out in our Group level Personal Data Protection Statement (PDPS), are also entrenched firmly in our internal Personal Data Protection Policy, which serves as our Data Privacy Policy. Our policy applies to all team members and management in the Group to uphold the said commitments. The PDPS outlines the scenarios, recipients, and purposes for which personal data may be disclosed by the Company, and requires service providers to protect data at a level comparable with the PDPA or consistent with our Personal Data Protection Privacy Policy. Our internal policies and procedures, including our Personal Data Protection Policy, are routinely updated to reflect evolving regulatory requirements, best practices, and provide clear guidance to team members. To reinforce these

standards, our team members undergo annual training and formally acknowledge internal data handling policies and procedures, ensuring that they are fully aware of their responsibilities in handling customers' personal data.

Additionally, we maintain robust organisational physical and information security controls to regulate access to and sharing of customer personal data. These measures are supported by regular testing, monitoring, and audits to ensure the effectiveness of our data protection efforts. The Company also has a formal breach notification process aligned with its Data Incident Reporting Policy that outline how data-related incidents are reported, assessed, and managed to support effective crisis response and resolution. We have a Data Incident Reporting Policy that defines clear responsibilities for Heads of Department and Data Owners to ensure timely actions when an incident occurs. Data privacy updates are reported regularly to the Audit and Risk Committee which is chaired by independent Board members.

Cybersecurity

Cybersecurity is a core pillar of RWS' operational resilience, supporting our digital systems' increasingly critical role in guest services, corporate platforms, operational technology, and partner ecosystems. In a rapidly evolving threat landscape, responsible management of cyber risk is crucial to protect sensitive information and safeguards business continuity.

Our approach is to maintain a resilient, adaptive, and risk-informed cyber environment capable of preventing, detecting, responding to, and recovering from disruptions. We are guided by three principles:



Cyber Excellence

Embedding security fundamentals and accountability across all business and technology layers



Risk-based Approach

Applying structured cyber risk methodologies to prioritise and mitigate emerging threats



Culture of Security Awareness

Empowering every team member and partner to act as a first line of defence

We implement cybersecurity through coordinated governance of people, processes, and technology. We align ourselves with internationally- and industry-recognised standards including the National Institute of Standards and Technology (NIST) Cybersecurity Framework, ISO/IEC 27001, and guidance from relevant Singapore Government agencies.

Cybersecurity Governance and Oversight

Cybersecurity governance is tightly integrated into RWS' enterprise risk management framework. A designated cybersecurity leadership function, as defined in our policies and procedures, oversees cybersecurity risk management, policy enforcement, and control effectiveness. Cyber risks, control performance, the evolving threat landscape, and incident trends are formally reported to Senior Management, the Board, and the Audit & Risk Committee at least quarterly, with relevant matters also shared with regulators such as the Gambling Regulatory Authority of Singapore (GRA). Cyber risks are maintained in enterprise risk registers and integrated into business continuity and crisis management planning. Our cybersecurity policies apply to all employees, contractors, and relevant third parties handling RWS systems or data. In addition, cybersecurity requirements are incorporated into third-party onboarding and contract management, supported by risk-based security assessments.

Assessment, Assurance and Continuous Testing

Internal cybersecurity assessments are conducted at least annually and are supported by monthly vulnerability assessments and external attack surface scans across in-scope systems and environments. Independent external assessments are also performed regularly, including annual penetration testing and vulnerability reviews, with reports submitted to Senior Management, the Audit & Risk Committee (ARC), and the Gambling Regulatory Authority of Singapore (GRA). In addition, audits are carried out at least annually by the Internal Audit Department as well as independent, qualified cybersecurity subject-matter experts from established auditing firms.

Cybersecurity Awareness and Workforce Training

Ensuring cybersecurity across RWS requires a workforce up to date on prevailing cybersecurity risks and existing tools to avoid them. Hence, we administer mandatory annual cybersecurity training to employees, half-yearly phishing simulations, and quarterly cyber readiness and awareness campaigns. Ad-hoc cybersecurity advisories are also sent to all employees in the instance of important-to-know cybersecurity breach incidents.

Incident Management and Response

Documented procedures guide the detection, escalation, containment, investigation, recovery, and post-incident review of cybersecurity events such as data breaches and ransomware. Our security monitoring and incident response operate 24/7, using analytics and threat-intelligence feeds to detect anomalies in near real time. Post-incident reviews and periodic exercises help strengthen preparedness and improve controls, and cybersecurity incident management is aligned with broader business continuity and crisis-management frameworks. Annual incident response tabletop exercises, together with crisis management, disaster recovery, business continuity, and resilience exercises, are conducted to validate readiness, test response effectiveness, and drive continuous improvement.

Commitment to Continuous Improvement

RWS continues to strengthen its cyber resilience through the responsible adoption of generative and agentic AI, exploration of quantum-resistant cryptography, and enhanced governance for OT and IoT environments. We also maintain alignment with evolving regulatory expectations and industry standards. Supported by strong governance, workforce awareness, independent assurance, and measurable oversight, RWS upholds a secure and resilient digital environment that sustains operations and reinforces trust among guests, team members, regulators, partners, and the wider community.



Whistleblowing Policy

We provide a safe and accountable environment where concerns can be raised without fear of reprisal in any form. Our whistleblowing policy is applicable to all team members and for anyone with a business relationship with GENS. Our whistleblowing policy provides a responsible and secure means for external parties and team members to raise complaints or concerns regarding:

- **Any abuse of power or authority** – the use of legislated or otherwise authorised powers by team members in their official capacity for personal gain
- **Non-compliance with internal controls, rules and regulations** – failure to act in accordance with the policies, procedures, and processes established by the Authority, the Board of Directors, and Senior Management.
- **Non-compliance of the COC** – failure to act in accordance with the Company’s predefined principles and best practices.
- **Fraud, corruption, misconduct or unsafe work practices** – unacceptable, dishonest, unethical conduct, or improper behaviour by team members entrusted with a position of authority to result in personal gain.

The whistleblowing policy is disseminated through the following channels:

- Our website
- The team member induction programme
- The team member’s annual acknowledgement

The whistleblowing platform is overseen by the Audit and Risk Committee and administered with the assistance of the Head of Internal Audit. We have established a dedicated team within Internal Audit to handle whistleblowing cases in confidence, under the purview of the Audit and Risk Committee. All input via the whistleblowing channel will be directed to the Audit and Risk Committee Chairman, an independent GENS Board of Director, who has an overarching view of the entire investigation process and holds the authority to direct the investigation process.



Enterprise Risk Management (ERM)

Our ERM Policy and Framework provides guidance for GENS and its subsidiaries in managing material risks and pursuing relevant opportunities to enhance organisational value. The scope covers operational risks, including but not limited to operational disruptions, fraud, non-compliance with regulatory and legal requirements, financial loss, and reputational damage. GENS’ risk appetite statements are determined by the Board, with the assistance of the Audit and Risk Committee. Our ERM policy and framework are reviewed annually or when there is a substantial change to the business environment. Material risk management matters, including those relating to material sustainability risks, are reported to the Board and the Audit and Risk Committee every quarter via the GENS Management Risk Committee.

Risks are identified through a robust process that includes internal risk registers, incident reports, insights from corporate experts, macro trends, and horizon scanning for emerging risks. The ERM Framework uses “likelihood” and “impact” categories to rate risks, grouping them within the risk matrix as “Critical”, “High”, “Medium”, or “Low”.

To manage risks, the ERM Policy and Framework utilises three lines of defence:

- **First Line (Business Units):** Business units form the first line of defence and are accountable for managing risks generated from their business activities by implementing mitigation measures and controls.
- **Second Line (Risk Controls and Compliance):** Functions such as Risk Management, Compliance, and Safety form the second line of defence, offering guidance on managing risks. Led by the Risk Management department, this line establishes the risk management methodology and reporting structure.
- **Third Line (Independent Assurance):** Internal Audit serves as the third line of defence, delivering independent assurance to ensure the risk management system and controls are both adequate and effective.

To ensure adequate knowledge on risk management at all levels, the following trainings have been rolled out:

- All team members are required to complete an online training on Risk Management General Awareness Training to build foundational knowledge.
- All departments’ risk champions are required to undergo additional, more in-depth Risk Champions Training to enhance their expertise in managing risks effectively.

Our policy framework is based on the ISO 31000 Risk Management Standard, as well as the COSO ERM Framework, with the objective of meeting the requirements of SGX Mainboard Rule 1207 (10) and Code of Corporate Governance 2018 Principle 9.

In 2023, we updated the ERM Policy and Framework to better support enterprise-wide identification and resolution of environment-related risks, with a focus on climate-related risks. Risk Management also worked with the Sustainability Department during the biannual

risk register review exercise to guide business units in identifying potential climate-related risks for their operations. Briefing sessions were provided to the risk champions, providing pointers and examples of possible types of climate impacts that would affect their respective business units. By 2025, these efforts led to a notable increase in departments recognising and documenting climate and sustainability-related risks in their registers. For more information on GENS’ management of climate-related risks, please refer to the [Climate-related Disclosures](#) chapter.

ERM Objectives



Provide

sound risk identification, assessment, management, monitoring and reporting.



Support

the GENS Audit and Risk Committee and Board to provide good governance and management oversight of the risk function to prevent foreseeable events from adversely affecting our corporate business objectives.



Provide Assurance

to the Board and stakeholders on the adequacy and effectiveness of the risk management and internal controls systems.



Responsible Gambling

Our Approach

Responsible Gambling (RG) is a cornerstone of RWS casino operations. We are committed to continually delivering a safe, enjoyable, and sustainable gambling environment while ensuring full compliance with legislation and industry standards. Our approach integrates proactive measures, collaboration with government agencies, and engagement with community stakeholders to prevent and detect problem and underage gambling.

RWS continues to lead globally, holding the highest RG Check accreditation score worldwide for ten consecutive years. We benchmark our RG Programme against international best practices and scale outreach efforts by training team members to interact effectively with patrons. This commitment underpins our operational excellence and reinforces our leadership in RG.

RG Programme Overview

Our RG Programme is built on three strategic goals:

1 | Education & Awareness

Deliver ongoing RG education to promote safer gambling attitudes and informed decision-making.

2 | Early Identification & Support

Detect patrons exhibiting signs of problem gambling and provide timely information and referral services.

3 | Stakeholder Collaboration

Work with regulators and industry partners to foster a culture of RG.

Our RG Programme is benchmarked against RG Check, the world's most comprehensive RG accreditation programme. It encompasses eight core areas designed to safeguard patrons and promote sustainable gambling practices.



Key Highlights in 2025



RG Check Accreditation

Maintained the highest global RG Check score for the 10th consecutive year (2015–2025).



Training

100% of casino team members completed RG training; over 25% of customer-facing staff are certified as RG Ambassadors.



Technology Integration

100% casino entry checks and facial recognition technology to prevent entry by minors and excluded persons.



Manage Game Play (MGP) Programme

Over 3,400 patrons enrolled; >95% retention rate. Patrons can set time/spend limits and receive SMS alerts or in-person reminders from RG Ambassadors.



Player Education

Multilingual RG brochures, self-service kiosks, and RG kits distributed to new members.



RG Ambassadors

More than 800 trained ambassadors providing on-site support and education.



Self-Exclusion Enhancements

Variable ban lengths and renewal options introduced to lower barriers for patrons seeking self-exclusion.



Accreditation by RG Check

RWS is proud that our RG Programme has achieved and maintained the highest worldwide RG Check accreditation score for ten consecutive years (2015 to 2025), demonstrating RWS' leadership in RG policy, management, and programmes.

RG Check, developed by the Responsible Gambling Council, is the most comprehensive accreditation programme globally. Our RG Programme meets 47 criteria across eight standards, including policies, training, and player protection measures. Annual reviews ensure continuous compliance and improvement.

Governance & Oversight

Our governance framework ensures accountability at every level. The RG Committee, comprising senior management, reports to the Board through the Compliance Committee.

The RG Committee is supported by:

- The RG Officer oversees the development, implementation, and continuous improvement of the RG Programme, ensuring alignment with regulatory requirements and global best practices.
- The RG Independent Advisory Panel provides expert guidance and independent assessments, ensuring programme effectiveness and alignment with global standards. Their expertise helps us adopt best practices and implement strategies for continuous improvement.
- RG Ambassadors, who are specially trained to provide prompt assistance and reach out to casino patrons on responsible and problem gambling matters.

This collaborative approach ensures that the RG Programme remains robust, adaptable, effective and aligned with evolving standards while maintaining the highest performance and governance standards.

Compliance Committee

The committee comprises of senior management representatives

- Oversees and ensures compliance with all rules and regulations, including but not limited to RG
- Meet quarterly to assess compliance risks, evaluate the effectiveness of the preventive and detective controls, and ensure progress on any action plans on the agenda

RG Independent Advisory Panel (IAP)

The RG IAP consist of experts who specialize in areas of problem gambling and addiction prevention

- Provides expert guidance and independent assessments, ensuring the effectiveness of RG Programme and alignment with global standards
- Contribute insights and information into social concerns and economic issues relating to problem gambling
- Provide guidance and feedback on the best practices and RG initiatives
- Review and endorse RG training curriculum to ensure its relevance and effectiveness

RG Ambassadors (RGAs)

RGAs are specially trained team members who can provide advice and assistance on RG matters

- The RGA community is a cornerstone of our RG strategy, serving as a vital resource for player education, outreach, and support
- Specially trained to provide prompt assistance and reach out to casino patrons on responsible and problem gambling matters
- Provide information and guidance on RG practices, promote awareness of RG tools and programmes, and offer access to player safeguard options, including self-exclusion and Manage Game Play (MGP) Programme enrolment

RG Committee

The committee comprises of senior management representatives overseeing RG

- Oversees and ensures compliance with all RG rules and regulations
- Meet quarterly to assess RG risks, evaluate the effectiveness of the preventive and detective controls, and ensure progress on any action plans on the agenda

RG Officer (RGO)

The RGO is a senior management team member responsible for all RWS RG initiatives

- Oversees the development, implementation, and continuous improvement of the RG Programme, ensuring alignment with regulatory requirements and global best practices
- Responsible for leading and implementing all RWS RG initiatives

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Congratulations to RWS for achieving the highest RG Check accreditation score worldwide for the past 10 years. RWS sets the standard for excellence in responsible gambling. RG Check is the world’s most comprehensive gambling accreditation program and was developed by RGC in consultation with policy makers, gambling providers, players and people who have experienced gambling harms.

Ms. Sarah McCarthy
CEO, Responsible Gambling Council



Manage Game Play (MGP) Programme

Our Manage Game Play (MGP) Programme empowers patrons to make informed

gambling decisions by providing real-time information on their gambling activity across all Electronic Gaming Machines. This initiative is free for all members and can be conveniently accessed through multiple touchpoints, including membership kiosks and our online portal.

Key Features:

- Personalised Limits: Patrons can set preferred time and/or spend limits for their gambling sessions.
- Real-Time Notifications: SMS alerts are sent at selected intervals to help patrons stay within their self-determined limits.
- RG Ambassador Support: Patrons may opt for a “shoulder tap” reminder from a trained RG Ambassador (RGA) if they exceed 200% of their set limit. RGAs provide discreet reminders and offer assistance or RG resources when needed.

Impact & Outcomes:

- Enrolment: Over 3,400 patrons have enrolled in the MGP Programme.
- Retention: More than 95% remain active participants, demonstrating strong engagement.
- Effectiveness: Surveys indicate that patrons find the programme easy to use and effective in promoting

breaks or cessation of play upon receiving notifications.

This programme reflects our commitment to player protection and RG practices, ensuring that gambling remains a safe and enjoyable experience.



RG Ambassador (RGA)

The RG Ambassador (RGA) community is a cornerstone of our RG strategy, serving as a vital resource for player education, outreach, and support. RGAs are specially trained to:

- Assist patrons with information and guidance on RG practices.
- Promote awareness of RG tools and programmes available at RWS.
- Provide practical tips for safe gambling and encourage informed decision-making.
- Offer access to player safeguard options, including self-exclusion and Manage Game Play (MGP) Programme enrolment.

Patrons can easily identify RGAs by their official badges and approach them for assistance at any time.

As of 2025, RWS has more than 800 RG Ambassadors, reinforcing our commitment to maintaining a safe and supportive gambling environment.

Responsible Advertising

RWS is committed to socially responsible advertising and promotions. We maintain a stringent compliance framework to ensure that all marketing materials:

- Do not mislead or contain any expressed or implied inducement to gamble.
- Avoid targeting vulnerable groups, including:
 - Singapore Citizens and Permanent Residents who are non-premium players and hold day-entry levies.
 - Individuals with gambling problems or under casino exclusion orders.
 - Minors.

To further support informed decision-making, every new member receives an RG kit upon casino membership enrolment. The kit includes:

- Information on RG programmes.
- Educational materials on signs of problem gambling.
- Details of help services and support channels available.

This approach reinforces our commitment to ethical marketing practices, player protection, and community well-being, aligning with our broader sustainability objectives.

Player Education and Safeguards

RWS provides comprehensive resources throughout the casino to maximise player reach.

- RG Brochures – Brochures in multiple languages on gambling risks and safeguards.
- Self-Service Membership Kiosks – Members can check gambling activities and access RG resources easily.
- Self-Exclusion Programme – RWS has an in-house self-exclusion programme offering variable ban length options.
- Access to Money – No ATMs in the casino and restriction on credit card transactions for Singapore Citizens and Permanent Residents.
- Venue and Game Features – Limited visibility of the casino and its activities from outside; RG features integrated in Electronic Gaming Machines; Time displays; and Cool-off rooms.

Casino Entry Checks

Our casino entry system is designed to uphold strict compliance and RG standards by ensuring that only eligible patrons gain access. All individuals entering the casino must present a valid government-issued photo identification for verification.

To strengthen accuracy and prevent unauthorised entry, advanced technologies such as Optical Character Recognition (OCR) and Facial Recognition (FR) are deployed. These systems perform accurate identity verification and impersonation checks,

serving as an effective deterrent against attempts to use another person’s identification documents to gain entry.

This comprehensive screening process prevents entry by minors, excluded individuals, and patrons subjected to visit limits, reinforcing our commitment to a safe and responsible gambling environment.

RG Training

Our RG training curriculum is regularly reviewed and endorsed by the RG Independent Advisory Panel to ensure its relevance and effectiveness. All team members receive RG training and are required to read and acknowledge the company’s policy, which outlines our RG objectives.

Casino employees must complete and pass the RG Awareness training before undertaking any casino-related duties. They are also required to attend annual refresher training, which is tracked and reported to senior management.

Employees appointed as RG Ambassadors undergo additional specialised training conducted by senior counsellors from the National Addictions Management Service (NAMS) and enhanced programmes organised by the Ministry of Social and Family Development (MSF). This advanced training equips RG Ambassadors with the skills to identify, respond to, and assist patrons exhibiting signs of distress potentially linked to problem gambling. RG Ambassadors are also required to complete annual refresher training to maintain competency.

RG Outreach Efforts

In support of the annual National RG Awareness Week, RWS partnered with the Ministry of Social and Family Development (MSF) to host four roadshows in 2025 within our casino. The theme for this year’s campaign was “Are you aware of Responsible Gambling Tools?”.

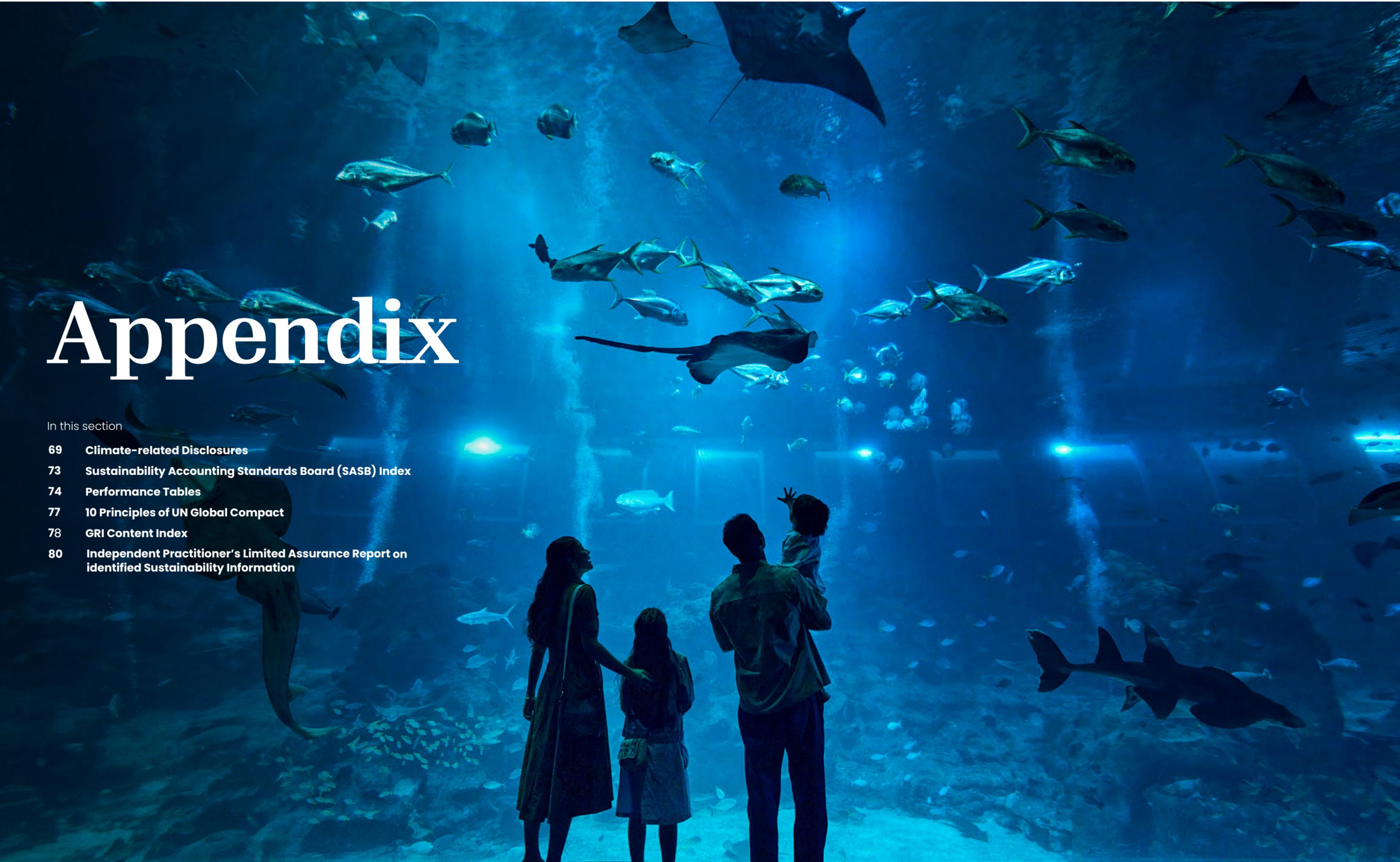
Beyond the national initiative, RWS organised an additional four roadshows throughout the year to further promote RG awareness among patrons. These events engaged a total of 1,928 patrons, with 598 patrons enrolling in the Manage Game Play (MGP) Programme during the sessions.

RWS remains committed to proactively promoting the MGP Programme, which empowers patrons to make informed decisions about their gambling habits and adopt healthy gambling practices. To date, the programme has achieved over 3,400 enrolments.

Appendix

In this section

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- 73** Sustainability Accounting Standards Board (SASB) Index
- 74** Performance Tables
- 77** 10 Principles of UN Global Compact
- 78** GRI Content Index
- 80** Independent Practitioner's Limited Assurance Report on identified Sustainability Information



Climate-related Disclosures

This year marks the first year where the Singapore Exchange Regulation (SGX RegCo) adopts the IFRS Sustainability Disclosure Standards climate-related disclosure into its sustainability reporting regime. As a Singaporean listed company, we are keeping on pace with SGX's implementation timeline, and will issue this Sustainability Report, alongside our climate-related disclosures, adopting the recommendations from IFRS S2 Climate-related Disclosures.

With these enhancements to the sustainability reporting regime, we have expanded our past years' climate-related disclosures from the 11 recommendations from the Task Force on Climate-related Disclosures (TCFD) to include the additional requirements from IFRS S2 Climate-related Disclosures.

Given the forward-looking nature of our climate-related disclosures, we are aware that there will be limitations in our disclosures, such as the uncertainties of our climate scenario analysis where they are not granularly contextualised for the Singapore tourism and hospitality industry, thereby hindering our ability to accurately assess the financial impacts of our climate-related risks and opportunities (CRROs) across different time horizons and climate futures. Nevertheless, we will continue to refine and build upon our climate scenario analysis for a more complete and holistic view of GENS' climate resilience.

Table 1: GENS approach for IFRS S2 Core Content

Core Content	GENS' Approach	Page Reference
<p>Governance</p> <p>Governance processes, controls, and procedures that we use to monitor, manage, and oversee climate-related risks and opportunities.</p>	<p>Board Oversight of Climate Strategy</p> <p>The GENS Board of Directors form the highest governing body and maintains oversight of our sustainability and climate strategies, policies, programme, and initiatives. The Board ensures proper management of sustainability and climate-related risks and opportunities, integrating them into our business model and operations.</p> <p>In 2024, the Board approved our LEAD Sustainability Framework, establishing the strategic direction for our sustainability efforts. This framework guides our sustainability initiatives, including advancing responsible tourism practices, contributing to local communities, supporting team member development, and strengthening governance.</p> <p>The Board receives quarterly updates on sustainability performance, new developments, and climate-related risks and opportunities. This guides the Board's advice on GENS' business strategy, business model, and risk management processes. Expenditures and decisions are assessed for their trade-offs, in terms of short-term capital investment against long-term financial and brand value. For instance, approval on the capital to invest in passive cooling technologies in WEAWE to future proof the new lifestyle development in RWS. Please see our Climate Risks and Opportunities table for a more detailed look into our strategies on our climate risks and opportunities.</p> <p>Board Skills and Competencies</p> <p>To effectively carry out their duties on guiding GENS' sustainability strategy, our Board of Directors have obtained mandatory sustainability training to meet SGX regulations. Additionally, the Board of Directors are also updated by the SSC on a when-needed basis when regulation or policy changes that could materially affects GENS arises.</p> <p>In 2025, the Board's oversight of sustainability was further strengthened with the implementation of a Board Sustainability Charter. Within the various Board Committees, their Terms of References have been updated as well to reflect their enhanced roles:</p> <ul style="list-style-type: none"> The Audit and Risk Committee (ARC): Maintains oversight of sustainability and climate-related risks and opportunities. The Remuneration Committee (RC): Responsible for setting sustainability key performance indicators (KPIs), linked to compensation for key management personnel. The Nominating Committee (NC): Reviews and ensures that the Board retains their competency related to sustainability and climate-related matters, ensuring that duties are carried out effectively. 	<p>Sustainability Governance</p> <p>2030 Sustainability Master Plan</p> <p>GENS Climate-related Risks and Opportunities table</p>

Management's Role in Climate Strategy

Our Management plays a vital role in ensuring the success of our sustainability initiatives and achieving our targets. To strengthen accountability, sustainability- and climate-related metrics have been integrated in their balanced scorecard KPIs, which will then determine their variable performance-based incentive. These KPIs are further cascaded down to business units, departments, and team members whose performance bonus and other incentives are tied to.

Our Sustainability Steering Committee (SSC) is comprised of key management personnels and are responsible for prioritising sustainability matters and strategy of the organisation. The SSC provides oversight and stewardship on the company's environmental sustainability strategy, including sustainability and climate-related risks and opportunities, reviews the targets set in our 2030 Sustainability Master Plan, our progress against these targets, and the initiatives planned out by various business units to achieve them. We have further reorganised the SSC and Working Groups to reflect LEAD focus work streams. The SSC will meet quarterly, while the Working Groups will meet monthly. For more information, please refer to our [Sustainability Governance](#) chapter.

Strategy¹

Our strategy for managing climate-related risks and opportunities

Climate-related Risks and Opportunities

We began to identify our CRROs through an in-depth workshop with key stakeholders from various business units. As a result, four CRROs were determined as most material to GENS from a list of 20 identified. These CRROs were further assessed on the likelihood and extent of impact over the short (0-2 years), medium (2-4 years), and long (>5 years) term time horizons, considering their effects under different climate scenarios. Our time horizons are determined based on our business planning and expansion timelines, allowing us to set manageable targets based on our operational status. Our short-term time horizon aligns with our operation and budgetary planning. Our medium-term time horizon aligns with our RWS 2.0 expansion and construction timeline. Our long-term time horizon aligns with the timeline set out in our Master Plan and the SG Green Plan. We also assess the impacts of our CRROs on a further timeline, based on available research from Singapore's V3 Study..

Climate Scenario Analysis

In 2024, we reviewed and updated our CRROs to better align with the evolving scientific and policy landscape, as well as our business strategy. This involved reviewing the existing adopted climate scenarios: IPCC's Shared Socioeconomic Pathways (SSP) 1-2.6 and SSP 5-8.5, and the IEA's 2050 Net Zero Emissions (NZE) Scenario and Announced Pledges Scenario (APS). We also considered the Singapore's V3 Study, which condensed and contextualised IPCC's findings and downscaled them into a more localised setting, whilst forecasting the nation's future climate patterns. Additionally, we took note of SGX's formal adoption of IFRS S2 for sustainability reporting among listed companies in Singapore. These developments highlighted the need for us to review and update our CRROs to ensure ongoing relevance.

We recognise that physical climate risks can damage our infrastructure, disrupt business, pose safety hazards, and increase operating costs. Transition risks may also result in financial and reputational damage. To mitigate these risks, we take proactive measures to stay abreast of both physical and transition risks, ensuring that we remain operational for our guests.

At the same time, climate change is shifting global tourism trends towards sustainability-related experiences, which are increasingly sought after. This presents a valuable opportunity for us as we move forward with the expansion of RWS 2.0, incorporating more sustainability elements into our offerings. For more details on our assessment of our CRROs against different climate futures and our strategies to mitigate and adopt them, please refer to our GENS Climate-related Risks and Opportunities table.

Funding and Resource Allocation

Our transition to a low-carbon economy, mitigating our climate risks and realising our opportunities will require significant capital expense, operating expense, and efforts from our team members. Finances and resources for this transition is part of our \$6.8billion expenditure set aside for RWS 2.0's expansion. For example, budget has been set aside for the construction of Waterfront Lifestyle Building with energy efficient fittings and passive cooling designs, aiming to be Green Mark Platinum certified.

Other than allocating funds internally, we also seek external funding and support, such as government grants, partnerships, and industry collaborations. As the RWS 2.0 expansion will have sustainability as a core design principle, we are also exploring sustainability-focused financing mechanisms such as green bonds and sustainability-linked loans.

[GENS Climate-related Risks and Opportunities table](#)

[2030 Sustainability Master Plan](#)

[Lower Emissions Pillar](#)

¹Transition relief applied to preparing anticipated financial impacts of climate-related risks and opportunities, across time horizons and identified climate scenarios.

Risk Management
How we identify, assess, prioritise, and monitor climate-related risks and opportunities, including whether and how these processes are integrated into and inform the entity's overall risk management process.

Enterprise Risk Management
The GENS TCFD Taskforce, now part of the Sustainability Steering Committee Working Group brings together heads of departments of key business units. In 2024, an external consultant conducted a briefing for the Taskforce members on ISSB's updated requirements for CRROs.

The risk management and sustainability team also conducted additional briefings to business units on GENS' CRROS to enhance the integration of environmental and climate risks into their business units' risk profile. The briefing included the types of environmental risks present, potential impacts, outlooks based on climate scenarios, and possible mitigation plans tailored to each business unit's operations. This training has enabled business units to integrate climate risk identification into their daily operations and to develop mitigation measures as needed. Through this process, several CRROS were identified, including physical risks, such as rising temperatures, and transition risks, such as the increasing demand for sustainable tourism. For more information, please refer to the GENS climate-related risks and opportunities table.

Environmental risk, which includes climate-related risks, has been integrated into our enterprise risk management (ERM) framework since 2022. Our ERM methodology evaluates risks based on their impact and likelihood, guiding the prioritisation of ESG risks. Likelihood and severity of identified CRROs are determined through materiality assessments, stakeholder engagement, and scenario analysis, using a severity-likelihood matrix. Environmental risks with a financial impact exceeding S\$50 million are classified as "critical" or "high", regardless of their likelihood. These high-priority risks are monitored and reviewed quarterly by the audit and risk committee, which, alongside the GENS management risk committee, oversees their selection and management. Risks that do not exceed S\$50 million and are unlikely to occur are categorised as "medium" or "low" are monitored and reported to the management risk committee during the bi-annual departmental risk register exercise.

[GENS Climate-related Risks and Opportunities table](#)

Metrics and Targets²
How we perform in relation to our climate-related risks and opportunities, including progress towards any climate-related targets we have set.

Climate-related Metrics
Our climate-related targets are outlined in our 2030 Sustainability Master Plan. Our targets are set with reference to local and international sustainability and climate goals, such as the SG Green Plan and the Paris Agreement. These targets primarily focus on reducing our combined Scope 1, Scope 2, and Scope 3 emissions, with an emphasis on energy, water, waste, and building performance – key contributors to our emissions. We assess our progress against our targets, our operations, and business plans annually and update them if necessary to ensure that they stay relevant, manageable, and realistic. To achieve these targets, we closely monitor and track our performance across these metrics and disclose them alongside other ESG indicators in our Sustainability Report. For details on how we manage our environmental footprint, please refer to the Lower Emissions chapter, and for an overview of our progress, see the Performance Table chapter.

Here is a summary of our climate-related targets, which are reviewed annually. These targets are set to be achieved by 2030.

Table 2: GENS climate-related targets

Metric	Target	Rationale
Carbon Emission	Reduce carbon emission intensity by 30%	Overarching carbon emission reduction goal
Waste	Reduce operational waste-to-landfill intensity by 50%	Reduces Scope 3 emissions
Water	Reduce municipal water withdrawal intensity by 30%	Reduces Scope 3 emissions
Energy	Reduce energy consumption intensity by 30%	Reduces Scope 1 and 2 emissions
Buildings	Green 75% of buildings by GFA	Reduces Scope 2 emissions
Transportation	Achieve 100% electric transportation within owned fleet	Reduces Scope 1 emissions

To embed sustainability within individual business units, we have included KPIs related to achieving our climate-related targets in the performance appraisals for all business unit heads of department, CEO, and Board of Directors.

Industry Metrics

Starting from 2025, we will be disclosing our industry-related metrics in accordance with the Sustainability Accounting Standards Board's (SASB) Casinos & Gambling Sustainability Accounting Standard. Please refer to SASB Disclosure for more information.

[2030 Sustainability Master Plan](#)

[Lower Emissions Pillar](#)

[Performance Table](#)

[Performance Tracking Table](#)

[Sustainability Accounting Standards Board \(SASB\) Index](#)

Climate Scenario Analysis

In 2023, we conducted a climate scenario analysis with external consultant support to evaluate physical and transition risks across different time horizons and climate futures. Drawing on climate studies from the IPCC and IEA, we identified our most material climate risks from a list of 20 potential risks, based on assessment by senior management across Business Units. These material risks form the foundation of our climate mitigation strategy.

Scenario Selection

We selected scenarios that provide both aspirational and stress-test perspectives on climate futures:

IPCC SSP1-2.6: Represents a sustainable development pathway with strong mitigation efforts, aligned with our sustainability commitments and efforts to reduce climate-related risks.

IPCC SSP5-8.5: Models a high-emission future, enabling assessment of worst-case physical climate risks and informing robust adaptation strategies.

IEA Net Zero by 2050 (NZE): Provides a framework for transitioning to low-carbon operations and understanding financial implications of achieving global net-zero emissions by mid-century.

IEA Announced Pledges Scenario (APS): Reflects current policy commitments and their projected impact on emissions, helping assess the effectiveness of existing climate policies and potential transition risks.

These scenarios provide general global trajectories for policy, economic, and technological evolution. We supplement this analysis with localised and industry-specific studies to contextualize implications for Singapore's tourism and hospitality sector.

As climate science and industry-specific modelling evolves, we will update our scenario analysis to incorporate new insights and refine our understanding of climate futures.

Scenario Analysis Framework

We selected two primary climate futures to assess the potential magnitude of climate-related risks:

- In the below 2°C scenario, global efforts are in place to limit warming, where macroeconomic trends point to ambitious decarbonisation policies and strategies to decarbonise global electricity grids aiming to achieve net-zero emissions by 2050;
- In the above 4°C scenario, there are insufficient efforts to reduce emissions, leading to the global economy remaining dependent on fossil fuels and heightened physical and transition risks.

As climate science and policy continues developing and as we advance in our own understanding of our CRROs, we constantly build upon our prior assessment of our selected climate futures. Relying upon published research that contextualises climate scenarios to a Singaporean context, such as the [Singapore V3 Study](#), the [Public Utilities Board Risk Assessment Study on sea level rise](#), and the [Singapore Tourism Board's outlook on Singapore's tourism future](#), we constantly evaluate our potential to adapt to these climate futures and make micro-adjustments to our business model and strategy, ensuring we stay competitive in an ever-changing and dynamic tourism environment. Table 3 below highlights the key characteristics of each climate scenario.

Table 3: GENS climate scenario analysis

Climate Scenario	Accelerated climate ambitions (below 2°C)	Insufficient climate actions (above 4°C)
Timeframe	Up to 2050	
Risk Types	Physical Risks and Transition Risks	
Climate Scenario References	SSP1-2.6 IEA NZE 2050 Singapore V3 Study	SSP5-8.5 IEA APS Singapore V3 Study
Key Characteristics	<ul style="list-style-type: none"> Inclusive economic growth, with investments shifting towards green infrastructure. International climate agreements upheld and strongly implemented. Carbon pricing and emissions regulations are strict and widespread. Rapid innovation in clean technology with fossil fuel phased out. Energy efficiency technology is more commercially available. Renewable energy dominates global energy mix, increasing accessibility of renewable energy to land-scarce countries. 	<ul style="list-style-type: none"> High global GDP growth, but is energy-intensive and carbon-heavy. Climate policies are weak and fragmented with low international cooperation on environmental and climate protection. Technological development is rapid, but with less emphasis on renewable energy and clean technology. Renewable energy growth remains slow with global energy grid still relying on fossil fuels. Land-scarce countries will still lack access to renewable energy.

² Transition relief applied to calculating amount of percentage of assets or business activities or aligned to climate-related risks and opportunities.

GENS Climate-related Risks and Opportunities

We periodically refresh our climate-related risks and opportunities (CRROs) to reflect advances in climate science, policy developments, and emerging business realities. This process ensures our climate strategy remains relevant and responsive.

Our 2023 scenario analysis, utilizing IPCC SSP pathways and IEA scenarios alongside regional studies such as Singapore’s V3 Study, informed updates to our material CRROs. Through this review, we removed “increased expectations for transparency and disclosure” as immaterial, while adding “increased frequency of extreme weather events” as a material physical risk.

We determine CRRO materiality based on potential financial impact across different time horizons (see Table 3). Based on current assessments, we do not

expect material changes to financial performance, position, or cash flows attributable to climate risks under our existing mitigation strategy. Minor financial movements may occur due to proactive measures, such as infrastructure upgrades and business model adjustments, designed to mitigate risks and capitalize on opportunities. In 2025, we refined our scenario analysis to reference V3 Study projections for 2050 and 2100 rather than 2150, better aligning climate timelines with our strategic planning horizon.

Climate-related risks are integrated into our corporate risk management framework. While no material financial impacts were identified in the current assessment period, we continuously monitor CRROs and will adjust our approach as conditions evolve.

Table 4: GENS Climate-related risk and opportunity table

Risks and Opportunities	Risk Type	Description and potential impact on GENS	Response									
Increasing frequency of extreme weather events	Physical Risk M L	As global temperatures rise and climatic patterns shift, extreme weather events are expected to become more frequent and severe. Given RWS’ location on Sentosa Island and with hotels situated near Sentosa Island’s coast, our primary concern with regards to extreme weather events is the possibility of flash floods and water damages. We consult publicly available flood map modelling and precipitation projections developed for Singapore to assess our exposure to floods.	Heavy rainfall poses safety hazards for our outdoor attractions, particularly in our water park and amusement park. We compensate the loss in park visitation rates by increasing the number of in-door offerings on the resort. For example, our new Weave mall is completely sheltered with a newly-built ethylene tetrafluoroethylene (ETFE) roof, providing cover from the rain whilst still maintaining an outdoor façade. Sea level rise remains our most critical physical risk. RWS 2.0’s expansion will feature the Waterfront Lifestyle Building. Therefore, our primary mitigation strategy against sea level rise will be to implemented flood prevention measurements: <ul style="list-style-type: none"> The construction of the Waterfront Lifestyle Building will be elevated by 300mm to prevent damage from flash flooding events. The draining system network serving RWS 2.0 is sized based on the past 50 years’ rainfall amount, allowing stormwater to be safely channelled out of the resort in the case of flash floods. Furthermore, as part of Singapore’s development of the Greater Southern Waterfront, coastal protection measurements, such as coastal barriers and tidal gates, are proposed to keep seawater out in between Sentosa Island and Singapore mainland during high tide and extreme coastal water . Full details on the coastal protection measurements are not released yet. However, we are in conversations with the relevant government agencies. We will be keeping a close eye on its development and update our mitigation plans when needed. With our planned mitigation measures in place, we are confident in our resilience against the anticipated increase in extreme weather events. The financial impacts from them are expected to be minimal.									
		We do not expect any material impacts due to extreme weather events in the medium to long term; however, impacts may arise on a longer term time horizon, up till end-century.										
Table 5: GENS Physical Risk Climate Scenario												
		<table border="1"> <thead> <tr> <th>Climate Scenario</th> <th>Weather event intensities</th> <th>Financial Impact</th> </tr> </thead> <tbody> <tr> <td>SSP1-2.6</td> <td>During wetter months, rainfall is expected to increase by up to 20% by end-century, with very heavy daily rainfall (99.9th percentile of daily rainfall) days to increase by 35%-40%. End-century wind speeds to increase by a maximum of 4% across the monsoon months. Sea-level is expected to rise by 0.42m to 0.48m by end-century.</td> <td>Low</td> </tr> <tr> <td>SSP5-8.5</td> <td>During wetter months, rainfall is expected to increase by up to 18% by end-century, with very heavy daily rainfall (99.9th percentile of daily rainfall) days to increase by 30%. End-century wind speeds to increase by a maximum of 13.8% across the monsoon months. Sea level is expected to rise by 0.75m to 0.83m by end century, and 1.15m by 2150.</td> <td>Medium</td> </tr> </tbody> </table>	Climate Scenario	Weather event intensities	Financial Impact	SSP1-2.6	During wetter months, rainfall is expected to increase by up to 20% by end-century, with very heavy daily rainfall (99.9th percentile of daily rainfall) days to increase by 35%-40%. End-century wind speeds to increase by a maximum of 4% across the monsoon months. Sea-level is expected to rise by 0.42m to 0.48m by end-century.	Low	SSP5-8.5	During wetter months, rainfall is expected to increase by up to 18% by end-century, with very heavy daily rainfall (99.9th percentile of daily rainfall) days to increase by 30%. End-century wind speeds to increase by a maximum of 13.8% across the monsoon months. Sea level is expected to rise by 0.75m to 0.83m by end century, and 1.15m by 2150.	Medium	
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<p>We corroborate the projections by the V3 Study above with other publicly available sea level rise maps, including those from Meteorological Service Singapore, Climate Central’s coastal flood map, and NASA’s sea level projection tool.</p> <p>In the low emissions scenario, the increase in very heavy daily rainfall days could result in park closures, decreasing operating hours and visitation rates. The projected rise in sea level is low and presents no risk as all our coastal infrastructure and assets are sufficiently elevated.</p> <p>In the high emission scenario, the increase in very heavy daily rainfall days is slightly lower than in the low emission scenario. We remain mindful of the potential of storm surges and high-tides to exceed the estimated 1.15m height, potentially reaching up to 5m. Hence, we plan our coastal defences to heights past 1.15m.</p>												

Temperature rise

Physical Risk



A report by the International Labour Organisation (ILO) revealed that 74.7% of the workforce in the Asia-Pacific region is exposed to excessive heat. The V3 Study projected an increase in 0.6C to 2.2C in average air temperature and 0.8C to 1.9C in average WBGT by 2050.

In the short-, medium-, and long-term, we do not expect the increase in surrounding temperatures to have significant impacts on us due to their slow gradual increase. However, we are cognisant of its impacts at further time horizons.

Table 6: Projected WBGT and Air Temperature by 2050

Climate Scenario	WBGT	Financial Impact
SSPI-2.6	27.4°C (27.1°C to 27.8°C)	Low
SSP5-8.5	28.0°C (27.6 C to 28.5°C)	Low

Climate Scenario	Air Temperature	Financial Impact
SSPI-2.6	28.9°C (28.5°C to 29.2°C)	Low
SSP5-8.5	29.5°C (28.8°C to 30.1°C)	Low

Singapore is expected to see a significant rise in very hot days—those with maximum temperatures exceeding 35°C—growing from 21.4 days currently to between 47 and 93 days per year by mid-century under the SSPI-2.6 scenario. High heat stress days, where the WBGT exceeds 33°C, will also become more common, increasing from the currently observed 8 days to 53-112 days for low emission scenario and 86-155 days for high emission scenario.

WBGT surpassing 33°C poses serious risks to workforce safety and productivity. As high-temperature days and heatwaves become more frequent, occupational heat stress is expected to rise, threatening the safety and productivity of team members working in heat exposed conditions. The ILO projects a potential 0.07% reduction in work and labour productivity within the service sector due to heat stress. While the financial impact may be small, addressing this issue is critical to safeguarding the health and safety of both our team members and guests.

Although the rise in annual average temperatures in the short to medium term is minimal, guest feedback has indicated that extreme daily temperatures are the main factor behind decreased visitation rates.

RWS is cooled by our centralised District Cooling Plant (DCP), and the plant’s cooling efficiency fluctuates with changes in WBGT. The projected WBGT increase could lead to reduced cooling efficiency. In 2023, an energy audit estimated that the plant’s auxiliary efficiency could decrease by an estimate of 0.06kW/RT for every 1°C rise in WBGT. Given Singapore’s annual average WBGT was 26.6°C in 2023, this could result in an additional operational cooling cost of up to \$400,000 per year by the end of the century based on 2023’s usage and electricity tariff.

Workplace safety and health remains our utmost priority. We adhere to Singapore’s national heat advisory guidelines for all team members exposed to the outdoor heat. For example, team members working in Universal Studios Singapore are on a strict rotation schedule to prevent prolonged exposure to the sun. We have also implemented automated heat stress alerts, automatically prompting our Duty Managers of high WBGT, enhancing safety measures.

We have made significant investments for infrastructural maintenance and upgrades in RWS. For example, ETFE roofs across our outdoor areas such as Avenue 8, Forum, and Universal Studios Singapore were upgraded, replacing them with higher ETFE-content roofs. These improvements have enhanced heat insulation and sunlight reflection, helping to maintain comfortable temperatures even on very hot days.

As our Cloud-based Building Management System continues to collect more building performance data, so will its integration with our DCP. A better integration will lead to better estimation of cooling requirements, thereby optimising DCP’s operations. Our Thermal Energy Storage system is nearing completion as well, allowing for storage of chilled water during cooler nights, reducing overall daily electricity requirements.

RWS 2.0’s expansion will feature a renovation of our existing hotels. We will be investing heavily in multiple phases to retrofit and upgrade the airside cooling equipment across these hotels, enhancing their cooling efficiency and reducing DCP’s demand load, allowing us to meet growing cooling demands while minimising cost increases.

Tightened carbon regulations and taxes

Transition Risk



RWS’ operations are highly energy-intensive, with Scope 2 emissions accounting for most of our total carbon footprint. As we expand into RWS 2.0, we anticipate a significant increase in energy consumption, which increasingly exposes us to Singapore’s escalating carbon tax. The tax rate is currently set at S\$25 per tCO₂e (equalling to roughly \$1,800,000 for our FY2025 Scope 2 emissions)

Table 6: Singapore carbon tax rate and financial impact to GENS

FY	Carbon tax rate	Financial Impact
2025	S\$25/tCO ₂ e	Medium
2026-2028	S\$45/tCO ₂ e	Medium
2028 onwards	S\$50-80/tCO ₂ e	Medium

In line with Singapore’s current and expected carbon tax trajectory, we have internalised it for emission intensive purchases and decisions. As of FY2025, RWS is affected by Singapore’s carbon tax only through our electricity usage, from flowthrough by our utility provider; hence, Singapore’s current and future carbon prices are considered in our electricity purchasing strategy.

We are aware that the IEA’s NZE 2050 scenario projects carbon prices to reach US\$140 (\$180) for advanced economies by 2030, which exceeds Singapore’s forecasted carbon tax rates. Considering both global trends in carbon pricing and Singapore’s ambition to reach net zero emissions by 2050, we recognise the potential for higher-than-expected carbon tax rates in the future. However, we are taking a more conservative approach for our current assessments. As we refine and develop this system, we will reassess and adjust as needed.

Decarbonisation is our primary strategy to minimise our exposure to the carbon tax. Our decarbonisation approach centres around three core strategy:

1. Driving energy efficiency and reducing consumption
2. Accelerating renewable energy solutions
3. Adapting innovative energy solutions

Throughout 2025 and beyond, we have made substantial investments to optimise the energy efficiency of our buildings and operations. Key initiatives include:

- Implementation of our large-scale cloud-based Building Management System;
- Expansion of solar panel installations on the rooftops of new buildings;
- Upgrading cooling equipment in older buildings; and
- Implementing Smart Hotel Room Controls in newly refurbished hotel rooms.

The new buildings under RWS 2.0 have also been designed in alignment with the Building and Construction Authority’s (BCA) latest Green Mark Certification Scheme. Additionally, we aim to reduce our reliance on energy intensive cooling equipment by incorporating passive cooling architectural principles into our new builds.

Whilst reducing electricity usage sits at the top of our decarbonisation approach, we recognise that adopting renewable energy is necessary for us to achieve and advance our climate targets. We are keeping a close eye on the development of the regional power grid project in Singapore. The target to import around 6 gigawatts of low-carbon electricity into Singapore by 2035 presents a great opportunity for us to incorporate green energy into our operations. The progress of the project remains strong and steady, with increasing number of companies receiving Conditional Approvals and Conditional Licenses for importing. We will rely on PPAs (bundled RECs) as our primary source of renewable energy and will only subject to unbundled RECs and carbon credits if needed.

For more details on our decarbonisation efforts, please refer to the [Lower Emissions](#) chapter.

Increase demand for sustainable tourism

Transition Risk
S
M

 Opportunity
L

Global travel patterns are shifting towards an emphasis on [sustainability, wellness, and inclusivity](#). We have been receiving increasing amounts of enquiry from our clients regarding the sustainability profile of our offerings, such as the green standards of our venues, post-event reports, sustainability reports, sustainability tours, and more. This increase in demand for sustainable destinations presents a risk to us if we do not adapt to these trends, missing out on potential revenue and risking negative reputation.

We define the risk and opportunity presented to us as the potential amount of spending that a sustainable tourist might contribute to our business. We expect to see increased spending from existing visitors rather than an incremental growth in the number of visitors due to green offerings. Together with the new infrastructure, attractions, and offerings coming with the RWS 2.0 expansion, we anticipated an increase in tourist arrivals based on the available sustainability-related experiences that we will provide. Accurately estimating the potential revenue associated with this opportunity is challenging as tourist spending behaviours can vary widely and interest in sustainable tourism is a non-quantifiable attribute. However, some estimates can be made based on existing research on traveller's willingness-to-spend for sustainable tourism.

According to Trip.com's [2024 Sustainable Travel Consumer Report](#), 42.5% of travellers are willing to pay for sustainable travel, and 56.9% of them actually action upon this willingness to spend, which means that 24.2% of current travellers willingly spend more for a more sustainable travel. By multiplying this number to our non-gambling revenue, where large majority of our sustainable offerings belong, we derive a possible \$183mil opportunity from sustainable travel demands.

We uphold ourselves as a global leader in sustainable tourism, and we embed sustainability elements into the main aspect of our business lines.

Table 7: Sustainability elements in RWS offerings

Business Line	Sustainability Elements
Hotels	<ul style="list-style-type: none"> Locally-sourced and ecofriendly amenities Energy and water-efficient room fittings
Attractions	<ul style="list-style-type: none"> Zero Energy zones Inclusive shows and rides
Food & Beverage, Retail	<ul style="list-style-type: none"> Locally-sourced and sustainably-sourced ingredients Bio-degradable packaging
MICE	<ul style="list-style-type: none"> Locally-sourced and ecofriendly amenities Post-event reports Comprehensive waste management measures

We also certify ourselves against global sustainable travel standards, such as those conferred by the Global Sustainable Tourism Council, Singapore Tourism Awards, Singapore MICE Awards, and more.

RWS 2.0's expansion will have sustainability at its core. Our 2025 achievement includes:

- Illumination's Minion Land in Universal Studios Singapore achievement of the Zero Energy Building certification;
- Singapore Oceanarium's rebranding as an institute for marine education; and
- Research and Learning Centre's Zero Energy Building certification

Our existing infrastructure has also gone through significant retrofitting, pivoting to accommodate the influx of sustainable travellers. We are also future-proofing our existing and upcoming assets, significantly investing for upgrades to our HVAC and lighting systems, and sustainable building materials.

We also aim to bring impact beyond our doors. Revolved around our CSR Framework, we contributed more than \$1 million in cash and in-kind donations in 2025, providing support for the local community. We partner with local organisations to amplify our community impact, organise large-scale volunteering events, and organising donation drives. The total investments into capturing the sustainable tourism opportunity are difficult to quantify as the strategy we implement forms the daily operations of our business.

For more detail of our efforts, please refer to the chapters under each of our pillars.

Sustainability Accounting Standards Board (SASB) Index

Topic	Metric	Unit of Measure	Performance	Code
Energy Management	1. Total energy consumed	Gigajoules (GJ),	1. 715,275	SV-CA-130a.1
	2. Percentage grid electricity	Percentage (%)	2. 93.5	
	3. Percentage renewable		3. 1.4	
Responsible Gambling	Percentage of gaming facilities that implement the Responsible Gambling Standards and Criteria for Venues	Percentage (%) by revenue	100	SV-CA-260a.1
	Percentage of online gaming operations that implement the Responsible Gambling Council (RGC) Standards and Criteria for iGaming	Percentage (%) by revenue	N/A – we do not have online gaming operations	SV-CA-260a.2
Smoke-free Casinos	Percentage of gambling floor where smoking is allowed	Percentage (%) of gambling floor area	57	SV-CA-320a.1
	Percentage of gambling staff who work in areas where smoking is allowed	Percentage (%) of man-hours	35	SV-CA-320a.2
Internal Controls on Money Laundering	Description of anti-money laundering policies and practices	N/A	Refer to the PMLTFPF section of our Governance & Ethics chapter	SV-CA-510a.1
	Total amount of monetary losses as a result of legal proceedings associated with money laundering	Presentation currency	0	SV-CA-510a.2
Activity Metrics	Number of tables	Number	771	SV-CA-000.A
	Number of slots	Number	2046	SV-CA-000.B
	Number of active online gambling customers	Number	N/A – we do not have online gambling operations	SV-CA-000.C
	Total area of gambling floor	Square metres (m ²)	14,156.68	SV-CA-000.D

Lower Emissions Performance Table

	Unit	2015	2023	2024	2025
Energy					
Direct Non-Renewable Energy	GJ	54,565	36,915*	50,297*	36,007
Direct Renewable Energy	GJ	2,448 (679,911 kWh)	3,403* (945,310 kWh)	8,756* (2,432,282 kWh)	10,291 (2,858,502 kWh)
Indirect Energy – Electricity Grid	GJ	871,985 (242,218,025 kWh)	601,096* (166,971,074 kWh)	621,065* (172,518,103 kWh)	667,243 (185,345,287 kWh)
Total Energy Use	GJ	929,998	641,414*	680,118*	713,540
Energy Intensity	GJ/m²/yr	2.27	1.61*	1.72*	1.81
Emissions					
Scope 1 GHG Emissions					
Refrigerants	tCO ₂ e	3,432	0*	0*	0*
Stationary Fuels	tCO ₂ e	2,254	1,490*	2,216*	1,943*
Owned & Controlled Transport	tCO ₂ e	427	275*	224*	89*
Total Scope 1 GHG Emissions	tCO₂e	6,113	1,765*	2,440*	2,032*
Scope 2 GHG Emissions (Market-based/Location-based)					
Electricity	tCO ₂ e	104,468	69,320**	70,821**	74,509*
Total Scope 1 & 2 GHG Emissions	tCO₂e	110,581	71,084*	73,261*	76,541*
Scope 1 & 2 GHG Emissions Intensity	tCO ₂ e/m ² /yr	0.270	0.179*	0.186*	0.194*
Scope 3 GHG Emissions					
Cat 3: Fuel-and-Energy-Related Activities Not Included in Scope 1 and Scope 2 ¹	tCO ₂ e	19,506	18,809	19,562	20,916
Cat 4: Upstream Transportation and Distribution	tCO ₂ e	4,159	1,318	1,454	1,649
Cat 5: Waste Generated in Operations	tCO ₂ e	242	178*	62*	50*
Cat 6: Business Travel ²	tCO ₂ e	1,955	957	1,241	868
Cat 7: Employee Commuting	tCO ₂ e	7,010	4,215	5,066	5,131
Cat 8: Upstream Leased Assets	tCO ₂ e	0	0	0	0.2
Cat 13: Downstream Leased Assets	tCO ₂ e	3,484	1,624	1,486	2,247
Cat 1: Purchased goods and services (Water)	tCO ₂ e	1,627	849	869	915*
Total Scope 3 GHG Emissions	tCO₂e	37,983	27,950	29,464	31,779
Total Scope 1 to 3 GHG Emissions	tCO₂e	148,564	99,103	103,043	108,320
Scope 1 to 3 GHG Emissions Intensity	tCO₂e/m²/yr	0.362	0.250	0.261	0.275
Change in Scope 1 to 3 GHG Emissions (Baseline 2015)	%	-	-31%	-28%	-24%
Total GHG Emissions intensity Against Revenue	tCO₂e/mil\$/yr	61.90	41.09	40.70	44.18

Note: Figures may not add up due to rounding errors.

	Unit	2015	2023	2024	2025
Water					
Potable Water	m ³	2,319,210	1,118,001*	1,142,090*	1,117,212
NEWater	m ³	534,993	371,296*	383,425*	488,514
Total Water Withdrawal (Municipal Water)	m³	2,854,203	1,489,296*	1,525,515*	1,605,726
Water Withdrawal Intensity (Municipal Water)	m³	6.96	3.75	3.86	4.08
Seawater	m ³	759,188	563,076*	540,168*	644,651
Total Water Withdrawal (Municipal Water and Seawater)	m³	3,613,391	2,052,372*	2,065,683*	2,250,376
Water Withdrawal Intensity (Municipal Water and Seawater)	m³	8.81	5.16	5.23	5.71
Reclaimed Water	m ³	Untracked	18,622	17,695	11,957
Rainwater Harvesting ⁴	m ³	785,179	119,950	197,197	156,219

Waste					
Operational Waste					
Operational Waste Directed to Disposal	tonnes	10,803	6,570*	6,720*	6,042
Operational Waste Diverted from Disposal	tonnes	705	1,542*	1,593*	1,607
Total Operational Waste	tonnes	11,508	8,112*	8,313*	7,649
Operational Waste to Landfill Intensity	tonnes	0.0263	0.0165	0.0170	0.0153

Construction Waste					
Construction Waste Directed to Disposal	tonnes	0	1,105*	84*	1,339
Construction Waste Diverted from Disposal	tonnes	0	9,613*	6,521*	5,579
Total Construction Waste	tonnes	10,719*	6,605*	6,419*	6,918

Hazardous Waste					
Hazardous Waste	tonnes	0	0	0	0
Total Generated Waste	tonnes	11,508*	18,830*	14,918*	14,567

Supply Chain					
Local Suppliers ⁵			2,250	2,381	2,536
Foreign Suppliers			367	381	382
Total Suppliers			2,617	2,762	2,918
Percentage of Local Suppliers (By Spend)	%		86	86	87

Green Buildings					
GENS GFA	m ²	409,998	397,666	394,777	393,976
BCA Green Mark Certified Buildings by GENS GFA	%	60	67%	61%	70%

* These numbers have been externally assured.

¹ Scope 2 emissions for FY2023 and FY2024 are restated due to improved data accuracy for the electricity consumption data used in the calculations of Scope 2 GHG emissions, resulting in a reduction of 0.4% for both years.

² Scope 3 Category 3 emissions for FY2023 and FY2024 are restated as we update our calculation methodology in FY2025. Exact T&D losses are now obtained through electricity invoices rather than via DEFRA's estimates. This resulted in a 0.3% and 0.2% increase in Cat 3 emissions respectively.

³ There was an increase in our business travel emissions due to an error in distance calculations between certain airports and additional flight details that were previously missed out were included. This resulted in an increase in emissions by 28%.

⁴ Upstream leased assets are introduced into our emissions inventory this year as we now lease a part of our limousine fleet.

⁵ Rainwater harvested for 2025 is estimated as the storage tank's monitoring system encountered errors throughout the year, leading to loss of consumption readings. We are currently in the process of upgrading the system.

⁶ Our significant location of operations are limited to Singapore only. "Local" includes local agents with local registered office addresses, who may procure from overseas sources.

Enhance Wellbeing Performance Table

Team Members Employment Contract ⁶	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Permanent	2,260 (48%)*	1,853 (44%)*	2,421 (50%)*	1,984 (46%)*	2,464 (48%)	2,088 (45%)
Contract ≥ 12 months	1,136 (24%)*	942 (22%)*	1,243 (26%)*	1,011 (24%)*	1,362 (27%)	1,032 (22%)
Contract < 12 months	11 (1%)*	4 (1%)*	12 (1%)*	3 (1%)*	16 (1%)	9 (1%)
Others	1,258 (27%)*	1,431 (33%)*	1,144 (23%)*	1,264 (29%)*	1,269 (24%)	1,481 (32%)
Total	4,664*	4,230*	4,820*	4,262*	5111	4610

Team Members by Gender and Employment Category	Male	Female	Male	Female	Male	Female
Senior Management	32 (1%)*	29 (1%)*	36 (1%)*	32 (1%)*	47 (1%)	36 (1%)
Management	753 (16%)*	548 (13%)*	827 (17%)*	608 (14%)*	913 (18%)	681 (15%)
Executives and Supervisors	927 (20%)*	932 (22%)*	1,106 (23%)*	1,046 (25%)*	1,201 (23%)	1,092 (24%)
Rank and File	2,953 (63%)*	2,721 (64%)*	2,851 (59%)*	2,576 (60%)*	2,950 (58%)	2,801 (60%)
Total	4,665*	4,230*	4,820*	4,262*	5111	4610

Team Members by Age Group and Employment Category	Under 30 Years Old			30-50 Years Old			Above 50 Years Old		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Senior Management	0 (0%)*	0 (0%)*	0 (0%)	37 (1%)*	41 (1%)*	39 (1%)	24 (3%)*	27 (3%)*	44 (3%)
Management	41 (1%)*	29 (1%)*	21 (1%)	1,077 (25%)*	1,183 (25%)*	1,185 (24%)	183 (20%)*	223 (22%)*	388 (28%)
Executives and Supervisors	372 (10%)*	488 (14%)*	397 (12%)	1,326 (30%)*	1,468 (32%)*	1,590 (32%)	161 (18%)*	196 (20%)*	306 (22%)
Rank and File	3,201 (89%)*	2,935 (85%)*	3,010 (87%)	1,942 (44%)*	1,946 (42%)*	2,084 (43%)	531 (59%)*	546 (55%)*	657 (47%)
Total	3,614*	3,452*	3,428	4,382*	4,638*	4,898	899*	992*	1,395

⁶Includes only permanent team members and those with a contract more than or equal to 12 months.

Team Members by Nationality	2023	2024	2025
Singapore Citizens and Permanent Residents (SCPR)	6,479 (73%)*	6,607 (73%)*	7,175 (74%)
Other ASEAN countries	1,913 (22%)*	1,880 (21%)*	1,966 (20%)
Non-ASEAN countries	503 (6%)*	595 (6%)*	580 (6%)
Total	8,895*	9,082*	9,721

Localisation Split at Senior Management Level	2023	2024	2025
Singapore Citizens and Permanent Residents (SCPR)	87%	87%	88%
All Others	13%	13%	12%

New Team Member Hires by Gender and Age Group		2023	2024	2025
		Gender	Male	822 (55%)*
	Female	681 (45%)*	679 (46%)*	1,118 (50%)
	Total	1,503*	1,480*	2,246
Age Group	Below 30	615 (41%)*	645 (43%)*	1,418 (63%)
	30-50	805 (53%)*	764 (52%)*	698 (31%)
	Above 50	83 (6%)*	71 (5%)*	130 (6%)
	Total	1,503*	1,480*	2,246

Team Member Turnover ⁷ by Gender and Age Group	2023	2024	2025	
Gender	Male	350 (51%)*	404 (52%)*	374 (53%)
	Female	341 (49%)*	377 (48%)*	334 (47%)
	Total	691*	781*	708
Age Group	Below 30	205 (30%)*	253 (32%)*	181 (26%)
	30-50	431 (61%)*	459 (59%)*	431 (61%)
	Above 50	65 (9%)*	69 (9%)*	96 (14%)
	Total	691*	781*	708

⁷Includes only permanent team members and those with a contract more than or equal to 12 months.

Parental Leaves in 2025	Male	Female
Total number of team members who were entitled to parental leave	1,058	628
Team members who took parental leave	961	597
Team members who returned to work after parental leave ended	961	597
Team members who returned to work after parental leave ended and were still employed for 12 months after their return to work	899	547
Return to work rate (%)	91%	95%
Retention rate (%)	85%	87%

Average Training Hours by Employment Category and Gender	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Senior Management	44.5*	65.3*	47.4*	52.1*	32.4	27.6
Management	40.4*	43.0*	43.6*	45.8*	47.8	47.6
Executives and Supervisors	43.6*	50.7*	53.8*	52.3*	62.1	61.6
Rank and File	27.9*	26.4*	40.1*	43.0*	64.6	72.7

Work-related Injuries	2023	2024	2025
Number of fatalities as a result of work-related injury	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0	0
Number of recordable work-related injuries	185	178	288
Man days lost as a result of recordable work-related injuries ⁷	1,181	1,818 ⁸	1,997
Number of hours worked	13,043,600	13,682,000 ⁹	16,120,000

Amplify Impact Performance Table

Volunteering hours	2023	2024	2025
Cumulative volunteering hours since 2012	473,558	476,398	478,085

⁸ We have restated our recordable work-related injury figures for FY2024 following the identification of outdated data used for 2024 when we were compiling 2025 information using our new HR system.

⁹ We have updated 2024's work hours figure to the nearest thousand to take into account discrepancies in our calculation methodology. Following the onboarding of our new HR system, we are able to more accurately capture working hour numbers, which we have adopted for our 2025 figures.

Deepen Governance Performance Table

Economic Performance	2023	2024	2025
Revenue ('000)	S\$2,417,628	S\$2,529,960	S\$2,452,053
Operating Costs ('000)	S\$1,783,989	S\$1,944,886	S\$2,019,020
Team Member Wages and Benefits ('000)	S\$484,791	S\$552,890	S\$599,255
Payments to Providers of Capital ('000)	S\$422,651	S\$483,105	S\$483,472
Payments to Government ('000)	S\$478,308	S\$483,105	S\$531,998
Financial Assistance from the Government ('000)	S\$3,142	S\$5,364	S\$4,174

Guest Satisfaction Scores	2023	2024	2025
Universal Studios Singapore	88.0%	94.0%	93.0%
Adventure Cove Waterpark	89.0%	94.0%	94.0%
Singapore Oceanarium	89.1%	91.3%	92.0%
Hotels	95.0%	86.0%	99.4%
MICE (Organisers)	83.7%	86.0%	83.8%
MICE (Delegates)	93.3%	96.6%	96.6%
F&B	88%	96.9%	98.6%

Compliance Performance Indicators in 2025	Gambling	Non-gambling
Environment-related rules and regulations ¹⁰	0	1
Incidents of corruption and money laundering	0	0
Health and safety impacts of products and services	0	0
Customer Privacy	0	0

¹⁰ An offer of composition of \$200 was offered by NEA to ACW RWS due to a mosquito breeding incident.

GENS Greenhouse Gas Emissions Calculation Methodology

Our greenhouse gas emissions are calculated according to the principles and standards specified in the GHG Protocol Corporate Standard and Corporate Value Chain (Scope 3) Accounting and Reporting Standard. The table below summarises the sources of our Scope 1, Scope 2, and Scope 3 emissions and their respective calculation methodology. We are working to expand our inventory as data collection and accuracy improves.

GHG Scope	Emission Source	Calculation Methodology
Scope 1	Stationary fuels include: <ul style="list-style-type: none"> Diesel used for back-up generators across our properties. Town gas is used for heating, cooking, and pyrotechnics for our shows and performances. Refrigerants used within DCP's chiller plants. Petrol and diesel are also used by our vehicles across the resort to facilitate events and performances, and for transporting guests and team members around the resort.	Emission factor by DEFRA is utilised for diesel, petrol, and refrigerant emissions. Town gas emissions are derived from the gas' GHG composition published by NEA and the AR6 Global Warming Potential for greenhouse gases.
Scope 2	Purchased electricity	Location-based methodology referencing the Energy Market Authority's Grid Emission Factor. We do not calculate with the market-based method as we do not currently purchase any renewable energy certificates or any other contractual instruments.
Scope 3		
Category 3	Category 3 emissions are derived from fuel and energy-related activities not included in Scope 1 or Scope 2. For GENS' case, this refers to the Well-to-Tan (WTT) and transmission and distribution (T&D) losses for our fuel and electricity sources.	DEFRA WTT and T&D emission factors.
Category 4	Upstream transportation and distribution for GENS.	DEFRA freighting goods emission factor.
Category 5	Emissions derived from incinerating and recycling of our operational wastes and construction wastes.	DEFRA waste disposal emission factor.
Category 6	Emissions from our employees commuting to work by public and private transportation.	Emission factors published for public transportation, such as rail, bus, and cars, by the Singapore Emission Factor Registry (SEFR) . Emission factors for electric vehicles used within the resort are obtained from our vehicle vendor.
Category 7	Emissions from flights for business travel.	Flight information obtained from our flight booking agency. Flight emission is derived from DEFRA's air business travel emissions, inclusive of radiative forcing.
Category 8	Emissions are calculated based on mileage reports.	Emissions are calculated based on mileage reports.
Category 13	Emissions derived from electricity consumed by our tenants leased on our properties.	Location-based method referencing the Grid Emission Factor published by the Energy Market Authority
Water	Emissions derived from our usage of potable water and NEWater. Potable water is used for resort cleaning, washroom cleaning, water features, and general resort operations. NEWater is used as chilled water for our District Cooling Plant, and also as backup water for irrigation and firefighting purposes.	Emission factors published by the SEFR . Usage of potable water and NEWater as per invoiced amounts.

10 Principles of United Nation Global Compact

GENS has been a signatory to the UN Global Compact since 2022, and we conduct our business in line with its Ten Principles and the UN Guiding Principles on Business and Human Rights.

Domain	Principle	Report Section
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	<ul style="list-style-type: none"> Human and Labour Rights Diversity and Inclusion Responsible Sourcing and Supply Chain
	Principle 2: Make sure that they are not complicit in human rights abuses	
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	<ul style="list-style-type: none"> Human and Labour Rights Diversity and Inclusion Wellbeing
	Principle 4: The elimination of all forms of forced and compulsory labour	
	Principle 5: The effective abolition of child labour; and	
Environment	Principle 6: The elimination or discrimination in respect of employment and occupation	<ul style="list-style-type: none"> Lower Emissions Pillar Sustainability Education and Advocacy Empowering and Engaging Local Community Sustainable Tourism Climate-related Disclosures Responsible Sourcing and Supply Chain
	Principle 7: Businesses should support a precautionary approach to environmental challenges;	
	Principle 8: Undertake initiatives to promote greater environmental responsibility; and	
Anti-Corruption	Principle 9: Encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> Governance and Ethics Responsible Gambling
	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	

GRI Content Index

Material Topics	GRI Standard	Disclosures	Gens Mapping
Not Applicable	GRI 2: General Disclosures 2021	2-1 Organizational details	4
		2-2 Entities included in the organization's sustainability reporting	3
		2-3 Reporting period, frequency and contact point	3; Our Sustainability Report is published together with our Annual Report. Sustainability Report FY2025 is published on 24 March 2026.
		2-4 Restatements of information	74-76
		2-5 External assurance	3, 78-79
		2-6 Activities, value chain and other business relationships	3, 11, 26-40
		2-7 Employees	75-76
		2-8 Workers who are not employees	Information about workers who are not employees are not currently available.
		2-9 Governance structure and composition	10, 69-72
		2-10 Nomination and selection of the highest governance body	GENS Annual Report 2025
		2-11 Chair of the highest governance body	10, 69-72, GENS Annual Report 2025
		2-12 Role of the highest governance body in overseeing the management of impacts	10, 69-72, GENS Annual Report 2025
		2-13 Delegation of responsibility for managing impacts	10, 69-72, GENS Annual Report 2025
		2-14 Role of the highest governance body in sustainability reporting	10, 69-72, GENS Annual Report 2025
		2-15 Conflicts of interest	GENS Annual Report 2025
		2-16 Communication of critical concerns	GENS Annual Report 2025
		2-17 Collective knowledge of the highest governance body	GENS Annual Report 2025
		2-18 Evaluation of the performance of the highest governance body	GENS Annual Report 2025
		2-19 Remuneration policies	GENS Annual Report 2025
		2-20 Process to determine remuneration	GENS Annual Report 2025
		2-21 Annual total compensation ratio	Not reported due to confidentiality and sensitivity of information.
		2-22 Statement on sustainable development strategy	5
		2-23 Policy commitments	Please refer to respective chapters for policies. Please see our Code of Ethics and Business Conduct for consolidation of our policies
		2-24 Embedding policy commitments	Please refer to respective chapters for policies. Please see our Code of Ethics and Business Conduct for consolidation of our policies
		2-25 Processes to remediate negative impacts	69-72
		2-26 Mechanisms for seeking advice and raising concerns	64
		2-27 Compliance with laws and regulations	74-76
		2-28 Membership associations	7
		2-29 Approach to stakeholder engagement	11
		2-30 Collective bargaining agreements	32, 55
Materiality Assessment Process	GRI 3: Material Topics 2021	3-1 Process to determine material topics	13-14
		3-2 List of material topics	13-14

Lower Emissions			
Energy and Emissions	GRI 302: Energy 2016	3-3 Management of material topics	17-19
		302-1 Energy consumption within the organization	17-19, 74
		302-2 Energy consumption outside of the organization	GENS does not consume energy outside the organisation.
		302-3 Energy intensity	17-19
		302-4 Reduction of energy consumption	17-19
		302-5 Reductions in energy requirements of products and services	17-19
	GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	17-19, 74
		305-2 Energy indirect (Scope 2) GHG emissions	17-19, 74
		305-3 Other indirect (Scope 3) GHG emissions	17-19, 74
		305-4 GHG emissions intensity	74; Emissions intensity have been consolidated to CO ₂ e, where appropriate methodology have been used to convert other GHG such as N ₂ O, CH ₄ , and others to CO ₂ e
		305-5 Reduction of GHG emissions	17-19, 74
		305-6 Emissions of ozone-depleting substances (ODS)	GENS' operations do not emit ozone-depleting substances (ODS) in any significant amounts.
		305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Other than CO ₂ , other air emissions are not significant in GENS' operations.
	GRI 417: Marketing and Labelling	417-1 Requirements for product and service information and labelling	65-68
Water	GRI 303: Water and Effluents 2018	3-3 Management of material topics	20-21
		303-1 Interactions with water as a shared resource	20-21
		303-2 Management of water discharge related impacts	20-21
		303-3 Water withdrawal	20-21
		303-4 Water discharge	Developing methodology to assess this. With the expansion of RWS 2.0, flowmeters will be installed in suitable outlet points to measure water discharge.
		303-5 Water consumption	Developing methodology to assess this. With water discharge measured, water consumption amount can be calculated as well.
Water	GRI 306: Waste 2020	3-3 Management of material topics	22-23
		306-1 Waste generation and significant waste-related impacts	22-23
		306-2 Management of significant waste-related impacts	22-23
		306-3 Waste generated	22-23, 74
		306-4 Waste diverted from disposal	22-23, 74
		306-5 Waste directed to disposal	22-23, 74
Sustainable Building Design and Facilities	GRI 3: Material Topics 2021	3-3 Management of material topics	24-26
Responsible Sourcing and Supply Chain	GRI 3: Material Topics 2021	3-3 Management of material topics	26-30
		GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers
	GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	24-26
		308-2 Negative environmental impacts in the supply chain and actions taken	26-30

Enhance Wellbeing				
Wellbeing	GRI 3: Material Topics 2021	3-3	Management of material topics	34-36
Diversity and Inclusion	GRI 3: Material Topics 2021	3-3	Management of material topics	32-33
	GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	This information is unavailable as there is no entry level wage system in Singapore. However, our wages are set in accordance with the Progressive Wage Mark by the Ministry of Manpower.
		202-2	Proportion of senior management hired from the local community	75-76
	GRI 401: Employment 2016	401-1	New employee hires and employee turnover	75-76
		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	34-36
		401-3	Parental leave	75-76
	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	75-76
		405-2	Ratio of basic salary and remuneration of women to men	32-33
	GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	32-33
	GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	26-40
Human Capital Development	GRI 3: Material Topics 2021	3-3	Management of material topics	36-37
	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	75-76
		404-2	Programs for upgrading employee skills and transition assistance programs	36-37
404-3		Percentage of employees receiving regular performance and career development reviews	36-37	
Health and Safety	GRI 3: Material Topics 2021	3-3	Management of material topics	38-39
	GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	38-39
		403-2	Hazard identification, risk assessment, and incident investigation	38-39, 64
		403-3	Occupational health services	38-39
		403-4	Worker participation, consultation, and communication on occupational health and safety	38-39
		403-5	Worker training on occupational health and safety	38-39
		403-6	Promotion of worker health	34-36
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	38-39, 65-68
		403-8	Workers covered by an occupational health and safety management system	38-39
		403-9	Work-related injuries	38-39
	GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	38-39, 65-68
416-2		Incidents of non-compliance concerning the health and safety impacts of products and services	75-76	

Amplify Impact				
Biodiversity and Conservation	GRI 3: Material Topics 2021	3-3	Management of material topics	47-50
		304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	47-50
	GRI 304: Biodiversity 2016	304-2	Significant impacts of activities, products and services on biodiversity	47-50
		304-3	Habitats protected or restored	47-50
Empowering and Engaging Local Communities	GRI 3: Material Topics 2021	3-3	Management of material topics	41-46
	GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	41-46
Sustainability Education and Advocacy	GRI 3: Material Topics 2021	3-3	Management of material topics	51-53

Deepen Governance				
Governance and Ethics	GRI 3: Material Topics 2021	3-3	Management of material topics	60-64
		205-1	Operations assessed for risks related to corruption	60-64
	GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	60-64
		205-3	Confirmed incidents of corruption and actions taken	60-64
GRI 417: Marketing and Labeling 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	60-64	
	GRI 3: Material Topics 2021	3-3	Management of material topics	65-68
		GRI 201: Economic Performance 2016	417-1	Requirements for product and service information and labeling
417-2			Incidents of non-compliance concerning product and service information and labeling	65-68
Sustainable Tourism	GRI 414: Supplier Social Assessment 2021	417-3	Incidents of non-compliance concerning marketing communications	65-68
		3-3	Management of material topics	55-59
	GRI 3: Material Topics 2021	201-1	Direct economic value generated and distributed	76
		201-2	Financial implications and other risks and opportunities due to climate change	69-72
201-3		Defined benefit plan obligations and other retirement plans	GENS Annual Report 2025	
201-4		Financial assistance received from government	76	
Human Rights	GRI 3: Material Topics 2021	3-3	Management of material topics	61
	GRI 406: Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	32-33
	GRI 414: Supplier Social Assessment 2021	414-1	New suppliers that were screened using social criteria	26-30, 74
414-2		Negative social impacts in the supply chain and actions taken	26-30, 74	
Cybersecurity	GRI 3: Material Topics 2021	3-3	Management of material topics	63
	GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	63
Money Laundering, Terrorism Financing, and Proliferation Financing	GRI 3: Material Topics 2021	3-3	Management of material topics	62, 65-67

Independent Practitioner's Limited Assurance Report on Identified Sustainability Information

To the Board of Directors of Genting Singapore Limited

Limited assurance conclusion

We have conducted a limited assurance engagement on the selected sustainability information of Genting Singapore Limited (the "Company" or "Genting Singapore"), including the greenhouse gas emissions, included in Genting Singapore's 2025 Sustainability Report ("the Identified Sustainability Information") as at 31 December 2025 and for the year then ended.

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Identified Sustainability Information is not prepared, in all material respects, in accordance with the GHG Protocol Corporate Accounting and Reporting Standard and the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (collectively, "the Reporting Criteria").

Identified Sustainability Information

The Identified Sustainability Information as at 19 March 2026 and for the year then ended is set out in below:

No.	Metric	2025
1	Scope 1 GHG Emissions	
	Refrigerants	-
	Stationary Fuels	1,943 tCO ₂ e
	Owned & Controlled Transport	89 tCO ₂ e
	Total Scope 1 GHG Emissions	2,032 tCO ₂ e
2	Scope 2 GHG Emissions (Market-based/Location-based)	
	Electricity	74,509 tCO ₂ e
	Total Scope 1 & 2 GHG Emissions	76,541 tCO ₂ e
3	Scope 1 & 2 GHG Emissions Intensity	0.194 tCO ₂ e / m ² / year
4	Scope 3 GHG Emissions Cat 1: Purchased Goods and Services (Water)	915 tCO ₂ e
5	Scope 3 GHG Emissions Cat 5: Waste Generated in Operations	50 tCO ₂ e

Basis for conclusion

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (SSAE) 3000 (Revised), *Assurance engagements other than audits or reviews of historical financial information* ("SSAE 3000 (Revised)"), and, in respect of the greenhouse gas emissions, Singapore Standard on Assurance Engagements 3410, *Assurance engagements on greenhouse gas statements* ("SSAE 3410").

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under this standard are further described in the Practitioner's responsibilities section of our report.

Our independence and quality management

We have complied with the independence and other ethical requirements of the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibilities for the Identified Sustainability Information

Management of Genting Singapore is responsible for:

- The preparation of the Identified Sustainability Information in accordance with the Reporting Criteria;
- Designing, implementing and maintaining such internal control as management determines is necessary to enable the preparation of the Identified Sustainability Information, in accordance with the Reporting Criteria, that is free from material misstatement, whether due to fraud or error; and
- The selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Those charged with governance are responsible for overseeing Genting Singapore's sustainability reporting process.

Inherent limitations in preparing the Identified Sustainability Information

Greenhouse gas emissions quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Practitioner's responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Identified Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Identified Sustainability Information.

As part of a limited assurance engagement in accordance with SSAE 3000 (Revised) and SSAE 3410, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Determine the suitability in the circumstances of Genting Singapore's use of the Reporting Criteria as the basis for the preparation of the Identified Sustainability Information;
- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the Genting Singapore's internal control; and
- Design and perform procedures responsive to where material misstatements are likely to arise in the Identified Sustainability Information. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the work performed

A limited assurance engagement involves performing procedures to obtain evidence about the Identified Sustainability Information. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of where material misstatements are likely to arise in the Identified Sustainability Information, whether due to fraud or error.

In conducting our limited assurance engagement, we:

- Obtained an understanding of Genting Singapore's reporting processes relevant to the preparation of its Identified Sustainability Information by inquiring with management and relevant personnel on the gathering, collations and aggregation of the Identified Sustainability Information;
- Evaluated whether all information identified by the process to identify the information reported in the Identified Sustainability Information is included in the Identified Sustainability Information;
- Performed inquires of relevant personnel and analytical procedures on selected information in the Identified Sustainability Information;
- Performed substantive assurance procedures on selected information in the Identified Sustainability Information;
- Evaluated the appropriateness of quantification methods and reporting policies
- Evaluated the methods, assumptions and data for developing estimates; and
- Assessed the disclosure and presentation of the Identified Sustainability Information.

Purpose and restriction on distribution and use

We draw attention to the fact that Identified Sustainability Information was prepared for the purpose of Genting Singapore in reporting the Identified Sustainability Information in Genting Singapore's 2025 Sustainability Report in accordance with the Reporting Criteria. As a result, the Identified Sustainability Information may not be suitable for another purpose.

This report, including our conclusion, has been prepared solely for Genting Singapore in accordance with the letter of engagement between us. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Genting Singapore for our work or this report.

Yours faithfully



PricewaterhouseCoopers LLP

Public Accountants and Chartered Accountants

Singapore
19 March 2026



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SINGAPORE

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