



STAMFORD

SUSTAINABILITY REPORT

2024/2025

Stamford Plaza Sydney Airport

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Board Statement

Dear Stakeholders,

The Board of Directors (“**Board**”) of Stamford Land Corporation Ltd (“**SLC**”) is pleased to present SLC’s sustainability report for FY2025.

At SLC, we believe that sustainable development is not just a responsibility but also an opportunity to create long-term value for our stakeholders and communities. As a responsible player in the hospitality and property management sector, we are dedicated to integrating sustainability into every facet of our operations to ensure a positive impact on the environment and society.

Our commitment to sustainability is demonstrated through our continuous effort to reduce our carbon footprint, enhance energy efficiency, and promote responsible water use.

We understand that our guests value sustainability, and we strive to exceed their expectations by incorporating eco-friendly practices into our operations. From sourcing locally to reducing single-use plastics bottles and enhancing recycling programmes, we are committed to providing a sustainable and luxurious experience. Our Green Stay programme encourages guests to participate in our sustainability efforts, fostering a collective approach to environmental stewardship.

Our dedication to sustainability extends beyond environmental initiatives to encompass social responsibility. We are committed to creating positive impacts in the communities where we operate. This includes supporting local economies through job creation and ensuring fair and ethical treatment of our employees.

This year’s sustainability report is issued in accordance with the rules set by the Singapore Exchange Securities Trading Limited’s (“**SGX-ST**”) while it has not undergone independent auditing or certification. The report includes details on the manner in which the Group incorporates sustainability aspects into the heart of its operational strategies, with reference to the Global Reporting Initiative (“**GRI**”) Standards (2021).

In FY2025, a reassessment of key environmental, social, and governance (“**ESG**”) topics and climate-related risks was undertaken to ensure their continued relevance to our stakeholders and their impact on the Group’s operations. The ESG priorities identified in previous years remain relevant and have been integrated into the development of our business strategies. As part of this exercise, the time horizon for climate-related risks was redefined to align with Singapore’s Nationally Determined Contributions (“**NDC**”), and the assessment of these risks was further refined to better align with the principal activities of the Group.

As we look to the future, we remain committed to advancing our sustainability agenda. We will continue to invest in innovative solutions and partnerships that drive environmental and social progress. Our focus will be on further reducing our carbon footprint, enhancing resource efficiency, and fostering a culture of sustainability within our organisation and among our guests.

Introduction

About this Report

SLC presents its 2025 sustainability report (“**SR**”), prepared with reference to Global Reporting Initiatives (“**GRI**”) Standards and in line with SGX-ST Mainboard Listing Rule 711(B).

We have adopted the GRI standards as our selected reporting framework since it is an internationally recognised reporting framework containing widely accepted guidelines and principles for companies to report on corporate responsibility and sustainability performance. The GRI standards are also the most applicable to facilitate SLC’s sustainability reporting goals.

This report encompasses SLC’s portfolio of six hotels across Australia’s main gateway cities of Sydney, Adelaide, Melbourne, Brisbane and Headquarter Office (“**HQ**”) in Singapore from 1 April 2024 to 31 March 2025 (“**FY2025**”). This covers the major business components and revenue streams of our Group’s portfolio and represents a clear and definitive view of our operations. This report does not cover 8 Finsbury Circus in London, United Kingdom where SLC had fully leased out the building to tenants.

No restatements were made from the prior year’s report except for the energy intensity amount on page 12 and the GHG intensity amount on page 17, to enhance accuracy and comparability in reporting for prior year.

We have not sought external assurance for this report. Our reporting is done in good faith and is subject to an internal review in accordance with our risk-based internal audit plan. We welcome any feedback for this report and for any of our sustainability related matters, please contact:

Investor Relations Committee

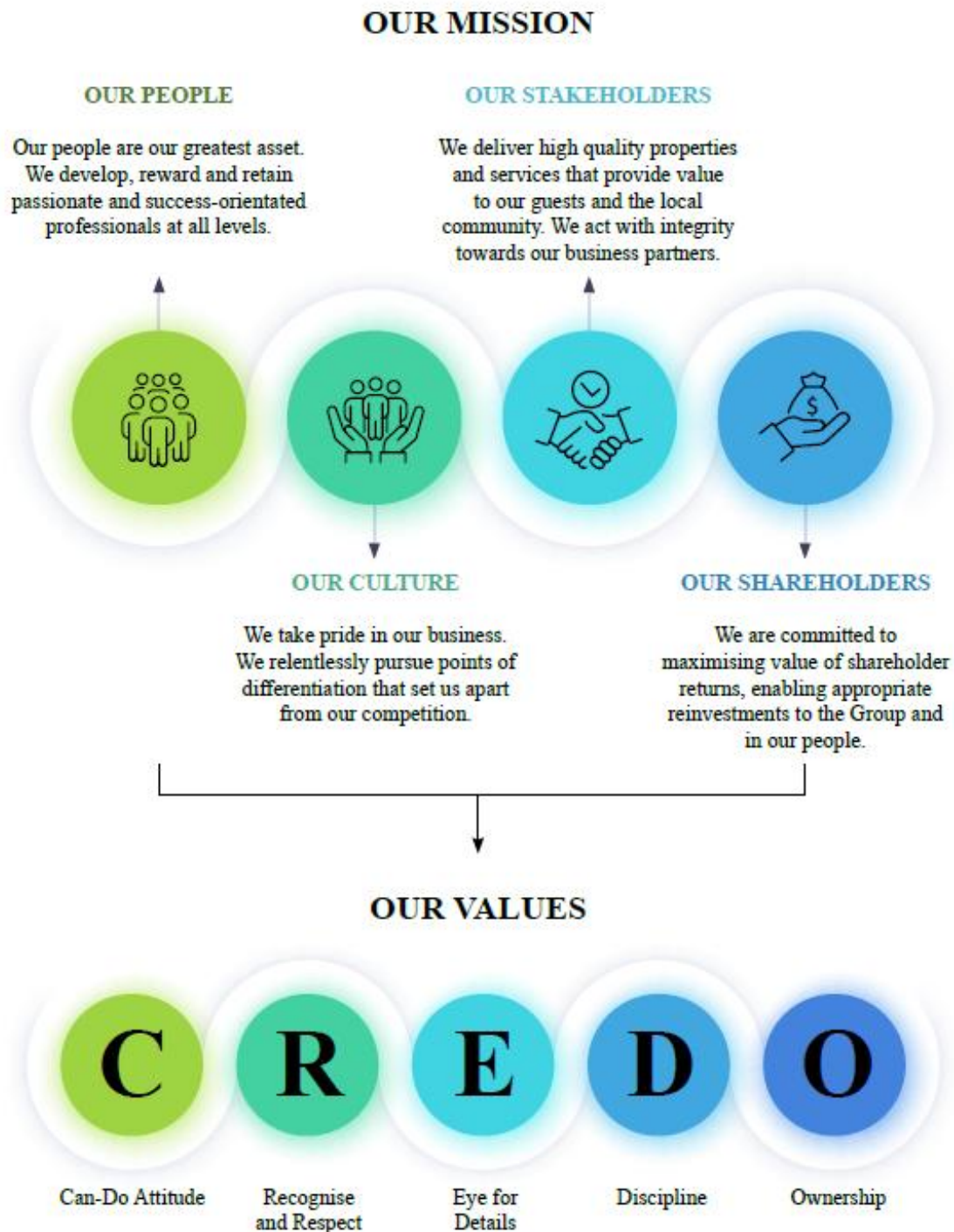
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About Stamford Land Corporation Ltd

Listed on the Mainboard of the Singapore Exchange (“**SGX**”), Stamford Land Corporation Ltd is a major independent owner-operator of luxury hotels in Australia. With its targeted approach in luxury brand positioning, SLC has achieved great success in its hotel and property development businesses in Australia and property investment business in United Kingdom. Our brand is celebrated for its exceptional locations, luxurious accommodation and stellar service quality. Over the years, Stamford has received many travel, hospitality and food and beverage awards in recognition of its brand excellence.

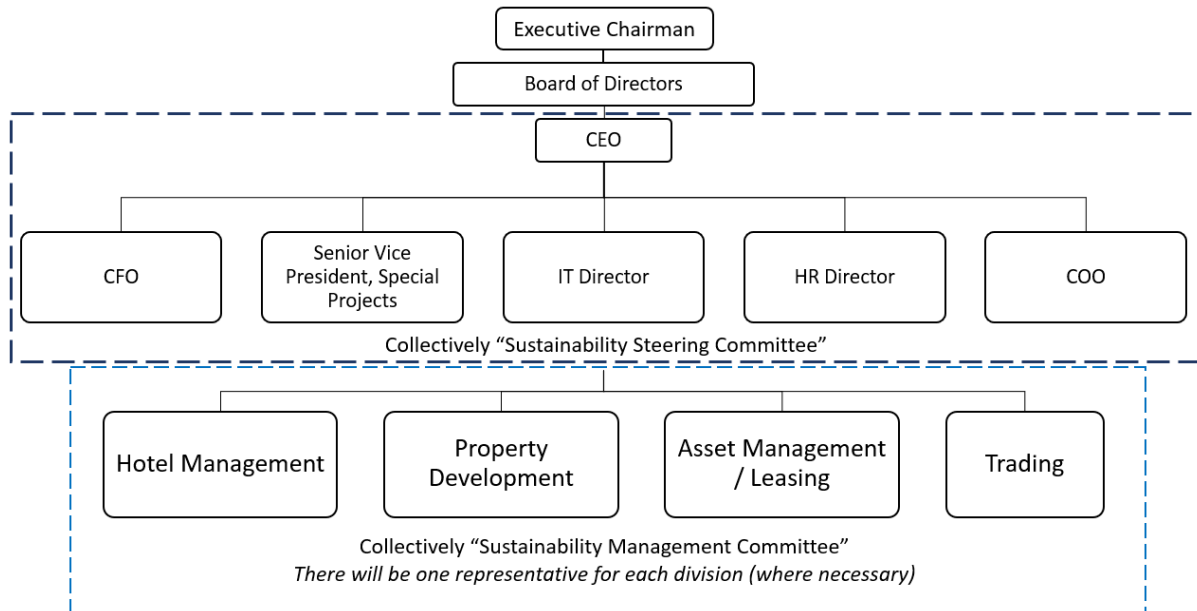
Our Mission and Values



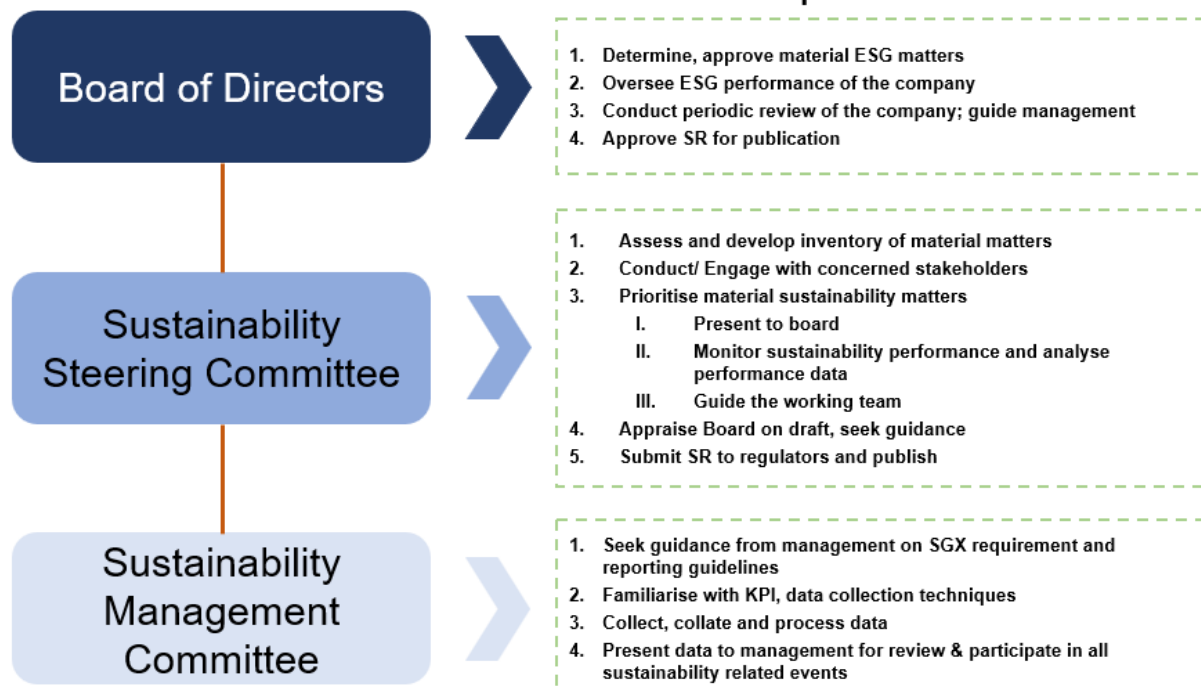
Our Sustainability Approach

Sustainability Governance Structure

Our Sustainability Committee (the “Committee”) leads SLC’s sustainability initiative, comprised of our top management personnel. This permanent committee draws from SLC’s major operation components to ensure the Group’s successful sustainability journey through the 11 material topics (refer to page 8). The Committee has authority for developing and continuing SLC’s sustainability approach and framework and also to put in place initiatives and supervise SLC’s sustainability performance.



Responsibilities



Stakeholder Engagement

SLC constantly engages its stakeholders through numerous methods, such as town-hall sessions held at the individual property level and regular communications between senior management across the properties and head office to ensure that the relevant stakeholders are kept abreast of developments.

Key Stakeholders	Mode of Engagement	Frequency of Engagement	Key Topics of Interest
Shareholders	<ul style="list-style-type: none"> Corporate announcements Annual General Meeting Investor relations initiatives 	<ul style="list-style-type: none"> When required throughout the year Annual General Meeting are held on a yearly basis 	<ul style="list-style-type: none"> Improve performance and higher profitability Clear lines of communication and feedback between Company and shareholders Governance (Anti-Corruption)
Employees	<ul style="list-style-type: none"> Orientation programme for new employees Employee training and skills development programmes Yearly performance appraisals Recreational activities organised by the Company 	<ul style="list-style-type: none"> When required throughout the year Recreational activities are held throughout the year Annual performance appraisals 	<ul style="list-style-type: none"> Job security Clear career progression paths Safe working environment Learning opportunities
Government and Regulators	<ul style="list-style-type: none"> Dialogue sessions and meetings with government representatives Participating in regulatory audits and surveys Membership in industry associations 	<ul style="list-style-type: none"> When required throughout the year 	<ul style="list-style-type: none"> Compliance with applicable laws and regulations Prompt payment of corporate taxes and levies
Clients and Guests	<ul style="list-style-type: none"> Company initiated feedback sessions and surveys Dialogue sessions and meetings 	<ul style="list-style-type: none"> Feedbacks are gathered from patrons after provision of services As and when required throughout the year 	<ul style="list-style-type: none"> High standard of services and products Competitive pricing
Business Partners	<ul style="list-style-type: none"> Operational meetings and dialogue sessions Procurement systems and standard procurement practices 	<ul style="list-style-type: none"> When required throughout the year 	<ul style="list-style-type: none"> Continuity of business Prompt and regular payment for procurement of supplies and services

Materiality Assessment

We have an established process to determine and evaluate the material topics aligned with GRI Standards (GRI 3 Material Topics). Our process involves understanding our value chain, benchmarking ourselves with industry peers, stakeholder engagement and assessment by the Sustainability Committee. From the assessment, SLC's materiality topics from last year remain relevant, with no changes or additions to 2025 topics.

No.	Key Issues ¹	GRI Reference
Sustainable Economic Growth		
1.	Economic Performance	GRI 201: Economic Performance
2.	Anti-Corruption	GRI 205: Anti-Corruption
Environmental Responsibilities		
3.	Energy Consumption	GRI 302: Energy
4.	Water Management	GRI 303: Water and Effluents
5.	Climate and Environment	GRI 305: Emission
6.	Waste Management	GRI 306: Waste
Social and Community Responsibilities		
Our People		
7.	Employee Profile, Well-being and Engagement	GRI 401: Employment
8.	Occupational Health and Safety	GRI 403: Occupational Health and Safety
9.	Training and Career Development	GRI 404: Training and Education
10.	Diversity and Equality	GRI 405: Diversity and Equal Opportunity
Our Customer		
11.	Data Security and Customer Privacy	GRI 418: Customer Privacy

¹ Key issues are not ranked in priority

Summary of Sustainability Performance Indicators

Material Topics and Indicators	Reporting Period ¹	
	FY2025	FY2024 (Restated)
ENVIRONMENTAL RESPONSIBILITIES		
Scope 1 Emissions (tCO ₂)		
• Stationary combustion	1,960	1,964
• Mobile fuel combustion	0.8	0.5
• Fugitive emissions (refrigerants)	304	286
Scope 2 Emissions (tCO ₂)		
• Purchased Electricity	8,723	9,398
GHG Emission Intensity (tCO₂/Revenue S\$'000)	0.09	0.09²
Energy and Water Consumption		
• Total water consumption (in Mega Litres)	250	281
• Fuel consumption (TJ)	40	41
• Electricity (in kWh)	16,380,979	16,273,563
Energy Intensity (kWh'000 / Revenue S\$'000)	0.13	0.12²
Effluents and Waste Management		
• Total waste generated (kg)	1,028,494	1,035,904
GOVERNANCE		
Total confirmed incidents of corruption and action taken	0	0
Total non-compliance with law & regulations	0	0
SOCIAL		
Total Employees		
• Male	377	358
• Female	301	320
Total Turnover Rate	62%	68%
Average Training Hours per Employee	5.09	6.77

¹ Refer to financial year unless otherwise stated.

² The amount was restated to enhance accuracy and comparability in reporting for prior year.

Sustainable Economic Growth

Economic Performance

In FY2025, Stamford Land Corporation (“SLC”) recorded total revenue of S\$148 million, a decline from S\$157 million in the previous year. This decrease in revenue was mainly due to the property development segment, where only one unit in Macquarie Park Village was sold during the year, compared to ten units in FY2024.

For hotel owning and management segment, the lower revenue and operating profit was due to lower room rates in our hotels caused by softer market, including depreciating Australian dollar against Singapore dollar.

On the cost front, operating expenses increased, driven by higher property taxes, staff costs, energy prices, and other direct operational expenses.

Despite these challenges, SLC maintained a healthy cash balance of S\$508 million as of 31 March 2025, providing a strong liquidity position to support ongoing operations and investment plans. The Group also achieved an earnings per share of 2.2 cents, a significant increase from 0.4 cents in FY2024. Further details of the Group’s financial performance can be found in the FY2025 Annual Report.

Anti-Corruption

How do we manage this topic?

At SLC, we maintain a zero-tolerance approach towards corruption due to its potential financial, legal and reputational impact on the Group. As a company, SLC unequivocally rejects any corrupt practices, including but not limited to bribery and embezzlement.

SLC has put in place various policies, audits, checks and balances, and practices to ensure that our operations are fully compliant with the prevailing laws and regulations that are applicable to our businesses, wherever they operate. The employee Code of Conduct included in the Employee Handbook and Operation Procedures reminds employees that engaging in any form of corrupt activity is a crime. The Group also has a whistleblower policy that allows stakeholders to report potential improprieties via post to our whistleblower panel or by email to our designated whistleblower officer.

Our Performance and Targets

In FY2025, there were no reported instances of corrupt activities across our organisation. We intend to maintain our good track record of zero corruption incidents in the upcoming year.

Environmental Responsibilities

Energy Consumption and Water Management

How do we manage this topic?

Energy and water consumption represent significant expenses in hotel operations. Reducing these resources is essential to our sustainability efforts. We promote sustainable practices amongst our stakeholders, including employees, guests and suppliers to achieve our sustainability objectives. Additionally, we continue to explore new options and technologies that may assist the Group's energy and water management targets.

Examples of SLC's material environmental initiatives include:

- A) Grow a Greener Future
 - Food & Beverage ("F&B") credits are issued to guests for use at hotel restaurants should they choose to waive the daily cleaning of their hotel rooms.
 - Placement of reminders in hotel rooms to encourage guest participation in green initiatives.
- B) Energy Saving Practices
 - A total of 199 solar panels (each sized 1980 mm x 1000 mm) have been installed to supplement energy usage at Stamford Plaza Sydney Airport hotel. The panels were cleaned during the year, which resulted in a noticeable improvement in power generation efficiency.
 - Change to energy efficient lighting and installation of motion sensors to switch off lights in areas when not in use.
 - Uses Building/Energy Management System to manage the air conditioning, heating and ventilation.
- C) Water Reduction Initiatives
 - Installation of water conservation equipment.
 - Replacement of commercial dishwashers with newer equipment that consumes less water.
- D) Monthly Reporting and Analysis of Energy Consumption and Regular Maintenance Checks
 - Monitoring of energy consumption data to identify over-consumption due to equipment malfunction.
 - Perform regular checks and maintenance of equipment to achieve the highest possible energy efficiencies, i.e. replacement of power factor correction equipment.
- E) Support Local
 - Our F&B outlets will make their best effort to support local suppliers and source from local farmers.
- F) Reduce, Reuse, Recycle
 - Recycle of glass bottles, plastics, cardboards, papers and used cooking oil.
 - Re-fillable shower amenity dispensers replacing single-use plastic bottles.
 - Continues effort by the Group to eliminate the use of single-use plastic.

The analysis of our energy and water consumption as follows:

	FY2025	FY2024
Fuel consumption – Terajoule (TJ)	40	41
Electricity consumption – Kilowatt/ hour (kWh)	16,380,979	16,273,563
Energy Intensity (kWh '000/ Revenue S\$'000)	0.13	0.12 ¹
Water consumption – Mega Litres (ML)	250	281

¹The amount was restated to enhance accuracy and comparability in reporting for prior year.

Our Performance and Targets

Energy

Fuel consumption decreased marginally from 41 TJ in the previous year to 40 TJ in FY2025, decreasing by approximately 2.4%. Our primary fuel sources mainly comprise of natural gas and firewood (renewable), while electricity is drawn from the national grid. The use of renewable firewood reflects our continued commitment to reducing the environmental impact of our energy consumption.

Electricity consumption remains stable from FY2024 with only a slight increase of approximately 0.7%. SLC continues to manage this in parallel with its ongoing energy efficiency initiatives.

The Group manages energy consumption through monthly monitoring of electricity and gas. It is measured against occupancy and energy consumed by occupied room. Trends are analysed in relation to operational changes to ensure no anomalies occur.

Engagement with the stakeholders on the chillers and boilers work was crucial as there have been issues in the past with maintaining the effectiveness air conditioning services. Plans were shared with them at all stages and consent was given to proceed with improvement works. Stakeholders are keen to see that electricity costs do not increase more than necessary considering the higher energy costs in the current market.

Overall, energy consumption remains stable. We continue to focus on optimising fuel and electricity usage through ongoing monitoring and efficiency improvements, in support of our long-term goal to maintain energy intensity and enhance overall energy performance.

Water

In FY2025, total water consumption decreased from 281 ML to 250 ML, a decrease of approximately 11%. This improvement was largely driven by enhanced monitoring and proactive water management across our operations, including the prompt detection and timely repair of leaks to prevent unnecessary water usage. This initiative not only supports our commitment to sustainable resource management but also contributes to cost savings and operational efficiency.

SLC draws its water mainly from municipal water supplies, with a small portion from rainwater used for landscape irrigation by Stamford Plaza Sydney Airport Hotel and Sir Stamford at Circular Quay Hotel. We stay up to date on current and emerging technologies that help us reduce or eliminate water consumption.

In FY2026, we aim to further optimise water consumption across all entities while continuing to evaluate and refine our long-term water management goals.

Climate and Environment

How do we manage this topic?

SLC recognises the importance of integrating environmental considerations into the Group's overall strategy formulation and business decisions. We are committed to managing and minimising our environmental footprint across our value chain, including working with our business partners on the emissions produced by our business operations.

All gas and electrical equipment are maintained periodically to run efficiently. We have service contracts in place for preventative maintenance. In addition, regular health checks and servicing are conducted on all refrigeration and diesel storage units to ensure that any potential leaks are minimised.

We are exploring options to increase the use of solar panels where applicable. We practice waste management system which requires segregation of general waste, ensuring all housekeeping duties and waste disposals at all F&B outlets are performed in an environmentally friendly manner, which includes recycling and waste disposal. We will continue to monitor our energy and water consumption to achieve water reduction efficiencies. Furthermore, we are also campaigning for recycling initiatives and programmes.

We recognise that there is more to be done and will continue to strengthen our efforts and build strategic initiatives that will yield a greater positive impact in the future. To further strengthen the Group's awareness and understanding the impact of climate change, in FY2025, a reassessment of climate-related risks and opportunities was undertaken in alignment with the categories outlined under the Task Force on Climate-Related Financial Disclosures ("TCFD") risk taxonomy. This reassessment was informed by a review of prior year climate-related disclosures, benchmarking against industry peers, and reference to the Sustainability Accounting Standards Board ("SASB") standards for the Hotels and Lodging sector to ensure relevance and comparability.

Governance	Risk Management
<ul style="list-style-type: none"> Climate risks and opportunities and associated metrics have been presented to the Board of Directors. Climate-related risks and opportunities are evaluated by the Board of Directors in the Group's business and strategy as part of its overall oversight of sustainability topics within the Group. Climate risks and opportunities are managed by the sustainability committee on a day-to-day basis, involving the development and execution of policies and processes to manage risks. 	<ul style="list-style-type: none"> Climate risks and opportunities have been integrated into the overall risks management process. A reassessment of both physical and transition climate-related risks was conducted, benchmarked against industry peers and the SASB standards for the Hotels and Lodging sector. These risks were evaluated in accordance with the Group's established risk parameters, with corresponding action plans identified to mitigate potential impacts. The Group reviews its climate-related risks, impacts, and mitigation strategies at least annually to ensure continued relevance and responsiveness.
Strategy	Metrics
<ul style="list-style-type: none"> In FY2025, the Group continued to embed climate related risks in the Group's risk assessment, identifying the relevant physical and transition risks applicable. Climate-related risks and opportunities are reviewed by the sustainability committee and the Board of Directors on a regular basis. 	<ul style="list-style-type: none"> The Group continues to disclose its Scope 1 and 2 emissions, including short-term targets, as well as its climate-related risks and opportunities. The Group will analyse the gaps between its current disclosures and the S2 climate-related disclosure¹ requirements of the International Sustainability Standards Board ("ISSB") to further enhance its climate-related reporting.

¹ IFRS S2: Climate-related Disclosures is a standard issued by the ISSB that sets out requirements for entities to disclose climate-related risks and opportunities.

The relevant physical and transition risks and associated financial impact are described below. The risk ratings are aligned with the Group's risk parameters and definition of risk ratings:

Risk	Category	Description	Financial Impact	Time Period ¹
Physical	Acute	<ul style="list-style-type: none"> • Global warming is increasing the frequency and severity of extreme weather events (such as storms, floods and droughts). This leads to the following risks: • Asset damage, repair cost and write-off • Booking cancellations due to travel disruption / extreme weather events affecting customers • Increased cost of key utilities / supply chain inputs such as water and food due to shortages • Supply chain disruption 	Reduced revenue / increased operating costs	Short – medium term
Physical	Chronic	<ul style="list-style-type: none"> • Rising sea levels are increasing coastal erosion and leading to write-off of low-lying coastal assets. This could lead to the following: <ul style="list-style-type: none"> ➢ Reduced asset value and potential asset write-off ➢ Rising insurance premiums 	Increased operating costs	Long term
		<ul style="list-style-type: none"> • Rising air temperature can affect worker productivity and health and safety. It can also lead to higher energy costs as increased air conditioning must be deployed to maintain hotels at a comfortable temperature. 		
Transition	Policy & Legal	<ul style="list-style-type: none"> • The built environment is responsible for over one third of global energy-related greenhouse gas emissions. As carbon taxes become more widespread, they could significantly drive up the cost of business operations. Carbon tax could also raise the cost of air travel, making tourism less affording and reducing guest numbers. 	Reduced revenue / increased operating costs	Short – medium term
		<ul style="list-style-type: none"> • Future international standards for green buildings could lead to costly modifications to existing assets. Stringent climate-related disclosure standards also have a resource cost. 		
Transition	Technology	<ul style="list-style-type: none"> • Pressure from international standard setters / customers will drive the adoption of green technologies. This could lead to costly asset modifications, or early retirement of high-emitting assets. There is also uncertainty around the useful life of newer technologies which may be unproven or costly to repair. 	Increased operating costs	Long term

Risk	Category	Description	Financial Impact	Time Period ¹
Transition	Market	<ul style="list-style-type: none"> Customers may begin to exhibit a preference for organisations which are the most mature on their de-carbonisation trajectories. There is already a shift in the market towards 'eco-hotels'. If SLC falls behind its peers, it could suffer a loss of market share. 	Reduced revenue	Short – medium term
		<ul style="list-style-type: none"> International carbon taxes, shifting availability of renewable and fossil fuels, food and water shortages could all impact supply and demand, leading to fluctuating costs of input materials. 		
Transition	Reputational	<ul style="list-style-type: none"> Tourism is widely recognised as a high-emitting industry. Pressure to cut down on travels could lead to a reduction in visitors. SLC's brand image could also suffer if it is not seen to be doing enough to combat climate change. 	Reduced revenue	Medium term

¹ Short Term (2030), Medium Term (2040), Long Term (2050)

Our Performance and Targets

GRI 305 Emission was identified as the metrics used to assess climate related risks and opportunities. The Group will continue to monitor and develop a better understanding of its emission exposure before determining a reasonable target to reduce carbon emission where applicable.

The Group's Scope 1 and 2 CO₂ Emissions is detailed below:

	FY2025	FY2024
Total Carbon Emission (tonnes CO₂ Equivalent)¹	10,988	11,649
Scope 1 Emission(s)	2,265	2,251
• Stationary combustion	1,960	1,964
• Mobile fuel combustion (Tons) ²	0.8	0.5
• Fugitive emissions (refrigerants) ³	304	286
Scope 2 Emission(s)	8,723	9,398
• Purchased Electricity	8,723	9,398
GHG Emission Intensity (tCO₂ / Revenue '000)	0.09	0.09⁴

¹ GHG emissions are derived in accordance with the requirements of the "GHG Protocol Corporate Accounting and Reporting Standard". The Global Warming Potential dataset is based on the 2014 IPCC Fifth Assessment Report.

² Mobile fuel combustion is primarily fuel used consumed by diesel pumps, service cars and backup generators.

³ Fugitive emissions are primarily emissions from the air-conditioning and refrigerators from the Group's facilities.

⁴ The amount was restated to enhance accuracy and comparability in reporting for prior year.

In FY2025, the Group's total carbon emissions (Scope 1 and 2) decreased from 11,649 tCO₂e to 10,988 tCO₂e. This reduction was primarily attributed to a drop in Scope 2 emissions, which fell from 9,398 tCO₂e to 8,723 tCO₂e. Even though there was an increase in electricity consumption, the improved grid emission factors reduced the total Scope 2 emissions.

Scope 1 emissions remained relatively stable, recording a slight increase of 0.6% from 2,251 tCO₂e to 2,265 tCO₂e.

The Group remains committed to reducing its carbon footprint by improving energy efficiency, ensuring accurate categorisation of emission sources, and maintaining a consistent focus on sustainable operations.

Notwithstanding the higher average occupancy rates across hotels, stationary combustion and purchased electricity have decreased, reflecting the Group's continued efforts to optimise the efficiency of central heating and cooling systems across its properties. The installation of motion sensor lighting remains ongoing to further reduce electricity consumption where applicable.

In FY2026, our short to medium term target is to maintain our GHG emission intensity ratio. Meanwhile, we continue evaluating our long-term goals in our overall greenhouse gas emissions in tandem with our strategy to further improve our emission levels in accordance with the organisation's goals.

Also, SLC hotels continue to promote going green and provide the hotel guests with in-house F&B credits if they opt for no service of room. This initiative will help reduce the carbon footprint.

Waste Management

How do we manage this topic?

The hospitality industry generally generates large amounts of waste from F&B operations within the hotels. Two of the major concerns are the increase in landfill sites and the possible contamination of water through chemicals generated when the waste decomposes. The majority of our property's waste consists of non-hazardous waste. They consist of mainly general food waste, plastic waste, glass, aluminium, wood, cardboard waste and e-waste. Hazardous waste typically comprises trade waste, used cooking oil and grease, most of which are disposed of by licensed third-party service providers.

Approximately, there are 22% hazardous waste and 78% non-hazardous waste in FY2025.

	FY2025	FY2024
Total Waste Generated (kg)		
• Hazardous	225,280	196,614
• Non-hazardous	803,214	839,290
Non-hazardous Waste (kg)		
Percentage of Waste Directed to Disposal by Landfill and Water Treatment	62%	67%
• Incineration with energy recovery	201,840	274,659
• Landfilling	440,320	422,920
Hazardous Waste (kg)		
Percentage of Waste Diverted from Disposal	22%	19%
• Recycling	225,280	196,614
Non-hazardous Waste (kg)		
Percentage of Waste Diverted from Disposal	16%	14%
• Recycling	161,054	141,711

Our Performance and Targets

In FY2025, hazardous waste generation increased from 196,614 kg to 225,280 kg, an increase of approximately 14.5%. This resulted in higher volumes of hazardous used cooking oil and grease being produced. In contrast, non-hazardous waste generation decreased from 839,290 kg to 803,214 kg. The reduction of approximately 4.3% is attributed to our ongoing efforts to improve waste segregation, recycling, and reduction initiatives across our operations. The following are measures undertaken by the Group to manage waste.

- Analyse waste data through reports received from third party contractors to identify areas for improvement.
- Established a waste management system which requires the segregation of general waste.
- Ensure all housekeeping duties, including recycling and waste disposal, are conducted in an environmentally friendly manner.

In FY2026, we aim to maintain the waste generation in proportion to our business operations, while continuing to evaluate long-term goals for effluent discharge and waste management. We remain committed to managing both hazardous and non-hazardous waste responsibly and will continue to reduce waste and its environmental impact.

Social and Community Responsibilities

Our People

Employee Profile

How do we manage this topic?

We are committed to fair and inclusive hiring practices that enable us to attract and retain top talent in the hospitality industry. By embracing equal opportunities, we foster a diverse and collaborative workplace where all individuals are respected and valued.

The Group upholds a merit-based approach that ensures equal opportunities for all employees regardless of age, gender, ethnicity, or physical ability by promoting a culture of fairness, respect, and inclusion.

Our employees' profile are as follows:

FY2025	Full Time	Part Time	Non-Guaranteed Hours	Temporary	Permanent
Singapore	36	0	0	2	34
Australia	341	69	232	0	410

FY2024	Full Time	Part Time	Non-Guaranteed Hours	Temporary	Permanent
Singapore	38	0	0	0	38
Australia	322	82	236	3	401

In FY2025, the workforce comprises 229 full-time and 33 part-time male employees, with 261 holding permanent contracts and 1 on temporary contracts. Similarly, there are 148 full-time and 36 part-time female employees, of whom 183 are on permanent contracts and 1 on temporary contracts.

In Australia, a total of 115 males and 117 females are currently employed under non-guaranteed hours. These hours are applicable to casual employees who work irregularly without fixed schedules or commitments. They enjoy the flexibility of selecting their working hours and making themselves available for work as required. In contrast, full-time and part-time employees are usually engaged under permanent or temporary contracts with regular working hours.

As at the end of FY2025, the total number of employees remains unchanged at 678. This reflects a stable workforce size amid ongoing organisational adjustments.

FY2025			
New Hire			
	Male	Female	Total
Total number of new hires	210	211	421
	<30 years old	30 – 50 years old	>50 years old
Total number of new hires by age group	229	164	28
Percentage of new hire by age group	54%	39%	7%
Turnover			
	Male	Female	Total
Total number of resignees	194	227	421
	<30 years old	30 – 50 years old	>50 years old
Total number of resignees by age group	195	193	33
Percentage of resignees by age group	46%	46%	8%

We are an organisation that is inclusive and performance-driven to attract and retain the best people. We operate on a merit-based system that provides all our employees with equal opportunities regardless of age, gender, ethnicity or physical disability.

In addition, we believe in fair remuneration and packages that are industry benchmarked in order for us to attract, retain and motivate our people. As such, employees are provided with a comprehensive work benefits package that includes life insurance, health care, personal accident coverage, parental leave, retirement provision, compassionate leaves, dental benefits, professional membership subscriptions and parking entitlements.

All our employees are entitled to maternity leave and paternity leave, when applicable. In FY2025, the Group had a return-to-work rate of 95%.

Our Performance and Targets

Our ongoing goal is to uphold a diverse and inclusive workforce, striving for a 100% return-to-work rate for all employees who have taken parental leave.

Employee Well-being and Engagement

Our employees enjoy comprehensive work benefits, including parental leave, medical insurance and dental benefits as an ongoing initiative to retain talent. Various initiatives have been introduced to encourage a more engaged and productive workforce:

- a) Quarterly lunch gathering
- b) Snacks and drinks corner
- c) Weekly fruit distribution

We continue to introduce various social and team-building events which we strongly encourage our staff to take part in to increase the levels of engagement and cohesion across different departments.

Occupational Health and Safety

How do we manage this topic?

The health and safety of our employees, guests and visitors is paramount in all our business endeavours. In line with our strict zero-tolerance approach to employee injury, there are regular Workplace Health and Safety (“WHS”) inspections conducted for each operational site. WHS matters are also a focal point in our monthly management meeting to ensure that all potential issues are promptly addressed. Additionally, we conduct routine fire safety inspections and fire drill exercises to identify and address potential hazards.

The Company contracts Fullerton Health to provide panel clinics for outpatient and dental services and offers employees Executive Health Screening as part of their benefits, informing them ahead of time when they are eligible. Employees receive a copy of the Employee Handbook, which includes details on these services, as part of the appendix when they sign their employment contract. Additionally, they are briefed on medical and healthcare services during their orientation programme, and a copy of the handbook is provided to the employees, and they too can access it on the Group's Shared Drive.

Our Performance and Targets

Our workplace health and safety performance are as follows:

	FY2025	FY2024
No. of fatalities incident	0	0
No. of reportable injuries	40	24
No. of occupational disease	0	0
No. of loss days due to injuries	59	21

In FY2025, SLC maintained its strong safety record with zero cases of occupational disease and fatalities. However, the number of reportable injuries increased from 24 cases in FY2024 to 40 cases, resulting in a rise in loss workdays from 21 to 59 days. This increase in workplace injuries is attributed to occasional lapses in adherence to established safety protocols, despite the Group's ongoing efforts to reinforce safety awareness.

For all reportable injuries, the Group continues to follow a structured response process, including incident documentation, corrective action planning, targeted safety training, regular workplace inspections, and WSH meetings, with the objective of reducing the likelihood of similar incidents in the future.

It is our perpetual target to provide a risk-free working environment for our employees, customers, and suppliers and to continue to maintain our record of zero major safety incidents. SLC will receive feedback from staff who were injured and take into account their suggestions for future preventive measures.

Training and Career Development

How do we manage this topic?

A skilled workforce is essential to assisting our employees to achieve their maximum potential and productivity. SLC believes that our employees must be equipped with the right skills and knowledge to be productively engaged at work. Employees are encouraged to review their skillsets periodically and attend relevant training to improve in areas that will assist them in their career development.

We regularly hold training seminars for our hotel employees to update them on the latest developments in areas that may be of interest to them or their work scope. For example:

1. Incident Reporting Process
2. Workplace Bullying and Harassment
3. Respectful Workplaces
4. Emergency Preparedness
5. Safety Training
6. Operation Procedures Familiarisation
7. Management System Familiarisation

Training and career development enable us to achieve positive outcomes for the Company in the following aspects:

1. Employer

- Build employee value proposition.
- Retain valuable skills and knowledge.
- Lower staff turnover rate and talent retention.
- Increase overall efficiency when employees are equipped with the right skills.
- Add value to the business as well as develop talent.

2. Employee

- Benefit from obtaining new skills and work experience which enable them to meet job expectations and deliverables.
- Drive job satisfaction.
- Boost job confidence.
- Succession planning for potential high performers.
- Empower employees to perform their roles.

3. Customers

- Able to meet customers' needs in a prompt and efficient manner.
- Maintain a consistent level of customer service.

Annual performance reviews¹ are conducted to mitigate any potential negative impacts on staff members. The table below shows the percentage of employees who had gone through their annual performance and career development review in FY2025 and FY2024.

The remaining percentage of employees who did not gone through their performance review are:

- (1) still under probation and not due for performance review, and
- (2) employees where performance evaluation has yet to be completed during the publication of this report.

SLC is committed to ensuring that the performance of all employees is periodically evaluated, and feedback received.

	FY2025		FY2024	
	Male	Female	Male	Female
Staff Employees	75%	78%	48%	43%
Supervisor Employees	62%	83%	76%	65%
Middle Management Employees	69%	79%	67%	80%
Senior Management Employees and above	90%	100%	83%	50%

	FY2025	FY2024
Average Hours of Training per Employee	5.09	6.77

¹The computation includes full-time and part-time employees with more than one year of service and also accounts for employees who had undergone the review but subsequently left the organisation within the year.

Our Performance and Targets

Training

The average training hours per employee decreased from 6.77 hours in FY2024 to 5.09 hours in FY2025. This decline is primarily due to the absence of a Human Resource Management System (“HRMS”) training sessions in FY2025. The training was conducted in FY2024 as it was newly implemented during the year.

Despite the decrease, SLC continue to prioritise employee development through ongoing training programs tailored to enhance skills and support business needs.

Career Development

In FY2025, 76% of total employees receive regular performance and career development reviews. The remaining 24% did not receive regular performance and career development reviews for three main reasons: (1) they were still under probation and not due for performance review, (2) employees where performance evaluation has yet to be completed during the publication of this report, and (3) employees who were serving notice were not required to undergo performance review.

In FY2026, we aim to have 100% of our full-time employees that have served a full year participate in at least one performance or work appraisal.

Diversity and Equality

How do we manage this topic?

Our business thrives on diversity as it leverages a host of strengths and skills from a diverse workforce consisting of employees from various ethnic groups, religions, ages and genders. We achieve equality by providing access to opportunities for everyone through fair and respectful policies and actions. We also aspire to build an inclusive culture that inspires innovation and progress where everyone belongs, and our people share a common purpose and can succeed as their best, authentic selves. Diverse skills, talents and experiences can offer a more creative workplace and improve performance, and cause uneasiness and conflicts if not managed carefully. SLC policies and commitments regarding this topic include following the CREDO, code of conduct and employees will go through induction and orientation. SLC ensures that we have an inclusion mindset and value all employees for their backgrounds by keeping up to date with the Fair Works Ombudsman guidelines and its latest policies.

As of 31 March 2025, the Company has the following employment statistics:

Total Employees		
	FY2025	
Male	377	55%
Female	301	45%
<30 years old	301	44%
Between 30 & 50 years old	287	42%
>50 years old	90	14%

Note: Inclusive of the total of 232 non-guaranteed hours of the total headcount.

Employees within the organisation’s governance bodies		
	FY2025	
Male	5	100%
Female	0	0%
<30 years old	0	0%
Between 30 & 50 years old	1	20%
>50 years old	4	80%

Our Performance and Targets

In FY2025, we are endeavouring to ensure a workforce with diversity in various aspects, including gender, age, professional experience, background, skills, core competencies and knowledge.

Our Customer

Data Security and Customer Privacy

How do we manage this topic?

At SLC, we take measures to safeguard personal data collected, used and processed as part of our operations. We established strict policies on handling confidential personal data for business purposes that adhere to laws and regulations across various jurisdictions.

Amongst other IT security controls and facilities deployed by the Group, we also ensure that we are equipped with up-to-date firewalls, anti-spam, anti-virus solutions, and data encryption to enhance our security protection. In FY2025, we continue to engage an external cyber security service provider to manage and enhance our defence mechanisms against global cyber security threats. Furthermore, we strengthen our email server defence this year by disabling access to mailboxes via web browsers, by setting system rules and policy and only allowing sign-in from specific geographic locations. There is also daily monitoring of log-ins and exception reports of risky users.

Our Performance and Targets

We are pleased to announce that in FY2025, we did not experience any breaches of our guests' personal data. We aim to maintain this record in the upcoming year. External stakeholders may report any breaches of Company policy through the whistleblower form on the Company's website.

Our Community

Local Community Investment and Development

As part of our ongoing Corporate Social Responsibility (“CSR”) efforts, SLC, together with Singapore Shipping Corporation (“SSC”), jointly organised a beach clean-up at East Coast Park in Singapore. The initiative saw employees and volunteers come together to collect litter and marine debris along the shoreline. Equipped with gloves, tongs, and bio-degradable trash bags, participants managed to remove waste, including plastic bottles, straws, and food wrappers.

The event spotlighted marine and coastal pollution while showcasing SLC and SSC’s commitment to sustainability and responsible community involvement. It also aligns with the companies’ wider goal of supporting Singapore’s green agenda and motivating others to take meaningful action. Beyond the physical clean-up, the activity served as a platform for employee bonding and camaraderie building.

We continued to promote green practices among our staff at the office. This included our policy to recycle and donate pre-loved stationeries to underprivileged students in Singapore and the region. We also strengthened our culture of recycling in the office where recycling bins are installed for daily usage of aluminium, plastic and paper products.



The photos above show SLC and SSC employees and volunteers coming together for a beach clean-up at East Coast Park, doing our part for the environment by collecting litter and marine debris

GRI Content Index

Statement of use	Stamford Land Corporation has reported the information cited in this GRI content index for the period 1st April 2024 to 31st March 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organisational details	Page 4-5
	2-2 Entities included in the organisation's sustainability reporting	Page 4
	2-3 Reporting period, frequency and contact point	Page 4
	2-4 Restatements of information	Page 4
	2-5 External assurance	Page 4
	2-6 Activities, value chain and other business relationships	Page 4
	2-7 Employees	Page 19 - 24
	2-8 Workers who are not employees	Not applicable
	2-9 Governance structure and composition	Annual Report for the year ended 31 March 2025 ("AR") Page 41 – 42, 47 – 48
	2-10 Nomination and selection of the highest governance body	AR Page 51 – 55
	2-11 Chair of the highest governance body	AR Page 50 – 51
	2-12 Role of the highest governance body in overseeing the management of impacts	AR Page 41 – 46
	2-13 Delegation of responsibility for managing impacts	AR Page 42
	2-14 Role of the highest governance body in sustainability reporting	Page 6
	2-15 Conflicts of interest	AR Page 44 – 46, 49, 53 and 76 – 95
	2-16 Communication of critical concerns	AR Page 72 – 73
	2-17 Collective knowledge of the highest governance body	AR Page 50 – 51
	2-18 Evaluation of the performance of the highest governance body	AR Page 55 – 56
	2-19 Remuneration policies	AR Page 56 - 61
	2-20 Process to determine remuneration	AR Page 56 - 61
	2-21 Annual total compensation ratio	Not applicable
	2-22 Statement on sustainable development strategy	Page 3

	2-23	Policy commitments	Page 5
	2-24	Embedding policy commitments	AR Page 61 – 69
	2-25	Processes to remediate negative impacts	AR Page 63 – 65
	2-26	Mechanisms for seeking advice and raising concerns	AR Page 68 – 69
	2-27	Compliance with laws and regulations	Page 4
	2-28	Membership associations	No membership associations with significant influence
	2-29	Approach to stakeholder engagement	Page 7
	2-30	Collective bargaining agreements	Not applicable
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Page 7-8
	3-2	List of material topics	Page 8
	3-3	Management of material topics	Refer to respective material topics within this report
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	AR Page 107 – 108
	201-2	Financial implications and other risks and opportunities due to climate change	Page 15 – 16
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti- corruption policies and procedures	Page 10
	205-3	Confirmed incidents of corruption and actions taken	Page 10
GRI 302: Energy 2016	302-1	Communication and training about anti- corruption policies and procedures	Page 10
	302-2	Confirmed incidents of corruption and actions taken	Page 10
	302-3	Energy Intensity	Page 12
	302-4	Reduction of energy consumption	Page 11
	302-5	Reductions in energy requirements of products and services	Page 11 – 12
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Page 11 – 12
	303-5	Water consumption	Page 11 – 12
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Page 13 – 17
	305-2	Energy indirect (Scope 2) GHG emissions	Page 13 – 17
	305-4	GHG emissions intensity	Page 13 – 17
	305-5	Reduction of GHG emissions	Page 13 – 17
GRI 306: Waste 2020	306-2	Management of significant waste-related impacts	Page 18
	306-3	Waste generated	Page 18

	306-4	Waste diverted from disposal	Page 18
	306-5	Waste directed to disposal	Page 18
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Page 19
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 19
	401-3	Parental leave	Page 20
GRI 403: Occupational Health and Safety	403-1	Occupational health and safety management system	Page 20 – 21
	403-2	Hazard identification, risk assessment, and incident investigation	Page 20 – 21
	403-4	Worker participation, consultation, and communication on occupational health and safety	Page 20 – 21
	403-5	Worker training on occupational health and safety	Page 20 – 21
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 20 – 21
	403-8	Workers covered by an occupational health and safety management system	Page 20 – 21
	403-9	Work-related injuries	Page 20 – 21
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Page 21 – 23
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Page 21 – 23
	404-3	Percentage of employees receiving regular performance and career development reviews	Page 22 – 23
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Page 23 AR page 47 – 48
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 24