HIAP HOE LIMITED

SUSTAINABILITY
REPORT 2022

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Board Statement

Dear Shareholders,

On behalf of Hiap Hoe Limited ("Hiap Hoe" or "HHL" or "the Group"), we are pleased to present our fifth Sustainability Report for financial year ended December 2022 ("FY2022").

As the world is recuperating from the effects of Covid-19, the hospitality industry is also on the road to recovery. With the lifted social distancing and tracking measures, we observed that our hospitality arm experienced an increased revenue from easing travel restrictions and stronger domestic demand during the year. As we move towards the 'new normal', Hiap Hoe continues to put in place the health and safety mitigation measures, aligned with relevant Government authority regulations, to ensure safety and wellbeing of relevant stakeholders.

Sustainability remains to be imperative amongst regulators, companies, and community in driving business strategies for the future. In developing our sustainability strategies to keep up with the evolving sustainability landscape, we commenced a phased approach to climate-risk assessment as part of our efforts to comply with the Singapore Exchange's mandatory climate reporting based on the recommendation of Task Force on Climate-related Financial Disclosures ("TCFD").

The Board are collectively responsible for the long-term success and growth of Hiap Hoe, and continues to integrate Environmental, Social and Governance ("ESG") to build resilience in our business strategy and ensure the long-term success of the company. For this financial year, we are pleased to announce that we have expanded our reporting scope to include our Australia hospitality business, Aloft Perth Hotel. Our five Economic, Environmental, Social and Governance ("EESG") material topics remain relevant to our Group for the reporting period. These are Sustainable Economic Growth, Good Governance, Fair Employment Practices, Customer Health and Safety and Environmental Sustainability.

In the years ahead, Hiap Hoe will continue to seek out viable sustainability solutions to integrate into our business strategies. Before concluding, we would like to thank our stakeholders and investors for their continued unwavering support as we progress in our sustainability journey and contribute actively towards a net zero future.

Ronald Lim Cheng Aun

Independent Non-Executive Chairman

Teo Ho Beng

Chief Executive Officer

About the Report

Hiap Hoe Limited has prepared this report in accordance with the Singapore Exchange Securities Trading Limited ("SGX") Mainboard Listing Rule 711 (B) and with reference to the Global Reporting Initiative ("GRI") Universal Standards 2021. We have adopted the GRI Standards as our reporting framework as it is widely accepted as a global standard for sustainability reporting, and clearly sets out general principles and indicators with respect to economic, environment and social factors. We have also incorporated climate disclosure within the report in line with the TCFD recommendations.

The report is published in April 2023. The reporting scope for this report includes our businesses in Singapore - Property Rental business (Zhongshan Mall and Hiap Hoe Office Building Office Tower) and Hospitality business (Ramada and Days Hotel), and our Australia – Hospitality business (Aloft Perth Hotel). The aforementioned businesses were selected as part of the reporting scope as assets have material contribution to the Group's revenue.

HHL has not sought external assurance for this report, but we will consider doing so as our sustainability reporting matures over time. We have completed our internal review on identified sustainability reporting processes for this report.

For any clarifications or feedback with regards to this report, please reach out to our Executive Director, Marc Teo, at hiaphoe@hiaphoe.com.

About Hiap Hoe Limited

VISION
A richer life for each of us
MISSION
To provide sustainable long term returns to our stakeholders as we uphold our leading reputation as a homegrown premium developer of quality developments. Only the best carries our signature.

Hiap Hoe Limited, headquartered in Singapore, is a regional premium real estate group listed on the Mainboard of the Singapore Stock Exchange. Known for the development of luxury and mid-tier residential as well as hotel-cum-commercial properties that are distinct in design and preferred for their excellent location and investment prospects, the Group holds a diversified portfolio of hospitality, retail, commercial and residential assets.

Hiap Hoe's flagship development is Zhongshan Park, the integrated hotel-cum-commercial development along Balestier Road that sits just opposite the historic Sun Yat-Sen Nanyang Memorial Hall, a national monument that pays tribute to the father of the 1911 Chinese Revolution. Comprising Days Hotel Singapore At Zhongshan Park (新加坡中山公园戴斯酒店), and Ramada Singapore At Zhongshan Park (新加 坡中山公园华美达酒店), Zhongshan Mall (中山广场) and an office tower, the development has a strong heritage connection and old world charm.

Other local properties in the Group's portfolio include distinctive projects such as Zhongshan Park Integrated Development, Skyline 360° At St Thomas Walk, Waterscape At Cavenagh, The Beverly, Signature At Lewis and HH@Kallang, among others.

In 2013, Hiap Hoe set its sights overseas and acquired assets in prime locations in Australia that fit the Group's strategy of growing its recurring income stream. Hiap Hoe's inaugural integrated hotel-cum-residential development project, Marina Tower, Melbourne further expanded the Group's hospitality portfolio in Australia and, by 2017, Hiap Hoe had entered into the United Kingdom's hospitality industry with the purchase of Holiday Inn Express Trafford City in Manchester.

Hiap Hoe's strategic acquisition of SuperBowl Holdings Limited in 2014 consolidated its position as a sizeable player in the real estate industry and brought in additional revenue streams from a leasing business and leisure activities to add greater income stability for the Group.

Our Business

Property Development & Investments

- An integrated development at Zhongshan Park that comprises Hiap Hoe Building office tower, a shopping mall and two hotels - Ramada Singapore and Days Hotel Singapore At Zhongshan Park.
- Development of residential and industrial properties in Singapore as well as in Melbourne, Australia.
- Property investments in retail and office spaces located across prime areas in Singapore.
- Two commercial office buildings at strategic locations in Perth, Australia for recurring income streams.

Hospitality

- Ramada Singapore and Days Hotel Singapore At Zhongshan Park, a total of 787 rooms under management by Wyndham Hotel Group.
- The Four Points by Sheraton, a 16-storey hotel with 273 rooms in Melbourne, Australia, under management by Marriott International.
- Aloft hotel, under management by Marriott International, a 15-storey hotel with 224 rooms in Perth, Australia.
- Holiday Inn Express Trafford City, a six-storey modular hotel with 220 rooms in Manchester, the United Kingdom.

Investments

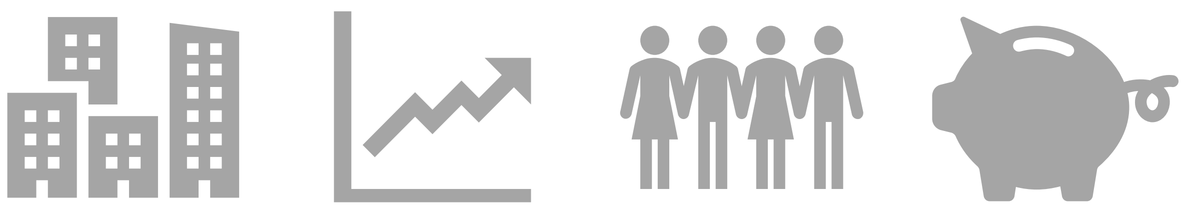
- Over S$280 million of investments with a diversified portfolio in listed equities, fixed income instruments, and mutual and private equity funds for both quoted and unquoted investments.
- The Group diversifies its investments by business sector and by country, with investment focus in real estate and hospitality assets.

Leisure

- SuperBowl, SouthEast Asia's leading provider of indoor sports and recreation facilities, operating in eight centres at various parts of Singapore. It is one of the largest owners and operators of bowling centres in Singapore, with 180 bowling lanes in total. This includes the new bowling centre at Siglap Community Club, which commenced operations in 2022.

Our Value Chain

As a premium real estate group, we have an extensive well-managed value chain across development, investment, hospitality, sales and transactions. Our key suppliers include food vendors, suppliers of hotel consumables and amenities, engineers and service contractors who are mainly from Singapore and Australia.



Development
Land acquisition, Design & Planning, Project Management

Investment
Property Acquisition, Asset Management

Hospitality
Hotel Management, Customer Service

Sales & Transactions
Property Sales, Capital Management

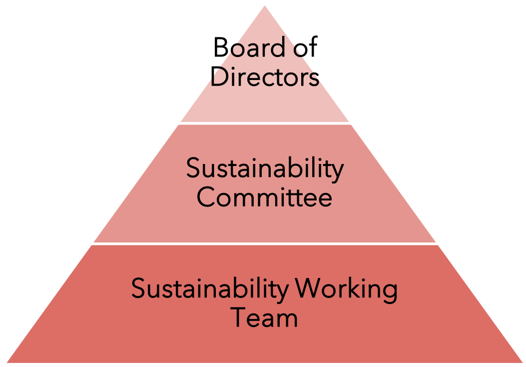
Types of suppliers

Hospitality	Property Rental	Property Development
Food & beverages, hotel consumable and amenities, engineering services, service contractors	Maintenance, marketing activities	Marketing, legal activities

Sustainability Governance

Hiap Hoe's sustainability strategy is to develop and operate properties with sustainable business objectives that will benefit future generations. This strategy was formalised by the Sustainability Committee in 2017.

Hiap Hoe strives to integrate sustainability into our business strategies and operations to create long term value for our stakeholders.



The Board of Directors maintains oversight on the sustainability performance of the Group.

The Group's Sustainability Committee, formed by the senior management, led by the Group's Chief Executive Officer, is tasked to develop the sustainability strategies and initiatives in consultation with the Board of Directors. The Sustainability Committee is responsible for identifying Hiap Hoe's material ESG risks and opportunities, developing corresponding action plans, monitoring, and reporting ESG performance, as well as setting ESG targets.

The Sustainability Working Team is responsible for managing and collecting data for reports on material ESG topics identified by the Board and Sustainability Committee.

The Board is also equipped with the necessary knowledge and updated with the latest sustainability trends, and Board members have completed SGX-mandated sustainability and ESG training workshops in 2022.

Stakeholder Engagement

Hiap Hoe values feedback from our stakeholders and recognises the importance of engagement to address any concerns these groups might have. We reach out to our stakeholders on a regular basis to listen to their feedback and understand their concerns with regards to sustainability and our business.

We have identified 5 key stakeholders based on the level of economic, social and environmental impact that they have on our business and vice versa. The 5 key stakeholders are employees, customers, suppliers, shareholders and regulators.

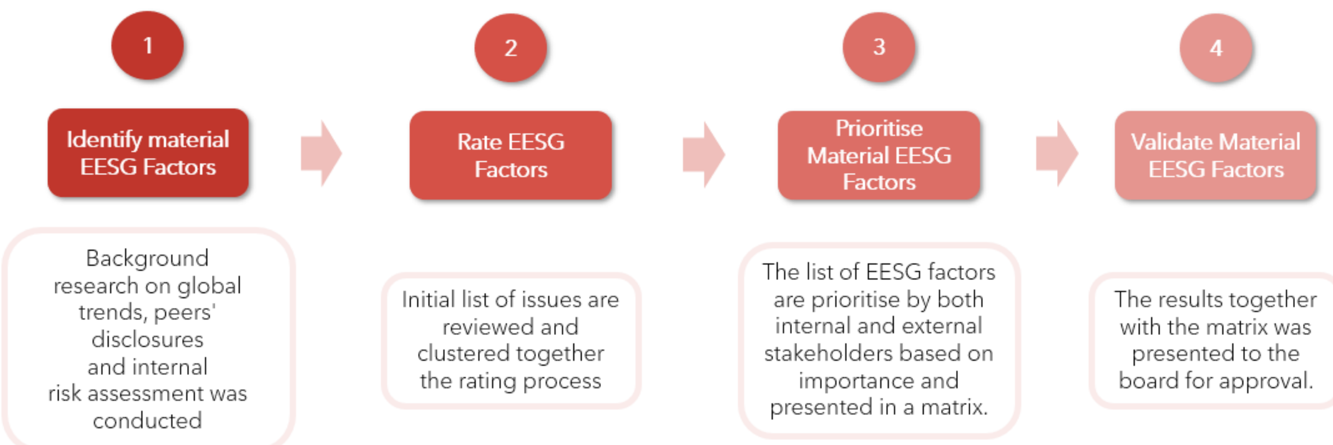
	Concerns	Engagement Platform
Employees	• Occupational health and safety • Fair labour practices and compensation • Professional development • Staff bonding • Intranet platform for policies, news and benefits	• Trainings and team building • Grievance/feedback channels • Regular reviews and appraisals • Intranet platform • Email and notice board • Mobile application RD Connect
Customers	• Service quality and excellence • Timely follow-up on customer feedback • Food safety • Information and data security	• Feedback channels (e.g. email, telephone, and social media) • Corporate website, email and newsletters
Suppliers	• Clear two-way communication channels • Timely feedback regarding materials/services provided	• Quotations and request for proposal • Suppliers' meetings to discuss sustainable sourcing opportunities • Safety briefing and declarations
Shareholders and Regulators	• Business resilience and financial performance • Business strategy and direction • Corporate governance and compliance • Transparent and timely communications of information	• Results announcements and news releases • Corporate website and email • Annual general meetings • Periodic reporting • Annual reports

Materiality Assessment

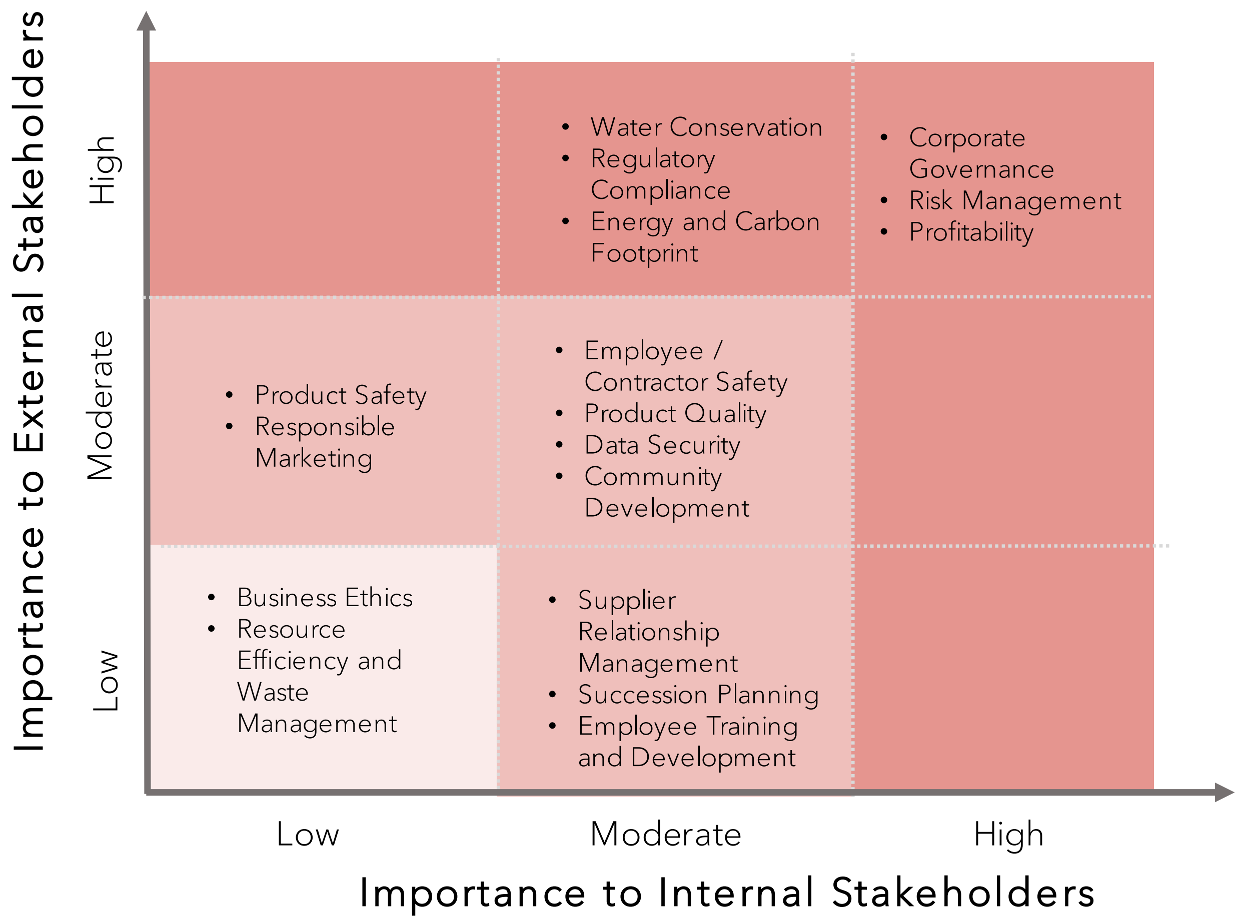
Hiap Hoe adopts an inclusive approach towards considering and balancing the needs and interests of our stakeholders as part of its overall responsibility to ensure the best interest of the Group. In 2017, Hiap Hoe engaged an external consultant to conduct a materiality assessment to identify relevant material topics and indicators. A four-step process taking reference from GRI Standards reporting guidelines was adopted. The materiality assessment was endorsed by Hiap Hoe's Sustainability Committee and subsequently approved by the Board.

The management have reviewed the material topics and identified that the material topics remained relevant for FY2022. Management continues to review and assess identified focus areas for sustainability on an annual basis, and if required, will update indicators adopted.

Hiap Hoe's Materiality Assessment Process



Materiality Assessment Results



FY2017 Materiality Assessment

- In FY2017. we performed a materiality assessment exercise based on the economic, environmental and social impacts to determine indicators that were considered material to Hiap Hoe.
- As a result, 14 indicators were assessed and identified based on GRI's Sustainability Reporting 2016.

FY2018 Review

- In FY2018, we conducted a review of materiality assessment and found that the 14 material topics were still relevant across our business operations.

FY2019 Review

- In FY2019, we conducted a review of materiality assessment and decided to address GRI 403-2 Hazard identification, risk assessment and incident investigation under GRI 416 Incidents of non-compliance concerning the health and safety impacts of products and services.
- As such, the 13 indicators remained relevant across our business operations.

FY2020 Review

- In FY2020, we conducted a review of materiality assessment and grouped the 13 indicators into 5 material topics.

FY2021 Review

- In FY2021, we conducted a review of materiality assessment and found the 5 material topics remains relevant across our business operations.
- We have included an additional 9 indicators as per our consultation with external consultants and align to 20 out of 27 SGX's proposed core ESG metrics. We believe it serves as a good starting point for us to develop a more mature Sustainability Report.

FY2022 Review

- In FY2022, we conducted a review of materiality assessment and found the 5 material topics were still relevant across our business operations.
- We continue to increase maturity in our sustainability reporting by including disclosures relating to GRI 403 Occupational Health and Safety.

Our five material Economic, Environmental, Social and Governance (“EESG”) topics for sustainability report 2022 are Sustainable Economic Growth, Environmental Sustainability, Fair Employment Practices, Consumer Health and Safety and Good Governance. These five materials EESG topics have been mapped to GRI Standards’ topic-specific disclosures in the table below.

Economic

Sustainable Economic Growth

- GRI 201: Economic Performance 2016
  GRI 201-1: Direct economic value generated and distributed

Environmental

Environmental Sustainability

- GRI 302: Energy 2016
  GRI 302-1: Energy consumptions within the organisation
  GRI 302-3: Energy intensity
  GRI 302-5: Reductions in energy requirements of products and services
- GRI 303: Water and Effluents 2018
  GRI 303-1: Interactions with water as a shared resource
  GRI 303-2: Management of water discharge-related impacts
  GRI 303-3: Water withdrawal
- GRI 305: Emissions 2016
  GRI 305-1: Direct (Scope 1) GHG emissions
  GRI 305-2: Energy indirect (Scope 2) GHG emissions
  GRI 305-4: GHG emissions intensity
- GRI 306: Waste 2020
  GRI 306-1: Waste generation and significant waste-related impacts
  GRI 306-2: Management of significant waste-related impacts
  GRI 306-3: Waste generated

Social

Fair Employment Practices

- GRI 401: Employment 2016
  GRI 401-1: New employee hires and employee turnover
- GRI 404: Training and Education 2016
  GRI 404-1: Average hours of training per year per employee
- GRI 405: Diversity and Equal Opportunities 2016
  GRI 405-1 Diversity of governance bodies and employees
- GRI 406: Non-Discrimination 2016
  GRI 406-1: Incidents of discrimination and corrective actions taken
- GRI 403: Occupational Health and Safety 2018^
  Disclosure 403-1 Occupational health and safety management system
- Disclosure 403-2 Hazard identification, risk assessment, and incident investigation
- Disclosure 403-3 Occupational health services
- Disclosure 403-5 Worker training on occupational health and safety
- Disclosure 403-6 Promotion of worker health
- Disclosure 403-8 Workers covered by an occupational health and safety management system
- Disclosure 403-9 Work-related injuries
- Disclosure 403-10 Work-related ill health

Customer Health and Safety

- GRI 416: Customer Health and Safety 2016
  GRI 416-2: Incidents of non-compliance concerning the health and safety impacts of products and services

Governance

Good Governance

- GRI 205: Anti-Corruption 2016
  GRI 205-3: Confirmed incidents of corruption and actions taken
- GRI 307: Environmental Compliance 2016
  GRI 307-1: Non-compliance with environmental laws and regulations
- GRI 418: Customer Privacy 2016
  GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data
- GRI 419: Socioeconomic Compliance 2016
  GRI 419-1: Non-compliance with laws and regulations in the social and economic area

^ Additional GRI Standards included in FY2022

Our Response to EESG Risks & Opportunities

At Hiap Hoe, we believe that identifying EESG related risks and opportunities is key to making informed decisions and implementing suitable mitigation measures. The table below outlines our mitigation measures for identified risks and opportunities across all EESG material topics.

Hiap Hoe's EESG Material Topics	Hiap Hoe's Indicators	Identified Risks Exposure to Hiap Hoe	Existing/Upcoming Mitigation Actions by Hiap Hoe
Economic	• Sustainable Economic Growth	• Poor economic performance impacts the interests of our employees, business partners, shareholders, and stakeholders	• Ensure that the hospitality business maintains its ranking for service quality • Continue to conduct proper building maintenance to preserve building value and provide positive guest experiences
Environmental	• Environmental Sustainability	• Exposure to physical and transition risks such as extreme weather exposure to assets and stringent regulation such as carbon tax • Changing market preference for green buildings • Poor water and waste management leads to increase in operational expenditure	• Integrate climate risk into risk management • Develop physical and transition climate risk assessment and mitigation plans • Set energy & emission reduction targets • Attain BCA Green Mark Gold Award for Ramada Hotel • Adopt smart building technologies such as integrated building system that switches off electrical appliances when door access cards are removed, and upgrade of energy efficient LED lights • Regular maintenance of air-conditioning system • Introduce biodegradable packaging for amenities provided to hotel guests
Social	• Fair Employment Practices	• Safety lapses by contractors • Regulatory fines due to failure of health and safety enforcement	• Recruit and retain talent by ensuring the physical and mental

		• Employee disengagement and dissatisfaction • High turnover rates • Low productivity • Employees lacking required skills	well-being of employees • Build an environment that supports career development and skills advancement • Flexible working arrangements
	• Customer Health and Safety	• Loss of revenue and loss of customers due to poor product and service quality, and health and safety enforcement in place	• Continue to maintain SG Clean certification
Governance	• Good Governance	• Bribery and corruption, leading to financial and reputational loss	• Robust Code of Conduct, Business Ethics and Anti-corruption policies are in place and reviewed periodically

Sustainable Economic Growth

FY2023 Target
The Group strives to improve the rental yields and occupancy rates of the Group's properties to strengthen the recurring income base.

At Hiap Hoe, we recognise that sustainability practices and economic performance are intertwined. We believe the integration of sustainability into our business strategies is paramount for Hiap Hoe to achieve a sustainable economic growth in the ever-changing and challenging situations like the Covid-19 pandemic.

In FY2022, the Group generated $119.4 million of economic value[1], an increase of 27.4% from FY2021. The increase was mainly attributed to the recovery of the economy as we transition into a post-Covid world. The improvement in the travel industry translated to a positive growth for Group, especially in our hospitality businesses. In FY2022, the Group distributed $31 million of the economic value generated through employee benefits expense.

For more details on our financial performance and results, please refer to our FY2022 Annual Report.

[1] Economic value generated is the revenue of the whole Group's operations during the reporting period.

Environmental Sustainability

FY2022 Targets	Performance
Maintain our reduction of electricity consumption at 2% for Ramada and Days Hotel from base year FY2021	Not Achieved*
Maintain our reduction of water consumption at 1% for Ramada and Days Hotel from base year FY2021	Not Achieved*
Achieve 2% reduction of waste generation for Ramada and Days Hotel from base year FY2021	Achieved
* In 2022, resumption in business activities has resulted in an increase in electricity and water consumption. As a result, reduction targets were not achieved. Despite this, HHL continues to keep up our efforts in implementing energy efficient initiatives and promote water reduction at our properties.	
Perpetual Targets	
To achieve 1% reduction of electricity consumption for Ramada Hotel, Days Hotel and Aloft Perth from prior year	
To achieve 1% reduction of water consumption for Ramada Hotel, Days Hotel and Aloft Perth from prior year	
To achieve 2% reduction of waste generation for Ramada Hotel, Days Hotel and Aloft Perth from prior year	

At Hiap Hoe, we are committed limit our carbon footprint via efforts in reducing our energy consumption. Due to the nature of our operations, we inherently consume and generate a significant amount of energy and emissions respectively. The Group remains committed to looking for ways to improve our environmental and sustainability performance and will put in place viable initiatives to reduce our energy and emissions.

With Ramada and Days Hotel, we adopted Wyndham Green Culture and Initiatives as part of our sustainability efforts. The Wyndham Green Committee oversees planning and execution of sustainability initiatives with the engagement of our hotel guests and employees. All new employees are required to undergo the Wyndham Green Culture sharing session as part of their onboarding on the hotel's green initiatives.

At Aloft Perth, Marriott International Serve360 is being adopted. Guided by 2025 Sustainability and Social Impact Goals, as well as the UN Sustainable Development Goals, Serve360 is Marriot's commitment to creating positive and sustainable impact throughout its operations, including Aloft Perth. In addition, Aloft Perth leverages on tools and technology deployed by Marriott such as Marriott Environmental Sustainability Hub ("MESH") to manage environmental performance.

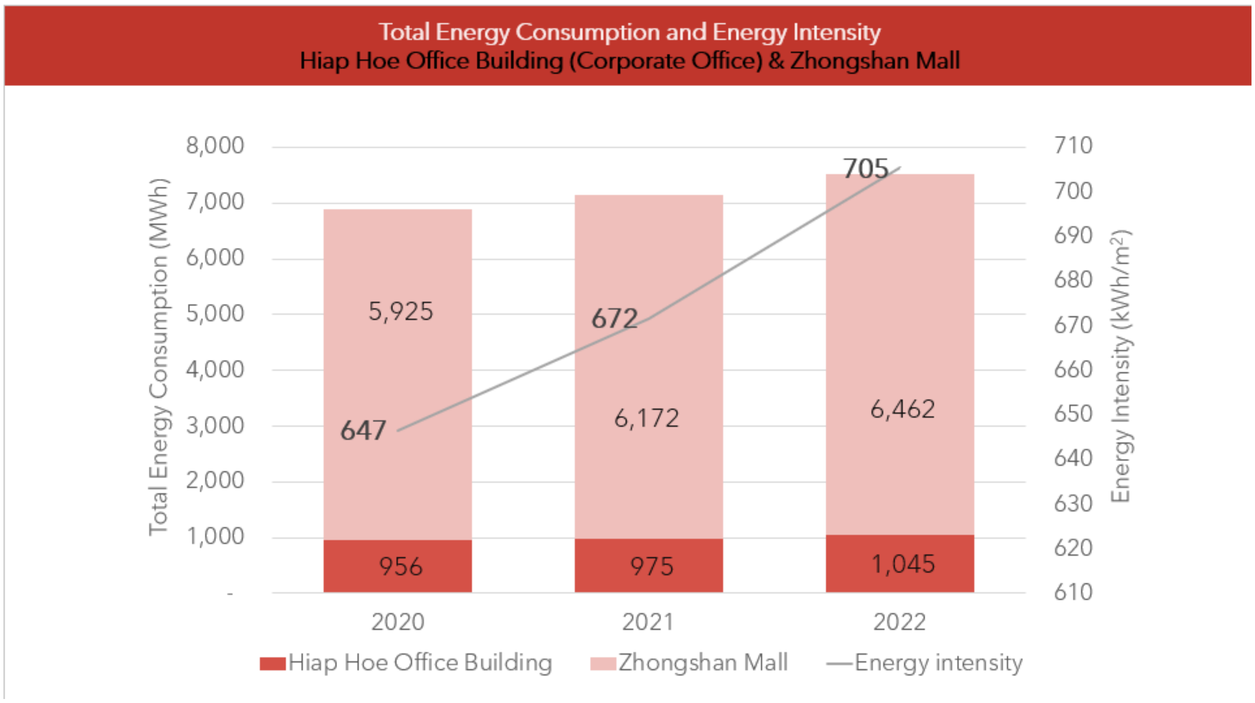
This year onwards, we have expanded our reporting scope and included environmental data of our Australia Hospitality Business, Aloft Perth, as part of our report.

Total Energy Consumption and Energy Intensity

Total energy consumption and intensity[2] across Corporate Office and Property Rental Business

Total energy consumption for Hiap Hoe Office Building and Zhongshan Mall increased by 5% from FY2021 due to increase in employees returning to office daily as a result of resumption of economic activities such as retail and food and beverage businesses.

When assessing energy consumption, it was noted that total energy consumption in FY2022 (7,507MWh) was similar to 2019 pre-pandemic levels (7,368MWh). For FY2019 Performance Data, please refer to HHL SR2021 for more information.

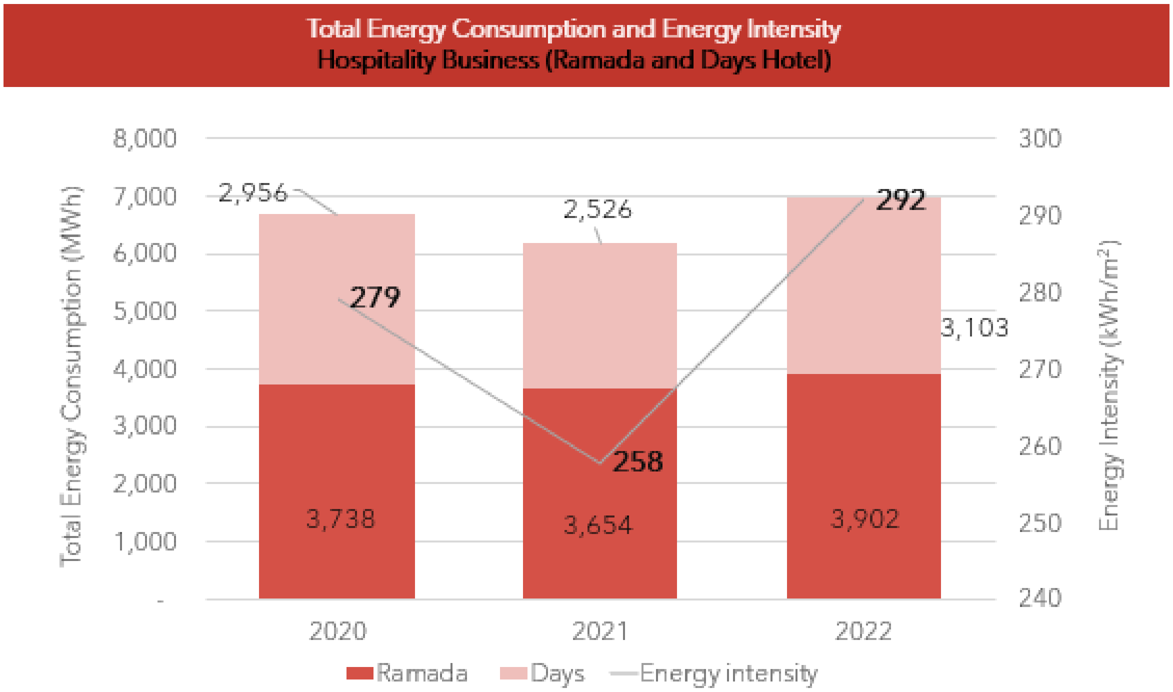


Total energy consumption and intensity[3] across Hospitality Business (Ramada & Days Hotel, and Aloft Perth)

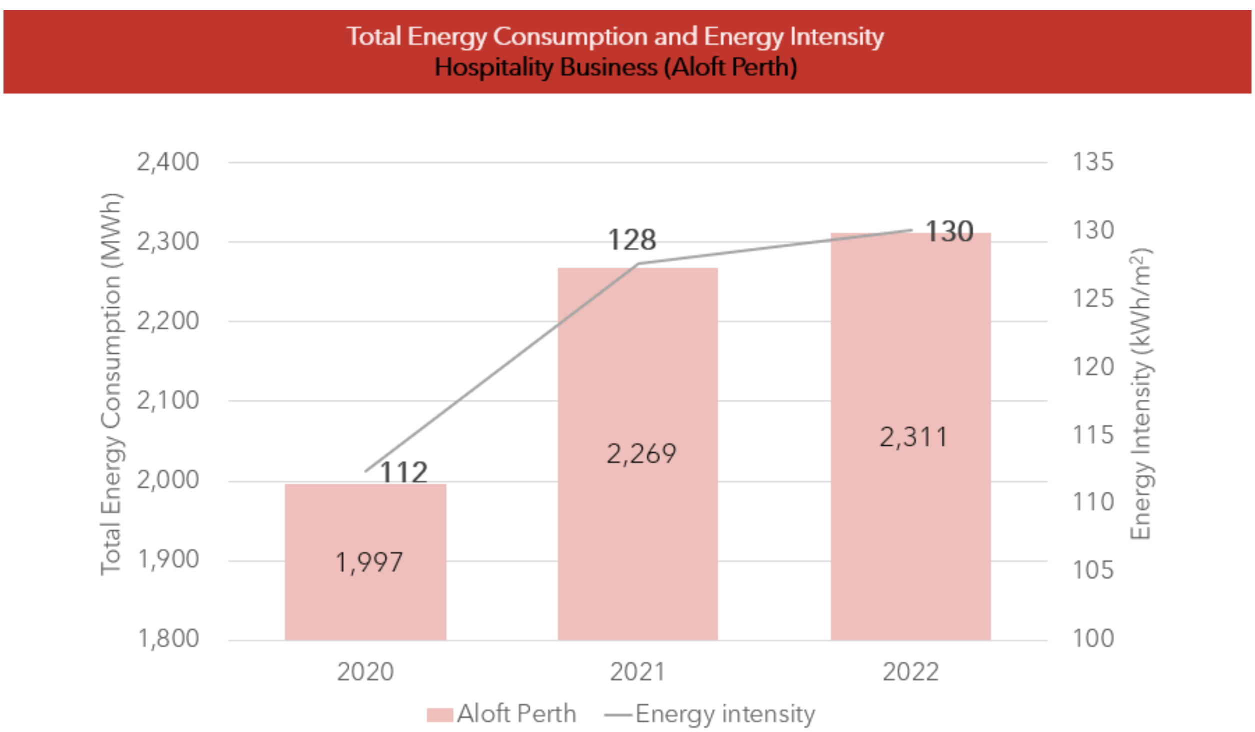
For Ramada and Days Hotel, the total energy consumption increased by 13% as a result of increased business activities with easing of restrictions and return of international travellers to Singapore and our hotel.

[2] Energy intensity and emission intensity was calculated based on Hiap Hoe Office Building and Zhongshan Mall's common areas and tenant areas of lettable floor area of 10,643m2.

[3] Electricity intensity and emission intensity was calculated based on Ramada and Days Hotel's total gross floor area of 23,983 m^2. Electricity intensity and emission intensity was calculated based on Aloft Perth's total gross floor area of 17,774 m^2. Scope for electricity consumption includes common areas, hotel rooms, and F&B outlets.



For Aloft Perth, the total energy consumption increased by 2% as a result of an increase in occupancy and resumption of catering operations.

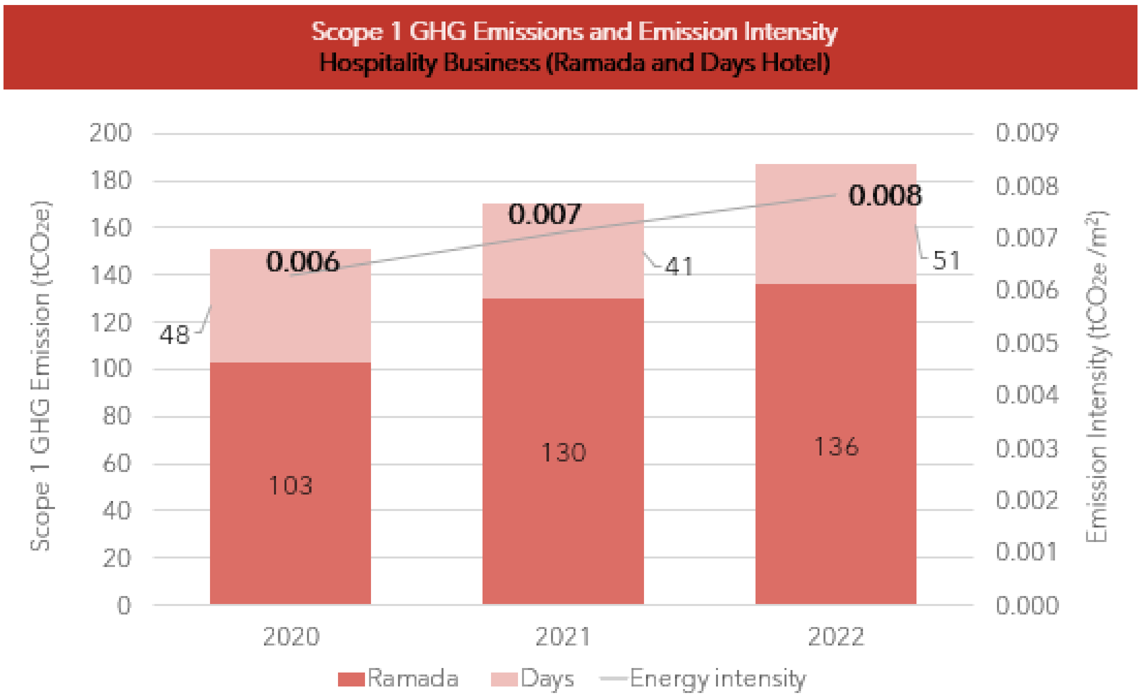


In FY2022, we introduced an additional energy intensity metric which aims to measure the energy usage per occupied room. This metric is used to better reflect our energy performance across our Hospitality Business.

Scope 1 Emissions and Emissions Intensity[4]

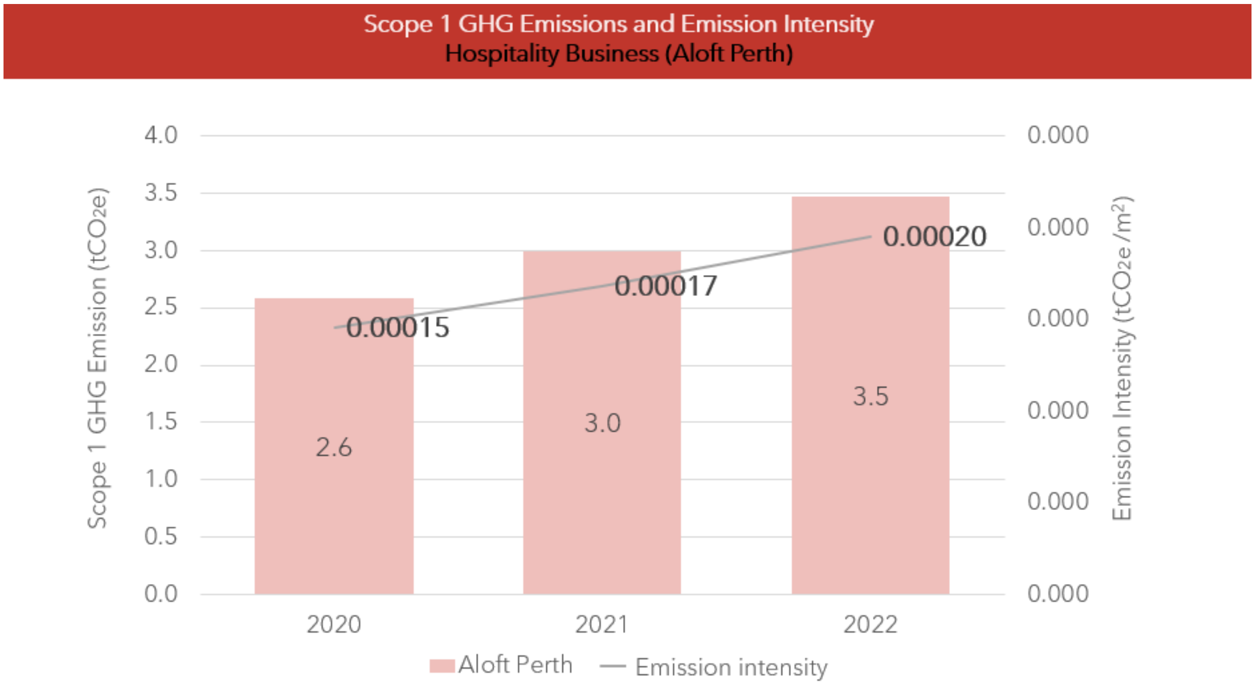
Scope 1 emissions and emissions intensity across Hospitality Business

The Scope 1 emissions produced by our hospitality business stem from natural gas consumption from stationary combustion. For FY2022, our Scope 1 emissions and emissions intensity for Ramada and Days Hotel was 187.0 tCO_2e and 0.008 tCO_2e/m^2 respectively. A 10% increase in emission was noted when compared to FY2021 emission amount.



For Aloft Perth, Scope 1 emission and emission intensity for FY2022 was 3.5 tCO_2e and 0.0002 tCO_2e/m^2 respectively, a 16% increase in Scope 1 emission from FY2021 was observed.

[4] Scope 1 emission for FY2022 for Hiap Hoe Office and Zhongshan Mall is excluded from reporting as amount of emission is considered to be negligible as compared to our hospitality business

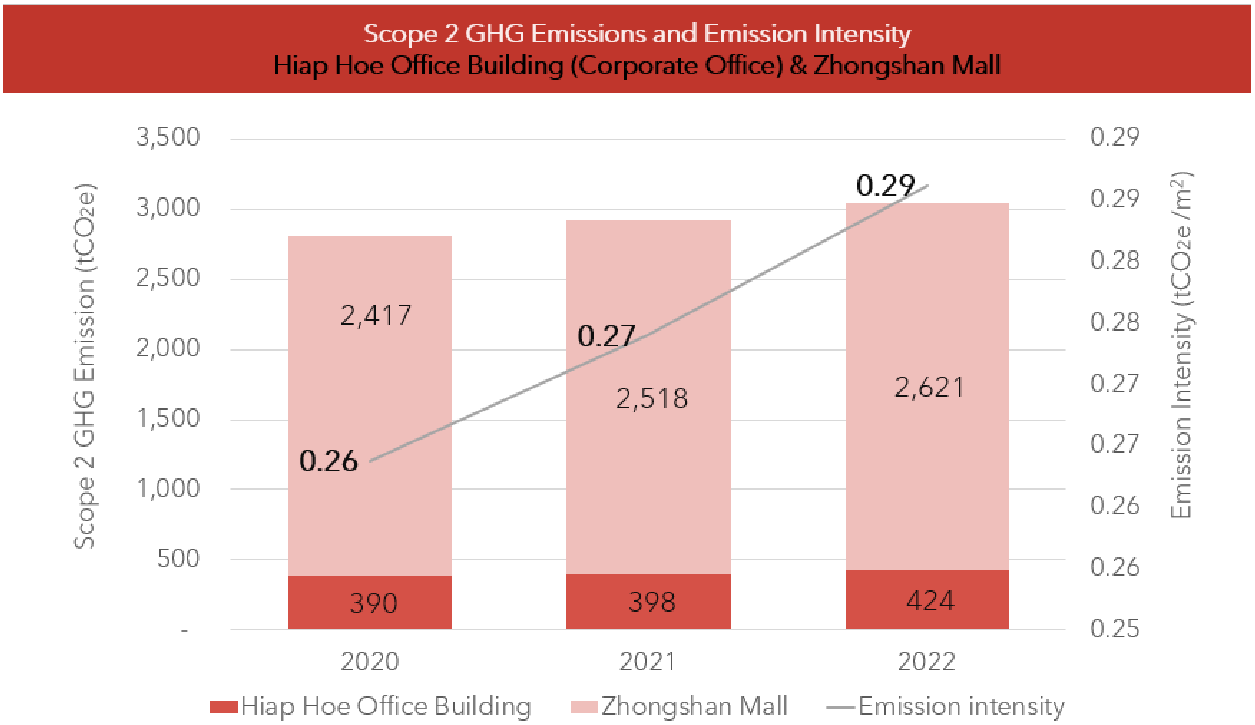


The increase in Scope 1 emissions and emission intensity for Ramada and Days Hotel and Aloft Perth was a result of the rise in energy consumption that was required from the resumption of business activities.

Scope 2 Emissions and Emissions Intensity

Scope 2 emissions and emission intensity[5] across Corporate Office and Property Rental Business

For Hiap Hoe Office Building and Zhongshan Mall, the total Scope 2 emissions and emissions intensity increased by 4% from FY2021. As Singapore began to ease restrictions, there was an increase in employees heading back to office as well as increase in the number of visitors to the mall. This has led to an increase in electricity consumption, and in turn led to increase in Scope 2 emissions.



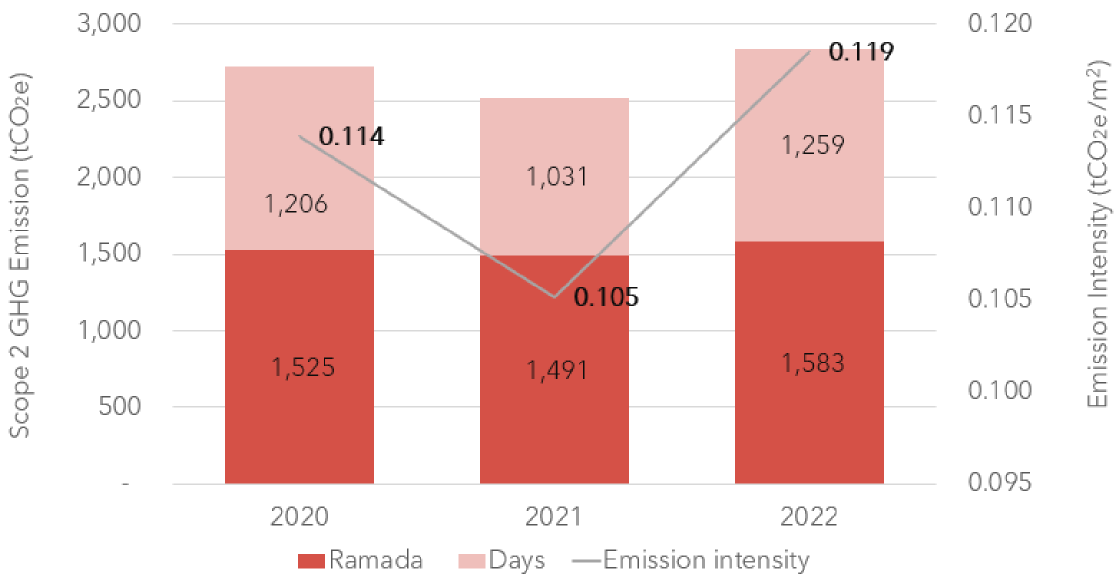
Scope 2 emissions and emission intensity[6] across Hospitality Business

For Ramada and Days Hotel, the total electricity emissions and emissions intensity increased by 13% from FY2021.

[5] Energy intensity and emission intensity was calculated based on Hiap Hoe Office Building and Zhongshan Mall's total gross floor area of 10,643 m^2.

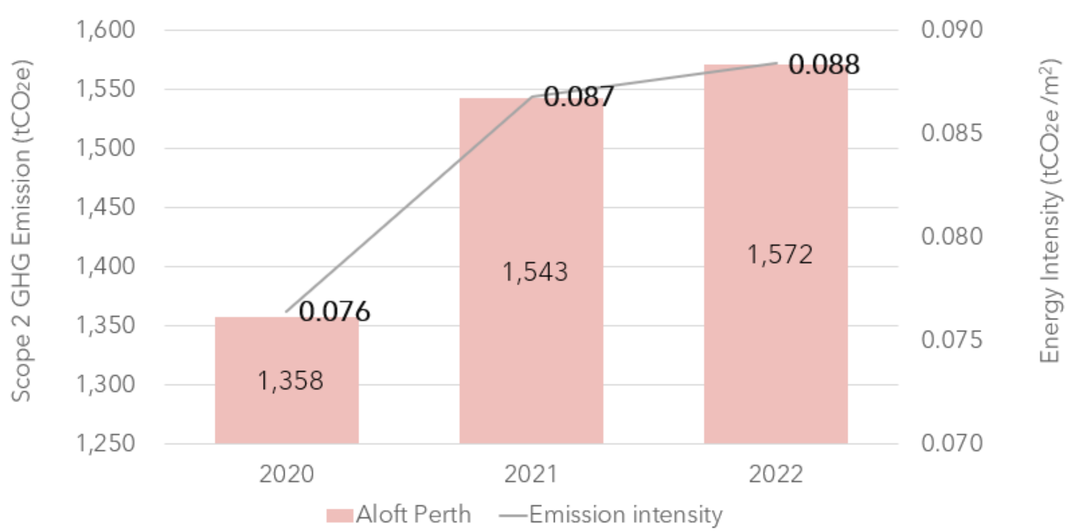
[6] Electricity intensity and emission intensity was calculated based on Ramada and Days Hotel's total gross floor area of 23,983 m^2. Electricity intensity and emission intensity was calculated based on Aloft Perth's total gross floor area of 17,774 m^2. Scope for electricity consumption includes common areas, hotel rooms, and F&B outlets.

Scope 2 GHG Emissions and Energy Intensity
Hospitality Business (Ramada and Days Hotel)



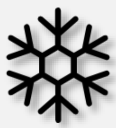
For Aloft Perth, the total emissions and emissions intensity increased by 2% from FY2021. The increase in Scope 2 emissions and emission intensity for Ramada and Days Hotel and Aloft Perth are attributable to the gradual resumption of business in FY2022, following restrictions experienced in the preceding year. The relaxation of Covid-19 measures resulted in increased footfall within our hospitality business, which correlated with a rise in emissions and emission intensity.

Scope 2 GHG Emissions and Energy Intensity
Hospitality Business (Aloft Perth)



We will continue to implement energy reduction measures in efforts to mitigate the potential rise in electricity consumption and make every effort to meeting our set target. We also continue to monitor and track our electricity consumption by implementing energy saving and energy efficient measures such as switching off electrical appliances when not in use, and replacement of florescent lights with energy efficient LED lights.

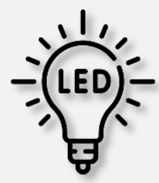
Energy Reduction Measures



Continuous monitoring of weather conditions and adjustment of air-conditioning temperatures to appropriate levels. Air-conditioners are also automatically switch off in rooms once door access cards are removed.

Ensure air-conditioning system is regularly maintained and serviced to optimise efficiency and reduce energy consumption.

Ensuring air-conditioners in corridors are switched down to "fan mode" during low-occupancy periods to conserve electricity.



On-going projects to replace existing florescent lights with energy efficient LED lights.

Water

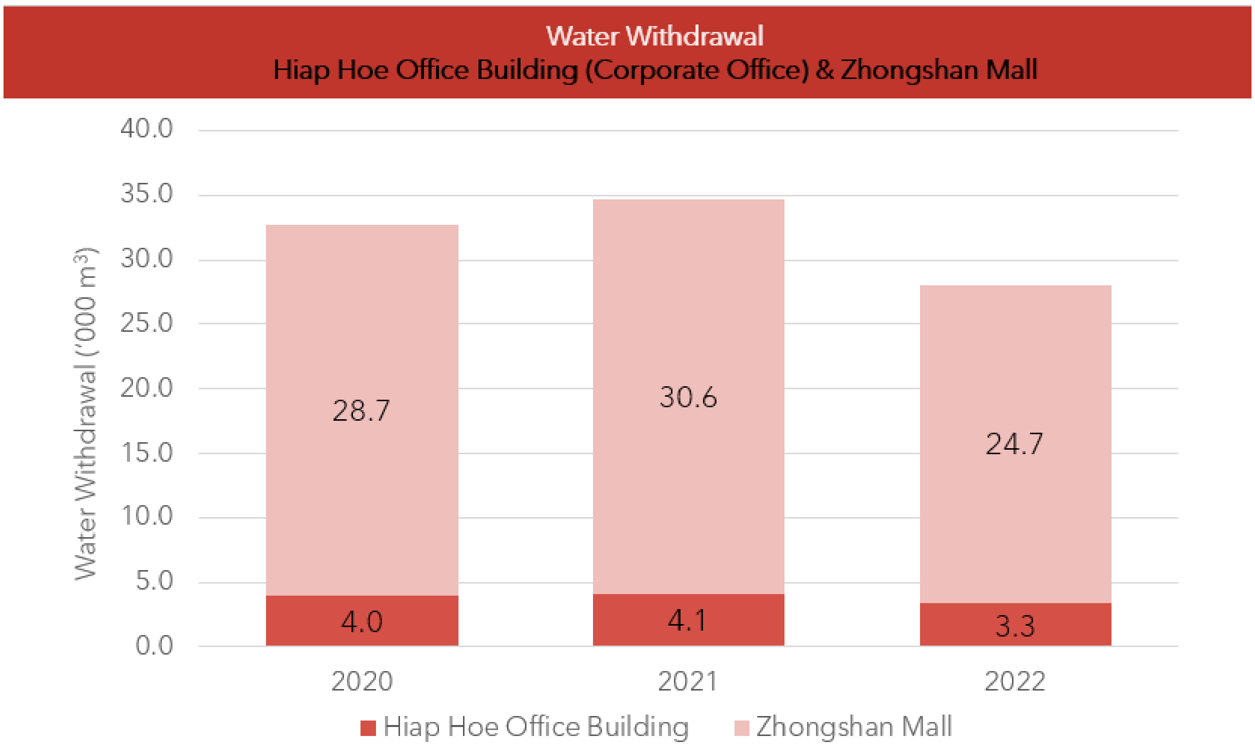
Singapore is considered one of the most water-stressed countries in the world. At Hiap Hoe, water withdrawal for our assets in Singapore are sourced from the national water provider, Public Utilities Board ("PUB"). Water provided by PUB is considered freshwater as Singapore's quality of drinking water and regulated by the Environmental Public Health ("EPH") (Water Suitable for Drinking) (No.2) Regulations 2019 which follows the World Health Organisation ("WHO") Guidelines for Drinking-water Quality ($\leqslant$1,000 mg/L Total Dissolved Solids). Water effluents are discharged through on-site facilities such as the kitchens, hotel and public bathrooms, and are discharged in accordance with standards set by regulatory departments.

In Australia, particularly Western Australia, the water supplies are under increasing demand due to the population growth and changing climate. According to Western Australia's water supplier Water Corporation[7], water originates from four sources – desalination, groundwater, dams, and groundwater replenishment. Water is supplied via licensed and regulated public drinking water supply systems. For Aloft Perth, water withdrawal comes from a single third-party water source supplied by the Water Cooperation. Effluents are discharged through on-site facilities in accordance with regulatory guidelines.

[7] Water Corporation, March 2023, https://www.watercorporation.com.au/Our-water/Perths-water-supply

Water withdrawal[8] across Corporate Office and Property Rental Business

For FY2022, our water withdrawal for both Hiap Hoe Office Building and Zhongshan Mall decreased by 19% as compared to FY2021. This reduction is due to effective water management measures put in place such as the reduction of water pressure using a water pressure regulator and adoption of various water saving initiatives to maximise water efficiency.



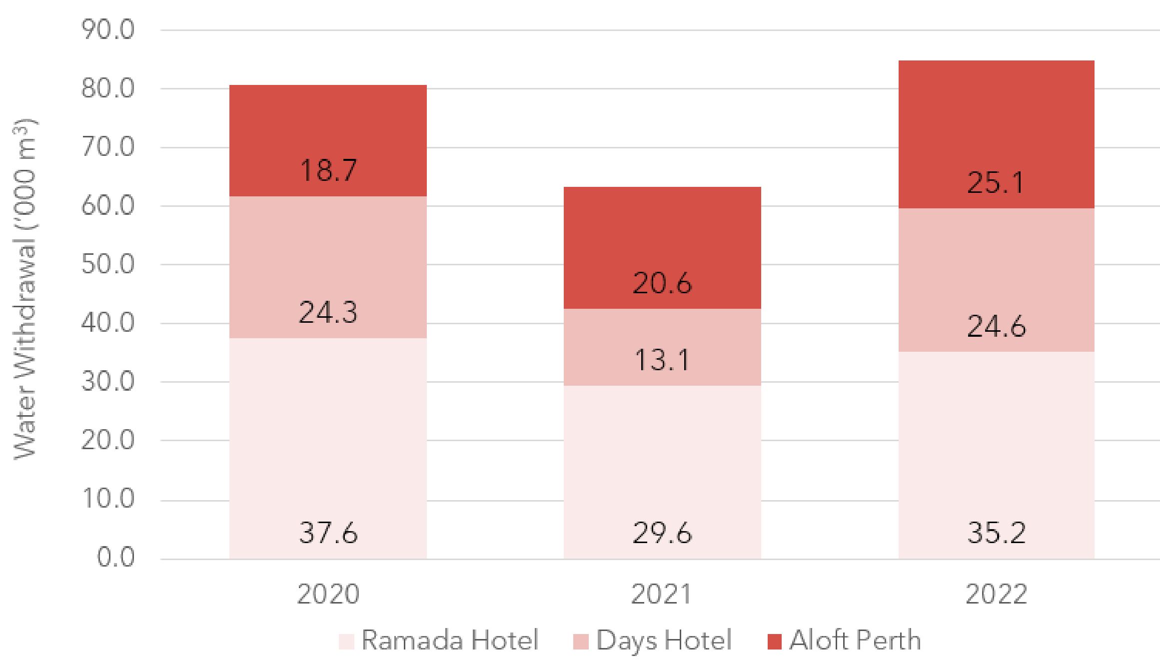
Water withdrawal[9] across Hospitality Business

For FY2022, our water withdrawal for Ramada and Days Hotel, and Aloft Perth increased by 40% and 22% respectively as compared to FY2021. This is mainly attributed to the government's reopening of economic activities such as retail and food and beverage businesses.

[8] Scope for water withdrawal includes common areas and tenant areas.

[9] Scope for water withdrawal includes common areas, hotel rooms, and F&B outlets.

Water Withdrawal
Hospitality Business (Ramada and Days Hotel, and Aloft Perth)

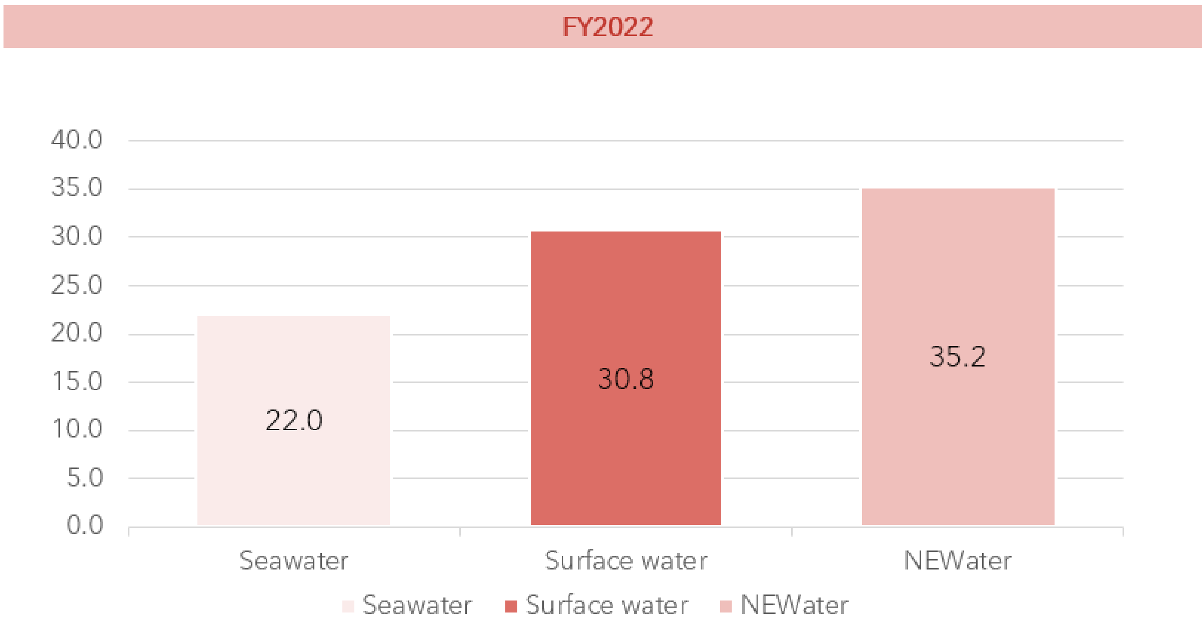


A series of water-saving initiatives through the Environmentally Friendly Program was introduced across our hotel operations. To manage and reduce our water consumption for our hotels, we provide our hotel guests with the option to not have their sheets changed daily by our room attendants. Hotel guests are encouraged to leave card instructions if they do not require bed linens or towels to be changed. Since introduction of the program, we have received positive responses and strong support from our hotel guests, with approximately 80% of hotel guests participating in water-saving initiatives during their stay.

Singapore and Australia are identified water scarce countries by WRI's Aqueduct Water Risk Atlas tool. Therefore, all water withdrawal is deemed to be from a water stress area. The chart below provides an estimated breakdown of all our water sourced from Singapore's Public Utilities Board ("PUB") and Western Australia's Water Corporation.

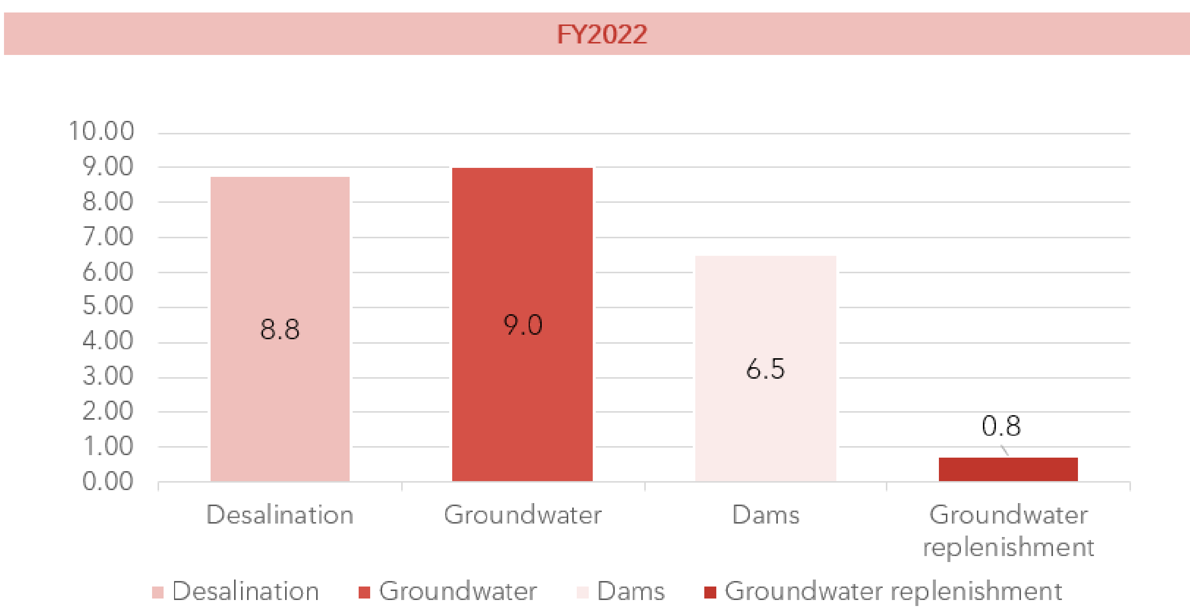
In Singapore, approximately 25% of our water demand is met by water in catchment areas and imported water, 35% of water demand is met by desalinated water and the remaining 40% of water is met by NEWater. According to PUB's Our Water, Our Future report, all potable water and NEWater are categorised as freshwater with Total Dissolved Solids levels of less than 1,000mg/L.

Estimated Breakdown of Water Withdrawal by Water Sources ('000 m³)
Singapore



In Western Australia, approximately 35% of our water demand is met by water in desalination, 20% of water demand is met by groundwater, 26% of water demand is met by dams, and the remaining 3% of water is met by groundwater replenishment.

Estimated Breakdown of Water Withdrawal by Water Sources ('000 m³)
Australia



Waste

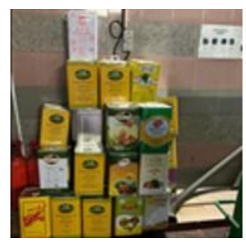
Hiap Hoe believes in the efficient use of resources and is committed to reducing waste in our daily business operations. Our hotel operations contribute significantly to our waste generation, with municipal waste, such as food, single-use utensils, and amenities, being the primary sources. In order to decrease the amount of waste produced, we have taken several steps, including replacing single-use plastic toiletries with larger, refillable amenities, using eco-friendly packaging for items like vanity kits, dental kits, sewing kits, shower caps, combs, and sanitary bags, and informing guests upon their arrival that they can request these items when needed.

We continue to seek waste reduction opportunities and implement waste management initiatives to reduce our waste generation. For Ramada and Days Hotel, there was a 24% reduction of waste disposed in FY2022 as compared FY2021 in line with efforts of introducing waste management programs such as reducing food waste and single-use amenities. The following initiatives were carried out in FY2022 with the aim to reduce the amount of waste generated.

Waste Reducing Initiatives

Encourage the use of reusable cups and bags to reduce single use items

Using recycled water from the fish tank to water wall plants



Encourage the recycling of metal cans

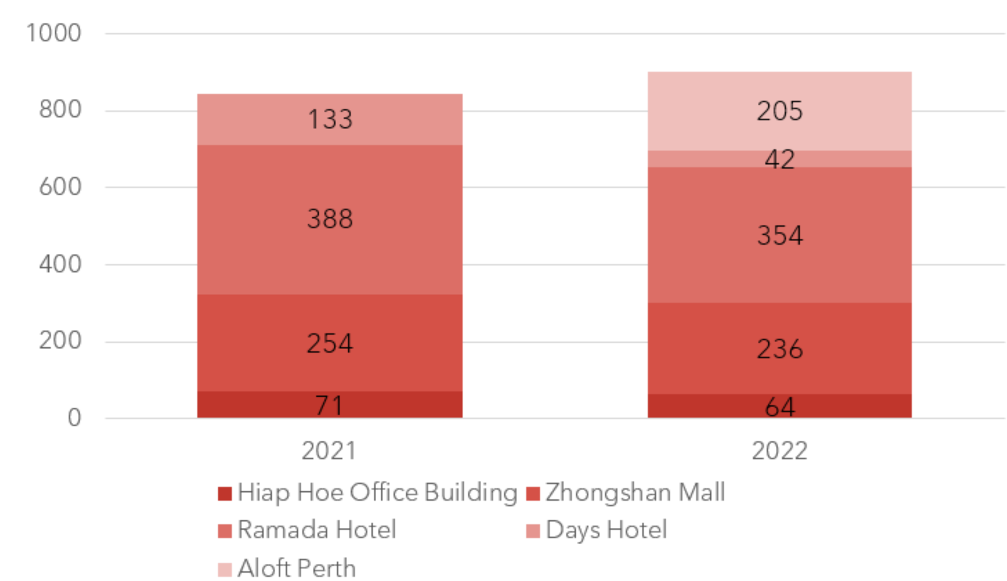
Utilising rechargeable batteries

Excess fruits for guests are placed in at R3 for employee consumption

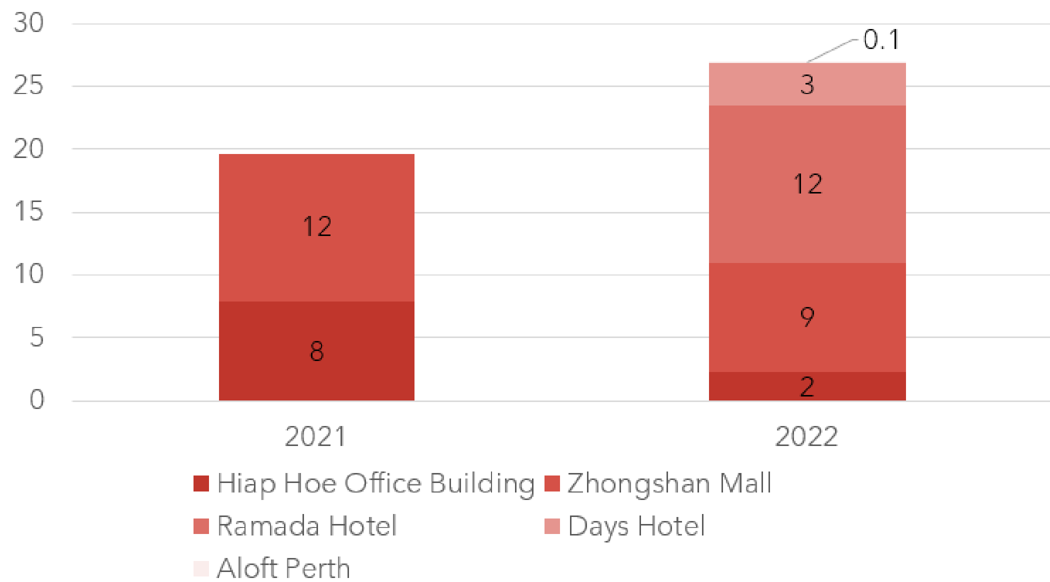
Utilised food waste to make organic compost. Compost is then used as fertiliser

Across all properties, we continue to engage with our cleaners to segregate waste into recyclable and non-recyclable for daily collection by third-party waste collection vendors. Moving forward, we will strive to incorporate waste management initiatives to reduce waste generation wherever possible across all our business operations.

Waste Disposed (tons)
Hiap Hoe Office Building (Corporate Office), Zhongshan Mall, and Hospitality Business (Ramada and Days Hotel, and Aloft Perth)



Waste Recycled (tons)
Hiap Hoe Office Building (Corporate Office), Zhongshan Mall, and Hospitality Business (Ramada and Days Hotel, and Aloft Perth)



Taskforce on Climate-related Financial Disclosures ("TCFD")

In December 2021, the Singapore Exchange Regulation ("SGX RegCo") announced that all issuers are to provide climate reporting on a "comply or explain" basis within their sustainability reports, from FY2022 onwards. Hiap Hoe Limited has set out to meet climate reporting requirements by adopting TCFD recommendations for the first time in this year's sustainability report.

This section details Hiap Hoe's approach to managing climate-related risks that may impact our business, with reference to the four key pillars of TCFD. Understanding that the challenges associated with climate change is ever evolving, we plan to continuously update our plans accordingly.

TCFD Pillar	Recommended Disclosure	HHL's Approach	Report Section
Governance	a) Describe the Board's oversight of climate-related risks and opportunities. b) Describe management's role in assessing and managing climate-related risks and opportunities.	At Hiap Hoe Limited we are committed to the highest standards of corporate governance. The Group's corporate governance framework establishes and maintains an ethical corporate environment, which aims to protect and enhance the interest of all stakeholders. As part of the Board's oversight on sustainability governance, the Board maintains oversight on managing and integrating ESG issues into Hiap Hoe's business operations and strategies. In addition, the board is also responsible for the approval of disclosures made in the Annual	Sustainability Governance (Page 7)

		Report and Sustainability Report. The Board has overall responsibility to ensure climate-related risks and opportunities, are effectively managed. The Sustainability Committee supports the Board by leading the Group's sustainability agenda. The Committee is responsible for overseeing and making recommendations to the Board on sustainability matters, which includes the review of the Group's sustainability policies, practices, performance, targets and progress on climate-related measures and initiatives.	

Strategy	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term. b) Describe the impact of climate related risks and opportunities on the organisation's businesses, strategy and financial planning. c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	In FY2022, Hiap Hoe conducted our inaugural qualitative climate risk assessment exercise on assets in Singapore and Australia. This initial step is part of a phased approach to meet the climate reporting requirements set out by SGX. The process included identifying and evaluating the potential risks and opportunities related to climate change that could affect our business and operations. Senior management were engaged to identify Hiap Hoe's exposure to climate impacts and assess significance of related risks and opportunities. We are committed to making transparent disclosures and enhancing overall resilience of our business in the face of changing climate conditions. As our risk assessment matures in the future, we aim to enhance our analysis of climate risk and refine our strategy through performing climate scenario analysis.	Physical and Transition Risks (Page 35-38)

Risk Management	a) Describe the organisation's processes for identifying and assessing climate-related risks. b) Describe the organisation's processes for managing climate-related risks. c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Hiap Hoe acknowledges the importance and impact of climate change on its risk management strategy. In 2022, the Group undertook a risk assessment exercise to identify potential climate risks we may be exposed to. The analysis included evaluating two main categories of risks: those related to the transition to a low-carbon economy and those related to physical impacts of climate change. To conduct a comprehensive assessment, the analysis considered both current and anticipated future regulatory requirements related to climate change, as well as exposure to physical risks. Upon completion of initial assessment, management reviewed and finalised current list of relevant risks. Hiap Hoe seeks to continue to integrate climate assessment into our Enterprise Risk Management ("ERM") Framework and strengthen our approach towards identifying, assessing, and managing our climate risks and opportunities.	Corporate Governance Report

Metrics and Targets	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process. b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas ("GHG") emissions, and the related risks. c) Describe the targets used by the organisation to manage climate related risks and opportunities and performance against targets.	Hiap Hoe has identified environmental sustainability as a key material topic. Managing this material topic encompasses close monitoring of metrics and targets set for energy, water and effluents, and waste. In line with the GHG Protocol Corporate Accounting and Reporting Standard ("GHG Protocol") methodology, Hiap Hoe is reporting its Scope 1 and 2 GHG emissions. Refer to Environmental Sustainability Section pg 20-23 for performance disclosure. Apart from reporting on the performance of selected metrics, Hiap Hoe recognises that it is critical to establish targets to provide a benchmark for tracking progress and measuring success in reducing environmental impact as well as managing relevant climate related risks to our business. Quantitative targets have been set for each environmental topic. The performance against each target has also been disclosed.	Environmental Sustainability (Page 17 - 29)

Physical and Transition Risks

As part of the TCFD process, Hiap Hoe carried out a qualitative climate risk assessment exercise which involved identifying significant physical and transition risks that could be materially impact our business. Relevant key risks and mitigation actions that Hiap Hoe have identified are listed below. In the next phase, Hiap Hoe will be considering likelihood and impact of identified Transition and Physical Risks at both Group and Subsidiary levels. Additionally, existing and potential mitigation actions will be reviewed to assess and qualify residual risks to our business.

Risk and Category	Risk Description	Impact of Risk	Existing or Planned Mitigation Actions
Physical Risk			
Change in average temperature	Global temperature increase will bring about increased demand in cooling loads, particularly in urban agglomerations where heat island effects may prevail over the summer months. Lack of attention to extreme heat events may bring about overheating in buildings	• High temperatures can be ameliorated by suitable adjustment to the air conditioning systems. This may lead to increase in energy consumption and cost to cool buildings especially in highly urbanised areas, leading to greater Scope 1 and 2 emissions. • Higher temperatures could also lead to bodily stress and result in increase in heat exhaustion or heat stroke, thus reducing employee's productivity.	• Achieve green certified buildings across our key business portfolio such as BCA Green Mark Gold Award for Ramada Hotel in 2022. • Installation of certified high efficiency rating appliances such as automatic controls for the lightings and air-conditioning system by detecting the occupancy rate of the guest room
Change in precipitation	Climate change projections suggest an increase in the	• Possible flooding in developed areas with lack of	• Add structural measures such as humps and flood barriers to

	frequency of intense precipitation events which could cause an increased intensity and frequency of flood events.	effective stormwater drainage system. • Increase in the frequency of intense precipitation events could cause an increased intensity and frequency of flood events. Flooding events can cause damage to infrastructure and are expensive to repair.	protect the basement levels from flooding
Sea Level Rise	Sea level rise as an increase in the average sea level caused by the expansion of seawater due to warming and the melting of land-based ice, such as glaciers and ice sheets.	• Sea level rise would increase the risk of key infrastructure and property getting submerged. • Properties prone to water damage would also be expensive to repair.	• Add structural measures such as humps and flood barriers to protect the basement levels from flooding • Raise the height of buildings and operational rooms located at low-lying flood-prone sites where possible • Implement adequate cooling technology to facilitate equipment functioning
Transition Risk			
Increase carbon pricing of GHG emission	Higher carbon prices on electricity generation due to the growing number of carbon pricing policies will impact companies that fail to decarbonise their generating assets. The rise	• A higher carbon price will lead to increased fuel, energy, and waste disposal costs, thereby impacting overall operating costs, capital expenditure, and profitability.	• Installation of certified high efficiency rating appliances such as automatic controls for the lightings and air-conditioning system by detecting the occupancy rate of the guest room to minimise energy consumption

	of retail electricity prices may directly impact real estate management in the form of larger utility bills.		• Engage with tenants to encourage reduction in energy and water consumption, carbon emissions and promote an efficient waste management
Mandates on and regulation of existing products and services	Increasing trend towards enforcing higher building standards for environmental management and energy efficiency. Companies that are not prepared for likely policy changes over the next decade could face penalties, fine or suffer damage to their reputations.	• Reduced demand for buildings not green-certified, hence affecting revenue from leased assets. • Failure to comply with new building regulations leads to fines, penalties, litigation issues, and affecting company's reputation.	• Installation of certified high efficiency rating appliances such as automatic controls for the lightings and air-conditioning system by detecting the occupancy rate of the guest room
Transition to lower emissions technology	Changes in the energy mix and the shift towards low-carbon technologies that result from the transition to a low-carbon economy. This transition is expected to accelerate to as countries move to implement their commitments under the Paris Agreement	• There will be a capital expenditure involved in acquiring lower emission technology to retrofit existing buildings. • Poor retrofitting of new energy-efficient technologies can also result in low usability.	• Screen through suppliers to engage responsible suppliers and consultants for built environment work such as retrofitting existing buildings

Opportunity	Opportunity Description	Impact of Opportunity	Measures to Leverage on Opportunities
Opportunity			
Use of new technologies	The potential to improve financial performance by adopting low-carbon and climate-resilient technologies and business practices.	• The use of new technologies can provide competitive advantages, such as increased energy efficiency, reduced emissions, and improved resilience to the physical impacts of climate change.	• Ramada and Days Hotel are a part of the Wyndham Green Program. The Program is designed to help hotels reduce their environmental footprints and operate more efficiently through eco-friendly initiatives. A focus area of this program is to increase the implementation of energy efficiency projects and the usage of renewable energy where feasible.

Fair Employment Practices

FY2022 Targets	Performance
Zero reported incidents of discrimination	Achieved
Perpetual Targets	
To achieve zero reported incidents of discrimination	

Hiap Hoe recognises the significance of fair employment practices in creating a positive and supportive work environment for our employees. By promoting equal opportunities and providing a safe and healthy workplace, Hiap Hoe can ensure the well-being of its workforce and attract and retain top talent.

The Group is committed to maintaining a culture of fairness and inclusivity, where every employee is valued and treated with dignity and respect. In addition, the company is committed to attracting and retaining talent from a variety of backgrounds and promoting diversity within the workplace, as this contributes to a more dynamic and innovative business culture.

Our approach to fair employment includes regular review and implementation of policies and practices that align with local laws and regulations, and prioritising employee health and safety. In addition, the Group continues to invest in talent management programs to provide employees with opportunities for professional growth and development.

Our board diversity

As of the end of FY2022, we have a total of 6 Board of Directors for our Group. In 2022, a board diversity policy has been adopted. This policy recognises the importance of having an effective and diverse Board, taking into consideration the benefits of all aspects of diversity, including diversity of skills, experience, background, gender, age, ethnicity and other relevant factors.

More information on our Board of Directors is available on Page 6 - 7 of our FY2022 Annual Report.

Our employees[10]

As of the end of FY2022, there were a total of 90 employees for Hiap Hoe's Corporate Office and Property Rental Business, a 18% increase compared to 76 employees in FY2021. For our Hospitality business in Singapore, the total number of employees was 281 in FY2022, a 58% increase from 177 in FY2021 as our operations recovered alongside economic improvement and doing business in the 'new normal'. For our

[10] The employee numbers exclude all Board of Directors.

Hospitality business in Perth, Australia, the total number of employees was 94 as at the end of FY2022.

Hiap Hoe recognise that our employees are the foundational operational support for the continual success of our business operations. As challenges are constantly posed to our employees both professionally and personally, we have introduced employee retention strategies to provide assurance of our employees' job security at Hiap Hoe and cost-cutting measures to ensure the continuity of our business and employment of our employees.

Non-discrimination

Hiap Hoe takes a firm stand against all forms of discrimination based on race, gender, or religion and holds the belief that all employees should have equal opportunities for advancement and professional development. The Business Code of Conduct serves as a guide to all employees on Hiap Hoe's practices regarding non-discrimination. The Code elaborates on topics such as working in a diverse environment, provision of equal employment opportunities, employee protection against harassment and biasness. There were zero reported incidents of discrimination in FY2022, and we strive to maintain our performance in this aspect.

Training and development

Following our Pandemic Business Continuity Plan, we constantly provide trainings for our employees to stay skilled and relevant to the current times.

We also introduced the practice of job rotation for internal employee to encourage employee engagement and flexible workforce and increase employee experience. Moving forward, the Group will look out for more relevant employee trainings to upskill our employees.

To ensure service delivery to standards and staying relevant to hospitality's expectations, our employees under our Hospitality Business in Singapore attended mandatory safety courses organised by external vendors such as SkillsFuture for Digital Workplace and Workforce Skills Qualifications ("WSQ") Adapt to Change, and internal on-the-job training.

At Ramada and Days Hotel, service touchpoint trainings were introduced for our employees to inculcate our culture and equip them with the relevant skillsets needed to manage the hotels. "Count On Me" culture reinforcement programmes were rolled out throughout the year. Annually, employees are required to attend the Business Principles refresher training. This training covers the information in the Code of Conduct and policies and practices employees are to abide by.

Similar resources are available for employees in our hospitality business in Australia. The Marriott Development Academy ("MDA"), available to all associates, is an integrated program that adopts a self-paced learning approach allowing associates to register for learning programs that interests them. Apart from the MDA, associates also have access to training courses via the Digital Learning Zone. The Digital Learning Zone is a learning and development portal that provides online training for employees across all departments. Training courses provided aims to expand employees' skills and help employees achieve their personal and professional development goals.

Occupational Health and Safety

Hiap Hoe recognizes the importance of occupational health and safety for our employees, and our approach to managing occupational health and safety is focused on continuous improvement and risk mitigation. We have established a comprehensive occupational health and safety management system to monitor incidents that occur across our hospitality businesses all our employees are covered by the system. This ensures that a safe and healthy work environment is maintained.

Our health and safety policies, based on industry wide best practices, aim to reduce the risk of accidents and incidents and protect employees' well-being. Hiap Hoe conducts regular risk assessments to identify potential hazards and put in place mitigation actions for risks identified. For our hospitality business, 100% of all our employees covered by occupational health and safety system that is internally and externally audited.

In addition, employees are encouraged to remove themselves from and report any work-related hazards and hazardous situations without fear of reprisal. All incidents reported are investigated promptly and resolved effectively.

To raise awareness of occupational health and safety issues among employees, health and safety trainings are conducted for employees in the hospitality business. These trainings are conducted on an annual basis.

In FY2022, there were no fatalities or recordable cases as a result of work-related ill health for employees and non-employees across all our businesses. Through our health and safety assessment, we have not identified any work-related hazards that pose a risk of high-consequence injuries.

There were 17 recordable work-related injuries noted in FY2022 for Ramada and Days Hotel. The main types of work-related injuries sustained are bruises, contusions, and abrasions. The incident was investigated to determine the root cause and to prevent such re-occurrence, faulty equipment are repaired and replaced. In addition, regular meetings are conducted to remind employees on workplace safety. There were no recordable work-related injuries at Aloft Perth Hotel, Hiap Hoe Office Building and Zhong Shan Mall.

Customer Health and Safety

FY2022 Target	Performance
Zero incidents of non-compliance	Achieved
Perpetual Target	
To achieve zero significant[11] incidents of non-compliance with laws and regulations	

Hiap Hoe recognises that it is our obligation to prioritise the health and safety of our customers, as their satisfaction serves as a benchmark for the quality of the services we offer. Creating a safe and secure environment not only creates a positive experience for all but also essential for attracting and retaining customers, and for creating. Hence, it is important for us to continue to ensure that the health and safety is of upmost importance.

To achieve this, we have established comprehensive safety protocols and guidelines that allow us to identify risks areas, review causes and implement mitigating actions to prevent incidents from occurring. These procedures and guidelines have also been communicated to our guests and tenants. Some of our policies include:

- Pandemic and Emergency Business Continuity Plan
- Guidelines to manage customer's feedback

Twice yearly, Hiap Hoe office building and Zhongshan mall conducts fire drills. Conducting regular fire drills is a safety measure that can help protect our employees and tenants in the event of a real fire emergency. In addition, fire drills are essential to help identify weaknesses in our fire safety plan and provide an opportunity to practice responding to a fire emergency in a controlled setting.

For Ramada and Days Hotel, all existing associate employees are to undergo Fire Safety training twice a year and new associate employees are trained on Fire Safety during their orientation. Fire drills are conducted twice a year with external training on Community Emergency Response Team, first aid and automated external defibrillators provided to our associates to equip them with the skills needed in the event of an emergency.

For Aloft Perth, fire safety training is conducted quarterly, and fire drills are conducted biannually. In addition, Aloft Perth has team members certified in First Aid. These members possess the necessary skills to provide aid during medical emergencies. To ensure that these team members remain proficient in their skills and stay up to date with

[11] Fines of SGD$25,000 or more

changes in first aid procedures, they are mandated to attend annual first aid refresher training conducted by a certified external party.

Fire inspections are conducted monthly across all our hospitality business to ensure all fire safety protocols are in place and adhered.

Awards and Recognition

In FY2022, Ramada and Days Hotel was awarded the Fire Safety Award based on the audit conducted by National Fire Chiefs Council.

Safety Measures	
Biannual fire drills to ensure tenants are familiar with building's evacuation procedures	Obtain fire certificate to ensure the proper maintenance and good working conditions of fire protection systems
Installations of CCTVs	Periodic checks on gas supply for F&B tenants
Monthly check and testing of fire alarm system	Emergency Response Plan
Tenants to obtain approval from local authorities for renovations works	Periodic checks on electrical point
Regular Maintenance of gym equipment	Signages with safety rules at swimming pool

Good Governance

FY2022 Targets	Performance
Zero confirmed incidents of bribery or corruption	Achieved
Zero complaints concerning breaches of customer privacy	Achieved
Zero incidents of non-compliance with environmental and socioeconomic laws or regulations	Achieved
Perpetual Targets	
To achieve zero confirmed incidents of bribery or corruption	
To achieve zero complaints concerning breaches of customer privacy	
To achieve zero incidents of non-compliance with environmental or socioeconomic laws and regulations	

Hiap Hoe recognizes that maintaining strong governance and ethical practices is key to earning stakeholder trust and achieving long-term financial success. Considering the importance of good governance, we have implemented policies to promote integrity in our operations and interactions with our business partners. This is aimed at upholding the highest standards of corporate governance and to ensure compliance with applicable laws and regulations.

Ethics, Bribery and Corruption

The Board of Directors has established a company culture that prioritizes accountability and ethical behaviour. Hiap Hoe has a strict policy against any form of corruption or violation of laws and regulations, which is reflected in the Code of Conduct, Business Ethics, and Anti-corruption policies implemented for all employees. To raise awareness of these issues and promote ethical behaviour throughout our value chain, the policies are communicated to new hires and readily accessible to all employees through the company intranet, to ensure full understanding and adherence.

Employees are required to complete an annual conflict of interest declaration is to ensure that employees are aware of and understand the company's policies regarding conflicts of interest and to provide a mechanism for identifying and disclosing actual or potential conflicts. Any person found to have flouted our anti-corruption polices will have disciplinary actions taken against them.

Our whistle-blowing channel provides a secure and anonymous mean for employees, stakeholders, or members of the public to raise concerns or report suspected improprieties. The channel allows individuals to report sensitive information without fear of retaliation and to ensure that reported incidents are properly investigated and addressed.

Ramada and Days Hotel in Singapore are managed separately by Wyndham Hotel Group and Aloft Perth is managed by Marriot International. The hospitality businesses are required to follow the Group wide business principles. The business principles are also communicated to all employees and are made accessible through the company's intranet and for Ramada and Days Hotel, employees can access the principles in employee mobile application.

Compliance

Hiap Hoe aims to comply with all social and environmental laws and regulations. Policies and internal procedures are regularly reviewed to ensure compliance. Before embarking on new projects, an impact assessment will be conducted to identify potential risks and develop measures to avoid violating any environmental and social regulations.

Customer Privacy

With the increasing volume of data being exchanged globally and the rapid advancement of technology, protecting our customer privacy has been identified as a critical concern to Hiap Hoe. As our businesses collect personal data daily, safeguarding our customers' information has become a priority for us and our stakeholders. To ensure customer privacy, we have established policies to secure their data and reduce the potential risks associated with data privacy breaches.

Data privacy risks are mitigated with Hiap Hoe's robust governance and control framework. Privacy Policies are in place and are developed in accordance with local regulations set out regarding Personal Data Protection Act ("PDPA"), sets out the principles on how the personal data provided to us is collected, managed, and used. All new employees are required to attend briefing our data privacy policy upon onboarding. In addition, employees are required to attend refresher briefings on data privacy. These briefings are conducted biannually by the Information Technology department.

In order to safeguard our customer information, we have put in place various security measures. We have implemented recognised security software to protect any withheld information. Customer data is stored on a secure cloud database with built-in security controls and practices are in place to protect the data hosted on the platform from any unauthorised process activities. Firewall has also been installed for our internal network to prevent any unauthorised access. The computing systems of Ramada and Days Hotel are also equipped with Sophos Security Endpoint to prevent any malicious cyberattacks. IT department is responsible for oversight of systems and data security and will make adjustments where needed.

Performance Data

Hiap Hoe Ltd FY2022	
Material Topic: Fair Employment Practices	
Board Diversity by Independence	
Executive	50%
Non-executive	50%
Independent	33%
Non-independent	67%
Board Diversity by gender	
Male	100%
Female	0%
Board Diversity by age group	
< 26 years old	0%
26 – 35 years old	0%
36 – 45 years old	16.7%
46 – 55 years old	33.3%
56 – 61 years old	16.7%
> 61 years old years old	33.3%

Country	Singapore				Australia
Entity	Corporate Office & ZSM		Ramada and Days Hotel		Aloft Perth Hotel
Year	FY2022	FY2021	FY2022	FY2021	FY2022
Material Topic: Fair Employment Practices					
Employee Diversity by employee category and gender[12]					
Managerial					
Male	12%	12%	25%	40%	11%
Female	9%	11%	20%	25%	9%
Non-managerial					
Male	42%	37%	35%	20%	35%
Female	37%	41%	20%	15%	45%
Employee Diversity by employee category and age group[12]					
Managerial					
< 26 years old	0%	0%	1%	2%	0%
26 – 35 years old	1%	1%	20%	20%	9%
36 – 45 years old	3%	3%	18%	20%	9%
46 – 55 years old	9%	12%	12%	11%	1%
56 – 61 years old	4%	4%	8%	8%	1%
> 61 years old years old	3%	3%	6%	4%	0%
Non-managerial					
< 26 years old	8%	1%	12%	13%	30%
26 – 35 years old	18%	18%	12%	10%	34%
36 – 45 years old	16%	18%	4%	3%	10%
46 – 55 years old	21%	21%	2%	3%	6%
56 – 61 years old	8%	8%	1%	2%	1%
> 61 years old years old	9%	11%	4%	4%	0%

[12] Due to rounding, percentages expressed may not precisely reflect the absolute figures. The total number of employees under 'Corporate Office & ZSM' includes employees in Corporate Office and Property Rental Business.

Country	Singapore				Australia
Entity	Corporate Office & ZSM		Ramada and Days Hotel		Aloft Perth Hotel
Year	FY2022	FY2021	FY2022	FY2021	FY2022
Total employees by employment contract and gender					
Total employees	90	76	281	177	94
Permanent	73	68	193	177	94
Male	41	35	116	106	43
Female	32	33	77	71	51
Temporary	17	8	88	0	0
Male	8	2	53	0	0
Female	9	6	35	0	0
Total employees by employment type					
Full-time	73	68	193	177	45
Male	41	35	116	106	26
Female	32	33	77	71	19
Part-time	17	8	88	0	49
Male	8	2	53	0	23
Female	9	6	35	0	26
New hires by gender					
Number	30	14	112	40	41
Male	17	5	67	22	20
Female	13	9	45	18	21
Rate[13]					
Male	19%	7%	24%	12%	22%
Female	14%	12%	16%	10%	22%
New hires by age group					
Number	30	14	112	40	41
< 26 years old	11	1	35	21	19
26 – 35 years old	6	6	47	8	11
36 – 45 years old	6	2	17	6	7
46 – 55 years old	5	4	5	2	4
56 – 61 years old	1	1	5	3	0
> 61 years old years old	1	0	3	0	0
Rate[14]					
< 26 years old	12%	1%	12%	12%	20%
26 – 35 years old	7%	8%	17%	5%	12%
36 – 45 years old	7%	3%	6%	3%	7%
46 – 55 years old	6%	5%	2%	1%	4%
56 – 61 years old	1%	1%	2%	2%	0%
> 61 years old years old	1%	0%	1%	0%	0%

[13] The total number of employees for Corporate Office and Property Rental Business as at 31 December 2022 (90 employees) was used as the denominator to calculate the respective new hire and turnover rates by age group and gender. The total number of employees for Hospitality Business (Ramada and Days Hotel) as at 31 December 2022 (281 employees) was used as the denominator to calculate the respective new hire and turnover rate by age group and gender. The total number of employees for Hospitality Business (Aloft Hotel) as at 31 December 2022 (94 employees) was used as the denominator to calculate the respective new hire and turnover rate by age group and gender. Due to rounding, percentages expressed may not precisely reflect the absolute figures.

[14] Due to rounding, percentages expressed may not precisely reflect the absolute figures.

Country	Singapore				Australia
Entity	Corporate Office & ZSM		Ramada and Days Hotel		Aloft Perth Hotel
Year	FY2022	FY2021	FY2022	FY2021	FY2022
Turnover employees by gender					
Number	20	17	92	65	50
Male	7	6	56	28	19
Female	13	11	36	37	31
Rate[15]					
Male	8%	8%	20%	16%	20%
Female	14%	15%	13%	21%	33%
Turnover employees by age group					
Number	20	17	92	65	50
< 26 years old	4	2	27	21	19
26 – 35 years old	5	5	21	30	21
36 – 45 years old	5	4	33	3	7
46 – 55 years old	4	1	7	8	1
56 – 61 years old	1	2	2	1	2
> 61 years old years old	1	3	2	2	0
Rate[15]					
< 26 years old	4%	3%	10%	12%	20%
26 – 35 years old	6%	7%	7%	17%	22%
36 – 45 years old	6%	5%	12%	2%	7%
46 – 55 years old	4%	1%	2%	5%	1%
56 – 61 years old	1%	3%	1%	1%	2%
> 61 years old years old	1%	4%	1%	1%	0%
Workers who are not employees					
Total number of workers who are not employees	0	0	0	0	0
Average training hours per employee[16] by gender					
Male	15.5	0	20.6	24	79
Female	3.1	8.8	27.8	29	79
Average training hours per employee-by-employee category					
Managerial	5.9	12.5	1.1	25	79
Non-managerial	6.3	5.0	0.9	28	79

[15] Due to rounding, percentages expressed may not precisely reflect the absolute figures.

[16] The training provided are only for permanent employees at Corporate Office, and Hospitality Business (Ramada and Days Hotel) as at 31 December 2022.

Country	Singapore		Australia
Entity	Corporate Office & ZSM	Ramada and Days Hotel	Aloft Perth Hotel
Year	FY2022	FY2022	FY2022
Material Topic: Fair Employment Practices			
Work-related injuries (Employees)			
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	0	17	0
Main types of work-related injury	NIL	Bruises, contusions, and abrasions	NIL
Number of hours worked	163,856	377,528	170,724
Rate			
Fatalities as a result of work-related injury	0	0	0
High-consequence work-related injuries (excluding fatalities)	0	0	0
Recordable work-related injuries	0	4.5	0
Work-related ill health (Employees)			
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	NIL	NIL	NIL

Country	Singapore						Australia		
Entity	Corporate Office & ZSM			Ramada and Days Hotel			Aloft Perth Hotel		
Year	FY2022	FY2021	FY2020	FY2022	FY2021	FY2020	FY2022	FY2021	FY2020
Material Topic: Environmental Sustainability									
Total Energy Consumption									
Total energy use (MWh)	7,507	7,147	6,881	7,005	6,181	6,694	2,311	2,269	1,997
Energy intensity (kWh/m^2)	705	672	647	292	258	279	130	128	112
Scope 1 Emissions									
GHG Emission (Scope 1) Generated (tCO_2e)	NIL			187	171	151	3.5	3.0	2.6
GHG Emission (Scope 1) Intensity (tCO_2e/m^2)	NIL			0.008	0.007	0.006	0.00020	0.00017	0.00015
Scope 2 Emissions									
GHG (Scope 2) Emissions (tCO_2e)	3,045	2,916	2,807	2,842	2,522	2,731	1,572	1,543	1,358
GHG Emission (Scope 2) Intensity (tCO_2e/m^2)	0.29	0.27	0.26	0.119	0.105	0.114	0.088	0.087	0.076
Water Withdrawal									
Water withdrawal ('000 m^3)	28.0	34.7	32.7	59.8	42.7	61.9	25.1	20.6	18.7

Country	Singapore			Australia		
Year	FY2022	FY2021	FY2020	FY2022	FY2021	FY2020
Water withdrawal by sources ('000 m^3)						
Seawater (Desalination)	22.0	19.4	28.4	8.8	7.2	6.5
Surface water	30.8	27.1	28.4	NA	NA	NA
NEWater	35.2	29.2	37.9	NA	NA	NA
Groundwater	NA	NA	NA	9.0	7.4	6.7
Dams	NA	NA	NA	6.5	5.4	4.9
Groundwater replenishment	NA	NA	NA	0.8	0.6	0.6

Country	Singapore				Australia
Entity	Corporate Office & ZSM		Ramada and Days Hotel		Aloft Perth Hotel
Year	FY2022	FY2021	FY2022	FY2021	FY2022
Material Topic: Environmental Sustainability					
Waste Management					
Waste generated (tons)	**311**	**344**	**412**	**521**	**205**
Waste disposed (tons)	300	325	396	521	205
Waste recycled (tons)	11	20	15	NIL	0.1

Statement of use	Hiap Hoe Limited has reported the information cited in this GRI content index for the period 1 January 2022 and 31 December 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Content Index

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GRI 2: General Disclosures - The Organisation and its Reporting Practices			
2-1	Organisational details	About the Report Our Business	3 - 6
2-2	Entities included in the organisation's sustainability reporting	About the Report	3
2-3	Reporting period, frequency and contact point		3
2-4	Restatements of information	No restatement of information	
2-5	External assurance	About the Report	3
GRI 2: General Disclosures - Activities and Workers			
2-6	Activities, value chain and other business relationships	Our Business, Our Value Chain	5 - 6
2-7	Employees	Fair Employment Practices, Our Employees, Performance Data	47 - 49
2-8	Workers who are not employees		There are no workers who are not employees.
GRI 2: General Disclosures – Governance			
2-9	Governance structure and composition	Sustainability Governance HHL Annual Report FY2022 – Board of Directors	7 6 - 8
2-10	Nomination and selection of the highest governance body	Sustainability Governance HHL Annual Report FY2022 – Board Membership	7 21 - 22
2-11	Chair of the highest governance body	Board Statement HHL Annual Report FY2022 – Board of Directors	2 6

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2-12	Role of the highest governance body in overseeing the management of impacts	Board Statement, Sustainability Governance HHL Annual Report FY2022 – Board of Directors	2, 7 6 - 8
2-13	Delegation of responsibility for managing impacts	Sustainability Governance HHL Annual Report FY2022 – Board of Directors, Key Management	7 6 - 8
2-14	Role of the highest governance body in sustainability reporting	Board Statement, Sustainability Governance, Materiality Assessment HHL Annual Report FY2022 – Board of Directors	2, 7, 9 -12 6 - 8
2-15	Conflicts of interest	HHL Annual Report FY2022 – Corporate Governance, Additional information on Directors seeking re-election	16 – 32, 133
2-16	Communication of critical concerns	HHL Annual Report FY2022 – Corporate Governance	30
2-17	Collective knowledge of the highest governance body	HHL Annual Report FY2022 – Board of Directors	6 – 8
2-18	Evaluation of the performance of the highest governance body	HHL Annual Report FY2022 – Corporate Governance	22 - 23
2-19	Remuneration policies	HHL Annual Report FY2022 – Corporate Governance	24
2-20	Process to determine remuneration	HHL Annual Report FY2022 – Corporate Governance	19, 23 - 24
2-21	Annual total compensation ratio	To avoid poaching of staff and in the interest of privacy and confidentiality HHL is not at liberty to disclose this information. However, HHL has disclose the	

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		remunerations of Directors in bands within the Annual Report to provide more information (Page 25)	
GRI 2: General Disclosures - Strategy, Policies and Practices			
2-22	Statement on sustainable development strategy	Board Statement	2
2-23	Policy commitments	Fair Employment Practices, Customer Health and Safety, Good Governance HHL Annual Report FY2022 – Risk Management, Corporate Governance	39 – 41, 42, 44 - 45 9, 30
2-24	Embedding policy commitments	Fair Employment Practices, Customer Health and Safety, Good Governance HHL Annual Report FY2022 – Risk Management, Corporate Governance	39 – 41, 42, 44 - 45 9, 30
2-25	Processes to remediate negative impacts	Our Response to EESG Risks & Opportunities	14 - 15
2-26	Mechanisms for seeking advice and raising concerns	Ethics, Bribery and Corruption HHL Annual Report FY2022 – Corporate Governance	44 - 45 30
2-27	Compliance with laws and regulations	Customer Health and Safety, Good Governance, Compliance	42, 44 - 45
2-28	Membership associations	HHL Annual Report FY2022 – Board of Directors, Key Management	6 – 8
GRI 2: General Disclosures - Stakeholder Engagement			
2-29	Approach to stakeholder engagement	Stakeholder Engagement	8
2-30	Collective bargaining agreements	There are no collective bargaining agreements in place.	

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3-1	Process to determine material topics	Materiality Assessment	9 - 13
3-2	List of material topics	Materiality Assessment	9 - 13
Material Topics			
Material Topic: Sustainable Economic Growth			
3-3	Management of material topics	Sustainable Economic Growth	16
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	Sustainable Economic Growth HHL Annual Report FY2022 – Financial Highlights	16 4
Material Topic: Environmental Sustainability			
3-3	Management of material topics	Environmental Sustainability	17
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GRI 303: Water and Effluents 2018			
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303-2	Management of water discharge-related impacts	Water, Performance Data	24 – 26, 51
303-3	Water withdrawal	Water, Performance Data	24 – 26, 51
GRI 305: Emission 2016			
305-1	Direct (Scope 1) GHG Emissions	Energy, Performance Data	20 - 21, 51
305-2	Energy indirect (Scope 2) GHG Emissions	Energy, Performance Data	21 – 23, 51
GRI 306: Waste 2020			
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306-2	Management of significant waste-related impacts	Waste, Performance Data	28 – 29, 52
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3-3	Management of material topics	Fair employment Practices	39
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401-1	New employee hires and employee turnover	Fair employment Practices, Performance Data	39, 48 – 49
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	Training and Development, Performance Data	40, 49
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	Our Board Diversity, Performance Data	39, 47
GRI 406: Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	Non-discrimination	40
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403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety	41
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3-3	Management of material topics	Customer Health and Safety	42 - 43
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