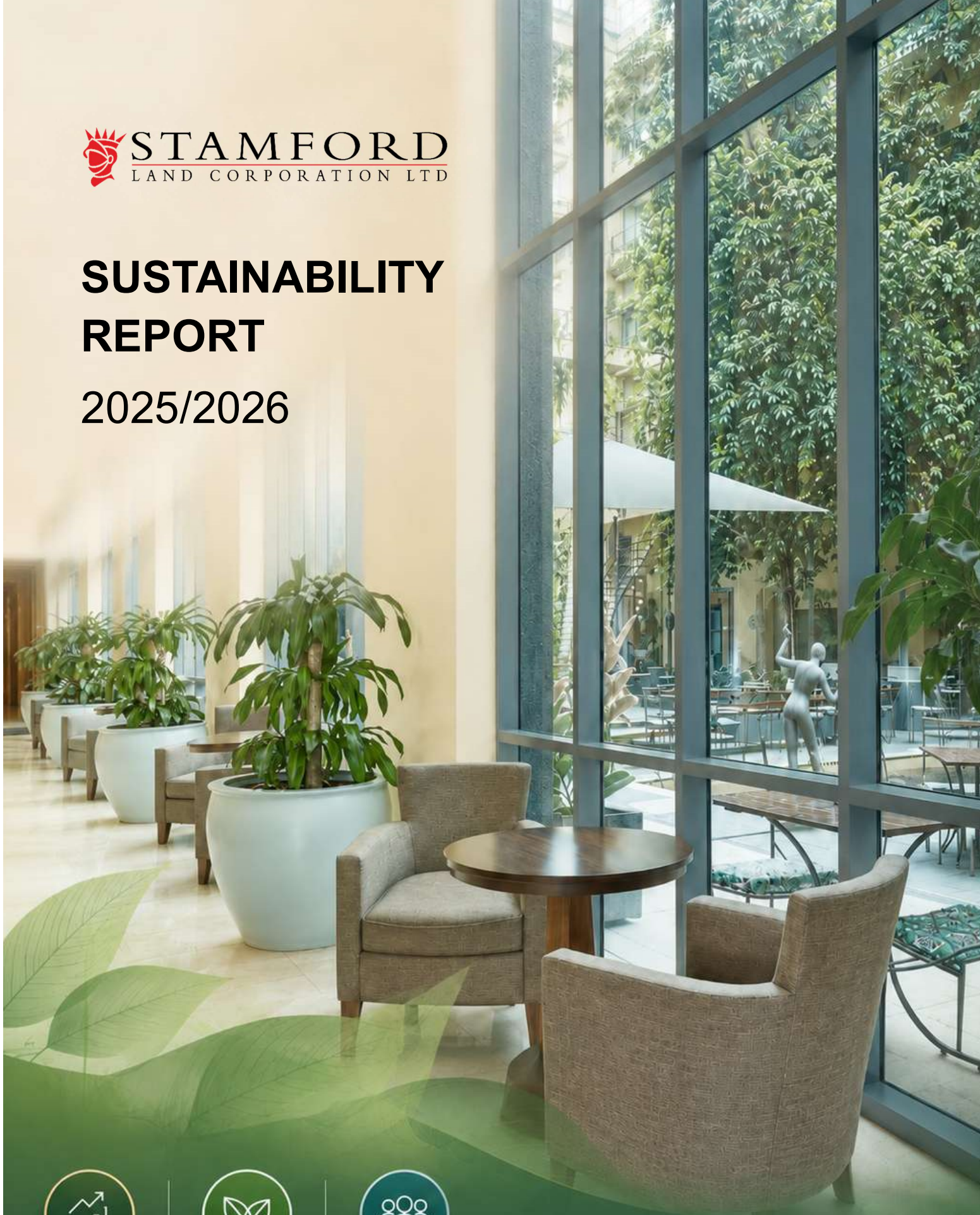




SUSTAINABILITY REPORT

2025/2026



ECONOMY



ENVIRONMENT



SOCIAL

Stamford Plaza Brisbane

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Board Statement

Dear Stakeholders,

The Board of Directors (“**Board**”) of Stamford Land Corporation Ltd (“**SLC**”, and together with its subsidiaries, the “**Group**” or “**We**”) is pleased to present SLC’s sustainability report for the financial year ended 31 March 2026 (“**FY2026**”).

As a Singapore-listed company with businesses in hospitality and property, the Group recognises that sustainability is an important component of long-term value creation. The Board has considered sustainability issues as part of the Group’s business and strategy and continues to provide oversight over the management and monitoring of material environmental, social and governance (“**ESG**”) factors relevant to the Group’s operations.

The Group’s approach to sustainability is guided by the need to operate responsibly, manage resources efficiently, support our people and communities, and maintain sound governance practices. In the hospitality sector, where guest experience, asset quality, employee engagement and operational resilience are closely linked, we believe that responsible business practices are essential to sustaining the Group’s performance over the long term.

During the year, the Group continued to focus on practical sustainability initiatives across its operations. These include efforts to manage energy and water consumption, reduce waste, enhance recycling practices, and reduce reliance on single-use plastics where operationally feasible. Our hotels also continue to encourage guest participation in sustainability initiatives, including through programmes such as Green Stay, which supports more responsible use of housekeeping and related resources.

Beyond environmental matters, the Group remains committed to social responsibility and good employment practices. We seek to provide a safe, fair and inclusive working environment for our employees, support skills development and training, and contribute to the communities in which we operate. Through our operations, we also support local economies by creating employment opportunities and working with local suppliers and service providers where appropriate.

The Group’s key ESG topics and climate-related risks were last reassessed in FY2025 to ensure that they remain relevant to stakeholders and to the Group’s principal activities. The ESG priorities identified from the reassessment continue to remain relevant in FY2026 and have been considered in the development of the Group’s business strategies and operational initiatives. As part of the FY2025 reassessment, the time horizon for climate-related risks was also refined to align with Singapore’s Nationally Determined Contributions, and the assessment of such risks was further calibrated to better reflect the Group’s hospitality and property-related activities.

This Sustainability Report has been prepared in accordance with Rules 711A and 711B of the Listing Manual of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”), and with reference to the Global Reporting Initiative (“**GRI**”) Standards 2021. The report sets out the Group’s policies, practices and performance in relation to its material ESG factors for FY2026.

Looking ahead, the Board and Management remain committed to advancing the Group’s sustainability agenda in a measured and practical manner. We will continue to strengthen our sustainability practices, enhance resource efficiency, manage climate-related and operational risks, and foster a culture of responsibility across our organisation. Through these efforts, the Group seeks to build resilience, support stakeholder confidence, and create sustainable long-term value.

Introduction

About this Report

SLC presents its 2026 sustainability report, prepared with reference to the 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 hotel operations in Australia's main gateway cities of Sydney, Adelaide, Melbourne and Brisbane, together with the Headquarter Office in Singapore, for the period from 1 April 2025 to 31 March 2026. During FY2026, the Group operated six hotels for part of the reporting period. As at 31 March 2026, following the cessation of hotel operations at Sir Stamford at Circular Quay ("SSCQ"), the Group's portfolio comprised five operating hotels.

This report covers the major business components and revenue streams of the Group's portfolio. It does not cover 8 Finsbury Circus in London, United Kingdom, which is fully leased to tenants.

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

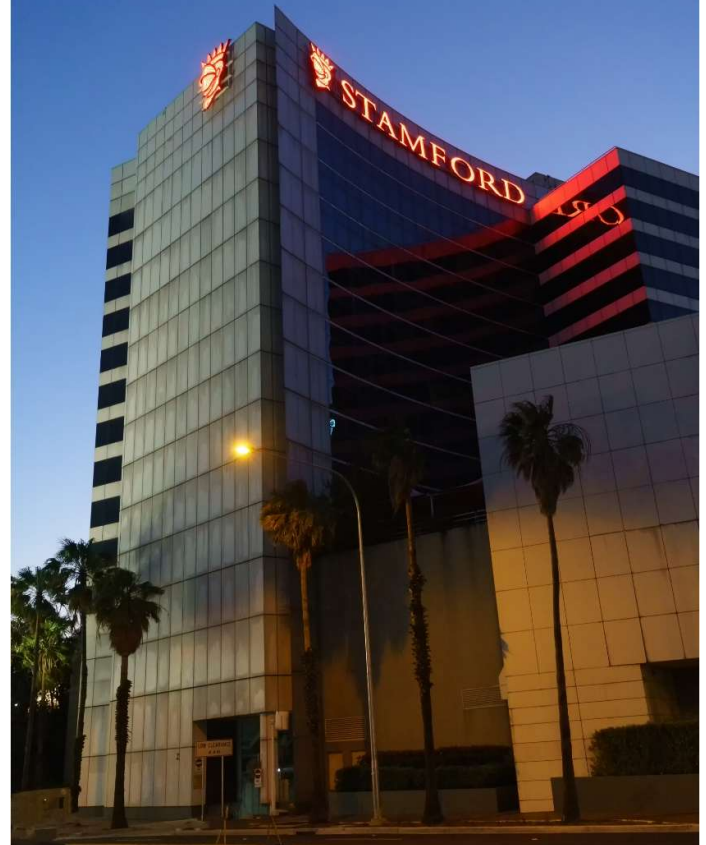
This report has not been subject to independent external assurance. Our reporting is done in good faith and is subject to an internal review in accordance with our risk-based internal audit plan. We welcome any feedback for this report and for any of our sustainability related matters, please contact:

Investor Relations Committee

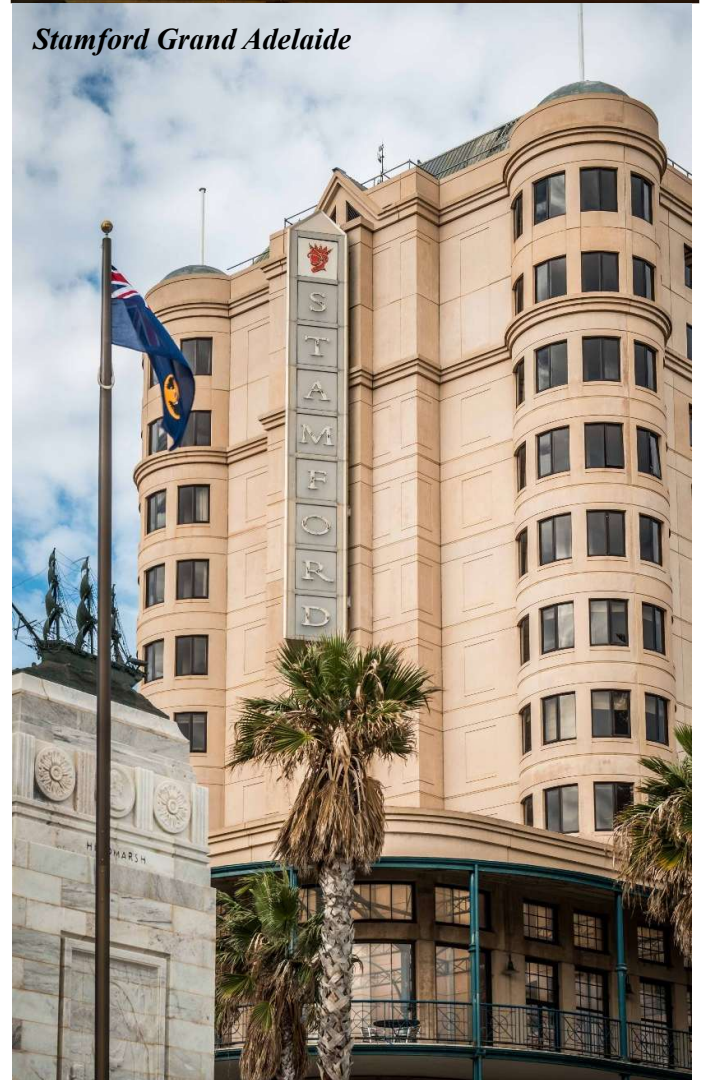
Tel: 6236 6888

investor.relations@stamfordland.com

Stamford Plaza Sydney Airport



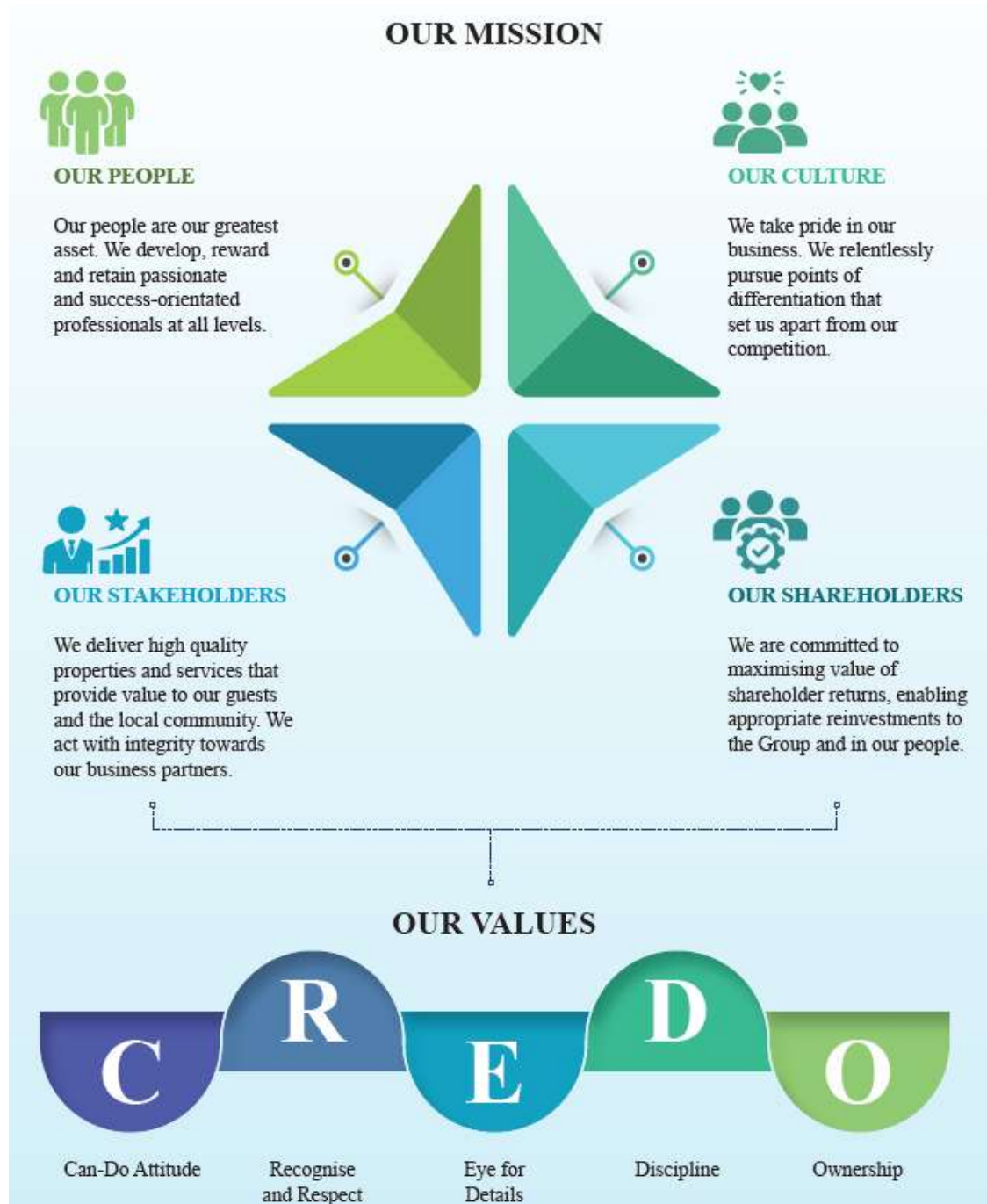
Stamford Grand Adelaide



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.

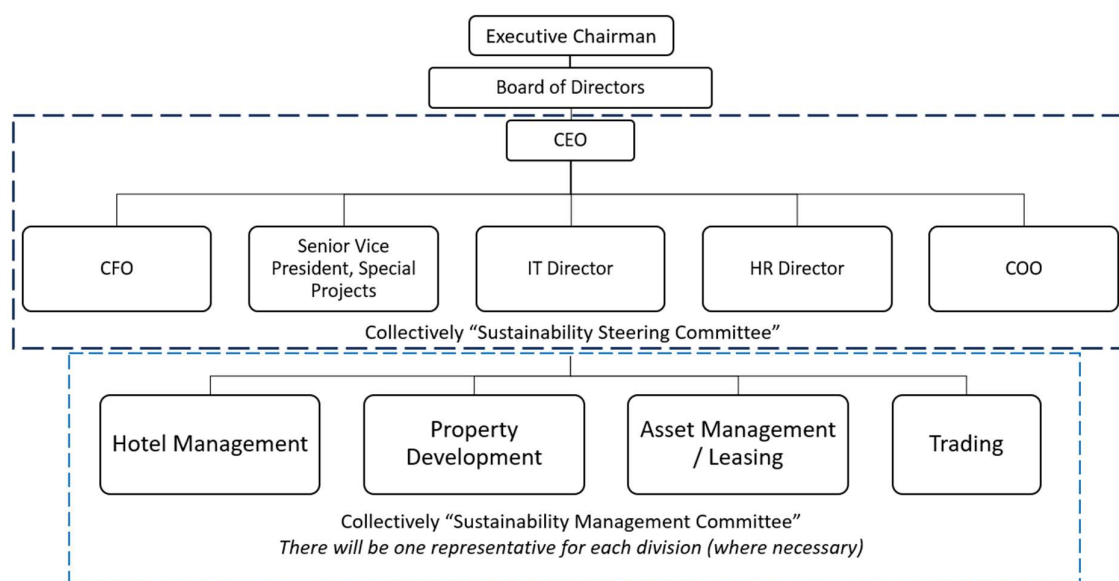
Our Mission and Values



Our Sustainability Approach

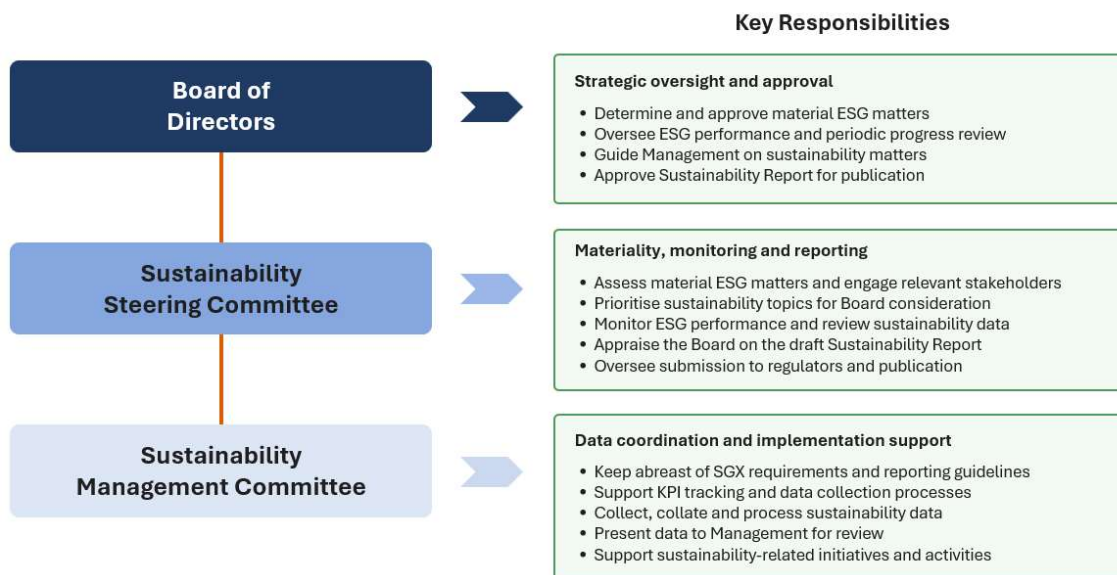
Sustainability Governance Structure

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 is responsible for developing and overseeing the Group’s sustainability strategy and initiatives and reports periodically to the Board on ESG performance and key developments.



Sustainability Governance Structure

Board oversight supported by management-level review, reporting and implementation



The structure supports Board-level oversight, Management review and coordinated execution of the Group’s sustainability agenda.

Stakeholder Engagement

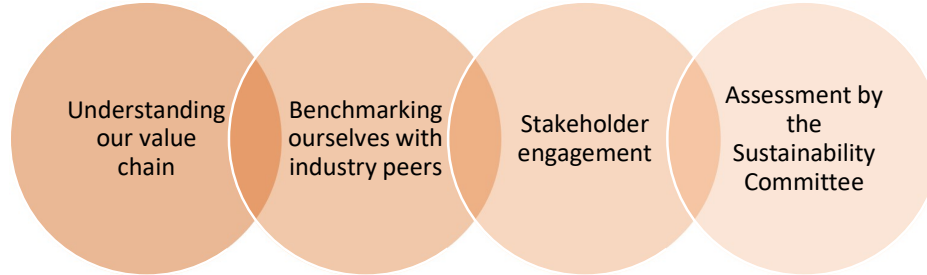
We regularly engage our stakeholders through numerous methods, such as town-hall sessions held at the individual property level and regular communications between senior management across the properties and head office to ensure that the relevant stakeholders are kept abreast of developments.

Key Stakeholders	Mode of Engagement	Frequency of Engagement	Key Topics of Interest
Shareholders	- Corporate announcements - Annual General Meeting - Investor relations initiatives	- When required throughout the year - Annual General Meeting is held annually	- Improve performance and higher profitability - Clear lines of communication and feedback between Company and shareholders - Governance (Anti-Corruption)
Employees	- Orientation programme for new employees - Employee training and skills development programmes - Yearly performance appraisals - Recreational activities organised by the Company	- When required throughout the year - Recreational activities are held throughout the year - Annual performance appraisals	- Job security - Clear career progression paths - Safe working environment - Learning opportunities
Government and Regulators	- Dialogue sessions and meetings with government representatives - Participating in regulatory audits and surveys - Membership in industry associations	When required throughout the year	- Compliance with applicable laws and regulations - Prompt payment of corporate taxes and levies
Clients and Guests	- Company initiated feedback sessions and surveys - Dialogue sessions and meetings	- Feedback is gathered from patrons after provision of services - As and when required throughout the year	- High standard of services and products - Competitive pricing
Business Partners	- Operational meetings and dialogue sessions - Procurement systems and standard procurement practices	When required throughout the year	- 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:



In FY2026, the Sustainability Committee reviewed the Group's material topics with reference to the Group's value chain, stakeholder engagement, operating environment, regulatory developments and industry benchmarking. Following this review, the Committee reaffirmed that the material topics identified in FY2025 remain relevant to the Group, with no changes or additions for FY2026.

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	
	FY2026	FY2025
ENVIRONMENTAL RESPONSIBILITIES		
Scope 1 Emissions (tCO ₂)		
• Stationary combustion	1,970	1,960
• Mobile fuel combustion	0.4	0.8
• Fugitive emissions (refrigerants)	407	304
Scope 2 Emissions (tCO ₂)		
• Purchased Electricity	7,907	8,723
GHG Emission Intensity (tCO₂ / Revenue S\$'000)	0.08	0.09
Energy and Water Consumption		
• Total water consumption (Mega Litres)	247	250
• Fuel consumption (TJ)	40	40
• Electricity (kWh)	15,338,741	16,380,979
Energy Intensity (kWh'000 / Revenue S\$'000)	0.22	0.22²
Effluents and Waste Management		
• Total waste generated (kg)	900,193	1,028,494
GOVERNANCE		
Total confirmed incidents of corruption and action taken	0	0
Total non-compliance with laws & regulations	0	0
SOCIAL		
Total Employees		
• Male	347	377
• Female	257	301
Total Turnover Rate³		
• All employees	75%	62%
• Excluding one-off redundancy due to property closure	70%	-
Average Training Hours per Employee	15.50	5.09

¹ Refer to financial year unless otherwise stated.

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

³ Employee turnover for FY2026 was elevated due to the closure of SSCQ on 1 October 2025, which resulted in redundancy-related separations. Excluding this one-off event, underlying turnover increased from 62% to 70%, primarily due to workforce streamlining and the naturally higher mobility associated with casual and operational roles in the hospitality sector.

Sustainable Economic Growth

Economic Performance

In FY2026, the Group's total revenue remained stable at S\$148.8 million compared to the previous year. The marginal increase was mainly attributable to higher contributions from the property investment segment, which offset lower revenue from the hotel owning and management segment.

Revenue from the hotel owning and management segment was slightly lower year-on-year, primarily due to cessation of hotel operations at SSCQ hotel from 1 October 2025. This was partially offset by higher room rates and improved occupancy across the Group's hotels compared with the previous year.

On the cost front, the Group benefited from the tighter cost control of the operating expenses, with lower staff costs, finance costs and other operating expenses recorded during the year.

The Group ended the financial year with a stronger financial position. The cash and bank balances increased to S\$538 million as of 31 March 2026, a 5.9% increase compared with prior year. Further details of the Group's financial performance can be found in the FY2026 Annual Report.

Performance Dashboard FY2026



Anti-Corruption

How do we manage this topic?

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

The Group 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 FY2026, no operations were identified as having significant corruption-related risks based on the Group's risk assessment. We intend to maintain our good track record of zero corruption incidents in the upcoming year.



Stamford Plaza Sydney Airport





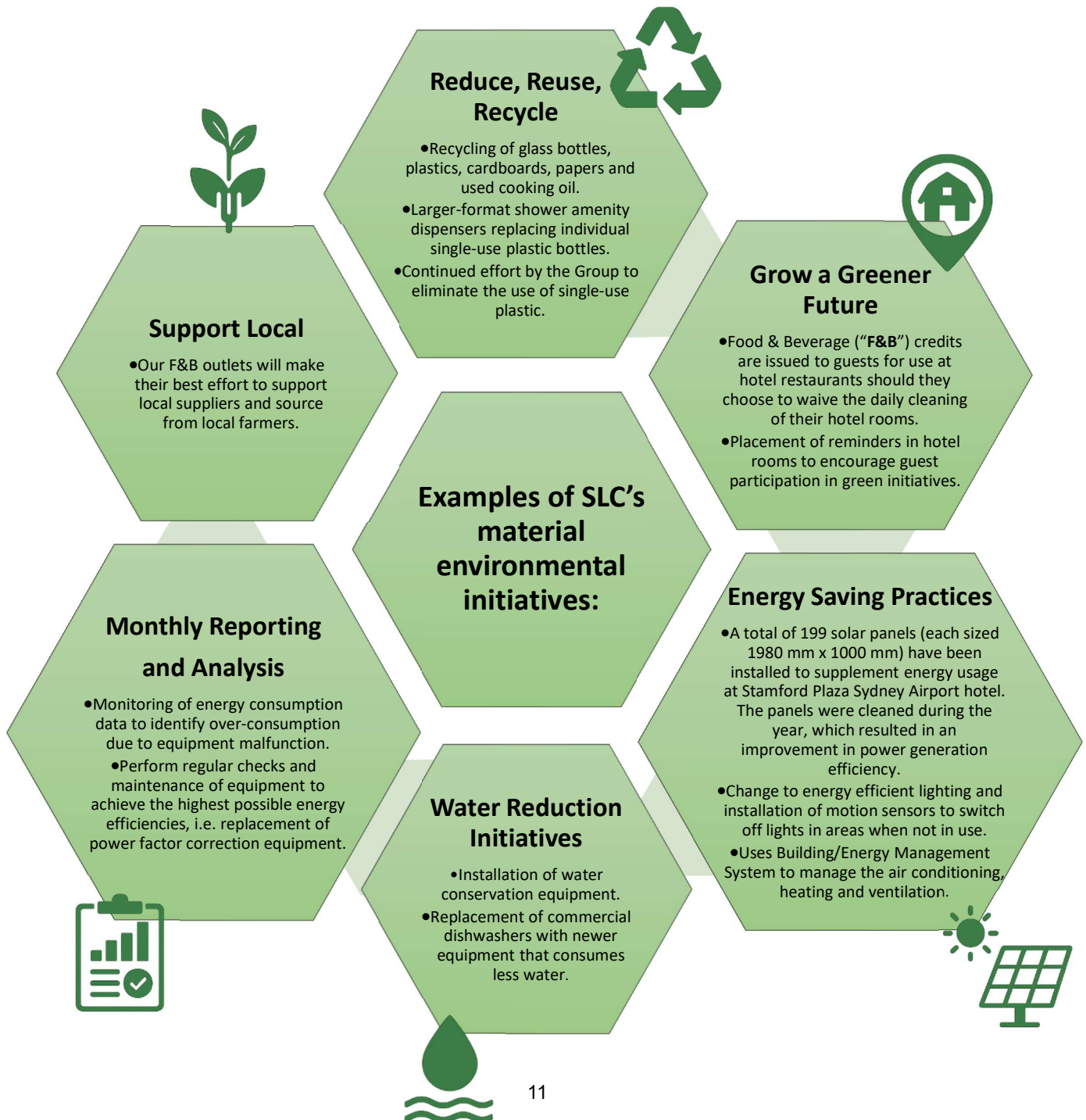
Environmental Responsibilities

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.



The Group's energy and water consumption is presented below:

	FY2026	FY2025
Fuel consumption – Terajoule (TJ)	40	40
Electricity consumption – Kilowatt / hour (kWh)	15,338,741	16,380,979
Energy Intensity (kWh '000 / Revenue S\$'000)	0.22	0.22 ¹
Water consumption – Mega Litres (ML)	247	250

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

Our Performance and Targets

Energy

Fuel consumption remained stable at 40 TJ in FY2026. Our primary fuel sources comprise natural gas and firewood (renewable energy), 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. SPSA has installed solar photovoltaic panels to supplement electricity demand and reduce reliance on the national grid.

In FY2026, our electricity consumption decreased by 6.4%, primarily due to the closure of SSCQ during the year, supplemented by modest reductions achieved through 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.

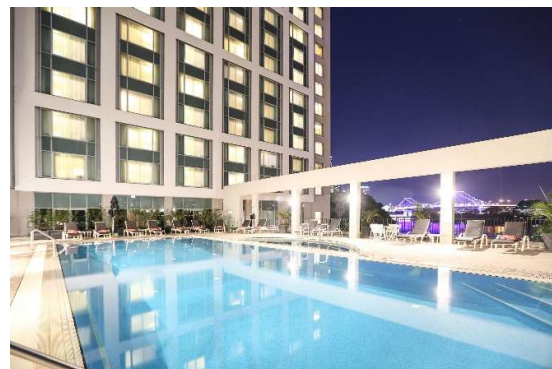
Overall, energy consumption remains stable. We continue to focus on optimising fuel and electricity usage through ongoing monitoring and efficiency improvements, in support of our long-term goal to maintain energy intensity and enhance overall energy performance.

Water

In FY2026, total water consumption decreased from 250 ML to 247 ML, a slight decrease of 1%. This improvement was primarily due to the closure of SSCQ. We continue to enhance 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.

We draw our water mainly from municipal water supplies, with a small portion from rainwater used for landscape irrigation by Stamford Plaza Sydney Airport Hotel and SSCQ Hotel. We stay up to date on current and emerging technologies that help us reduce or eliminate water consumption.

In FY2027, we aim to further optimise water consumption across all entities while continuing to evaluate and refine our long-term water management goals.



Stamford Plaza Brisbane

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 continue to evaluate opportunities to increase the use of solar panels where applicable. The Group implements a waste management system that 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. The Group continues to enhance its awareness and understanding of climate change impacts.

The Group's most recent reassessment of climate-related risks and opportunities was conducted in FY2025, 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.



Stamford Plaza Sydney Airport

Governance

- 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 & strategy as part of its overall oversight on 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.

Risk Management

- Climate risks and opportunities have been integrated into the overall risk management process.
- The last reassessment of both physical and transition climate-related risks was conducted in FY2025, 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

- The Group continues 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.

Metrics

- The Group continues to disclose its Scope 1 & 2 emissions, including short-term targets, as well as its climate-related risks and opportunities.
- The Group has performed gap analysis against the requirements of IFRS S2 Climate-related Disclosures¹ in FY2026 and is taking a phased approach to enhance its climate-related reporting ahead of the applicable mandatory timeline. The Group will continue to monitor regulatory developments and review its reporting practices, data availability and internal processes.

¹ IFRS S2: Climate-related Disclosures is a standard issued by the International Sustainability Standards Board ("ISSB") that sets out requirements for entities to disclose climate-related risks and opportunities. The Group's gap analysis against IFRS S2 is intended to assess its readiness and identify areas for enhancement towards producing an ISSB-compliant sustainability report by FY2031.

Relevant physical and transition risks and associated financial impact

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:

Physical risks

Acute and chronic climate-related impacts on operations and assets

Category	Description	Financial Impact	Time Period ¹
Acute	• 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	↓ Revenue / ↑ Operating costs	Short – medium term
Chronic	• Rising sea levels, coastal erosion and increased flooding from rivers may affect low-lying assets. This could lead to the following: ➢ Reduced asset value and potential asset write-off ➢ Rising insurance premiums • 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.	↑ Operating costs	Long term

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



Stamford Plaza Brisbane

Relevant physical and transition risks and associated financial impact (continued)

Transition risks

Policy, technology, market and reputational risks associated with decarbonisation

Category	Description	Financial Impact	Time Period ¹
Policy & Legal	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.	↓ Revenue /	Short – medium term
	Future international standards for green buildings could lead to costly modifications to existing assets. Stringent climate-related disclosure standards also have a resource cost.	↑ Operating costs	
Technology	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.	↑ Operating costs	Long term
Market	Customers may begin to exhibit a preference for organisations which are the most mature on their decarbonisation 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.	↓ Revenue	Short – medium term
	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.		
Reputational	- 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.	↓ 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 enhance its understanding of emission exposure and establish appropriate target to reduce carbon emissions where applicable.

In FY2026, the Group's total carbon emissions (Scope 1 and 2) decreased from 10,988 tCO₂e to 10,284 tCO₂e. This reduction was primarily attributed to a drop in Scope 2 emissions, which fell from 8,723 tCO₂e to 7,907 tCO₂e. The decrease was mainly driven by a reduction in electricity consumption, mainly resulting from the closure of SSCQ during the year, supplemented by modest reductions achieved through ongoing energy efficiency initiatives.

On the other hand, Scope 1 emissions increased by approximately 5%, rising from 2,265 tCO₂e to 2,377 tCO₂e. This increase was mainly attributable to a rise of 112 tCO₂e in fugitive emissions, resulting from extensive repairs to refrigeration units across the hotels.

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 FY2027, 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.

The Group's Scope 1 and 2 CO₂ emissions are detailed below:

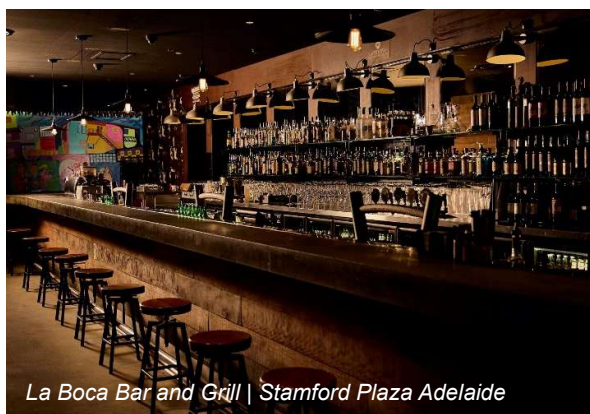
	FY2026	FY2025
Total Carbon Emission (tonnes CO₂ equivalent "tCO₂e")¹	10,284	10,988
Scope 1 Emission(s)	2,377	2,265
• Stationary combustion	1,970	1,960
• Mobile fuel combustion (Tons) ²	0.4	0.8
• Fugitive emissions (refrigerants) ³	407	304
Scope 2 Emission(s)	7,907	8,723
• Purchased Electricity	7,907	8,723
GHG Emission Intensity (tCO₂ / Revenue '000)	0.08	0.09

Notes:

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 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.





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.

In FY2026, approximately 26% waste generated was hazardous, while the remaining 74% was non-hazardous.

	FY2026	FY2025
Total Waste Generated (kg)	900,193	1,028,494
• Hazardous	235,802	225,280
• Non-hazardous	664,391	803,214
Non-hazardous Waste (kg)		
Percentage of Waste Directed to Disposal by Landfill and Water Treatment	64%	62%
• Incineration with energy recovery	114,520	201,840
• Landfilling	459,851	440,320
Hazardous Waste (kg)		
Percentage of Waste Diverted from Disposal	26%	22%
• Recycling	235,802	225,280
Non-hazardous Waste (kg)		
Percentage of Waste Diverted from Disposal	10%	16%
• Recycling	90,020	161,054

Our Performance and Targets

In FY2026, total waste generated decreased by 12% year-on-year. The overall decrease was mainly driven by a significant reduction in non-hazardous waste, which decreased by 17% from 803,214 kg to 664,391 kg. This reduction more than offset the 5% increase in hazardous waste, which rose from 225,280 kg to 235,802 kg, primarily due to higher volumes of used cooking oil and grease.

The decrease in non-hazardous waste was mainly attributable to improved waste segregation, recycling initiatives and waste minimisation efforts implemented across the Group's 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 FY2027, 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.

In FY2026, the Group's workforce comprises 211 full-time and 25 part-time male employees, with 235 holding permanent contracts and 1 on temporary contracts. Similarly, there are 141 full-time and 24 part-time female employees, of whom 165 are on permanent contracts.

In Australia, a total of 111 males and 92 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 of 31 March 2026, the Group had a total workforce of 604 employees, comprising 347 male and 257 female employees, as disclosed on page 9. During FY2026, there were 377 new hires and 451 employee departures.

In comparison, as of 31 March 2025, the Group had 678 employees, comprising 377 male and 301 female employees.

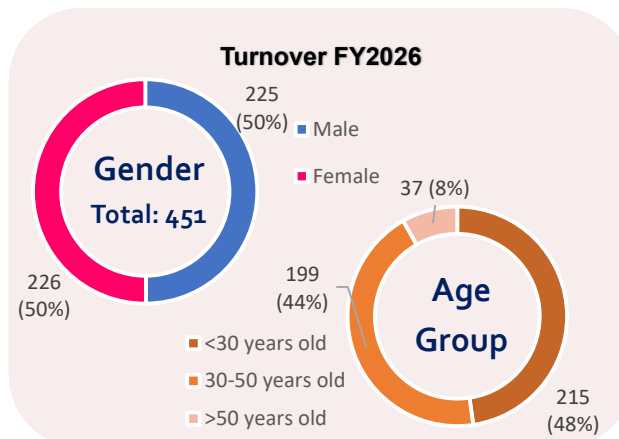
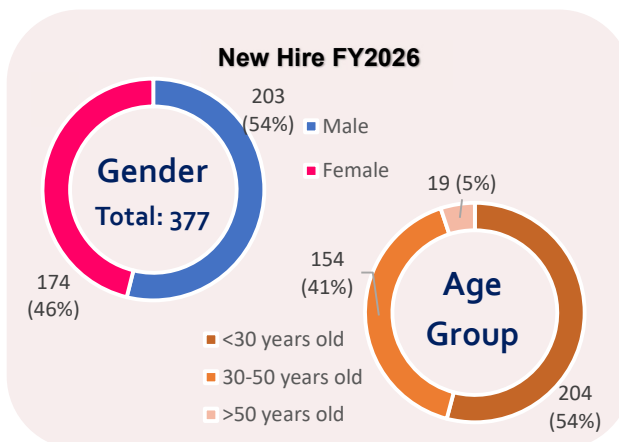
The decrease in total headcount in FY2026 was primarily attributable to the closure of SSCQ from 1 October 2025.

The Group's employee profile is as follows:

Employment Type	FY2026	
	Singapore	Australia
Full-time	34	318
Part-time	1	48
Non-guaranteed hours	0	203
Temporary	1	0
Permanent	34	366

Employment Type	FY2025	
	Singapore	Australia
Full-time	36	341
Part-time	0	69
Non-guaranteed hours	0	232
Temporary	2	0
Permanent	34	410

New Hire and Resignations by Gender & Age:



The Group continues to focus on retention initiatives, including structured onboarding, training and refresher programmes, performance reviews, employee engagement activities, competitive benefits, and property-level monitoring of staffing needs. These initiatives are intended to support service quality, employee engagement and workforce stability across the Group's hotels.

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:

- Medical benefits,
- Group Hospitalisation and Surgical insurance,
- Group Personal Accident insurance,
- Parental leave,
- Re-employment policies,
- Compassionate leaves,
- Dental benefits,
- Professional membership subscriptions and
- Parking entitlements.

In FY2026, the Group had a return-to-work rate of approximately 79%.

Parental leave

FY2026



Number of employees who took parental leave	5	9
Number of employees who returned to work after parental leave ended	4	7
Return to work rate	79%	

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:

- Quarterly lunch gathering
- Snacks and drinks corner
- 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.

The Recreation Club (RC) fosters a vibrant community where employees can connect and build lasting relationships through a variety of activities and events.



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 remain a key area of focus, with ongoing monitoring in place to ensure potential issues are promptly addressed.

Additionally, we conduct routine fire safety inspections and fire drill exercises to identify and address potential hazards.



**FIRE SAFETY
INSPECTIONS**



**FIRE DRILL
EXERCISE**

The Group provides employees access to panel clinics for outpatient and dental services.

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.

Performance Dashboard FY2026

Anti-corruption

Stable

0 fatalities incident

FY2025: 0

0 occupational disease

FY2025: 0

↓ in reportable injuries
in no. of loss days

Our Performance and Targets

Our workplace health and safety performance are as follows:

	FY2026	FY2025
No. of fatalities incident	0	0
No. of reportable injuries	15	40
No. of occupational disease	0	0
No. of loss days due to injuries	23	59

In FY2026, we maintained strong safety record with zero cases of fatalities and occupational disease.

The number of reportable injuries decreased from 40 cases in FY2025 to 15 cases, resulting in a reduction in loss workdays from 59 to 23 days. These workplace injuries were 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:



with the objective of reducing the likelihood of similar incidents in the future.

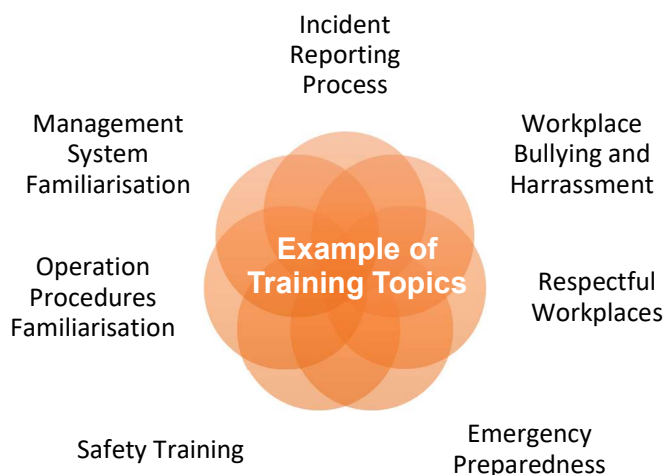
It is our perpetual target to provide a risk-free working environment for our employees, customers, and suppliers and to continue to maintain our record of zero major safety incidents. In the event of workplace injuries, feedback will be sought from the affected employees and their suggestions will be considered in the development of future preventive measures.

Training and Career Development

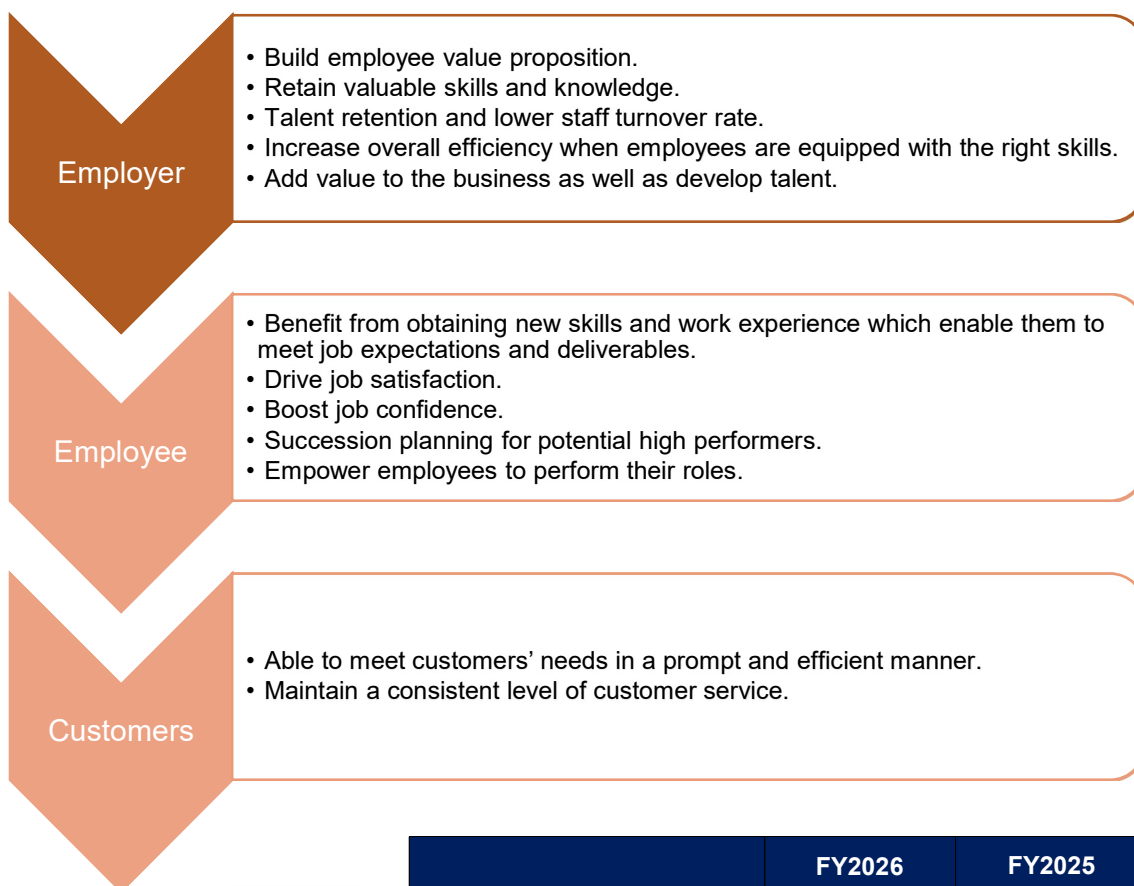
How do we manage this topic?

A skilled workforce is essential to assisting our employees to achieve their maximum potential and productivity. We believe 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.



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



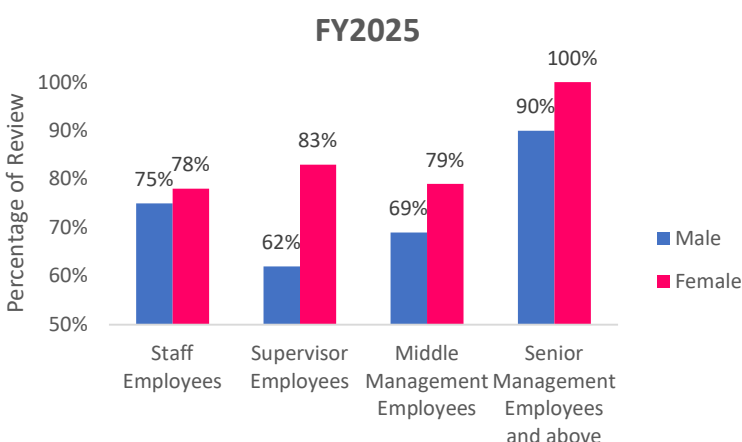
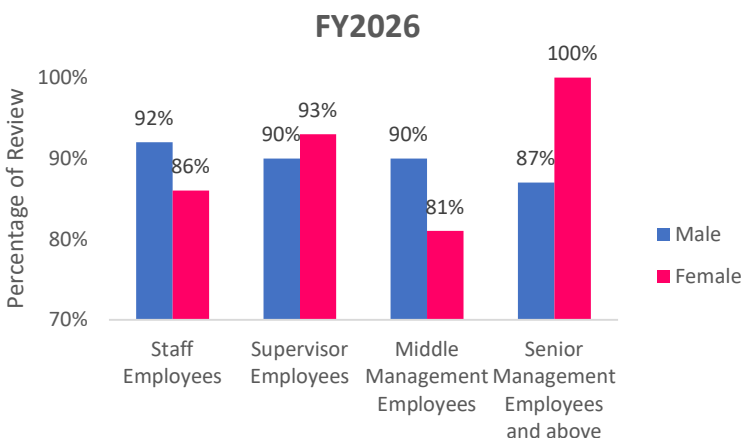
	FY2026	FY2025
Average Hours of Training per Employee	15.50	5.09

Annual performance reviews¹ are conducted to mitigate any potential negative impacts on staff members.

The charts show the percentage of employees who had gone through their annual performance and career development review in FY2026 and FY2025.

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

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 increased from 5.09 hours in FY2025 to 15.50 hours in FY2026.

This increase was primarily attributable to the additional training sessions conducted during FY2026, comprising both new system implementation training and refresher sessions, including software administration and user training, workforce management module training, and supply chain management software training.

We continue to prioritise employee development through ongoing training programs tailored to enhance skills and support business needs.

Career Development

In FY2026, 89% of total employees receive regular performance and career development reviews.

The remaining 11% 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 whose performance evaluations were not yet completed at the time of reporting, and
- (3) employees who were serving notice were not required to undergo performance review.

In FY2027, 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.

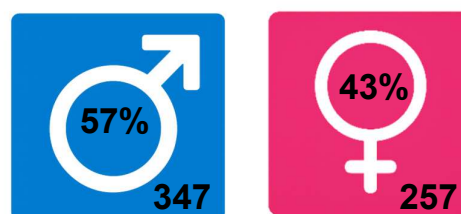
We achieve equality by providing access to opportunities for everyone through fair and respectful policies and actions. We also aspire to build an inclusive culture that inspires innovation and progress where everyone belongs, and our people share a common purpose and can succeed as their best, authentic selves. Diverse skills, talents and experiences can offer a more creative workplace and improve performance, and cause uneasiness and conflicts if not managed carefully.

Our policies and commitments regarding this topic include following the CREDO, code of conduct and employees will go through induction and orientation. We ensure 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 2026, the Company has the following employment statistics:

Total employees by Gender:

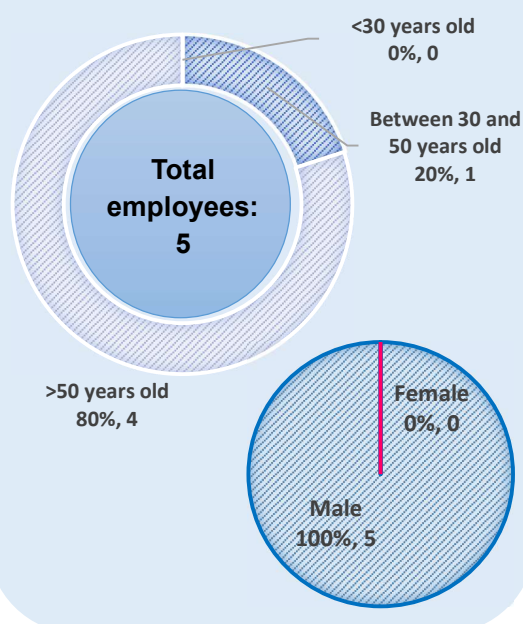


Total Employees by Age FY2026

Total Employees by Age	FY2026
<30 years old	240 40%
Between 30 & 50 years old	279 46%
>50 years old	85 14%

Note: Inclusive of the total of 203 non-guaranteed hours of the total headcount.

EMPLOYEES WITHIN THE ORGANISATION'S GOVERNANCE BODIES FY2026



Diversity Snapshot FY2026

Women represented/accounted for:

- 43%** of all employees
- 29%** of middle and senior management
- 43%** of promotions

Percentages are based on employee records as of 31 March 2026, except for promotions, which are based on promotion movements during FY2026.

Our Performance and Targets

In FY2027, 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?

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.

Among 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 FY2026, we continued to engage an external cyber security service provider to manage and enhance our defence mechanisms against global cyber security threats. Furthermore, we

strengthened our email server defence 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 FY2026, 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 Limited (“SSC”), partnered with Kampong Kapor Community Services to organise a Goodie Bag Distribution Drive.

The initiative brought employees together to pack and distribute goodie bags to underprivileged residents living in rental flats across three blocks at Jalan Besar. A total of 180 families benefited from essential items such as rice, oil, milk, and crackers.

The event demonstrated SSC and SLC's commitment to giving back to the community. Through this initiative, employees had the opportunity to engage directly with residents, fostering a stronger sense of social responsibility and community care.

Beyond providing practical assistance to families in need, the Goodie Bag Distribution Drive also encouraged employee volunteerism, teamwork and camaraderie. The meaningful participation of our employees underscores our commitment to contributing to the well-being of the communities in which we operate.



GRI Content Index

Statement of use	Stamford Land Corporation has reported the information cited in this GRI content index for the period 1st April 2025 to 31st March 2026 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 2026 ("AR") Page 36 – 37, 42 – 43
	2-10 Nomination and selection of the highest governance body	AR Page 46 – 51
	2-11 Chair of the highest governance body	AR Page 45 – 46
	2-12 Role of the highest governance body in overseeing the management of impacts	AR Page 36 – 42
	2-13 Delegation of responsibility for managing impacts	AR Page 37
	2-14 Role of the highest governance body in sustainability reporting	Page 6
	2-15 Conflicts of interest	AR Page 39 – 41, 44, 48 and 72 – 85
	2-16 Communication of critical concerns	AR Page 68 – 69
	2-17 Collective knowledge of the highest governance body	AR Page 45 – 46
	2-18 Evaluation of the performance of the highest governance body	AR Page 51
	2-19 Remuneration policies	AR Page 52 – 57
	2-20 Process to determine remuneration	AR Page 52 – 57
	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 57 – 65
	2-25 Processes to remediate negative impacts	AR Page 59 – 61
	2-26 Mechanisms for seeking advice and raising concerns	AR Page 64
	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 STANDARD	DISCLOSURE	LOCATION
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	AR Page 94 – 95
	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 Energy consumption within the organization	Page 12
	302-2 Energy consumption outside of the organization	Page 12
	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 21
	403-2 Hazard identification, risk assessment, and incident investigation	Page 21
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 21
	403-5 Worker training on occupational health and safety	Page 21 – 22
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 21
	403-8 Workers covered by an occupational health and safety management system	Page 21
	403-9 Work-related injuries	Page 21
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 22
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Page 22 – 23
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 23
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 24 AR page 42 – 43
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 25