

FINANCIAL HIGHLIGHTS AND CALENDAR

This section summarises the Group's key financial highlights for FY2025 and provides the indicative financial calendar for FY2026. Figures will be finalised upon completion of the external audit and Board approval of the consolidated financial statements.

Financial Highlights (FY2025)

The following dashboard sets out headline metrics commonly disclosed in annual reports. Cells marked "TBD" will be populated once audited figures are available.

Metric	FY2025	FY2024	YoY %	Notes
Revenue	TBD	TBD	TBD	Consolidated revenue across core business lines
EBITDA	TBD	TBD	TBD	Operating performance before D&A
EBITDA Margin	TBD	TBD	TBD	EBITDA/Revenue
Profit for the Year (Attributable)	TBD	TBD	TBD	Net profit attributable to owners
Basic EPS (US\$ / Share)	TBD	TBD	TBD	Based on weighted average shares
Total Assets	TBD	TBD	TBD	Consolidated balance sheet
Total Equity (Shareholders')	TBD	TBD	TBD	Equity attributable to owners
Net Debt	TBD	TBD	TBD	Interest-bearing debt minus cash & equivalents
Net Debt / EBITDA (x)	TBD	TBD	TBD	Leverage indicator
ROCE / ROE	TBD	TBD	TBD	Return metrics (define in notes)

Definition Notes: EBITDA excludes non-recurring items where applicable; Net Debt comprises interest-bearing borrowings less cash and cash equivalents; ROCE/ROE calculation methodologies will be aligned with prior-year disclosure for comparability.

Segment Highlights (Operating KPIs)

Segment	Key KPIs	FY2025	FY2024	YoY %	Commentary
Hospitality	RevPAR / ADR / GOP	TBD	TBD	TBD	Portfolio mix and ramp-up dynamics

	Margin				
Property Development	Pre-sales / Backlog / Gross Margin	TBD	TBD	TBD	Commercialisation and cash conversion
Aviation Insights (SusAir)	Project Pipeline / Delivery Milestones / Client Satisfaction	TBD	TBD	TBD	Research mandates & regional coverage

Per-Share Data & Dividend (If Applicable)

Item	FY2025	FY2024	YoY %	Notes
Basic EPS	TBD	TBD	TBD	Based on weighted average shares outstanding
Diluted EPS	TBD	TBD	TBD	If dilutive instruments exist
DPS (Interim/Final/Total)	TBD	TBD	TBD	Subject to Board approval and liquidity considerations
Payout Ratio	TBD	TBD	TBD	DPS / Net profit attributable

Capital Structure & Liquidity Snapshot

Metric	FY2025	FY2024	YoY %	Notes
Cash & Equivalents	TBD	TBD	TBD	Treasury and operating cash
Undrawn Committed Facilities	TBD	TBD	TBD	Liquidity headroom
Gross Debt (ST / LT)	TBD	TBD	TBD	Maturity profile overview
Average Cost of Debt	TBD	TBD	TBD	Weighted average interest rate
Interest Coverage (x)	TBD	TBD	TBD	EBITDA / Net interest expense

Selected ESG / Intensity Indicators (Optional Disclosure)

Indicator	FY2025	FY2024	YoY %	Notes
Energy Intensity	TBD	TBD	TBD	Scope & boundary to

(kWh/m ²) – Hospitality				align with ESG report
Water Intensity (L/guest-night)	TBD	TBD	TBD	Hospitality operations
GHG Emissions Intensity (tCO ₂ e/US\$ revenue)	TBD	TBD	TBD	Methodology alignment (GHG Protocol)

Financial Calendar (Indicative for FY2026)

The timetable below outlines typical events for a non-listed multinational group. Actual dates will be confirmed following Board scheduling and auditor availability.

Event	Planned Date (2026)	Notes
Board Meeting – Approval of FY2025 Results	Late March – Early April	Upon completion of external audit
Publication – Annual Report 2025	Early April	After Board approval
Investor/Partner Briefing (Post-Results)	Mid April	Presentation of highlights and outlook
Quarterly Operating Update (Q1)	Late May	Unaudited KPIs (internal standard format)
Interim Review (H1) – Board Meeting	Late July – Early August	Limited review by external auditor (if applicable)
Interim Update / Factsheet	Early August	Post-review publication (if applicable)
Quarterly Operating Update (Q3)	Late October	Unaudited KPIs (internal standard format)
Annual Budget & Capex Plan (FY2027)	Late November – December	Board strategy session & budget approval

All dates are indicative and subject to change. The Group will update stakeholders should there be any adjustments to the financial calendar.