

SUSTAINABILITY DEVELOPMENT HIGHLIGHTS (FY2025)

This section summarises Susdev Group’s FY2025 sustainability performance and FY2026 priorities across Environment, Social and Governance (ESG). Figures are presented on a best-efforts basis for internal reporting and investor communication; unless stated, all intensity metrics normalise against relevant activity drivers (e.g., occupied room-nights or revenue).

ESG Governance & Strategy

- **Board Oversight:** The Board oversees ESG strategy through scheduled reviews aligned with risk and capital allocation cycles.
- **Management Accountability:** The CEO chairs the Sustainability Steering Committee; each business line designates an ESG lead to deliver line-level programmes.
- **Frameworks & Reporting:** The Group aligns disclosures with TCFD pillars (governance, strategy, risk management, metrics & targets) and references global standards for real assets.

Environment – Performance & Targets

Hospitality environmental metrics are normalised per occupied room-night; Property Development metrics are per 1,000 m² GFA constructed; Aviation Insights focuses on advisory impact indicators.

Hospitality KPI	Unit (Intensity)	FY2024	FY2025	YoY Δ	FY2026 Target
Energy Intensity	kWh / occupied room-night	38.6	36.1	-6.5%	34.0
Water Intensity	L / occupied room-night	610	575	-5.7%	545
GHG (Location-based)	kgCO2e / occupied room-night	21.4	19.8	-7.5%	18.2
Waste Diversion	% of total waste	38%	46%	+8 pp	55%
Renewable Share	% of electricity	9%	14%	+5 pp	20%

Key Hospitality Actions in 2025: LED retrofits completed in two resort clusters; chilled-water optimisation; grey-water reuse pilots; supplier code rollout for F&B and

housekeeping. 2026 will prioritise on-site solar at coastal assets and green-lease clauses for managed properties.

Property KPI	Unit (Intensity)	FY2024	FY2025	YoY Δ	FY2026 Target
Embodied Carbon (design stage)	tCO ₂ e / 1,000 m ² GFA	470	452	-3.8%	≤ 430
Construction Energy	MWh / 1,000 m ² GFA	92	87	-5.4%	≤ 82
Construction Water	m ³ / 1,000 m ² GFA	138	130	-5.8%	≤ 122
Certified Green Area	% of GFA achieving green rating	32%	41%	+9 pp	≥ 55%

Design Measures 2025: low-carbon concrete trials; high-recycled steel content; façade shading optimisation; refrigerant selection with lower GWP. 2026 roadmap targets embodied-carbon reductions through materials substitution and supplier incentives linked to performance.

Aviation Insights Indicator	Scope	FY2025 Result	Method	FY2026 Objective
Estimated CO ₂ Avoided (modelling)	10 airports (GBA 2035)	≈ 180,000 tCO ₂ e/yr potential	Capacity & routing optimisation scenarios	Validate with operators; publish case study
OTP Uplift (pilot sites)	6 Tier-2 airports (APAC)	+6-9% projected	A-CDM audit & roadmap	Commence rollout; measure realised uplift

Social – People & Communities

- Health & Safety: Group LTIFR reduced to 0.23 (from 0.31 in 2024); zero fatality. Mandatory contractor safety onboarding and weekly toolbox talks implemented across sites.
- Talent & Development: 24 training hours/employee on average (+22% YoY); launch of leadership modules for line managers and service craft training for hospitality teams.
- Diversity & Inclusion: Women in management reached 38% (+3 pp YoY); target ≥ 40% by FY2026. Hospitality workforce localisation at coastal assets achieved 72%.
- Community Investment: US\$ 1.6M allocated to coastal conservation, heritage programming, and hospitality craft scholarships; 4,900 volunteer hours recorded.

Metric	FY2024	FY2025	YoY Δ	FY2026 Target	Notes
LTIFR (per 1m hours)	0.31	0.23	-26%	≤ 0.20	Includes contractors
Training Hours / Employee	19.7	24.0	+22%	≥ 26.0	Blended learning
Women in Management	35%	38%	+3 pp	≥ 40%	Group-wide
Local Hires - Hospitality (coastal)	68%	72%	+4 pp	≥ 75%	Excludes corporate roles

Governance – Conduct, Risk and Transparency

- Code of Conduct & Supplier Code: Refreshed in 2025 with anti-bribery, data privacy, and human-rights clauses; supplier attestations embedded in onboarding.
- Risk & Controls: ESG risks integrated into the enterprise risk register (climate, H&S, supply chain, data). Quarterly assurance on key controls and incident reporting maturity.
- Data & Disclosure: Consolidated ESG data model implemented (scope, boundaries, methodologies). Internal audit piloted limited assurance on selected KPIs.

Climate Risk – TCFD Summary (FY2025)

- Governance: Board oversight; management committee chaired by CEO.
- Strategy: Scenario analysis spanning physical (coastal, heat, flood) and transition risks (policy, market, technology).
- Risk Management: Embedded in ERM with thresholds for escalation and capex gating.
- Metrics & Targets: Energy, water, waste, and GHG intensities; renewable electricity share; green-certified GFA; H&S indicators.

FY2026 Sustainability Priorities

- 1) Hospitality decarbonisation: on-site solar pilots, HVAC optimisation, sustainable procurement for F&B and amenities.
- 2) Property embodied-carbon reduction: low-carbon materials and supplier incentives tied to performance.
- 3) Aviation Insights impact: quantify realised OTP uplift and CO2 avoidance at rollout sites; publish methodologies.
- 4) Data quality & assurance: expand limited assurance to top-10 KPIs; align methodologies and boundaries.
- 5) People & communities: zero harm focus, craft training, and targeted community programmes at coastal and highland assets.