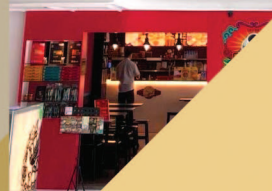




Link Holdings Limited 華星控股有限公司*

(Incorporated in the Cayman Islands with limited liability)
Stock Code: 8237

* For identification purposes only



2023

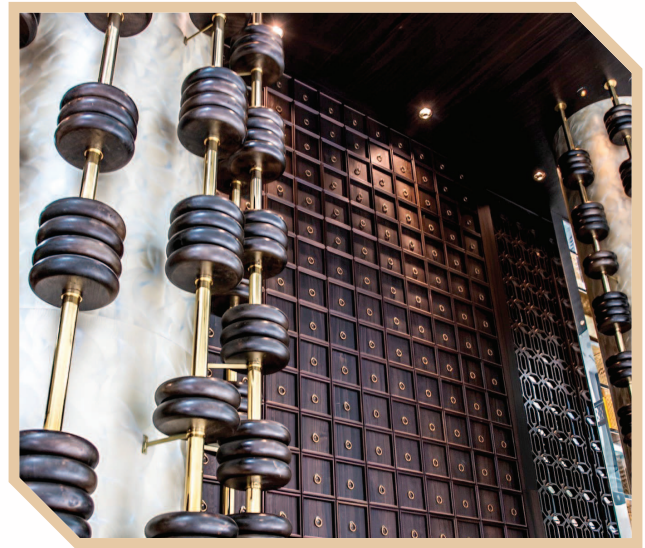
ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

ABOUT LINK HOTEL

The Cultural Heritage of Singapore

Link Hotel, an acclaimed heritage boutique hotel, stands in the dynamic core of Singapore's earliest residential district. Unique in its origin, the hotel is the first and only one to be transformed from preserved art deco apartment blocks, erected by the Singapore Housing Development Board in the 1950s and 1960s. With 274 rooms split between the Lotus Block and the Orchid Block, the hotel serves a variety of guests, including those traveling for business, pleasure, or family trips, by offering an array of room types to suit different preferences.

At Link Hotel, our core objective is to offer every visitor an unparalleled "Home Away from Home" experience. Our dedication lies in acting as stewards of local culture and celebrating the area's historical richness. Our hotel's classic red-brick exterior, reminiscent of traditional British housing, invites guests into a warm ambiance. The hotel's design thoughtfully echoes the neighbourhood's cultural fabric, with motifs like bird cages, an ode to a popular local pastime, and the traditional abacus, reflecting the area's legacy, woven into our lobby's aesthetic. These cultural nuances are designed to immerse our visitors in the old-world charm of Singapore, showcasing our commitment to infusing our environment with regional character and offering a welcoming atmosphere that captures the spirit of our locale.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

Our dedication to being cultural emissaries has elevated us beyond being merely an enchanting lodging option, we actively aim to draw visitors to our district to delve into the profound cultural tapestry of Singapore. A multitude of varied attractions is available both within our vicinity and on our premises, ready to offer an enriching experience to those eager to explore:



Tiong Bahru Market

A beloved landmark since its renovation in 2006, offering not only a wide array of groceries but also a spacious and clean indoor dining area to sample a great selection of Singaporean cuisines.



Qi Tian Gong Temple

Houses a collection of more than ten monkey god statues and is a popular site to pray for good fortune.

Pandemic Prevention and Control

During the Reporting Period, we steadfastly upheld our commitment to combatting the pandemic, maintaining a strong partnership with local authorities by dedicating the hotel's annex block for quarantine purposes until 31 December 2023. This extension underscores our ongoing support in the collective effort to ensure public health and safety. Consequently, all COVID-19 related policies, regulations, and measures outlined in the previous year's ESG report remain in effect, continuing to guide our operations and community response in the current year.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

ABOUT THIS REPORT

Link Holdings Limited (the “**Company**”) together with its subsidiaries (the “**Group**” or “**We**”) is delighted to present our 2023 Environmental, Social and Governance (“**ESG**”) Report (the “**Report**”). It offers a transparent summary of our management methods, plans, and performance regarding sustainable development.

REPORTING PERIOD AND SCOPE

The Reporting Period for this ESG report is from January 1 to December 31, 2023 (the “**Reporting Period**”). It focuses primarily on Link Holdings Limited’s operations in Singapore, which was the main source of revenue for the Group this year. The report scope encompasses entities material to the business and with significant ESG impacts. Disclosures focus on the hotel operations as this was the main source of environmental and social risks and opportunities during the Reporting Period.

REPORTING BASIS

The Report adheres to the ESG Reporting Guide (the “**Guide**”) in Appendix C2 of the GEM Listing Rules of the Hong Kong Stock Exchange (the “**HKEX**”). It meets the latest applicable disclosure requirements for ESG reporting. For details on corporate governance, see the Corporate Governance Report section in our Annual Report.

REPORTING PRINCIPLES

The Report is prepared on the basis of the following reporting principles summarized in the Guide:

Materiality	Material ESG issues are identified and prioritised through stakeholder engagement and materiality assessment. For more details, please refer to the sections headed “Stakeholder Engagement” and “Materiality Assessment”.
Quantitative	The Group collected environmental and social key performance indicators (“ KPIs ”) data and made quantitative disclosure regarding the Appendix 2: Reporting Guidance on Environmental KPIs and Appendix 3: Reporting Guidance on Social KPIs of “How to prepare an ESG Report” issued by the HKEX to monitor and evaluate the Group’s progress in implementing environmental and social responsibility initiatives.
Consistency	The Report adopts consistent methodologies for effective and meaningful comparisons of the data over time. Any changes in the methodologies and reporting scope are interpreted in remarks for reference.
Balance	The Report impartially presents the Group’s ESG performance in order to achieve comprehensive and fair reporting.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

INFORMATION SOURCE

The data and other information in the Report are mainly from the relevant documents, reports and statistic results of the Group. Link Holdings Limited, in the name of the Board, undertakes that the Report contains no false statements or misleading statements, and is responsible for the truthfulness, accuracy and completeness of its contents.

VERSIONS OF AND ACCESS TO THE REPORT

The Report is prepared in both Chinese and English and has been uploaded to the website of the Stock Exchange and the official website of the Group: (<https://www.irasia.com/listco/hk/linkholdings/>). In the event of any conflict or inconsistency between the Chinese and English versions, the English version shall prevail.

FEEDBACK

Should you have any advice on the Report or the sustainable development strategy and performance of the Group, please contact us at admin@linkholdingslimited.com.

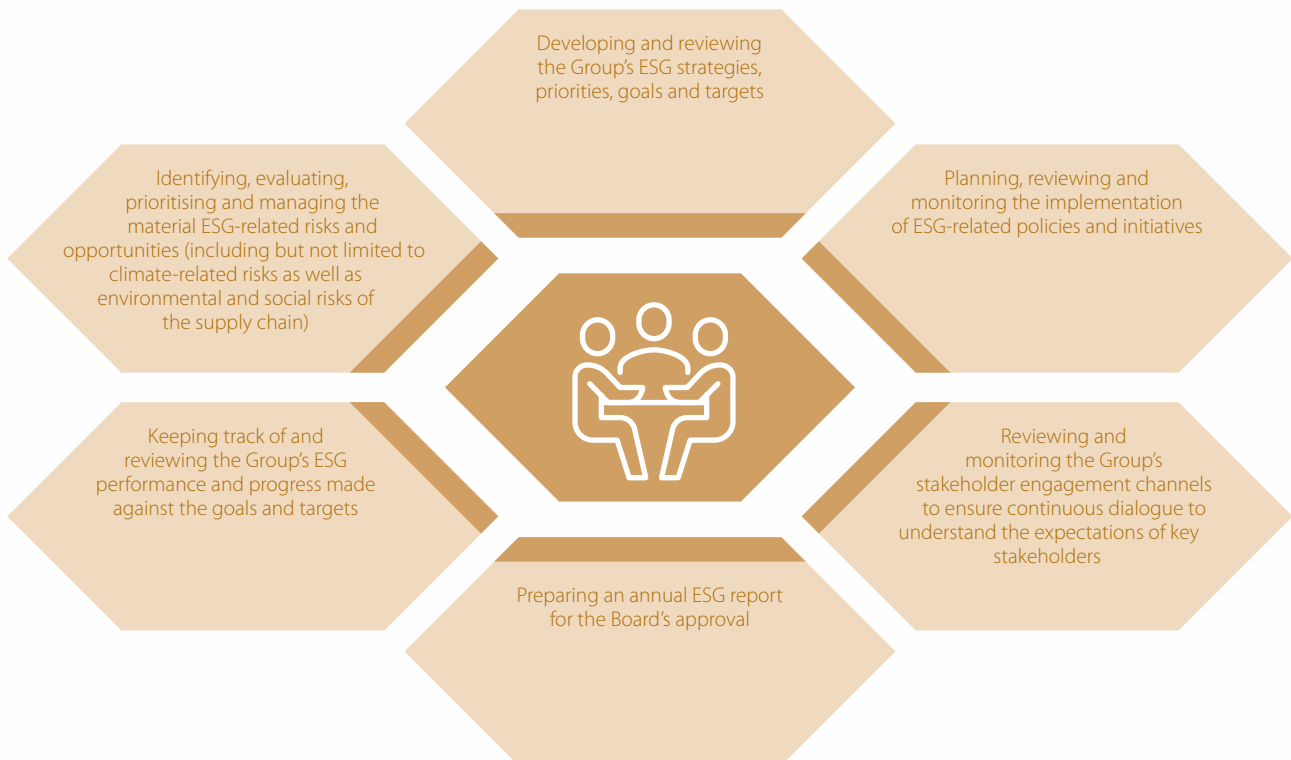
SUSTAINABILITY MANAGEMENT

The Company steadfast in its commitment to societal advancement and the safeguarding of Singapore's architectural and cultural legacy for posterity. We are committed to integrating environmental, social, and governance considerations into our business practices, with the goal of making positive contributions to both the environment and society. Specifically, we have set environmental objectives aimed at tackling the issues arising from climate change. For expanded information, see the segment "The Link with Our Environment".

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

Sustainability Governance

The Board of Directors (the “**Board**”) holds the overarching duty for guiding the Group’s ESG approach and its disclosure, in addition to monitoring ESG concerns to perpetually elevate our ESG efficacy. Delegated by the Board, our senior management holds irregular meetings and manages all aspects of the implementation of our ESG management approach and strategy. Furthermore, our senior management frequently provides insights and recommendations to the Board concerning ESG issues, which include the following:



Furthermore, we engaged an independent service provider, Riskory Consultancy Limited with the service of ESG & Carbon-Neutrality related advisory service to provide the Group with advices and develop roadmap towards carbon neutral.

For more details of our corporate governance and risk management approach, please refer to the section headed “Corporate Governance Report” in our Annual Report.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

Sustainability Strategy

The Group firmly believes that sustainability goes beyond cultural preservation, it serves as the foundation for our environmental performance, community engagement, core business practices, and relationships with stakeholders. Our dedication to sustainability is reflected in our sustainability strategy, which has been approved by the Board. Guided by a range of standards and policies, our sustainability strategy consists of the following four key sustainability pillars:









ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

Stakeholder Engagement

Active stakeholder engagement is integral to our dynamic approach to navigating the constantly evolving business environment. We continuously connect with an array of stakeholders, integrating their perspectives into our daily operations. This interaction provides critical insights that shape our business strategies to align with stakeholder needs, offering us key intelligence for informed decision-making, risk anticipation, and relationship building.

Our primary stakeholders comprise entities and individuals considerably affected by or capable of impacting our business. This Group encompasses our esteemed guests, workforce, shareholders and investors, governmental bodies, supply chain partners, and the communities we operate in. We employ a variety of communication channels specifically chosen for each stakeholder. The following table shows the engagement methods for each key stakeholder and identifies the core sustainability issues relevant to them.

Communication Channels	Stakeholders	Needs and Expectations for the Group
<ul style="list-style-type: none"> Feedback cards E-mails Interactions with hotel employees during the visit 	<p>Guests</p> 	<ul style="list-style-type: none"> Overall value of the cost Customer service quality Providing a "Home Away from Home" experience during the hotel stay Price attractiveness Proximity to tourist attractions
<ul style="list-style-type: none"> Briefings and meetings Internal e-mails Notice board for employees Employee events 	<p>Employees</p> 	<ul style="list-style-type: none"> Workplace health and safety Benefits and remunerations Employee trainings Career opportunities Team cohesiveness
<ul style="list-style-type: none"> Annual reports General meetings Official website 	<p>Investors & Shareholders</p> 	<ul style="list-style-type: none"> Financial performance Market positioning Peer competitions
<ul style="list-style-type: none"> Meetings Site visits 	<p>Government</p> 	<ul style="list-style-type: none"> Heritage and cultural conservation Benefits to Singapore's tourism
<ul style="list-style-type: none"> Consultations and meetings Phone calls Site visits and meetings E-mails 	<p>Suppliers and Business Partners (including tenants and booking agents)</p> 	<ul style="list-style-type: none"> Financial performance Relationship management Business volume
<ul style="list-style-type: none"> E-mails Service hotline 	<p>Local Community</p> 	<ul style="list-style-type: none"> Economic growth and job opportunities Impacts on the environment (e.g. noise, water, light pollution etc.) Impacts on the neighbourhood (e.g. increase of tourists, traffic etc.)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

Materiality Assessment

In order to effectively identify the Group's material ESG issues in 2023, the Board conducted a review and assessment of the issues identified in 2022 taking into account the views of stakeholders and the operational situation. The Group considers various aspects, including the key business and operating environment, the influence of stakeholders, and the influence of the Group on stakeholders, to determine whether there are material changes in key stakeholders. Taking into account the expectations of key stakeholders and the impact of ESG issues on the Group, reference is made to the industry materiality issues of the Sustainability Accounting Standards Board (SASB), the ESG industry materiality map of MSCI and the material issues of peer disclosure, the Board conducted a retrospective assessment of the materiality issues identified in 2022 to identify materiality issues during the Reporting Period. Upon completion of the review and review of the issues, the Group believes that there has been no significant change in the materiality issues during the Reporting Period, and the details of the issues and the issues covered are as follows:

Materiality level	No	Issues
Highly Important	3	Carbon emission and energy management
	4	Water consumption
	6	Climate change risk
	8	Equal opportunity, diversity and anti-discrimination
	9	Occupational health and safety
	10	Staff development and training
	13	Social risks in supply chain
	15	Customer service
	16	Customer health and safety
	17	Anti-corruption
	18	Data protection and cybersecurity
	19	Economic performance
	20	Business growth
	25	Community engagement and investment
Important	2	Waste
	7	Staff welfare
	11	Employment compliance
	12	Ethically responsible sourcing
	22	Food nutrition and safety
	23	Marketing and advertising
Relevant	24	Intellectual property rights management
	1	Air emissions
	5	Packaging material consumption
	14	Environmental risks in supply chain
	21	Green procurement

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

THE LINK WITH OUR PEOPLE

As a hotel-oriented company, we firmly believe that our employees are not just part of the business, they are its cornerstone. We have set up various employment related regulations and policies that underpin our commitment to this invaluable asset. These measures are meticulously designed to support and enhance the well-being and development of our staff, whose dedication and expertise are indispensable to delivering the exceptional service our guests expect and rely upon.

Equal Employment

Our employees are the Group's greatest asset. As such, we strictly adhere to the Employment Act of Singapore to guarantee all employees are afforded equal opportunities. We are committed to fostering a workplace culture that embraces inclusivity and harmony, where every individual is valued and treated with the highest regard for their inherent worth. The Company does not tolerate any kind of discrimination including sex, sexual orientation, race, colour, religion, national origin, age or disability. We have developed our own set of policies and operational standards for our employees to follow, with our employees' handout clearly outlining our policies concerning recruitment, employment, training, compensation, benefits, promotions and dismissals. As of 31 December 2023, we have a total of 23 employees who work at the Link Hotel (2022: 26 employees). The diversity of our workforce is showcased below:

Key Performance Indicator	Unit	2023	2022
Total Workforce			
By gender			
Male	Person	11	14
Female	Person	12	12
By age group			
At or below 20	Person	0	0
Between 21–30	Person	3	2
Between 31–40	Person	7	8
Between 41–50	Person	5	8
At or above 51	Person	8	8
By geographical region			
Singapore	Person	16	26
Other regions	Person	7	0
By employment type			
Full-time	Person	23	26
Part-time	Person	0	0
Total number of employees	Person	23	26

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

The Group has established formal approval processes for departures within the Company's internal framework, effectively managing employee turnover. In the occurrence of dismissal or termination of employment contracts, notice periods should have been clearly stated on their contracts or otherwise, two weeks for probationary employees or one-month notice for full time employees. The Company ensures that the procedure is consistently, appropriately and legally handled in order to protect the interests of the employee and the Group. The data regarding employee turnover for the Reporting Period is presented as follows:

Key Performance Indicator	Unit	2023	2022
Turnover Rate			
By gender			
Male	%	127	43
Female	%	108	75
By age group			
At or below 20	%	200	0
Between 21–30	%	133	300
Between 31–40	%	129	50
Between 41–50	%	120	38
At or above 51	%	75	25
By geographical region			
Singapore	%	81	58
Other regions	%	200	0

During the Reporting Period, the Group was not aware of any material non-compliance with the Employment Act of Singapore and other applicable local laws in relation to employment.

Employee Welfare

The Group is dedicated to offering our employees equitable compensation and extensive benefits, adhering to The Employment Act's stipulations. We ensure that our packages are competitive by conducting periodic reviews and adjustments in line with industry benchmarks. Recognizing our employees as the Group's foundation, we also prioritize their mental and physical well-being, acknowledging their vital role in business growth and service quality. Committed to their welfare, we support their overall well-being and strive to maintain a harmonious work-life balance for all team members.

Given the nature of our hotel operations, a certain amount of workforce is required to work on shift to ensure seamless service. In spite of the shift pattern, the standard working hours remain 44 hours with one rest day per week, which are set according to the Employment Act of Singapore. We do not encourage overtime work. However, when it is necessary, especially during peak seasons with high occupancy rate, overtime is allowed with the permission of the head of the department prior to the shift. Compensation will also be offered according to the Employment Act of Singapore. For example, monthly meal and transportation allowances are offered to employees working on midnight shifts.

Our employees are also entitled to a variety of leaves including, statutory leave, paid annual leave, childcare leave, compassionate leave, maternity leave, matrimonial leave, paternity leave and public holidays. Moreover, the Company provides medical insurance to ensure comprehensive healthcare coverage for our staff.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

Occupational Health and Safety

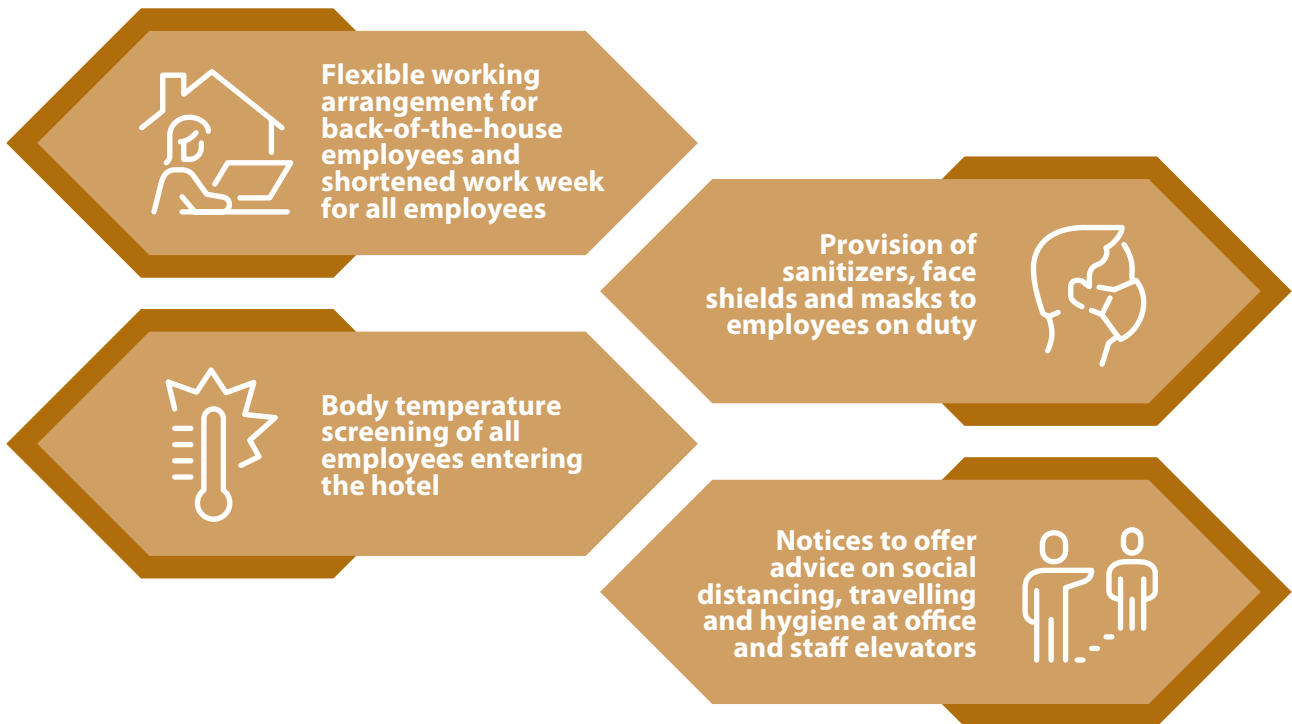
The health, safety and security of our employees and guests are of paramount importance to us. We ensure that the Company strictly complies with the Workplace Safety and Health Act in Singapore. By implementing effective systems and policies, we strive to promote a hazard-free working environment for our people.

To avert incidents, prevention is our primary strategy. The Company carries out risk assessments on a regular basis to assess potential hazards at work, such as the safety of office equipment and operations of the housekeeping department. The evaluators are tasked with identifying various risk areas, while department heads engage with frontline staff to gauge their concerns. Post-assessment, we initiate corrective measures and implement safeguards, such as providing personal protective equipment to our engineering staff for maintenance activities. Employees are encouraged to propose constructive and effective solutions to minimize their health and safety risks at work. We hope that this will also help the Company enhance communications with our team members and strengthen their awareness of workplace hazards.

During the Reporting Period, the Group was not aware of any material non-compliance with the Workplace Safety and Health Act or relevant laws and regulations in Singapore which caused any significant impact on the Group relating to providing a safe working environment and protecting employees from occupational hazards. The Group did not have any lost days due to work injury (2022: 0 lost days due to work injury). There were no work-related fatalities in each of the past three years including the reporting year.

Against COVID-19

With a firm foundation rooted in rich heritage, remarkable resilience and strong legacy, we are determined to triumph over adversity and emerge stronger from the pandemic. As the current crisis gradually comes to an end, the safety, health and well-being of our guests and employees remain our highest priority. To safeguard the well-being of our employees, we have followed the guidelines provided by the Ministry of Health (“MOH”) of Singapore and the Singaporean Tourism Board (“STB”). We have implemented a range of measures to protect our staff and reduce the potential risk of infection, including but not limited to the following items:



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

Training and Development

Ongoing training is critical to maintain the alignment of our employees' expertise with the Group's rigorous benchmarks. In the competitive and ever-evolving hospitality industry, comprehensive training programs are essential for enhancing our daily operations.

We provide ongoing, comprehensive, and role-specific training to our employees, encompassing subjects such as service attitude, teamwork, operational skills, food hygiene, personal presentation, telephone skills, and leadership abilities, to enhance their work proficiency and competence.

The Group provides comprehensive orientations for new employees to help them become familiar with the Company's operations and understand the standard procedures for performing their tasks. An integral part of this onboarding process includes anti-corruption training to empower new team members with the necessary understanding and skills. Additionally, on-the-job trainings are provided with a briefing session led by the Head of Department and attachments to senior colleagues for guidance. If necessary, additional courses related to the safety use of equipment, housekeeping standards will be conducted. During the Reporting Period, we held a fire safety training to strengthen our employees' ability to safeguard the well-being of the hotel guests as well as their own safety. Furthermore, the Company encourages the broadening of skill sets through cross-departmental training that allows employees to undertake learning opportunities in different areas, enriching their professional experience and promoting a more cohesive understanding across various functions.

The Human Resources Department is responsible for conducting the performance appraisal regularly at least once a year. The performance appraisal form will be completed by the employee's immediate superior, assesses the individual's work and offers feedback aimed at fostering professional growth or commendation. The appraisal form also acts as a medium for the employee to decide on career advancement.

Promotion policies are clearly stated in the Employee's Handbook. Length of service with the Company is not a major factor in deciding a successful promotion. Instead, the Human Resources Manager will consider the effectiveness of the individual's job performance, arising from their skills and abilities, efficiency, qualifications, past disciplinary records, attendance, safety record and attitude at work. This helps to ensure the promotion assessments are processed in a fair and unbiased manner.

We have developed code of conducts for employees which sets out the standards for employees to comply with. Should there be any instances of misconduct, disciplinary measures will be implemented in line with the procedures specified in the Employee's Handbook.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

Key Performance Indicator		
Training and Development		
	2023	
	Percentage of employees trained (%)	Average training hours completed per employee (hours)
By gender		
Male	100	0.68
Female	100	0.75
By employee category		
General and Technical Staff	100	1
Middle Management	100	0.5
Senior Management	100	0.5

Labour Standards

Child labour and forced labour are strictly prohibited by the Group. With reference to the Employment Act of Singapore, we apply a standard procedure in protecting the rights of our employees and comply with the Act's requirement. Our Human Resources Department is responsible for verifying applicants' identities during the recruitment process. Moreover, regular inspection will also be conducted to ensure that no child or forced labour are employed. After careful identity verification, the candidates below legal working age or with false documents would not be considered or hired. Therefore, no child labour would be employed. The employee roster would be checked monthly by the Human Resources Department to review their working hours. Employees required to work beyond their regular hours are provided with adequate rest periods as compensation for the additional work. If any child or forced labour is found, the Group will promptly follow through with the necessary investigation and remediate the issue accordingly. Furthermore, our Human Resources Department reviews the recruitment practices regularly to ensure the effectiveness of our existing measures against child and forced labour.

During the Reporting Period, the Group was not aware of any material non-compliance with the Employment Act of Singapore or laws and regulations related to child labour and forced labour.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

Anti-corruption

The Group maintains a commitment to integrity, honesty, and fair competition as cornerstones of our business ethos, and it is expected that all employees embody these principles. The Management is responsible for protecting the property and interests of the Company. With the aim of strengthening our employees' understanding of topics related to anti-corruption, bribery, extortion, fraud and money laundering, we have outlined the measures and controls together with a matrix in the Company's Employee's Handbook and anti-corruption policy. Employees are encouraged to report any suspicious activities or corruption through our established reporting channels, which include a dedicated hotline and email address which the confidentiality of the reporter is strictly safeguarded. Disciplinary procedures regarding suspicious cases that have to be investigated are also clearly described. Additionally, regular reviews and updates over the policies are conducted to ensure equality and compliance with the Prevention of Corruption Act in Singapore. Throughout the Reporting Period, the Company has proactively delivered anti-corruption training to personnel at all levels, including directors, and has integrated this training into the onboarding process for new hires to instill an early understanding of our anti-corruption protocols.

During the Reporting Period, the Group was not aware of any concluded legal cases regarding corrupt practices brought against the Group or its employees, nor any material non-compliance with the laws and regulations pertaining to the prevention of corruption, bribery, extortion, fraud and money laundering in the Prevention of Corruption Act of Singapore.

THE LINK WITH OUR GUESTS

Comfortable and Safe Accommodation

Quality Assurance

We recognise that engaging hotel guests in local events is an exceptional approach to positioning itself as a distinguished heritage hotel and a cultural envoy. Therefore, we prioritize the comprehensive training and readiness of our front-of-house employees, recognizing their pivotal role in delivering exceptional service to our esteemed guests. To accomplish this, we have implemented a grooming standard that outlines expectations for personal hygiene, appearance, and the manner in which greetings are expressed, which can all positively contribute to the Company's reputation. Consequently, it is imperative for us to provide sufficient training opportunities and offer clear guidelines within our Employee's Handbook to ensure consistent adherence to these standards.

The Housekeeping Department also plays a key role in upholding our stringent room quality standards. Housekeeping supervisors routinely perform checks with a checklist to verify that rooms uphold the high standards of presentation and cleanliness we expect. In instances where maintenance is required, swift coordination with the Maintenance Department is initiated to facilitate the required fix-ups. Moreover, our dedicated sales representatives inspect rooms prior to guests' arrivals and collaborate with relevant departments to make additional enhancements when necessary. Furthermore, the Sales and Marketing Department takes proactive measures by promptly addressing guest feedback following their stay. By implementing a multi-layered inspection process, we aim to present our hotel rooms in their optimal state, fostering a strong reputation for the Company.

Besides services, the hotel's facilities are also an indispensable aspect of providing a positive experience for guests. The Company consistently explores new offerings to enhance guest entertainment, and we provide all rounded array of amenities to our guests, such as the Rooftop Gym, the Reading Corner, complimentary Wi-Fi, in-room minibar service, a diverse range of dining options, a complimentary hotel shuttle service on select routes, currency exchange service, efficient concierge services, portable power bank rentals, and accessible 24-hour self-service laundry facilities.

Feedback from our guests drives us to pursue continuous improvement. In each hotel room, we have placed the "We Care" card for our guests to submit compliments or suggestions for the Company. Guests are also welcome to approach our employees to express their opinions.

During the Reporting Period, we did not receive any products and service-related complaints (2022: 0 complaints).

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

Guest Safety

Ensuring the safety of our guests is a high priority for us. The Company has implemented robust safety measures in accordance with the Fire Safety Act of Singapore. Every guest room door has clear, visible directions for emergency exits and action plans, equipping guests with crucial information in case of an emergency. Our establishment is also equipped with a full range of fire safety devices and systems, including smoke detectors, automatic sprinkler systems, and strategically placed fire extinguishers. To maintain the efficacy of these safety provisions, our Maintenance Department conducts regular inspections, such as annual fire alarm testing, to ensure their operational readiness in the event of an emergency. Furthermore, our employees are extensively trained to assist guests during evacuation procedures, with scheduled fire evacuation drills arranged for our employees as required from the Singapore Civil Defence Force.

To ensure the well-being of our guests amid the COVID-19 situation, we implement extensive cleaning and disinfection protocols for our facilities and rooms prior to their availability for guests, while also outfitting shared and private areas with air purifiers. Moreover, we provide comprehensive health and safety training along with sufficient personal protective equipment to all staff to uphold the utmost health and safety protocols. The Group is committed to working alongside the hospitality sector and local authorities in combating the COVID-19 pandemic. As global travel constraints are progressively lifted, we eagerly anticipate hosting more international guests with the warm, sincere hospitality that the Company is known for.

Other than mitigating the physical risks to our guests, we are equally committed to shielding them from data breaches. We strictly adhere to the Personal Data Protection Act of Singapore and ensure that guest information collected is securely kept in locked cabinets, with data entered in the check-in system only being accessible for authorized personnel. The use of USB drives to save details of hotel guests is strictly prohibited. Any printed documents related to guests' privacy will also be handled and disposed of in a cautious manner. Consequently, we have enhanced our staff's vigilance through targeted training programs that emphasize the critical role they play in upholding our guests' confidentiality.

COVID-19 Prevention Measures

Our employees, especially the housekeeping team, underwent proper training to ensure that they are well-prepared to maintain a safe, clean, hygienic and secure environment for our guests under quarantine. We have implemented the following measures to protect the health of our guests:

- Temperature checks are performed for all guests before entering the premises;
- Visitors and hotel guests are required to fill in health declaration forms upon arrival or during the check-in process;
- A notice is posted to inform guests that medical masks are available at the front desk area when necessary and remind them to contact the Front Desk Department in case of feeling unwell;
- Appropriate personal protective equipment such as medical masks and face shields are worn by employees throughout the hotel; and
- Designated employees are responsible for using the disinfectant sprayer machine to sanitize areas such as the hotel lobby, elevators, guest rooms, hallways and back of house areas regularly.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

Advertising

Committing to our role as a diligent corporate entity, we maintain rigorous ethical standards and integrity within our advertising efforts. In stringent compliance with the Singapore Code of Advertising Practice, we strive to ensure the information on our advertising and marketing materials are accurate, honest and legal. Owing to the nature of our services, product labelling is not applicable to our Group.

During the Reporting Period, the Group was not aware of any material non-compliance with any relevant laws and regulations that have a significant impact on the Group in relation to health and safety, advertising and privacy matters relating to products and services provided and methods of redress.

Supply Chain Management

Sustaining a strong and resilient supply chain is essential for the Group's continuous sustainable growth. Recognising that the conduct and performance of our suppliers can have a significant impact on the quality of our offerings to guests and our reputation, we proactively engage with our suppliers and uphold our commitment to corporate social responsibility throughout the Company's value chain. We promote environmentally preferable products and services when selecting suppliers by prioritising local suppliers to diminish the transportation-related environmental impact.

We motivate suppliers to choose products with minimal packaging to minimize waste and to prefer energy-saving equipment, such as LED lighting, in our procurement practices. Furthermore, suppliers are expected to follow the Supplier Code of Conduct before signing contracts with the Group. In the Supplier Code of Conduct, we have stated our expectations and requirements in different ESG aspects covering labour standards, human rights, health and environmental impacts. Assessments are conducted to ensure suppliers' compliance with the Supplier Code of Conduct.

Suppliers' environmental footprints is a primary concern of us, leading to the implementation of a Sustainable Procurement Policy by the Sales and Marketing Team for supplier selection. Consideration factors include price, after-sale services and support, maintenance requirements and packaging materials. Suppliers who have more outstanding performances in sustainability management will become the Group's preferred suppliers. ESG-related risk assessments are also performed on a regular basis to identify the potential environmental and social risks along the supply chain. We are dedicated to continuously seeking ways to boost ESG practices within our supply chain activities.

During the Reporting Period, we engaged 3 major suppliers of which all were from Singapore (2022: 3 major suppliers, of which all were from Singapore). In addition, we implemented the practices relating to engaging suppliers with all 3 major suppliers during the Reporting Period.

THE LINK WITH OUR ENVIRONMENT

Continual improvement of environmental practices at Link Hotel stands as a core commitment for the Group. In pursuit of this goal, we have developed an environmental policy that encompasses various areas including energy conservation, waste reduction, water management, and environmental protection. Our policy is strictly aligned with relevant environmental laws and regulations, such as the National Environment Agency Act (Cap. 195) and Environmental Protection and Management Act (Cap. 94A). Our efforts to actively enhance resource efficiency are integral to securing sustainable operation of Link Hotel. To play a part in improving our environment, we have established the following targets as critical steps towards mitigating our impact and enhancing our resilience to climate change:

Emissions

- ◆ Reduce air pollutants and greenhouse gas emissions in our operation

Waste

- ◆ Minimise waste generation and avoid unnecessary consumption

Energy

- ◆ Promote efficient use of energy we consume and increase energy efficiency

Water

- ◆ Utilise water in a responsible manner and enhance water efficiency in our operation

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2023

Air and Greenhouse Gas Emissions

As the Link Hotel operates around the clock, purchased electricity used for hotel operations such as lighting, air-conditioning, and for general usage was the main driver of energy consumption during the Reporting Period, which indirectly generated greenhouse gas emissions. During the Reporting Period, we do not use vehicle in our operation. Therefore, we did not produce any air emissions and direct greenhouse gas emissions.

Even though the emissions produced are not significantly impactful to the environment, the Company remains dedicated to refining our workplace practices. We always strive to be more attentive and seek better solutions to reduce our environmental impact. Our commitment to continual improvement is reflected in our routine updates and enhancements to the Environmental Policy. During the Reporting Period, the emission data of the Group is as follows:

Key Performance Indicator	Unit	2023	2022
Air Emissions			
Nitrogen oxides (NO _x)	Kilogram	0	0.73
Sulphur oxides (SO _x)	Kilogram	0	0.02
Particulate matter (PM)	Kilogram	0	0.05
Greenhouse Gas ("GHG") Emissions			
Direct GHG emissions (Scope 1)	Tonnes of CO ₂ equivalent	0	2.88
Energy indirect GHG emissions (Scope 2)	Tonnes of CO ₂ equivalent	876.02	861.73
Total GHG emissions	Tonnes of CO ₂ equivalent	876.02	864.61
GHG emission intensity	Tonnes of CO ₂ equivalent/Gross Floor Area (m ²)	0.09	0.09

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Waste Management

Throughout the Reporting Period, the Company did not produce any material hazardous waste. However, due to our business nature, non-hazardous waste is inevitably generated with our major source of waste being general refuse and office paper from our daily operations. To address this, we are continually exploring ways to achieve our waste minimization goal, such as implementing digital solutions to reduce paper use and introduce waste sorting practices as part of our waste management protocol. For recyclable waste, a competent recycling agency has been appointed to ensure proper handling and processing.

In addition, to comply with the requirements from the Environmental Public Health Act of Singapore, our employees are required to dispose of the refuse into the bin and ensure that the bin is covered with a lid at all times.

During the Reporting Period, the related data of non-hazardous waste is as follows:

Key Performance Indicator	Unit	2023	2022
Waste			
Total amount of non-hazardous waste	Tonnes	71.23	72.12
Total non-hazardous waste intensity	Tonnes/Gross Floor Area (m ²)	0.01	0.01

Water Management

Water is an essential component in providing top-tier hospitality services. We did not encounter any issues in sourcing water that was fit for purpose. As a responsible corporation, we actively promote sustainable water management throughout our operation. This includes placing green cards to offer options for our guests to decide whether they need their hotel rooms made up daily. This initiative has been well received and has led to a reduction in the usage of laundry services and amenities, thereby helping to conserve water. Other water conservation measures includes routine monitoring of water usage, spreading water conservation awareness among employees. By following the Environmental Protection and Management Act of Singapore, we hope to optimize the efficiency of water usage and reduce the environmental impact in the long run.

During the Reporting Period, the water consumption data of the Group is as follows:

Key Performance Indicator	Unit	2023	2022
Water			
Total water consumption	m ³	14,965.00	10,983.21
Total water consumption intensity	m ³ /Gross Floor Area (m ²)	1.62	1.08

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Resource Conservation

The Group is dedicated to promoting responsible resource consumption, striving to use resources in a more sustainable manner. During the Reporting Period, we did not produce any packaging materials nor had the need to utilize raw materials. The Group aims to optimise the usage of our valuable resources by implementing recycling and waste reduction measures.

To ensure the effective management of our energy consumption, temperatures of air-conditioners are set to be between 25°C and 27°C across all our facilities. We have also embraced technological solutions by implementing a remote energy-saving tuning service to reduce energy consumption.

In our hospitality operations, we have sensor lighting for ceilings installed in common areas, ensuring lights are only in use when these spaces are occupied. We are also reshaping our administrative practices by making full use of electronic communications and the Office Administration System to minimize the need for paper-based communication. Employees are encouraged to use recycled paper for all printing and copying needs.

Additionally, we have transitioned to offer e-confirmation for hotel reservations, reducing our reliance on paper and contributing to our paperless goals. To foster a culture of conservation among our workforce, reminders such as “go paperless” messages are attached in e-mails. We also stress the importance of switching off all air-conditioning, lights and electrical appliances for any unoccupied rooms and during non-office hours.

In our procurement practices, we show a preference for selecting brands and models of electrical appliances that are energy-efficient.

During the Reporting Period, the Group was not aware of any material non-compliance with relevant laws and regulations in Singapore, including but not limited to the Environmental Protection and Management Act, the Sewerage and Drainage Act of Singapore and the Environmental Public Health Act in relation to the environment. The energy consumption data of the Group is as follows:

Key Performance Indicator	Unit	2023	2022
Energy			
Direct energy consumption (fuel)	MWh	0	9.84
Indirect energy consumption (purchased electricity)	MWh	2,159.28	2,124.06
Total energy consumption	MWh	2,159.28	2,133.93
Total energy consumption intensity	MWh/Gross Floor Area (m ²)	0.23	0.21

Climate Change

Addressing climate change is now a paramount challenge globally. The intensification of extreme weather events, including droughts, and heatwaves, poses a risk that could interrupt our operations and harm our infrastructure. To navigate towards a more resilient future, we have actively implemented a range of climate mitigation and adaptation measures. An ESG-related risk assessment is conducted on a regular basis, which covers climate-related risks to enhance our understanding of the material climate risks of the Group and the corresponding impacts, including the potential consequences if we fail to address the risks.

During the Reporting Period, we utilised carbon offsets to achieve reduction in our greenhouse gas emissions intensity. The carbon offset project we have utilised is the Hebei ChengAn Biomass Cogeneration Project (Project ID: 3797) from the United Nations Clean Development Mechanism ("CDM"), which focuses on generating electricity by utilising local straw from cotton. The electricity generated from this project is sold to the Hebei Provincial Power Grid, replacing the capacity of coal-fired power plants. The project contributes to greenhouse gas emission reduction, comprehensive utilization of resources, environmental protection, and providing job opportunities and increasing income of local residents. Certified Emission Reductions (CERs) from this project were also used for carbon neutrality at the 19th Asian Games Hangzhou 2022 and the 4th Asian Para Games Hangzhou 2022.

Measures to address climate change



Identifying potential climate-related risks and implementing control measures to manage and mitigate the risks through ESG-related risk assessment



Frequently monitoring local weather conditions



Arranging rest periods for staff with outdoor job duties and reminding them to avoid working outdoors and drinking more water to prevent heatstroke on extremely hot days



Informing staff through internal communication channels in case of adverse weather conditions



Regular inspection and maintenance are carried out when necessary, to ensure the building structure and hotel facilities are resilient to adverse weather conditions



Observing government's policies on climate change and updating internal policies to meet relevant requirements, when necessary

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THE LINK WITH OUR COMMUNITY

The Company is dedicated to enhancing local understanding of environmental and climate issues. Our employees are actively encouraged to engage in volunteer activities and contribute to social welfare initiatives as a means of giving back to the community. By doing so, we believe it not only raises individual employees' awareness but also strengthens the Group's overall image in the public eye.

Our company views its role as a quarantine facility during these difficult times as an honor and a testament to our commitment to society. It presents an opportunity for us to make a positive impact within our community and demonstrate solidarity in overcoming the pandemic together. At the Company, this entails caring for one another, taking responsible actions to curb the spread of COVID-19, prioritizing the safety of our guests, and creating a safe and supportive workplace for our employees.

HKEX'S LISTING RULE APPENDIX C2 ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE CONTENT INDEX

Subject area	Content	Chapter/Disclosure
Mandatory Disclosure Requirement		
Governance Structure	A Statement from the board containing the following elements: <ul style="list-style-type: none"> (i) disclosure of the board's oversight of ESG issues. (ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritize and manage material ESG-related issues (including risks to the issuer's business); and (iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's business. 	Sustainability Governance
Reporting Principles	A description of, or an explanation on, the application of the Reporting Principles (materiality, quantitative, and consistency) in the preparation of the ESG Report.	Reporting Principle
Reporting Boundary	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report.	Reporting Period and Scope
A. Environmental		
Aspect A1: Emissions		
General Disclosure	Information on: <ul style="list-style-type: none"> (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	The Link with Our Environment
KPI A1.1	The types of emissions and respective emissions data.	Air and Greenhouse Gas Emissions
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity.	Air and Greenhouse Gas Emissions
KPI A1.3	Total hazardous waste produced (tonnes) and where appropriate, intensity.	Waste Management
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity.	Waste Management
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	Air and Greenhouse Gas Emissions
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Waste Management

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Subject area	Content	Chapter/Disclosure
Aspect A2: Use of Resources		
General Disclosure	Policies on the efficient use of resources, including energy, water, and other raw materials.	The Link with Our Environment
KPI A2.1	Direct and/or indirect energy consumption by type in total (KWh in '000s) and intensity.	Resource Conservation
KPI A2.2	Water consumption in total and intensity.	Water Management
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Resource Conservation
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s), and steps taken to achieve them.	Water Management
KPI A2.5	Total packing material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Due to our business nature, we were not aware of any significant consumption of packaging materials during the Reporting Period.
Aspect A3: The Environment and Natural Resources		
General Disclosure	Policies on minimizing the issuer's significant impacts on the environment and natural resources.	The Link with Our Environment
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	The Link with Our Environment
Aspect A4: Climate Change		
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Climate Change
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Climate Change
B. Social		
Aspect B1: Employment		
General Disclosure	Information on: <ul style="list-style-type: none"> (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	The Link with Our People
KPI B1.1	Total workforce by gender, employment type, age group and geographical region.	Equal Employment
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Equal Employment

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Subject area	Content	Chapter/Disclosure
Aspect B2: Health and Safety		
General Disclosure	Information on: <ul style="list-style-type: none"> (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Occupational Health and Safety
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Occupational Health and Safety
KPI B2.2	Lost days due to work injury.	Occupational Health and Safety
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Occupational Health and Safety
Aspect B3: Development and Training		
General Disclosure	Policy on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Training and Development
KPI B3.1	The percentage of employees trained by gender and employee category	Training and Development
KPI B3.2	The average training hours completed per employee by gender and employee category.	Training and Development
Aspect B4: Labour Standards		
General Disclosure	Information on: <ul style="list-style-type: none"> (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Labour Standards
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Labour Standards
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Labour Standards
Aspect B5: Supply Chain Management		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Supply Chain Management
KPI B5.1	Number of suppliers by geographical region.	Supply Chain Management
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Supply Chain Management
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Supply Chain Management
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Supply Chain Management

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Subject area	Content	Chapter/Disclosure
Aspect B6: Product Responsibility		
General Disclosure	Information on: <ul style="list-style-type: none"> (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Quality Assurance
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Due to our business nature, this KPI was immaterial to the Group and therefore not disclosed.
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	Quality Assurance
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Due to our business nature, this KPI was immaterial to the Group and therefore not disclosed.
KPI B6.4	Description of quality assurance process and recall procedures.	Quality Assurance
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Guest Safety
Aspect B7: Anti-corruption		
General Disclosure	Information on: <ul style="list-style-type: none"> (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud, and money laundering.	Anti-corruption
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Anti-corruption
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Anti-corruption
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Anti-corruption
Aspect B8: Community Investment		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	The Link with Our Community
KPI B8.1	Focus areas of contribution.	The Link with Our Community
KPI B8.2	Resources contributed to the focus area.	The Link with Our Community