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Chartered Accountant SINGAPORE

Singapore CA Qualification Examination

INTEGRATIVE BUSINESS SOLUTIONS

ADVANCE INFORMATION

15 June 2026

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WARNING

Candidates **must not under any circumstances** contact any similar company or its agents to obtain research data, and they must use **ONLY PUBLICLY AVAILABLE INFORMATION.** Under no circumstances should they seek to use unpublished or private information.

Dear Candidate,

This information package contains the **Advance Information** for the Integrative Business Solutions (IB) module final examination to be held on **15 June 2026.** A checklist of the documents (Exhibits) contained in this information package is provided on page 3. It is your responsibility to ensure that you have received every document listed.

Your task now is to familiarise yourself with this information including analysing the data provided. In addition, you are encouraged to undertake further research to form a holistic picture of the industry and markets in which the case study company is operating, and the general economic and business environment. Diligent preparation is essential for success in the IB Examination. **Guidance on preparing for the IB Examination is covered in your IB Toolkit.**

The IB examination will be conducted using Cirrus. Please download this Advance Information to the hard drive on your laptop and print this Advance Information prior to the examination day. Although you will have full access to the hard drive on your laptop during the examination, you are strongly advised to have your notes and other preparatory workings in **hard copy format and** a standalone calculator that complies with the ISCA's regulations for your examination.

You will also receive additional information **(Examination Day Documents)** on the case study company on the day of the IB Examination. The Examination Requirements will be included within Cirrus. Follow the instructions in Cirrus to download the Examination Day Documents. You are not allowed to print the Examination Day Documents on the day of examination. The Examination Day Documents complete the case study scenario and set out the requirements for the report that you are required to write. The IB Examination will be an open-book examination of **4 hours 30 minutes**. Your formal report will cover four specified areas, one of which will be to write an Executive Summary. Please note that **only your report commentary (including the assumptions made), appendices, and workings entered in Cirrus on the day of the examination will be marked**.

Paradise Stay Hotels Group

Advance Information (AI), List of Exhibits

Note: Unless otherwise stated, all dollar amounts ($) are in Singapore dollars.

EXHIBIT 1

The Asia-Pacific (APAC) Hotel Industry

The hotel industry in the Asia-Pacific (APAC) region has emerged as one of the most dynamic in the global hospitality sector, supported by sustained growth in intra-regional travel, rising disposable incomes, and the return of international tourism following the COVID-19 pandemic. Singapore continues to serve as a benchmark market within the region. The Singapore Tourism Board reported that international visitor arrivals reached over 15 million in 2025, reflecting a strong recovery trajectory, although still short of the 19 million recorded in 2019 before the pandemic.

Market segmentation

Hotels in Singapore and across the APAC region are generally categorised into three main tiers: luxury and upper-upscale hotels, midscale and upscale hotels, and economy hotels. Luxury properties, often located in prime urban centres and resort destinations, are dominated by international brands such as Marriott, Hilton, and Accor. Midscale and upscale hotels represent a fast-growing category, catering to business and leisure travellers seeking a balance between affordability and quality. This segment has become increasingly competitive, with regional operators such as Paradise Stay Hotels Group (PSHG) differentiating themselves through localised hospitality experiences. Economy hotels and budget chains remain attractive to domestic and short-haul travellers, while alternative accommodation options including serviced apartments and short-term rental platforms such as Airbnb continue to place pressure on traditional hotels, particularly in resort markets.

Tourism outlook

The outlook for tourism in APAC is broadly positive. The World Travel and Tourism Council projects that tourism across the region will expand by between 5% and 6% annually between 2026 and 2030, driven largely by the expanding middle class in China, India, and Southeast Asia. Singapore, Thailand, and Vietnam are aggressively marketing themselves to attract both leisure and business travellers, while Japan and South Korea are benefiting from major cultural and sporting events that boost inbound visitor demand (*World Travel and Tourism Council, Asia-Pacific Economic Impact Report 2025*). However, the pace of recovery remains uneven. Resort locations such as Bali and Cebu continue to struggle, as international flight connectivity has not fully returned to pre-pandemic levels and competition in the midscale leisure segment has intensified.

Regional competition

Competition in the regional hotel sector has increased substantially. Governments across Southeast Asia are actively promoting foreign investment in hospitality infrastructure, resulting in a wave of new openings. Chinese, Thai, and South Korean hotel groups have expanded aggressively, often supported by state-linked investment funds. Price discounting is common in resort markets, compressing margins and presenting challenges for mid-to-upscale brands seeking to preserve profitability. Singapore and Bangkok remain leaders in occupancy and average daily rate, but secondary markets face greater volatility.

Digital disruption

Digital disruption is reshaping the hotel industry across APAC. Online travel agents (OTAs) such as Booking.com, Agoda, and Trip.com dominate distribution channels and exert significant bargaining power over hotel operators. Younger travellers increasingly expect mobile-first experiences, ranging from contactless check-in and digital concierge services to Artificial Intelligence-driven recommendations. Hotels that have invested in guest-facing technology and loyalty programmes report higher customer satisfaction scores, but these innovations also raise concerns about data privacy and cybersecurity.

Economic and Environmental, social and governance (ESG) expectations

Economic and environmental, social and governance (ESG) performance has become a critical strategic priority. Guests are placing greater emphasis on eco-friendly amenities, energy-efficient buildings, and responsible sourcing, while regulators are tightening disclosure requirements. The Singapore Green Plan 2030 and equivalent national frameworks in countries such as Thailand and Vietnam are incentivising hotels to invest in sustainable infrastructure. Hotels that fail to demonstrate meaningful progress on sustainability risk reputational damage and reduced competitiveness.

Political volatility

Political volatility remains an important factor influencing hotel demand. Geopolitical tensions in East Asia, visa restrictions, and episodes of political unrest, particularly in Thailand, have disrupted tourism flows at various times over the past decade.

Financial performance benchmarks

Financial performance benchmarks for hotels in the APAC region in 2025 illustrate both opportunities and risks. Average occupancy was approximately 72%, with leading cities such as Singapore and Tokyo achieving over 80%. Revenue per available room (RevPAR) averaged US$95 across APAC but exceeded US$140 in Singapore and US$155 in Tokyo. Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) margins for mid-to-upscale operators typically ranged between 18% and 25%, although rising labour and utility costs placed margins under pressure. Customer satisfaction indices remain consistently higher among operators investing in digital convenience and sustainability initiatives, underscoring the strategic importance of both factors in shaping competitive advantage.

Regulatory and labour environment

The regulatory and labour environment across APAC presents both challenges and opportunities. Singapore maintains strict requirements around fire safety, data protection, and labour law compliance, while Japan and South Korea face acute labour shortages due to ageing populations. Governments across the region are offering tax credits and green financing incentives to encourage hotels to adopt sustainable building practices and eco-tourism models. At the same time, persistent shortages of skilled hospitality workers are compelling hotel groups to explore automation, reduced reliance on front desk staff, and restructured housekeeping operations to manage costs effectively.

END OF EXHIBIT 1

EXHIBIT 2

Article: "APAC Hotels: Growth on the horizon, but headwinds remain"

Travel Horizons Online, 18 March 2026

Asia-Pacific's hotel sector is moving into a new era, one defined not by recovery, but by competition. Visitor numbers are climbing, capital is returning, and guests are travelling with renewed confidence. Yet beneath the optimism lies a more demanding reality: growth will favour only the operators who execute with precision.

Singapore is expected to welcome 17 to 18 million visitors in 2026. Tokyo, Bangkok and Seoul are also enjoying renewed strength, fuelled by conferences, large-scale events and premium leisure travel.

Economic momentum across Asia remains solid, yet cost pressures are intensifying. At the same time, new supply is accelerating. More than 600 hotels are scheduled to open across APAC between 2026 and 2028, with China, Thailand and Indonesia leading development pipelines.

For resort destinations, the strongest performers are not those competing on beachfront access alone, but those that have repositioned around wellness retreats, eco-tourism, culinary immersion and locally rooted experiences. In this market, distinctiveness commands pricing power. However, discounting is resurfacing in this market. Urban centres with controlled supply are proving better able to defend room rates and sustain margins. For many operators, the challenge is no longer driving occupancy, it is protecting profitability.

Online travel agents remain dominant, capturing an estimated 65% to 70% of bookings across the region. Their reach is invaluable, but the cost of commissions continues to weigh on margins and limit direct access to guest data.

In response, hotel groups are investing heavily in loyalty ecosystems, mobile-first booking platforms and personalised marketing. Even modest shifts toward direct hotel bookings can have a disproportionate impact on earnings. Ownership of customer data is becoming a competitive asset, enabling tailored promotions, dynamic pricing and stronger repeat visitation.

Technology has become a necessity. Artificial Intelligence-driven pricing tools are already delivering measurable uplifts in revenue per available room, while mobile check-in, digital keys and virtual concierge platforms are streamlining guest journeys and reducing pressure on front-desk staffing. However, cybersecurity threats are rising across the hospitality sector, and stricter data protection rules, particularly in Singapore, are increasing compliance demands. Operators must invest not only in innovation, but also in resilience.

If there is one theme reshaping boardroom agendas across APAC, it is sustainability. Roughly six in ten regional travellers now factor environmental credentials into hotel choice, and younger guests expect transparency rather than token gestures.

Energy-efficient retrofits are reducing utility bills by double-digit percentages in some properties. Hotels with credible ESG disclosures are securing preferential financing, while investors increasingly scrutinise carbon performance and supply chain integrity. In today's market, sustainability influences not only brand perception but cost structures and capital access. The era of superficial "green" messaging is over; measurable impact is the new standard.

The coming years will reward operators who combine cost efficiencies with distinctive guest experiences, as hotel expansion alone will not guarantee success. The winners will be operators who:

- Invest in distinctive design and service differentiation rather than competing on price.
- Build resilience into operations through technology and workforce innovation.
- Embed sustainability visibly and credibly across the portfolio.
- Diversify into high-yield urban hubs while repositioning resorts with unique experiences.

END OF EXHIBIT 2

EXHIBIT 3

About Paradise Stay Hotels Group

Paradise Stay Hotels Group (PSHG) is a privately owned hotel operator based in Singapore. Founded in 1997, PSHG has grown into a regional player with 29 (as at 31 March 2025) mid-to-upscale properties located in Singapore, Malaysia, Thailand, Vietnam, the Philippines and Indonesia.

PSHG positions itself as a provider of “affordable indulgence,” a unique selling point (USP) that runs through its entire brand identity. This concept blends stylish, design-led spaces with accessible pricing, ensuring that guests feel they are experiencing a premium stay without the cost of luxury. The USP is central to PSHG’s marketing strategy and informs everything from the architecture of its hotels to the uniforms of its employees and the menus in its restaurants.

PSHG’s flagship hotels in Singapore and Bangkok are widely regarded as market leaders, achieving consistently high occupancy levels and above-average guest satisfaction ratings. These properties embody the brand’s “affordable indulgence” ethos with striking interiors, locally inspired design elements, and technology-enabled guest services.

By contrast, some of its resort hotels have faced challenges. These properties continue to struggle with profitability as international leisure demand has been slower to recover after the pandemic and competition from both global chains and short-term rental operators has intensified.

Origins, ownership and leadership

PSHG was established by husband and wife, Adrian and Patricia Tan, in 1997. Adrian, a Singaporean entrepreneur with a background in property investment and a passion for hospitality, initially focused on mid-market business hotels catering to regional corporate travellers. The brand gradually expanded into leisure destinations, guided by the principle of delivering premium style at an accessible price point. Adrian retired in 2022 from his role as CEO, at which time Patricia Tan assumed the role of Chair.

PSHG is currently owned 40% by the founding Tan family and 60% by the Pacific Equity Investment Trust, which invested significantly in 2006 to support PSHG's international expansion.

Since 2022, PSHG has been led by Chief Executive Officer, Daniel Rajan, who previously held senior roles in international hotel chains. Daniel has been instrumental in repositioning PSHG as a more modern, technology-driven business while preserving the distinctive local flavour that guests associate with the brand. His leadership style emphasises design innovation, digital transformation, and operational discipline.

PSHG brand identity

PSHG's brand identity is built around its unique promise of "affordable indulgence", which combines premium design and service elements with accessible pricing. This philosophy is not limited to marketing but is embedded in every stage of the guest journey.

- Hotel architecture incorporates locally inspired motifs alongside modern interiors, creating a sense of place that differentiates properties from generic chain hotels.
- Uniforms, service scripts, and guest interaction guidelines reinforce professionalism and warmth, ensuring that service delivery feels consistent while reflecting cultural nuances in each market.
- Training programmes cover service consistency, cultural sensitivity, and sustainability practices, ensuring employees embody the brand ethos.
- Marketing campaigns focus on lifestyle experiences rather than just accommodation, with social media, loyalty programmes, and influencer partnerships used to highlight design features, dining experiences, and sustainable practices.

In food and beverage (F&B), curated menus balance local cuisine with international favourites, reinforcing the promise of indulgence at an accessible price point. Similarly, technology initiatives such as digital concierge services and mobile-first check-in are positioned as brand enhancers, signalling convenience and modernity while maintaining an approachable character.

Overall, PSHG's branding extends beyond visuals and messaging to create a coherent guest experience that ties together design, service, culture, and value. This consistency has allowed flagship properties to be recognised as market leaders and serves as the blueprint for future growth across the region.

Current performance and strategy

Since 2020, PSHG has pursued a disciplined strategy of steady portfolio growth, averaging at least one new property opening per year, with an accelerated pace of two openings in 2024 and two more in 2025. This has brought the total portfolio to 29 hotels (as at 31 March 2025) across six countries, strengthening PSHG's regional footprint in both urban centres and leisure destinations.

Financially, PSHG has achieved a marked turnaround. Following a challenging period between 2019 and 2022 due to the pandemic, when rising costs and weak leisure demand led to operating losses, PSHG has since stabilised profitability. Revenue growth from 2023 onwards has been supported by higher room rates, stronger food and beverage (F&B) performance, and tighter site-level cost control. Flagship properties continue to deliver above-average occupancy and revenue performance, helping to offset weaker resorts.

Its strategic priorities include:

- Sustained growth through expansion (new hotels and selective acquisitions).
- Margin protection through group-wide procurement, technology-enabled services, and energy management.
- Reinforcing the "affordable indulgence" brand through design-led refurbishments, digital campaigns, and service training.
- Accelerating digital transformation (Artificial Intelligence concierge, dynamic pricing, mobile-first solutions).
- Advancing sustainability performance (target: 30% reduction in energy use per occupied room by 2035, supported by ESG reporting and green certifications).

END OF EXHIBIT 3

EXHIBIT 4

Overview of Paradise Stay Hotels Group operations and governance

Paradise Stay Hotels Group (PSHG) is a privately owned company which manages 29 hotels (as at 31 March 2025) across Singapore, Malaysia, Thailand, Vietnam, the Philippines and Indonesia. Each property is designed around PSHG's "affordable indulgence" philosophy, which emphasises stylish interiors, technology-enabled service, and locally inspired guest experiences delivered at accessible prices. The Group employs more than 3,000 employees in a full-time and part-time capacity.

The flagship properties in Singapore and Bangkok are models for this approach, blending high occupancy and strong revenue with consistently high guest satisfaction. Resorts in Bali and Cebu, however, continue to lag behind, weighed down by slower leisure tourism recovery and heightened competition from both international chains and short-term rental platforms.

Sources of revenue are captured in the following two main categories:

(1) Room Revenue (Accommodation): Income from the sale of guest rooms, including standard rooms, premium suites, and corporate bookings.

(2) Non-Room Revenue (Ancillary Services / F&B and Other Operations): Includes restaurants, bars, events (weddings, corporate events), parking, and other guest amenities. These services provide direct income while enhancing guest experience and acting as a pull factor for room bookings.

Hotel operations

Each PSHG property is managed by a General Manager and supported by specialised operational teams:

- **Hospitality and Guest Services team:** Manages the guest journey from arrival to departure, covering front office, concierge, reservations, and reception. Ensures smooth check-in and check-out, handles enquiries, and assists with local travel or cultural activities.
- **Food and Beverage (F&B) team:** Oversees restaurants, bars, cafés, in-room dining, and events. Balances guest satisfaction with cost efficiency through menu

planning, procurement, and waste reduction. Curates experiences that reflect "affordable indulgence," blending local flavours with international favourites.

- **Housekeeping team:** Maintains rooms and public areas to brand standards. Responsibilities include daily cleaning, room turnaround, and procurement of cleaning materials and amenities. Laundry is outsourced to local suppliers, though larger hotels may have partial in-house capacity. Sustainability practices include optimising laundry cycles, reducing water and energy usage, and using eco-certified cleaning products.
- **Maintenance team:** Handles preventive and corrective maintenance across rooms, kitchens, public areas, lifts, and recreational facilities. Ensures safety, comfort, and compliance with regulations, while supporting sustainability goals through energy- and water-efficient systems. Resort properties require extra focus on pools, landscaping, and weather-related upkeep.

The General Manager coordinates across all teams, ensuring operations reflect PSHG's brand philosophy while adapting to local market needs.

Centralised teams

In addition to site-level teams, PSHG maintains centralised functions at its Singapore head office to ensure consistency, capture economies of scale, and provide specialist support:

- **Information Technology (IT) and Digital Services team:** Oversees guest-facing systems (mobile check-in, digital concierge, digital keys) and back-office tools (revenue management). Ensures cybersecurity, data protection, and compliance with tightening regional regulations, while driving digital innovation.
- **Sales and Marketing team:** Drives bookings through direct channels, loyalty programmes, and corporate partnerships while managing online travel agent (OTA) relationships. Leads digital campaigns, social media engagement, and influencer collaborations, positioning PSHG as a lifestyle brand. Marketing highlights design, service, and cultural immersion in line with the "affordable indulgence" ethos.
- **Human Resources, Training and Legal team:** Manages recruitment, onboarding, training, and career development across the Group. Programmes emphasise service consistency, cultural sensitivity, and sustainability practices.

Oversees retention initiatives, employee welfare, workforce planning, and compliance with diverse labour laws across jurisdictions. The legal function also advises employment contracts, regulatory compliance, data protection, commercial agreements, disputes, and corporate governance matters, helping to mitigate legal risk.

- **Finance and Administration team:** Handles financial planning, cash flow, and compliance. Monitors property-level performance, coordinates capital allocation, and ensures transparent reporting for lenders and stakeholders.
- **Strategy and Development team:** Identifies and evaluates opportunities for acquisitions, land development, franchising, and partnerships. Manages project pipelines and ensures alignment with PSHG's "affordable indulgence" positioning.
- **Procurement and Supply Chain team:** Consolidates group-wide purchasing for furniture, fixtures, linens, guest amenities, IT systems, and maintenance equipment. Leverages scale for better supplier terms, ensures consistency in quality, and supports sustainability by sourcing eco-certified products. Local hotels retain flexibility to source perishables like fresh food.
- **Sustainability team:** Drives PSHG's ESG strategy, setting targets for energy, water and waste reduction while overseeing ESG data collection and reporting.

Governance at PSHG

The Board of Directors sets strategy, monitors performance, and ensures accountability to shareholders and stakeholders.

- **Composition:** 6 executive directors, a non-executive chair and three non-executive directors combining operational expertise with external perspectives.
- **Chair and independence:** Chaired by a non-executive director separating oversight from day-to-day management.
- **Committees:**
    - **Audit and Risk Committee**, reviews financial reporting, compliance, controls, and risk management.
    - **Remuneration Committee**, oversees executive pay and other rewards
    - **Nomination Committee** - oversees succession planning, and appointments.
    - **Sustainability and ESG Committee**, monitors ESG performance, ensuring alignment with stakeholders and regulators.

Board of Directors

Name	Position	Background and Contribution
Patricia Tan	Non-Executive Chair	Co-founder of PSHG, respected hospitality entrepreneur. Provides continuity of vision and oversight.
Daniel Rajan	Chief Executive Officer (CEO)	CEO since 2022. Experienced hotel developer with strong track record in regional expansion and hotel operations.
Rachel Lim	Chief Financial Officer (CFO)	Founding team member. Oversees finance.
Victor Chen	Chief Operating Officer (COO)	Leads hotel operations, brand standards, and guest service delivery. Focuses on improving occupancy and RevPAR.
Melissa Hartley	Chief Strategy and Marketing Officer (CSMO)	Drives long-term strategy, partnerships, and brand positioning. Specialist in digital marketing.
Angela Brown	Human Resources (HR) and Legal Director	Dual-qualified in HR management and corporate law. Oversees recruitment, training, employee relations, compliance, and corporate legal matters.
Samuel Tan	Information Technology (IT) Director	Oversees IT systems, cybersecurity, and digital transformation including the proposed digital concierge platform.
Jonathan Lee	Non-Executive Director (NED)	Former senior consulting partner. Brings expertise in governance, restructuring, and strategic transformation. Represents interests of 60% owner, Pacific Equity Investment Trust.
Terence Smith	Non-Executive Director (NED)	Ex-CEO of a regional hotel chain. Provides benchmarking insight and guidance on growth strategy. Represents interests of 60% owner, Pacific Equity Investment Trust.
Amira Hassan	Non-Executive Director (NED)	ESG and sustainability specialist with experience advising listed hospitality companies. Strengthens oversight of responsible growth.

END OF EXHIBIT 4

EXHIBIT 5

Paradise Stay Hotels Group: Management accounts for the year ended 31 March 2025

To:	Board of Directors, Paradise Stay Hotels Group
From:	Rachel Lim, Chief Financial Officer
Date:	15 May 2025
Subject:	Management accounts for the year ended 31 March 2025

Dear Board Members,

Please find below extracts from the management accounts of Paradise Stay Hotels Group (PSHG) for the financial year ended 31 March 2025 together with selected operating data. A detailed commentary on performance will be circulated separately.

Paradise Stay Hotels Group: Statement of Profit or Loss for the year ended 31 March

	Note	**2025**	**2024**
		S$'000	**S$'000**
Revenue			
- Room revenue (gross of online travel agent (OTA) commissions)	**1**	635,012	566,451
- Non-room revenue	**1**	119,450	107,961
Total revenue		**754,462**	**674,412**
Operating expenses			
Room operating costs	**2**	(245,407)	(234,274)
Non-room operating costs	**2**	(96,044)	(90,181)
OTA commissions	**3**	(58,484)	(52,378)
Other employee overheads	**2**	(99,851)	(91,001)
Utilities and property running costs		(69,051)	(61,325)
Sales and marketing (excl. OTA commissions)		(23,333)	(21,099)
Repairs and maintenance expenditure		(23,767)	(21,789)

General and administrative costs		(40,616)	(36,562)
Earnings before interest, tax, depreciation and amortisation (EBITDA)		**97,909**	**65,803**
Depreciation of property, plant and equipment	**4**	(36,812)	(41,287)
Amortisation of right-of-use assets	**4**	(6,440)	(5,739)
Finance costs		(3,695)	(3,406)
Profit before tax		**50,962**	**15,371**
Taxation		(6,370)	(1,952)
Profit after tax		**44,592**	**13,419**

Paradise Stay Hotels Group: Statement of Financial Position as at 31 March

		2025	**2024**
		S$'000	**S$'000**
Non-current assets			
Property, plant and equipment	**5**	212,274	209,691
Right-of-use assets	**6**	40,033	32,677
Total non-current assets		**252,307**	**242,368**
Current assets			
Inventory	**7**	11,889	10,616
Trade receivables	**8**	19,222	13,040
Cash		32,828	2,470
Total current assets		**63,939**	**26,126**
Total assets		**316,246**	**268,494**
Equity			
Share capital		100,000	100,000
Retained earnings		130,909	86,317
Total equity		**230,909**	**186,317**

Long-term liabilities			
Lease liabilities due in greater than 12 months	**9**	33,327	26,974
Loans due in greater than 12 months	**10**	20,000	25,000
Total long-term liabilities		**53,327**	**51,974**
Current liabilities			
Trade payables		10,287	11,385
Lease liabilities due in less than 12 months	**9**	7,275	5,930
Loans due in less than 12 months	**10**	5,000	5,000
Other payables		9,448	7,888
Total current liabilities		**32,010**	**30,203**
Total equity and liabilities		**316,246**	**268,494**

Paradise Stay Hotels Group: Operating data for the year ended 31 March

		2025	**2024**
Number of hotels as at 31 March		29	27
Average number of hotel rooms per hotel during the year		302	300
Total room nights occupied		2,276,029	2,137,550
Net Promoter Score (NPS)	**11**	68	69
Number of guest complaints during the year		12,342	10,101
Average length of stay (number of nights)		2.8	2.8
Employee turnover (%)		22.1%	21.7%

Notes to the management accounts:

1. Revenue

Room revenue is recognised at the point of stay, measured at gross value before deduction of commissions payable to online travel agents (OTAs). Non-room revenue comprises food and beverage sales, conference and banqueting services, spa treatments, parking fees and other ancillary guest services, all recognised at the point of sale or service delivery.

2. **Operating costs**

Rooms operating costs include housekeeping, front desk operations, laundry, guest amenities and other directly attributable costs incurred in delivering room services. Food and beverage (F&B) operating costs comprise the direct costs of ordering, preparing, and serving meals, beverages, and catering services within hotel outlets. Other employee overheads comprise payroll and related staff costs for centralised head office functions which are not directly attributable to individual hotel operations.

3. **Online travel agent (OTA) commissions**

OTA commission expenses represent amounts payable to online booking platforms for confirmed reservations. These are expensed as incurred in line with recognised room revenue.

4. **Depreciation and amortisation**

Depreciation represents the reduction in value of hotel property, plant and equipment over time, including buildings, furnishings, fixtures, and operating equipment. Amortisation relates primarily to the unwinding of right-of-use assets arising from leased hotel properties and IT systems, in accordance with Singapore Financial Reporting Standards (International) 16, Leases [(SFRS(I) 16): Leases].

5. **Property, plant and equipment (PPE)**

This category includes investments in hotel buildings, leasehold improvements, furnishings, fixtures, operating equipment, and IT infrastructure required to run hotel operations.

6. **Right-of-use assets**

These represent hotel properties, leased facilities, and IT assets recognised under leasing arrangements in compliance with SFRS(I) 16: Leases.

7. **Inventory**

Inventory primarily comprises food and beverage stocks held in hotel restaurants and bars, housekeeping and maintenance supplies, and minor operating equipment.

8. **Trade receivables**

Receivables consist of outstanding balances due from credit-approved corporate clients, travel agents, tour operators, and conference/event organisers.

9. **Lease liabilities**

These liabilities represent PSHG's obligations under hotel property leases, equipment leases, and other non-current asset leasing agreements.

10. **Loans**

These are loans that PSHG has taken on to fund its long-term strategy.

11. **Net Promoter Score (NPS)**:

NPS is a key performance indicator used to measure guest satisfaction and loyalty across PSHG's hotels. Guests are asked to rate, on a scale of 0 to 10, how likely they are to recommend Paradise Stay Hotels to friends, family, or colleagues. NPS is calculated as the percentage of Promoters minus the percentage of Detractors, resulting in a score ranging from -100 to +100. A higher NPS reflects stronger guest satisfaction, loyalty, and brand reputation, while a lower score highlights areas requiring service improvement.

END OF EXHIBIT 5

EXHIBIT 6

Commentary on 2025 Paradise Stay Hotels Group Performance

To: Board of Directors, Paradise Stay Hotels Group
From: Victor Chen, Chief Operating Officer
Date: 16 May 2025
Subject: Commentary on our performance for the year ended 31 March 2025

Dear Board Members,

The financial year to 31 March 2025 was a year of significant growth for Paradise Stay Hotels Group (PSHG), supported by both portfolio expansion and operational improvements. Two new hotels were added to PSHG during 2025, bringing the total portfolio to 29 properties by the year-end. In addition, the average number of rooms per hotel increased during the year through the conversion of previously unused space and the subdivision of larger rooms, further expanding available capacity.

Revenue growth was driven primarily by higher room sales, reflecting both increased capacity and continued recovery in demand across the region. The total room nights occupied increased due to strong business travel in urban centres and resilient leisure demand at resort locations. Non-room revenue also expanded, particularly from food and beverage outlets and conference facilities, as corporate event bookings continued to recover.

Operating expenses increased in line with higher volumes and the enlarged portfolio. Rooms and food and beverage costs grew due to the additional hotels and greater guest throughput, while property and utility costs reflected both higher capacity and inflationary pressures. Marketing expenditure rose sharply as PSHG invested in brand visibility and direct booking campaigns to reduce dependence on online travel agents. Despite higher costs, EBITDA strengthened, underpinned by operating leverage across the larger hotel base.

Employee turnover increased slightly compared to the prior year, reflecting broader employee retention challenges across the hotel sector. Also, the volume of guest complaints rose as service times came under pressure at busier properties. Also, PSHG's Net Promoter Score softened, highlighting the importance of service consistency as the hotel portfolio grows.

Asset growth during the year was underpinned by the addition of two new properties, ongoing refurbishment across several hotels, and investment in increasing average room capacity through space conversion and subdivision initiatives. Lease liabilities rose in line with the expansion of the property portfolio. At the same time, strong operating cash generation allowed PSHG to strengthen its balance sheet and liquidity position, reducing reliance on external financing.

In summary, PSHG delivered a strong performance in 2025, with growth supported by portfolio expansion and improved operating efficiency. Looking ahead, the key priorities will be to manage cost inflation, address service consistency to protect guest satisfaction, and optimise the balance between distribution channels as PSHG positions itself for further expansion.

Best regards,
Victor

END OF EXHIBIT 6

EXHIBIT 7

Extract from Paradise Stay Hotels Group board minutes - Strategic opportunities and operational effectiveness

Date: 15 January 2026

Location: PSHG Head Office, Singapore

Agenda item: Strategic opportunities to strengthen competitiveness and operational effectiveness.

The Board met to discuss potential strategic initiatives aimed at improving long-term competitiveness, enhancing guest experience, and achieving greater operational effectiveness across PSHG's hotel portfolio.

Chief Executive Officer (CEO) - Daniel Rajan

The CEO emphasised that PSHG must continue to refine its "affordable indulgence" positioning while addressing rising costs and service challenges. He noted that while the brand is performing well in urban centres, resort properties remain under pressure. Strategic investment in technology, people, and sustainability would be required to protect margins and ensure consistent guest satisfaction.

Chief Financial Officer (CFO) - Rachel Lim

The CFO highlighted that labour and utility costs across APAC are rising at 6% to 8% annually, creating sustained pressure on EBITDA margins. She suggested that efficiency gains could be realised through regional procurement arrangements for F&B and operating supplies, alongside stricter energy management across older properties. She also noted that benchmarking peers with EBITDA margins above 20% indicates scope for PSHG to close its margin gap.

Chief Operating Officer (COO) - Victor Chen

The COO proposed standardising operational processes such as housekeeping turnaround, employee rostering, and inventory management, while maintaining flexibility to preserve local character in each property. He argued that inconsistent service times, particularly in resorts, were undermining brand reliability.

Chief Strategy and Marketing Officer (CSMO) - Melissa Hartley

The CSMO stressed the importance of strengthening loyalty programmes and direct booking channels to reduce reliance on OTAs, which currently account for more than 65% of bookings. She recommended investing in a unified digital platform to integrate loyalty, guest data analytics, and marketing campaigns. She added that this would not only cut distribution costs but also deepen guest engagement and support upselling opportunities.

Human Resources and Legal Director (HR and Legal Director) - Angela Brown

The HR and Legal Director raised concerns about persistent staff turnover, particularly in resorts where employee turnover rates exceed 30%. She highlighted that dissatisfaction with career progression and reduced staffing levels in housekeeping were cited in recent exit interviews. She recommended clearer career pathways, property-specific incentive schemes, and partnerships with hospitality schools to build a talent pipeline. From a legal perspective, she reminded the Board that new labour regulations in Vietnam and Indonesia would further increase compliance costs.

Information Technology (IT) Director - Samuel Tan

The IT Director presented findings from recent pilots of digital concierge services, which reduced average check-in times from 12 minutes to 8 minutes. He suggested rolling out mobile-first solutions more broadly, including digital room keys and Artificial Intelligence-driven pricing tools. However, he cautioned that cybersecurity and guest data protection remained critical risks, particularly with stricter requirements under Singapore’s data protection framework and guidance from the Personal Data Protection Commission (PDPC) from 2026.

Non-Executive Director (NED) - Amira Hassan

The NED with ESG expertise emphasised that sustainability initiatives were increasingly linked to competitive advantage and financing costs. She cited examples of regional peers achieving international ESG certifications, such as EarthCheck and reducing utility bills by up to 15%. She recommended prioritising retrofits of older properties and introducing measurable key performance indicators (KPIs) for energy, water, and waste reduction.

Non-Executive Chair - Patricia Tan

The Chair reminded the Board that PSHG has achieved a steady pace of acquiring approximately one new site per year over the past five years. She suggested that management consider a bolder programme of proactive land acquisition and new-build developments in high-growth urban centres such as Ho Chi Minh City, Da Nang, and Kuala Lumpur. This would accelerate growth and allow properties to be designed fully in line with the brand identity, though it would require significant capital and expose PSHG to construction risks.

Final remarks

The Board agreed that operational effectiveness and brand differentiation must be pursued in tandem with long-term growth initiatives. Members acknowledged that technology adoption, sustainability improvements, workforce retention, potential partnerships or mergers, and geographic diversification all present opportunities, but also carry execution and financing risks. These proposals will be presented for further discussion at the June 2026 Board meeting to agree on a well-defined strategic direction and to agree on a programme of next steps.

END OF EXHIBIT 7

EXHIBIT 8

Article: “Green is the new gold for hotels”

Travel and Leisure Asia, 3 March 2026

Ten years ago, sustainability in the hotel world was mostly about swapping plastic straws for paper ones. Fast forward to 2026, and the rules of the game have changed. In Asia’s booming travel markets, being green is no longer a marketing bonus, it is the ticket to survival.

Governments are turning up the pressure. Singapore’s Green Plan 2030 demands a 30% cut in hotel energy and water use by the end of the decade, and hotels that play ball get rewarded with green financing and tax breaks. In Bangkok and Ho Chi Minh City, new building codes force hotels to track their carbon footprints, while in Tokyo, eco-certified properties are now commanding higher valuations and stronger investor interest. Compliance is not just box-ticking anymore, it is a competitive weapon.

Travellers, too, are calling the shots. A Deloitte study in 2025 found that six in ten APAC travellers factored sustainability into their hotel choice. Generation Z (Gen Z) and millennials in particular want proof, not promises. They expect refillable water stations, renewable energy, waste-tracking kitchens, and partnerships with local producers. Guests are quick to shout out authentic green initiatives online, but they are just as quick to torch brands they think are greenwashing. One viral review about a “plastic-free” resort still handing out bottled water can undo years of brand-building.

Money is moving the same way. Global investors and sovereign wealth funds are pouring cash into hotels with measurable ESG performance. Properties that publish annual sustainability reports are winning better financing deals. Meanwhile, hotels with outdated air-conditioning systems, patchy waste management, or murky supply chains are finding it harder and more expensive to secure capital.

The upside is huge. Hotels that embrace sustainability are discovering that it cuts costs as well as boosts reputation. In Singapore, early adopters of smart energy systems have shaved up to 15% off utility bills. In Vietnam, beachfront resorts that ditched plastics for bamboo amenities saw bookings jump thanks to glowing social media buzz.

In Bali, hotels that source food from nearby farmers are being celebrated as "authentic," winning loyalty from eco-conscious travellers.

Of course, the path is not easy. Retrofitting older properties is expensive, smaller players often lack resources, and regulators are cracking down on fake eco-labels. But the direction of travel is unmistakable. Sustainability has become the new currency of hospitality, shaping where guests stay, where investors put their money, and how governments set the rules.

The verdict? In Asia's hotel scene, green is no longer a trend. It is gold. The hotels that go all in will thrive. Those that drag their feet will discover that the cost of doing nothing is far higher than the cost of change.

END OF EXHIBIT 8

EXHIBIT 9

Potential assurance of environmental, social and governance (ESG) reporting data

Paradise Stay Hotels Group (PSHG) continues to expand its sustainability initiatives under its "Responsible Hospitality 2030" programme. As the Group grows, stakeholders have requested clearer and more reliable reporting on environmental, social and governance (ESG) matters.

Recent discussions with lenders, institutional investors and tourism authorities show increasing expectations for hospitality operators to align disclosures with recognised frameworks such as the Singapore Stock Exchange (SGX) Sustainability Reporting Guide, Global Reporting Initiative (GRI) Standards and International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards and several major competitors already publish ESG information that has undergone external assurance. Although PSHG is privately owned and not subject to the sustainability reporting rules of the SGX, the Board recognises that strengthening ESG reporting can enhance investor confidence, reputation and access to green financing.

At the January 2026 strategy discussion, Directors considered whether PSHG should evaluate the processes, resources and governance needed to improve the integrity of its sustainability disclosures. The Board also noted that PSHG's leadership must develop a better understanding of assurance engagements relevant to the disclosure of ESG metrics. Directors emphasised that these discussions remain exploratory and any decision to obtain external assurance will depend on PSHG's readiness.

The Board has asked management to conduct preliminary research into recognised assurance frameworks for non-financial information under Singapore Standard on Assurance Engagements (SSAE) 3000 (Revised) *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information.*

This includes identifying typical data and control requirements, understanding the assurance types used for sustainability reporting and assessing the benefits and limitations of independent validation of selected ESG metrics.

END OF EXHIBIT 9

EXHIBIT 10

Suggestions for further research

The following resources may be useful when beginning your research into the case study company. As always, the caveat is to read everything with a healthy dose of scepticism and apply professional judgement. Just because an article is on this list does not give it legitimacy or relevance. All links were active as of 18 May 2026.

<u>The APAC Hotel Industry</u>

Smith Travel Research (STR), Asia Pacific Hotel Performance Update
Benchmarks occupancy, Average Daily Rate (ADR), and Revenue Per Available Room (RevPAR) across key APAC markets. Useful for comparing PSHG performance with sector averages.
https://str.com/data-insights-blog/asia-pacific-hotel-performance-update-april-2025

<u>Regional Competition and Supply</u>

Colliers, Asia Hospitality Insights (May 2025)
Covers hotel supply growth, new developments, and competition between urban and resort markets.
https://www.colliers.com/en-hk/research/asia-hospitality-insights-may-2025

Lodging Econometrics, Asia Pacific Hotel Development Trends & Projections (Summer 2025)
Provides pipeline data and development forecasts, highlighting risks of oversupply.
https://lodgingeconometrics.com/asia-pacific-hotel-development-trends-projections-summer-2025/

<u>Digital Disruption in Hospitality</u>

The future of the hotel industry
https://www.mckinsey.com/featured-insights/the-next-normal/hotels

Six trends shaping new business models in tourism and hospitality
https://www.mckinsey.com/industries/travel/our-insights/six-trends-shaping-new-business-models-in-tourism-and-hospitality

ESG and Sustainability in Hotels

Singapore Green Plan 2030

National roadmap with sustainability requirements relevant to hotel operators.

https://www.greenplan.gov.sg

EarthCheck, Sustainable Tourism Certification

Global certification framework for hospitality sustainability.

https://earthcheck.org

Sustainability in the hospitality industry, Deloitte UK

https://www.deloitte.com/uk/en/Industries/consumer/blogs/sustainability-in-the-hospitality-industry.html

Labour and Workforce Issues

Human Resources Online, Hospitality HR Insights

Covers employee engagement, retention, and training practices in F&B and hotels.

https://www.humanresourcesonline.net/winning-secrets-how-far-east-hospitality-s-prepare-and-protect-approach-helped-the-workforce-be-recovery-ready?

END OF EXHIBIT 10

END OF ADVANCE INFORMATION