



2025

Sustainability Report & 20<sup>th</sup> Anniversary Special Edition

H World Group Limited



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# TWO Decades of Excellence in Enriching Journeys

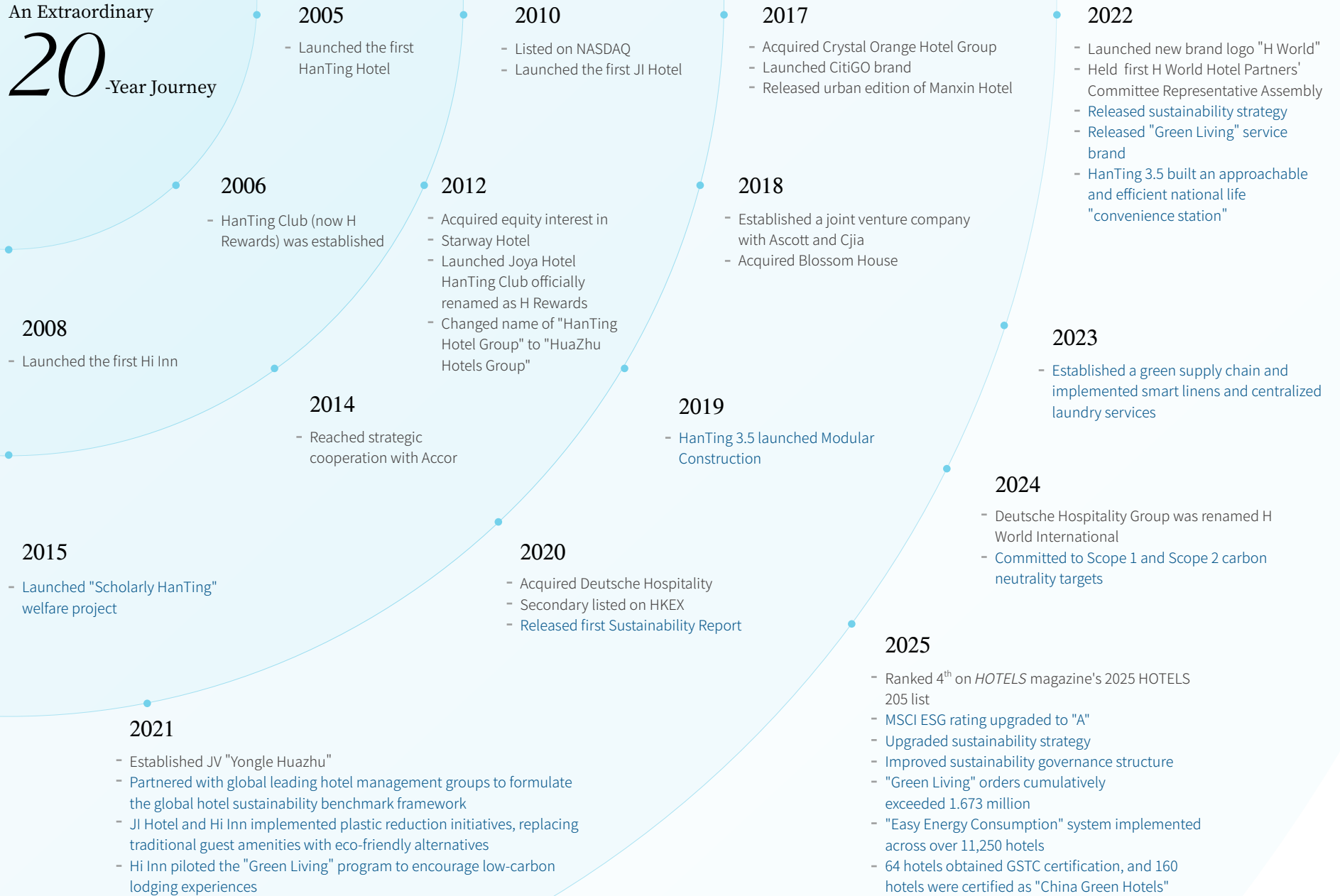
From the opening of its first HanTing Hotel in 2005 to its 20<sup>th</sup> anniversary in 2025, H World has embarked on an extraordinary journey that has significantly reshaped the industry's structure and value perception. Across the two-decade timeline of China's hospitality development, this period represents more than just the continuous expansion of H World's scale, but also reflects the evolution of the Chinese hotel industry from meeting basic lodging needs to pursuing high-quality experiences.

Since originating in Kunshan, H World has flourished globally. With the original aspiration of "making hotels a home away from home," H World has steadily built a competitive advantage in scale through standardized operations and chain development, while continuously exploring new growth paths within an ever-changing market environment. Over the past twenty years, H World has keenly captured the upgrading of China's consumption structure and the growth of travel demand. Through key stages including brand system construction, capital market positioning, and global expansion, it has evolved from a single economy hotel brand into a comprehensive hospitality group with a multi-tiered brand matrix.

Throughout these twenty years of development, the pursuit of a better life by 1.4 billion Chinese people, coupled with the world's most complete industrial system and world-class infrastructure, has provided uniquely favorable conditions for the growth of China's hospitality industry. Against this backdrop, H World has consistently adhered to a development philosophy of long-termism. Whether through the large-scale expansion of economy hotels to the differentiated layout in the mid-to-upscale market; from the continuous refinement of its brand system to the sustained building of digital capabilities and loyalty programs; or the expansion of its global footprint through strategic cooperation and international acquisitions, H World has always explored new possibilities amidst changing industry cycles. Twice listed on capital markets, completing the cross-border acquisition of Deutsche Hospitality, and continuously advancing the "Thousands of Cities, Myriads of Hotels" strategy, these achievements not only reflect H World's deep cultivation capabilities in the Chinese market but also demonstrate its development vision of "Being Rooted in China, While Looking Globally."

20年的时光之旅  
你准备好了吗？

An Extraordinary  
**20**-Year Journey



Throughout this development process, the continuous growth of several iconic brands has formed the essential thread of H World's brand portfolio evolution over the past two decades. Starting from the national brand HanTing, H World has evolved into a hospitality group boasting over 30 hotel and apartment brands, covering markets ranging from luxury to economy. Each brand has developed a clear and unique brand DNA within its respective market positioning, collectively building a multi-tiered and multi-scenario hospitality ecosystem for H World.

Economy

Providing reliable and affordable comfort for all

Brands



Midscale

Streamlining comfort for the modern traveler

Brands



Upper Midscale

Scaling with the next generation of traveler

Brands



Premium

Reaching affluent guests through unique stays

Upscale Brands



Luxury Brands



H World has operated  
**12,858** hotels

in **21** countries

with **1,264,419**  
rooms in operation

ranking 4<sup>th</sup> globally  
among hotel groups by  
room count

creating over  
**246,000** jobs



## Outstanding Performance in Both Economy and Sustainability

Over the past twenty years, H World has served over 2 billion guests cumulatively, driven nearly RMB 300 billion in industrial chain investment, and established a comprehensive brand matrix spanning from national hotels, select service, and lifestyle brands to upscale brands and serviced apartments. Among these, JI Hotel's franchisee repurchase rate exceeded 30%, demonstrating strong brand appeal; Crystal Orange Hotel's RevPAR consistently outperformed industry peers; and IntercityHotel achieved an annual growth rate of 155%. Meanwhile, H Rewards, the loyalty program launched by H World, serves as an efficient in-house guest acquisition network, providing accommodation and travel services to over 300 million members. In 2025, room nights booked through H Rewards reached 245 million, representing a year-on-year increase of 21.5%.

Over two decades of steady development and deep cultivation, H World has reshaped the value benchmark of China's hospitality industry. At the same time, it has consistently regarded sustainable development as both an intrinsic driver of operations and a long-term strategic pursuit. The Group has gradually built a sustainability framework centered on "**guest satisfaction, employee well-being, environmental improvement, win-win partnership, and governance excellence.**" Guided by a long-term development philosophy, H World anchors its efforts in green building and leverages green operations as a key driver, comprehensively building a low-carbon and environmentally friendly service system. On the path of sustainable development, the Group actively embraces an inclusive and all-age-friendly approach, paying close attention to the real needs of diverse customer groups and creating inclusive, comfortable, and secure travel and accommodation experiences. From energy conservation and emissions reduction to resource circularity, and from service details to human-centered care, H World remains committed to safeguarding every journey through responsibility and action. It integrates sustainability into the travel experience, creating long-term value for guests, society, and the environment. In 2025, the Group's MSCI ESG rating was upgraded to A, and it also received more than ten sustainability-related awards, underscoring its steady progress toward becoming a sustainable and responsible global hospitality leader.

“

Looking ahead, H World will continue to uphold the philosophy of "**Enriching journeys.**" It will focus on the five strategic sustainability pillars to promote and deepen the integration of sustainable concepts across different brands and business scenarios. H World is committed to establishing a contemporary benchmark in the global hospitality industry that combines high-quality service with sustainable value. H World will continue to be brand-led, making "**China Service**" a globally recognized name, and striving to make hotels an essential "Better Space" for humanity.

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# About The Report

This report is the 2025 Sustainability Report (the "Report") issued by H World Group Limited (the "Company"). The Report outlines the sustainability commitments, strategies, management practices, and performance, covering both the Company and its hotel brands. Unless otherwise specified, the information in the Report relates to the Company and its hotel brands.

## Reporting Cycle

The Report is published annually and covers the period from January 1, 2025, to December 31, 2025 (the "Reporting Period") except where otherwise specified. This is the Company's sixth sustainability report.

## Reporting Standards and Principles

The Report has been prepared with reference to the following documents and standards:

- the *Global Reporting Initiative Standards* ("GRI Standards") issued by the Global Sustainability Standards Board ("GSSB");
- the *United Nations Sustainable Development Goals Disclosure Recommendations* ("UN SDGs");
- the *ESG Reporting Code* (Appendix C2 to the Listing Rules) ("Listing Rules Appendix C2") published by Hong Kong Exchanges and Clearing Limited ("HKEX");
- Nasdaq's *ESG Reporting Guide*;
- *SB/T 11252—2025 Requirements for ESG Management System of Accommodation Enterprises*.

The Report is prepared in accordance with the following reporting principles:

- **Materiality:** During the preparation of the Report, key stakeholders were identified, and material sustainability issues were determined through stakeholder engagement and materiality assessment.
- **Quantitative:** The Report presents key performance indicators ("KPIs") at the environmental and social levels using quantitative data, accompanied by explanatory notes to illustrate their purpose and impact.
- **Balance:** The Report adheres to the principle of balance, providing an objective presentation of the Group's current ESG management status.
- **Consistency:** Unless otherwise specified, the Report adopts disclosure and statistical methodologies consistent with those used in the 2024 Sustainability Report.

## Data Explanation

The data presented in the Report includes statistics from the Company and its hotel brands, as well as publicly available information. Unless otherwise indicated, all monetary amounts in the Report are shown in Chinese yuan ("RMB").

## Glossary

The Group, we, us, H World	refer(s) to	H World Group Limited and its hotel brands
The Company	refer(s) to	H World Group Limited
Deutsche Hospitality or Legacy DH	refer(s) to	Steigenberger Hotels GmbH (formerly known as Steigenberger Hotels Aktiengesellschaft), a subsidiary of our company established under the laws of Germany on September 12, 1985, and its subsidiaries
Legacy Huazhu	refer(s) to	the Group excluding Legacy DH

## Language

The Report is available in both simplified Chinese and English. In the event of any inconsistency between the two versions, the simplified Chinese version prevails.

## Publication Method

The Report is available on the HKEX disclosure platform website at <https://www.hkex.com.hk> or the Company's website at <https://ir.hworld.com/>.

## Contact Information

The Group places great emphasis on the opinions of stakeholders and welcomes readers to contact us via email at [ir@huazhu.com](mailto:ir@huazhu.com). Your feedback will help us further improve the Report and enhance the overall sustainability performance of the Group.

# About Us

Founded in 2005, H World (NASDAQ: HTHT; HK: 01179) is a world-renowned hospitality group. In 2010, H World was successfully listed on NASDAQ. In September 2020, H World achieved a secondary listing on the Main Board of the HKEX.

Since its inception, H World has consistently upheld its original aspiration of "making hotels a home away from home," focusing on economy and midscale hotels to serve the mass consumer market. Through self-creation, acquisitions, and strategic partnerships, H World has developed over 30 hotel and apartment brands, covering the entire spectrum from luxury to economy hospitality markets.

H World adheres to driving the upgrading of the traditional service sector through scientific and technological innovation, and is committed to high-quality development. Centered on the concept of "Excellent Service," H World continuously advances its "Lean Growth" strategy, providing stable and reliable returns for partners and investors through product upgrades and supply chain reinforcement.

## Original Aspiration

A group of like-minded friends, together they joyfully achieve remarkable things!

## Corporate Philosophy

Pursuit of Truth  
Supreme Goodness  
Infinite Beauty

## Vision

To become a world-class great enterprise

## Values

Value Creation  
Win-Win Collaboration  
Pragmatism and Truth  
Innovation and Excellence

## Mission

Enriching journeys



## Awards and Honors

Leveraging its deep-rooted expertise and outstanding practices in the hospitality industry, H World has earned widespread recognition from all sectors of society and received multiple prestigious honors. These awards not only affirm H World's solid progress on the path of high-quality development, but also highlight its commitment and responsibility as an industry leader in upholding long-termism to fulfill the promise of a better life.

<p>2021</p> <p>The China Tourism Association</p> <p>The Top 20 China Tourism Groups</p>	<p>2023</p> <p>The China Association for Public Companies</p> <p>The Outstanding Overseas Brand Case of 2023</p>	<p>2024</p> <p>CCTV</p> <p>The Annual Brand of <i>Great Nation Brands</i></p>
<p>2024</p> <p>The Ministry of Education</p> <p>One of the 74 national-level industry-university cooperation projects and included in the list of exemplary cases</p>	<p>2025</p> <p>Digital Economy Chamber of the Shanghai Federation of Industry and Commerce</p> <p>2024 Special Contribution Award</p>	<p>2025</p> <p>Yicai Global</p> <p>The Golden Brand Award</p>
<p>2025</p> <p>Jiemian News</p> <p>The Domestic Hotel Group of the Year 2025</p>	<p>2025</p> <p>Bund Design Hotels</p> <p>The Hotel Group of the Year</p>	<p>2025</p> <p>Shanghai Securities News</p> <p>Industrial Leading Enterprise Award</p>
<p>2025</p> <p>National Business Daily</p> <p>The Hong Kong-listed Company of the Year</p>		



## Sustainability Honors

H World's MSCI ESG rating has been upgraded to "A" level



Legacy DH has received the EcoVadis Committed Badge

### August 2025

- ESG Supply Chain Influence Award  
Stockstar

The hospitality industry's first "Supply Chain Influence Award"

- Environmentally Friendly Case in the "21st Century 'Vitality · ESG' Practice Report (2025)"

Southern Finance Omnimedia Group, 21<sup>st</sup> Century Business Herald

The "H World Solution" for quantitative carbon reduction

### November 2025

- Golden Award of China Hotel Industry ESG Innovation Competition

China Hospitality Association

An ESG innovation model for accessible services in the hospitality industry



### December 2025

- 2025 Green Development Practice  
CNR Finance  
"Golden Pinnacle" Excellent case

- 2025 Consumption Expansion and Quality Improvement Practice  
CNR Finance  
"Golden Pinnacle" Excellent case

- Sustainable Operation Golden Bull Award  
China Securities Journal  
Authoritative recognition from the capital market of H World's "long-termism"

- Included in *Business for Good Case Collection*  
Business for Good Lab  
A model for "Common Prosperity" practice in the service industry

- 2025 Urban Industrial Chain Case—ESG Exemplary Case  
China Times  
Chain leader empowering low-carbon development

- Top 10 Green Development Cases of 2025

The Beijing News

An optimal dual solution for low-carbon and accessibility

- 2025 Best ESG Innovation Award  
The 1<sup>st</sup> China ESG and Corporate Value Growth Summit

An ESG innovation model for digital and green synergy in the hospitality industry

- 2025 Public Welfare Enterprise of the Year

Node Growth Conference

H World's answer for business for good





## Industry Associations

H World actively participates in industry collaboration and standard setting. As a member of several major industry associations, the Group jointly promotes the sustainable development of the hospitality industry through deep involvement in industry exchanges. As of the end of the Reporting Period, the primary associations in which H World participates include:

### China Tourist Hotel Association (CTHA)

As a key member of this national-level industry association, H World actively participates in industry policy discussions, standard formulation (such as the *Requirements for ESG Management Systems of Lodging Enterprises*), and industry training, supporting the high-quality development of the domestic hospitality sector.



Drafting Unit of the *Requirements for ESG Management Systems of Lodging Enterprises*

### China Hospitality Association (CHA)

H World plays an active role in various working committees of the association, including those focused on green hotels, digitalization, and chain development, driving the industry's low-carbon transformation.

### Local and Professional Associations

H World and its various brands also actively participate in local hotel associations and chambers of commerce for the hospitality industry to promote synergistic progress across the entire industrial chain.

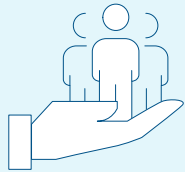
### Information Security Related Associations

H World serves as a Council Member of the Shanghai Information Network Security Management Association, Vice President Unit of the Shanghai Information Security Trade Association, and a member of the Shanghai Internet Association. H World actively participates in industry conferences and security exchange activities to promote collaborative development in network and data security. Furthermore, H World participated in the compilation of the *Jiading District Network Data Security Risk Assessment Guiding Manual* organized by the Cyberspace Administration of Jiading District, Shanghai, providing support to enhance its practicality and guidance value, and actively promoting social co-governance practices for personal information protection and data security.

Through extensive participation in associations, H World not only continuously absorbs cutting-edge industry knowledge but also proactively shares its best practices in operational efficiency, green and low-carbon initiatives, digital transformation, information security, and social responsibility. This significantly facilitates the construction of a sustainable ecosystem for the entire hospitality industry.

# 2025 Sustainability Performance Highlights

## Guest Satisfaction



Served a total of over  
**2** billion guests over the past 20 years

H Rewards members exceeded  
**300** million

with **245** million  
room nights booked by members

Special inspections by Safety  
Ambassadors covered over

**95%** of hotels

Over **80%** of business  
operations have obtained ISO 27001  
Information Security Management  
System certification

Intelligent automation technology  
covers **19** customer touchpoints,  
spanning the entire journey from  
booking to check-out

The proportion of orders completing  
"30-second check-in" has reached  
**88.6%**

The All-Age Friendly Barrier-Free  
Program won the only Gold Award  
at the 2025 China Hotel Industry ESG  
Innovation Competition

## Employee Well-being



Total workforce of  
**26,458** employees

with nearly **60%** being female

and nearly **60%** of Hotel  
General Managers being female

Recruited over  
**120** employees with disabilities

Overall satisfaction of frontline  
employees reached

**94.85%**

School-enterprise cooperation  
covered over **130** universities

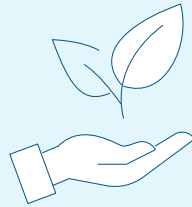
providing over **2,500**  
internship positions

H-Academy offers over  
**80** online courses

Average training hours per employee  
reached **34** hours  
representing a year-on-year  
increase of **21.4%**, with a  
training participation rate of **100%**

RMB **400,000** was disbursed  
from the internal compassion fund

# Environmental Improvement



**64** hotels obtained GSTC Hotel Standard certification, with ibis becoming the first GSTC-certified economy hotel in China

**160** hotels were certified as "China Green Hotels"

The "Easy Energy Consumption" system has been implemented across over

**11,250** hotels, representing a year-on-year increase of **25%**, accelerating the digital management of energy and water use at H World

Energy consumption intensity (per room night):  
**28.6** kg/per room night sold, representing a year-on-year increase of **3.2%**

Scope 1 and Scope 2 GHG emission intensity (per room night):  
**10.7** kgCO<sub>2</sub>e/per room night sold, representing a year-on-year decrease of **1.8%**

Water withdrawal intensity (per room night):

**261.8** kg per room night sold, representing a year-on-year decrease of **4.5%**

H Rewards "Green Living" program: Over **1.673** million green orders accumulated, covering **2.987** million room nights, saving **46,000** tons of water, **1,297** MWh of electricity, and reducing **1,282.47** tons of carbon emissions

## Win-win Partnership



Covered

**2,175** global suppliers

• **465** obtained ISO 14001 Environmental Management System certification

• **409** obtained ISO 45001 Occupational Health and Safety Management System certification

• **57** obtained ISO 50001 Energy Management System certification

• **415** obtained ISO 9001 Quality Management System certification

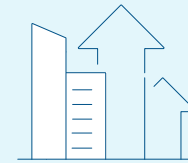
Established a two-tier "National-Regional" collaborative governance platform and organized **23** provincial-level Franchisee Representative Committee sessions across **27** provinces

"Scholarly HanTing" Public Welfare Project benefited a cumulative total of

**13,473** students

Donation of **2** million RMB to support fire rescue and reconstruction in Hong Kong

## Governance Excellence



A Sustainability Committee was established under the Board of Directors

Sustainability working groups were established

KPIs for Brand CEOs include green certifications, water conservation effectiveness, food waste reduction, and plastic reduction

**100%**

employee coverage for business ethics training



**100%** signing rate for core suppliers across all business segments signed the *Transparent Agreement* or the *Supplier and Business Partner Code of Conduct*

Cumulatively held **3,932** intellectual property rights, representing a year-on-year increase of

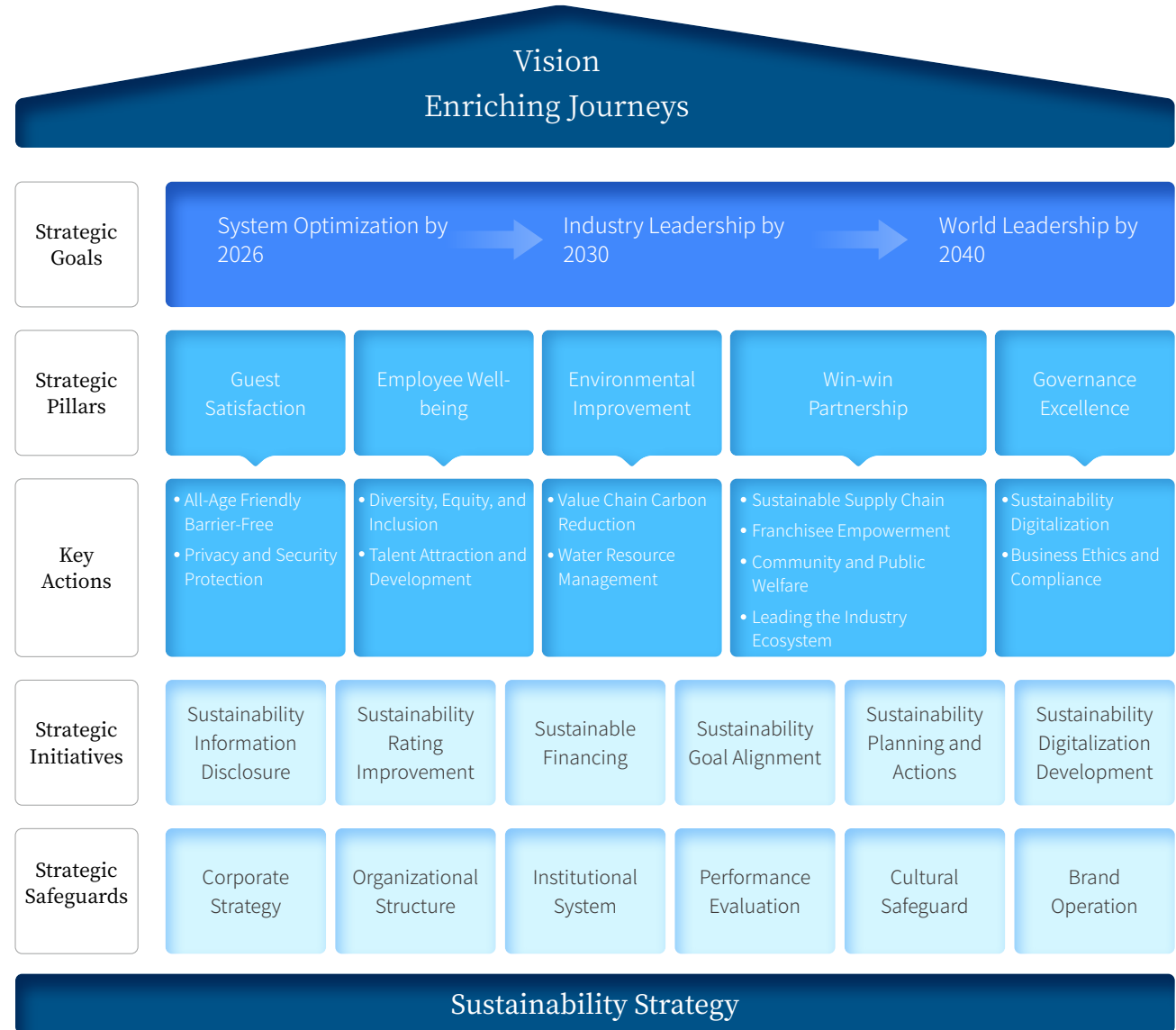
**14.2%**



# Sustainability Management

In 2022, H World announced its long-term sustainability strategy. Focused on five key directions, Guest Satisfaction, Employee Well-being, Environmental Improvement, Win-win Partnership, and Governance Excellence, H World integrated sustainability concepts into every aspect of operations, supply chain, and brand building to achieve the scale effect of sustainable development.

In 2025, H World officially updated its sustainability strategy with the vision of "Enriching Journeys." H World defined phased strategic goals: "System Optimization by 2026, Industry Leadership by 2030, and World Leadership by 2040." Focusing on five strategic pillars, Guest Satisfaction, Employee Well-being, Environmental Improvement, Win-win Partnership, and Governance Excellence, H World is steadily advancing toward a sustainable future through 12 key actions, 6 strategic initiatives, and 6 strategic safeguards.



# Sustainability Governance

H World has established a three-tier sustainability governance structure consisting of the "Board of Directors and Sustainability Committee—Sustainability Management Committee—Sustainability Working Groups." The Group has also set up a Sustainability Secretariat and appointed Sustainability Ambassadors across various hotel brands. By clearly defining the division of responsibilities and work scopes at each level, this structure provides robust support for the effective implementation of H World's sustainability strategy.

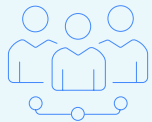




## Board of Directors and Sustainability Committee

The Board of Directors is the highest governing body responsible for H World's sustainability matters, bearing ultimate responsibility for decision-making and oversight regarding sustainability strategies, major sustainability decisions, and related risk management.

To strengthen the Board's governance and oversight of sustainability matters, the Sustainability Committee has been established under the Board. It is responsible for reviewing sustainability strategies, policies, and goals, monitoring the overall progress of sustainability initiatives, and reporting regularly to the Board. As of the date of the Report, the Sustainability Committee consists of three board members.



## Sustainability Management Committee

At the management level, H World has established the Sustainability Management Committee chaired by the Chief Executive Officer (CEO). Members include the Group's Executive Committee and senior management such as CEOs of various brands. A Secretary-General has been appointed to handle daily coordination.

The Sustainability Management Committee is responsible for implementing decisions made by the Board and the Sustainability Committee, translating sustainability goals into specific action plans, coordinating across functional departments, and driving the effective integration of sustainability requirements into the Group's operational management.



## Sustainability Working Groups








Under the coordination of the Sustainability Management Committee, H World has established multiple Sustainability Working Groups covering key areas of environmental, social, and governance, forming an execution system characterized by horizontal synergy and vertical integration. Based on their respective responsibilities, each working group is responsible for policy development, goal setting, implementation, performance tracking, and continuous improvement for relevant issues, reporting regularly on progress to the Sustainability Management Committee.

## Support and Safeguard Mechanisms

H World has established the Secretariat as the daily coordinating and supporting body for sustainability governance, responsible for information aggregation, cross-departmental communication, and external information disclosure. Meanwhile, the Group has launched a Sustainability Ambassador mechanism to continuously strengthen the advocacy and dissemination of sustainability concepts internally, encouraging all employees to participate in sustainability practices.

# Stakeholder Engagement

H World has identified and defined seven core stakeholder groups closely related to the Group. We continuously build normalized and diversified communication mechanisms to systematically understand and listen to the demands of various stakeholders. By actively incorporating their reasonable suggestions, we integrate their key concerns into our operational management and decision-making processes, driving a transformation from one-way information transmission to two-way interaction and value co-creation.

Stakeholders	 <b>Government and regulatory authorities</b>	 <b>Shareholders and investors</b>	 <b>Employees</b>	 <b>Customers</b>	 <b>Franchisees, suppliers, and other partners</b>	 <b>Communities</b>	 <b>Peers and industry associations</b>
Expectations and Requirements	Business ethics and compliance Tax compliance Business partners Energy management Water stewardship	Business ethics and compliance Corporate governance Investment returns Information disclosure Service quality and customer experience Climate change mitigation	Human rights Employee remuneration and welfare Employee training and development Diversity, equity and inclusion Employee health and safety	Service quality and customer experience Privacy protection and data security Energy management Water stewardship Waste management and circular economy	Responsible supply chain Business ethics and compliance Service quality and customer experience Employee health and safety	Community and philanthropy Promote employment	Business ethics and compliance Community and philanthropy Energy management Water stewardship Waste management and circular economy Sustainability management
Communication Channels	Reporting to government authorities and competent departments Government affairs reception Regulatory oversight and inspections Risk analysis report Prompt reporting of adverse events	General Meeting of Shareholders / Extraordinary General Meeting of Shareholders Earnings presentation Annual reports, interim reports, and announcements Investor relations website Investor meetings	Employee satisfaction reports Regular meetings and training sessions Intranet H-Tone	Customer satisfaction surveys Service hotline and email H Rewards App Third-party customer feedback	Daily management and communication Training and empowerment Supplier conferences Franchisee representative conferences Review and assessment	News and media coverage Public welfare activities	Industry associations Cooperation and exchange meetings

## Sustainability Materiality Assessment

H World regularly conducts materiality assessments of sustainability issues to understand stakeholder concerns and the latest market trends, ensuring that our actions align with stakeholder expectations.

In 2025, based on the concept of "Double Materiality," H World conducted a systematic assessment process to identify and define key issues that have a significant impact on the Group or possess financial materiality.



## In 2025

Double-materiality assessment survey responses were collected from various stakeholder groups, including shareholders and investors, guests, franchisees, suppliers, other partners, communities, peers and industry associations, management, and employees.

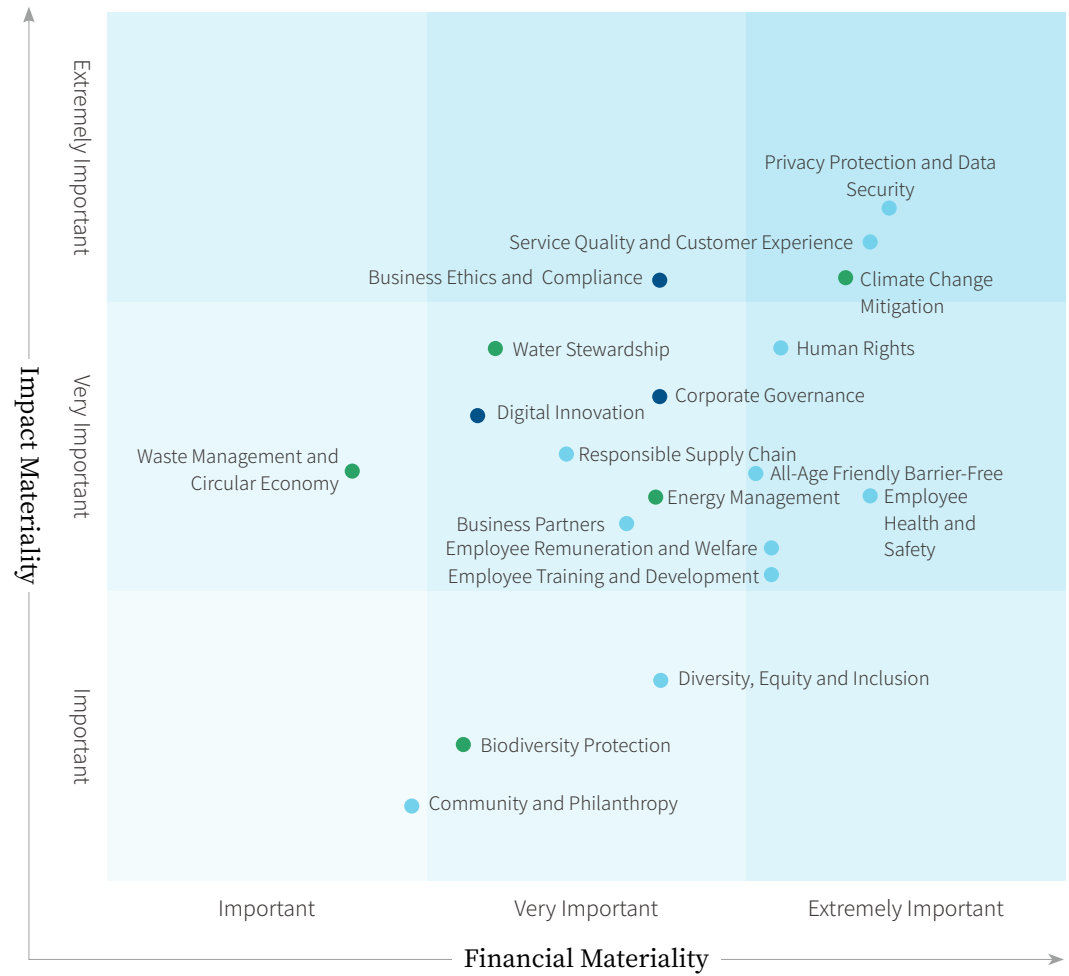
A prioritized list of

**19** sustainability issues was ultimately determined

H World integrates these results into its risk management processes to define future priorities, guiding all business segments to deliver on its long-term sustainability commitment, and continuously creating sustainable value for all stakeholders.








## 2025 H World Materiality Assessment Matrix















● Environmental Topics ● Social Topics ● Governance Topics

## Aligning with the United Nations Sustainable Development Goals (UN SDGs)

As a world-renowned hospitality group, H World fully supports the UN SDGs. We actively promote practices in guest satisfaction, employee well-being, environmental improvement, win-win partnerships, and governance excellence. We are committed to setting a sustainability benchmark in the hospitality industry and assisting in addressing key global sustainability issues.

UN SDGs	Actions	Section
	<ul style="list-style-type: none"> <li>Implement industrial assistance projects and establish JI Hotel Ecological Farm to support rural revitalization</li> <li>Focus on children with special needs by funding rehabilitation programs, bringing hope and encouragement to their treatment and rehabilitation journey</li> <li>Launch the "Rural Revitalization Special Charity Fund" to support poverty alleviation and charitable causes</li> </ul>	Deepening rural education Supporting rural revitalization Caring for vulnerable groups Responding to emergencies Supporting education
	<ul style="list-style-type: none"> <li>Launch the Clean Plate Campaign initiative to guide guests to take food as needed and reduce unnecessary waste</li> <li>Introduce Compassion Breakfast to transform potential food waste into community public welfare resources</li> </ul>	Waste management and circular economy
	<ul style="list-style-type: none"> <li>Provide guests with clean accommodations and hygienic food to ensure their health and safety</li> <li>Create a more inclusive and friendly accommodation environment by integrating the All-Age Friendly Barrier-Free concept into hotel design and service systems</li> </ul>	Exceptional service experience All-age friendly
	<ul style="list-style-type: none"> <li>Establish the Shanghai H World Social Welfare Foundation and JI Hotel Humanistic Development Fund to sustain initiatives such as the "Scholarly HanTing" online teaching program and actively participate in projects such as the "Yunnan Education Assistance Program" and "Early Childhood Class of Future Hope," promoting equal access to quality education</li> </ul>	Deepening rural education Supporting education
	<ul style="list-style-type: none"> <li>Firmly oppose and strictly prohibit gender discrimination, harassment, and other misconduct, and formulate and strictly enforce internal policies such as the <i>Employee Handbook</i> to safeguard employees' legal rights and legitimate interests</li> <li>Enhance transparency and accountability by introducing an internal whistleblower hotline (Speak-Up Line) and a <i>Whistleblower Policy</i> to encourage the reporting of unethical conduct</li> </ul>	Diversity, equity, and inclusion

UN SDGs	Actions	Section
	<ul style="list-style-type: none"> <li>When selecting sites for new hotels, prioritize properties equipped with reclaimed water reuse systems when other conditions are equal</li> <li>Continuously improve water resource management and increase employee awareness of water conservation through training and promotional activities</li> <li>Launch "Green Living" services to guide guests toward lower-carbon and water-saving accommodation options during their stay</li> </ul>	Green operation management
	<ul style="list-style-type: none"> <li>As of the end of the Reporting Period, all Legacy Huazhu hotels achieved 100% LED lighting coverage, with over 4,800 properties equipped with air-source heat pumps and over 1,100 using solar water heating systems</li> <li>As of the end of the Reporting Period, H World's self-developed "Easy Energy Consumption" online environmental management system had been deployed in over 11,250 hotels to systematically analyze energy consumption data of properties, timely identify abnormal energy use, and support troubleshooting and repair of faulty equipment to improve energy efficiency</li> </ul>	Green hotel construction Green operation management
	<ul style="list-style-type: none"> <li>Develop a market-competitive compensation, benefits, and performance appraisal system to drive employee self-improvement; continuously refine the employee benefits system, including service-year annual leave, sick leave, marriage leave, maternity leave, and parental leave available to both male and female employees</li> <li>Establish stable sales channels for agricultural products to support rural revitalization and promote local economic development</li> </ul>	Compensation, benefits, and care Supporting rural revitalization
	<ul style="list-style-type: none"> <li>Promote the deep integration of hotel operations with digital technology, gradually building a digital ecosystem covering consumer experience, hotel operations, and Group management</li> </ul>	Digital innovation services
	<ul style="list-style-type: none"> <li>Respect the individuality and diversity of employees, ensuring equal treatment in recruitment, employment, promotion, and transfers, without discrimination based on race, skin color, religion, gender, seniority, or any other factor</li> <li>Actively promote internal cultural integration by fully respecting employees' ethnic backgrounds. The Diverse Horizon initiative working group was established to celebrate traditional festivals from different regions</li> <li>Improve the construction of accessible facilities to create a friendly and convenient working environment for employees with disabilities</li> <li>Continue to support children with special needs through donations and participation in care activities, helping them better integrate into society</li> </ul>	All-age friendly Diversity, equity, and inclusion Caring for vulnerable groups

UN SDGs	Actions	Section
	<ul style="list-style-type: none"> <li>Leverage our hotel network to support surrounding communities by providing free, safe, and welcoming spaces</li> <li>Engage in local public welfare initiatives to enhance community well-being</li> </ul>	Community engagement and philanthropy
	<ul style="list-style-type: none"> <li>Continue to promote green transformation among suppliers and work with logistics partners to establish a sustainable logistics system, aiming to reduce the carbon footprint throughout the entire value chain</li> <li>Encourage the use of eco-friendly operational amenities by developing alternative raw materials and incorporating recycled materials, advancing green operations, and supporting plastic reduction and environmental protection efforts</li> <li>Provide a wide variety of low-carbon accommodation options and service models to encourage guests to embrace a sustainable lifestyle</li> </ul>	Responsible supply chain management Green operation management Green service practices
	<ul style="list-style-type: none"> <li>Strive to achieve carbon neutrality by 2050, using 2023 Scope 1 and Scope 2 greenhouse gas emissions as the baseline; continuously enhance energy management, promote energy-saving upgrades, and actively adopt renewable energy sources</li> <li>Proactively address climate change by implementing clear response protocols for typhoons, rainstorms, and blizzards across all hotels</li> </ul>	Climate change mitigation
	<ul style="list-style-type: none"> <li>Conduct themed promotional activities through posters and online channels to convey knowledge about biodiversity conservation to employees and hotels, encouraging hotels to focus on ecological protection in daily operations</li> </ul>	Natural ecosystem protection
	<ul style="list-style-type: none"> <li>Conduct themed promotional activities through posters and online channels to convey knowledge about biodiversity conservation to employees and hotels, encouraging hotels to focus on ecological protection in daily operations</li> <li>Promote cage-free eggs and eco-friendly agricultural products to support agricultural practices that prioritize animal welfare and ecological friendliness</li> </ul>	Natural ecosystem protection
	<ul style="list-style-type: none"> <li>Strengthen ESG governance across the Board to drive the Group's sustainable development</li> <li>Establish a robust three-tier governance structure and risk prevention system to ensure compliance and promote steady development</li> <li>Develop comprehensive anti-fraud supervision and enforcement mechanisms, implementing various measures to uphold business ethics within the Group and among our partners</li> </ul>	Corporate governance framework Business ethics and compliance
	<ul style="list-style-type: none"> <li>Prioritize the protection of franchisee rights, prevent regional unfair competition, organize large-scale centralized procurement to boost profitability, and maintain active communication with franchisees to collaboratively explore future development strategies</li> <li>Continuously strengthen synergies among franchisees, suppliers, and universities to promote the efficient growth of Huazhu's ecosystem and lead the overall advancement and innovation of China's hotel industry</li> </ul>	Mutual beneficial cooperation with ecosystem partners

# H WORLD



## Guest Satisfaction

### Better Journeys Together

H World continuously enhances the guest experience, ranging from safe and reliable accommodations to meticulous and warm services, and from inclusive spatial design to innovative digital experiences. Our goal is to ensure that guests of all ages with diverse needs experience peace of mind, convenience, and respect at H World. Furthermore, as digital technology evolves, H World provides guests with a trustworthy digital service experience, places great emphasis on information security and privacy protection, and continuously improves its data security management system.

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# Exceptional Service Experience

## Safety Assurance

H World attaches great importance to guest safety, committed to providing a secure, comfortable, and pleasant environment through an all-encompassing, multi-dimensional safety management system. We strictly comply with the *Work Safety Law of the People's Republic of China* ("PRC"), the *Fire Control Law of the PRC*, the *Administrative Measures for the Security of the Hotel Industry*, the *Regulations on the Administration of Sanitation in Public Places*, and the *Food Safety Law of the PRC*, as well as applicable laws and regulations in our overseas jurisdictions. Adhering to the governance principle of "Prevention First, Digital-Driven, and Full Participation," we have continuously refined a comprehensive risk management framework. This framework covers the entire lifecycle, from site selection and development to daily operations, and from individual hotels to the Group platform, safeguarding the security of our guests, employees, and partners.

### Safety Organizational Structure

H World has established a safety accountability system characterized by tiered responsibility, management, and implementation. This has formed a three-tier safety management structure covering the Group, regions, and hotels.

At the group level, H World has established a Safety Committee led directly by the CEO, which holds overall responsibility for the organization and implementation of safety assurance. The Safety Assurance Center drives and supervises daily operations. In 2025, the Group founded the Franchisee Service and Risk Governance Center to focus on safety and compliance risk management for franchised hotels, further elevating the Group's overall safety management.

To enhance professional standards, the Group established an expert mechanism focusing on eight key areas<sup>1</sup>. Experts are deployed to provide professional support and decision-making references for critical safety domains. This team regularly participates in safety seminars and risk assessments, providing professional advice on key operational issues and assisting in optimizing accident reporting processes, risk management systems, and safety standards. This mechanism strengthens the Group's specialized capabilities and proactive risk identification.

At the regional level, functional departments, regional companies, and brand business units bear full management responsibility for safety assurance within their managed managed-owned hotels while exercising supervisory management over franchised hotels.

At the hotel level, each hotel has established its own safety management structure to implement daily safety tasks, ensuring that all safety measures are effectively executed at the front line.

Meanwhile, H World has established a "Safety Ambassador" mechanism across brands and regions to cultivate a professional safety backbone at the front line. These ambassadors ensure the effective implementation of Group safety projects at the hotel level and serve as critical information hubs between hotels and the Group platform. They also promote a culture of safety through training and advocacy, continuously improving employees' safety awareness and skills.

<sup>1</sup> The eight key safety areas refer to: Structural Safety, Engineering and Facility & Equipment Safety, Fire Safety, Food Safety, Hygiene Safety, Service Safety, and Information Security. For details on Information Security, please refer to the "Privacy and Data Protection" section of the Report.

## Safety Governance System

Safety Committee

Franchisee Service and Risk Governance Center and other functional departments

Regional/Brand Safety Management

Hotel Safety Organization

Safety Assurance Center

Safety Experts of Eight Key Areas

Safety Ambassador

### Successful Conclusion of the 2025 Safety Ambassador Initiative

H World has built a technology-driven, highly collaborative, and resilient intelligent safety management system leveraging digitalization and standardization. We continue to improve risk prevention and emergency response capabilities, creating "Safe Stay" as a core brand competency and solidifying the safety management foundation of a world-class hotel group.

### During the Reporting Period

H World held the 2025 Safety Ambassador Meeting, certifying over **150** Safety Ambassadors.

The certification focused on risk prevention and emergency response, covering all H World brands and major management regions, providing stable and reliable security for guests and employees.



Group Photo at the Safety Ambassador Meeting

### Safety Standards

H World formulates safety policies that meet or exceed legal and regulatory requirements. These are continuously updated based on industry supervision and operational practices to ensure standardized execution across all hotels.

We have established the *H World Hotel Safety Management System*, providing clear guidelines for handling various incidents, including physical harm, disturbances, intimidation, fire accidents, and structural safety issues, to ensure that incidents are either prevented or addressed promptly and appropriately.

In 2025, we updated core policies such as the *Hotel Fire Safety System*, the *Pest Control Management Standards*, and the *Anti-Surveillance Camera Inspection System* to further protect guest privacy and safety.

## Safety Objectives

H World has established a dual-objective system covering both data and physical safety. In data security, we are committed to building a comprehensive information security management system, continuously improving data classification, access control, and risk monitoring to protect business data and customer privacy and proactively prevent the risks of data leakage and misuse. In physical safety, we focus on creating a reliable accommodation environment through systematic risk identification, regular safety training, and emergency response mechanism construction, to effectively protect the personal safety, property security and privacy of guests and employees.

During the Reporting Period, H World continuously strengthened the implementation and supervision of safety management, and promoted the closed-loop management of hidden hazard screening and rectification. No major safety liability accidents occurred throughout the year, the closed-loop rectification rate of hidden hazards exceeded the assessment indicators, and we fully achieved our established safety management goals.

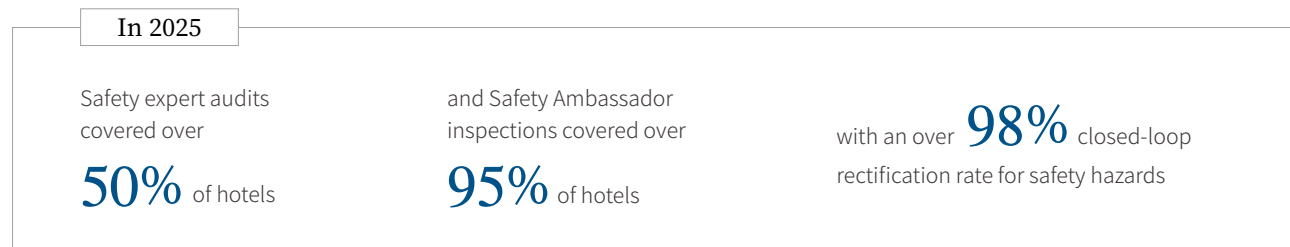
## Safety Audit and Risk Control

H World continuously strengthens hotel-level safety management through a systematic safety audit and risk inspection mechanism, driving the transition of safety quality toward visualization and digitalization. By leveraging annual safety audits, self-reported hazard tracking, professional inspections, and digital tool empowerment, the Group maintains consistent identification and management of operational risks. We have established a closed-loop rectification and accountability mechanism to achieve end-to-end control of safety risks, effectively safeguarding guests, employees, and overall operational security.

Furthermore, H World has constructed a "Three-tier Safety Operation System", comprising specialized inspections by safety experts, spot checks by Safety Ambassadors, and daily self-inspections by Hotel Managers. This multi-level verification mechanism ensures the continuous enhancement of safety management standards across all hotels.

For franchised hotels, H World clarifies the safety assurance responsibilities of franchisees through the *Hotel Management Agreement* and the *Franchised Hotel Safety Management Agreement*, achieving a 100% notification rate regarding franchisee safety accountability. Meanwhile, H World continuously optimizes its communication mechanisms with franchisees. Our professional risk management team provides technical support and guidance on hazard rectification to franchised hotels, helping them steadily enhance their safety management capabilities and risk prevention standards.

During the Reporting Period, H World recorded no major safety and health incidents.



## Safety Culture

H World regards safety capacity building as the foundation of safety management, having established a normalized safety training system that covers all employees and positions to continuously improve staff safety awareness and risk response capabilities.

All new hires are required to complete safety specification training upon induction, and all current employees must undergo annual safety retraining of specified hours and pass relevant assessments. The training combines "online course learning + offline scenario-based workshops," leveraging digital platforms to enhance training coverage and the ability to evaluate training effectiveness.

Furthermore, H World continuously optimizes its training content based on industry safety management needs. In 2025, specialized training modules, including cybersecurity management, reinforced food safety management, and standardized protocols for new safety equipment, were introduced to further enhance employees' ability to identify and respond to emerging safety risks.

For hotel management personnel, H World also conducted the "Joint Learning Lecture" specialized training project. Centered on the theme of "How a Hotel Manager Excels in Comprehensive Safety Management," the program provided systematic training for newly promoted or newly appointed General Managers and Hotel Managers. In 2025, 12 training sessions were held, covering over 5,000 management personnel from both company-owned and franchised hotels, further strengthening hotel-level safety management capabilities.



## Structural Safety

During the hotel development process, H World attaches great importance to the management of building structural safety, integrating it into the full lifecycle of new construction, renovation, and operational maintenance. For renovation projects of existing buildings, the Group conducts professional structural safety assessments and reinforcement designs to systematically identify potential risks. We implement strict controls throughout the construction process to ensure the safety and stability of the renovated buildings. For new construction projects, H World integrates structural safety requirements into the design and material selection stages. By optimizing structural design and strengthening quality control for critical nodes, we ensure architectural safety performance from the source. During the operational phase, the Group continuously tracks the status of building structures through periodic inspections, specialized screenings, and digital monitoring, ensuring that potential safety hazards are eliminated promptly.

### Structural Safety Management in Old Building Renovation

The Orange Hotel Shanghai Xuhui Tianlin Road project is an old building renovation. During the project initiation phase, H World organized a professional structural engineering team to conduct a comprehensive safety assessment of the building's main structure, testing and analyzing critical components such as load-bearing structures, beam-column systems, floor loading capacity, and foundation structures.

Based on the assessment, the project team formulated targeted reinforcement and optimization plans, implemented reinforcement and optimization measures for key structural parts of the building, and carried out construction in strict accordance with engineering safety management specifications. During the renovation process, H World conducted full-process supervision and management over construction quality and safety risks.

Through systematic structural assessment and professional renovation management, H World has effectively ensured the structural safety of hotel buildings in old building renovation projects, achieving the safe utilization and quality enhancement of existing building resources, and providing guests with a safe and comfortable accommodation environment.



## Engineering and Facilities & Equipment Safety

H World continues to strengthen safety management of hotel engineering projects and facilities and equipment by optimizing construction management approaches, adopting safe and environmentally friendly materials, and promoting standardized engineering processes, thereby continuously enhancing safety levels during both construction and operational phases of hotels.

During construction and renovation projects, H World actively explores digital and intelligent construction methods and has gradually piloted the use of robotic spray-painting technology. By using automated equipment for wall coating applications, the Group improves construction quality consistency, effectively reduces safety risks associated with working at heights and manual operations, and lowers occupational health and safety risks for construction workers.

At the same time, H World continues to promote standardized and modular installation models. By advancing integrated installation of equipment and facilities and standardized construction workflows, the Group reduces on-site complex construction activities, improves construction efficiency and quality stability, mitigates construction safety risks at the source, and provides a more stable and reliable engineering foundation for subsequent hotel maintenance and operations.

In terms of building material selection, H World prioritizes environmentally friendly and health-compliant materials, such as promoting the use of formaldehyde-free panels and other low-emission materials, in order to reduce indoor air pollution risks and safeguard the health and safety of guests and employees.

On the operational side, the Group continues to advance the digital transformation of engineering and maintenance management. Through the "Easy Repair" system, end-to-end processes including repair requests, work order dispatch, reassignment, and acceptance are fully digitized, improving operational efficiency and management transparency.

## Fire Safety

Fire safety is the top priority of hotel operations, directly impacting the lives and property of guests and employees and the sound operation of the hotel. In 2025, H World updated the Hotel Fire Safety System to further detail fire safety responsibilities and management requirements at the hotel level, providing institutional guarantee for fire safety management across all its properties.

In daily operations, H World continuously strengthens the identification and control of key fire risks. Addressing the high incidence of fires in winter, the Group focuses on managing critical risks, including the use of heating equipment, electrical wiring safety, the accessibility of evacuation routes, and the maintenance of fire-fighting facilities, through internal safety alerts and specialized training. We have clearly defined fire safety requirements for guest rooms, public areas, and back-of-house zones to ensure that fire-fighting equipment remains in good working order and to eliminate hazards such as the obstruction or blockage of evacuation routes.

Meanwhile, H World continues to reinforce employees' fire safety awareness and emergency response capabilities, driving the implementation of fire safety responsibilities across all staff. During routine inspections, employees prioritize monitoring the operational status of electrical equipment and the accessibility of evacuation routes, while proactively reminding guests to be mindful of fire and electricity safety. Furthermore, the Group conducts fire safety training and emergency drills to steadily enhance employees' skills in hazard identification, alarm reporting, and emergency evacuation, ensuring a rapid and effective response in the event of an emergency.

For high-risk scenarios such as maintenance construction and kitchen operations, H World strictly enforces a Hot Work permit system and on-site safety management

requirements. For hot work involving welding or cutting, approval procedures must be completed in advance, and necessary fire-fighting equipment must be deployed, and designated personnel must provide on-site supervision while clearing surrounding combustible materials. Simultaneously, kitchen operations rigorously implement requirements for grease duct cleaning, gas equipment inspections, and standardized operating protocols to mitigate fire risks at the source.



Winter Fire Safety Reminder

## Food Safety

H World deeply integrates food safety management into the entire chain of hotel catering services, striving to provide guests with a safe and healthy dining experience. The Group has formulated the *Food Hygiene Management System* and established the "5 Red Lines for Catering Cleanliness" (specifically: tableware disinfection, zero spoiled/expired food, disinfection of kitchen tools, food covering and compliant labeling, and pest-free kitchens and restaurants), reinforcing the baseline requirements for food safety management at the hotel level. In terms of supplier management, Legacy Huazhu developed and implemented internal policies such as the *H World Easy Purchase Food Management Regulations* to standardize the management of food procurement sources, supplier qualifications, and product quality. Legacy DH requires food suppliers to provide business licenses and product test reports. Large-scale suppliers must hold International Food Standard (IFS) certification, while small-scale suppliers are required to pass Hazard Analysis and Critical Control Point (HACCP) system audits to ensure the safety and reliability of food raw material sources.

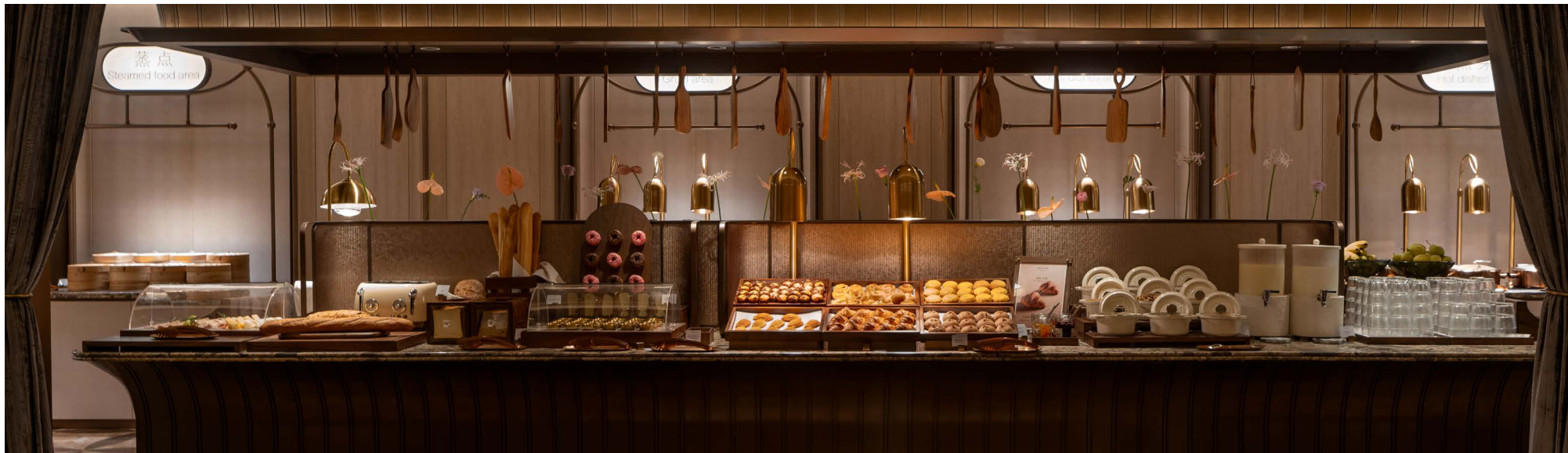
## Food Safety Management Measures

### Procurement and Storage

H World insists on procuring raw materials through formal channels and follows the principle of moderate procurement. We strictly monitor storage duration and temperatures to mitigate the risk of spoilage. For special or ad-hoc procurement, compliance and traceability of sources are mandatory.

### Daily Operations

H World requires hotel kitchens to strictly manage and record Critical Control Points (CCPs) during food processing and service to ensure the traceability of production and supply. Meanwhile, hotels should rigorously implement hygiene management standards, strengthening daily oversight of kitchen equipment, operational workflows, and environmental sanitation.



To continuously identify and mitigate food safety risks, H World employs a combination of internal inspections and external evaluations. This includes periodic specialized checks on catering service quality and food safety, as well as engaging third-party agencies for unannounced audits of back-of-house management and food safety systems to further optimize its food safety management standards. Meanwhile, the Group has established standardized Food Safety Incident Handling Procedures, which clearly define reporting, disposal, and rectification protocols at the hotel level in the event of a food safety incident to ensure prompt response and effective resolution. Legacy DH also implements food safety management practices, conducting HACCP risk assessments throughout procurement, storage, processing, and service. These efforts are supported by regular third-party audits, providing professional assurance for hotel food safety.

H World regularly organizes training on food safety management standards and conducts targeted sessions for key positions based on actual hotel operations to enhance staff awareness and operational compliance.

### Localized Catering Services

On the basis of ensuring food safety and quality, H World actively integrates the culinary cultures of different regions to provide guests with dining services that feature both local characteristics and cultural experiences. In 2025, H World launched the "Savor Your City's Flavor — Local Breakfast Discovery Campaign," encouraging hotels nationwide to explore representative local breakfast categories by aligning with the eating habits and unique flavors of their respective cities, thereby creating a "One City, One Flavor" local breakfast experience. By introducing regional specialties and cultural elements into the dining experience, the Group has further enriched guests' dining options and enhanced their perception and experience of urban culture during their journeys.

In the process of promoting localized dining innovation, H World adheres to collaborating with premium local ingredient suppliers, prioritizing green, reliable, and traceable raw materials. While meeting the diverse dietary needs of guests, this initiative also boosts the promotion of local culinary culture and the synergetic development of regional industries.



## Hygiene Safety

H World attaches great importance to hotel hygiene and safety management. Through standardized hygiene management systems and continuous supervision and inspection mechanisms, the Group steadily elevates its hygiene management standards to provide guests with a safe and reliable stay experience.

In terms of guest room and public area hygiene management, H World has formulated unified cleaning and disinfection protocols. These protocols standardize cleaning frequencies, disinfection workflows, and hygiene inspection requirements across guest rooms, public areas, and back-of-house zones. Hotel employees are required to strictly follow operational procedures for cleaning and conduct regular hygiene inspections of key areas to ensure the hotel environment remains clean and sanitary.

Regarding linen and laundry management, H World has established unified standards for the collection, transportation, washing, and storage of bedding, towels, and other linens. Hotels must classify and collect used linens according to specifications and transport them to professional laundry facilities for centralized cleaning and disinfection. Partner laundry service providers must comply with relevant national hygiene standards and ensure that linens meet safety requirements through standardized washing and disinfection processes. Hotels also perform daily quality checks on laundry to ensure linens remain clean, odorless, and compliant with hygiene standards before use. Furthermore, H World continuously strengthens hygiene management during linen storage and usage. Clean linens are stored in designated areas and managed separately from soiled linens to prevent cross-contamination.

In pest control, in 2025, H World updated the *Pest Control Management Standards*, strengthening hotel-level prevention and control capabilities through more scientific and quantitative management methods. Hotels are required to conduct regular pest inspections and prevention work, with monitoring and documentation implemented in key zones to ensure that critical areas such as kitchens, restaurants, and guest rooms maintain a high-quality sanitary environment.



## Service Safety

H World continuously drives the digital transformation of its safety management. By leveraging information systems, the Group conducts online management of hotel safety inspections, hazard mitigation, and incident handling, while utilizing data analytics to consistently optimize safety management mechanisms.

In daily operational management, H World utilizes the "Easy Inspection" system to manage security patrols and equipment inspections online. In 2025, the overall coverage and effective usage rate of the "Easy Inspection" system both exceeded 99%, achieving standardized and traceable management of hotel safety inspections.

Regarding risk identification and hazard governance, H World utilizes the "Easy Safety" system to report and manage the rectification of safety hazards. In 2025, over 10,000 hazard rectification items were recorded. Through continuous tracking and closed-loop management, the Group has effectively enhanced the efficiency of risk governance.

Furthermore, H World continuously promotes the application of intelligent safety equipment. The Group is gradually rolling out new safety technologies, such as Fire Internet of Things sensors and anti-pinhole camera detection equipment. Through intelligent monitoring and proactive warning mechanisms, we further enhance our capability to identify and prevent safety risks at the hotel level.

## Diverse Experiences

H World is dedicated to providing guests with artisanal, high-quality services. While ensuring comfort and satisfaction, we strive to add a touch of brilliance to every traveler's journey. Our portfolio of brands crafts signature services and innovative experiences meticulously designed to cater to the diverse preferences of various traveler segments.

- HanTing Hotel accompanies 1.4 billion citizens
- Ji Hotel embodies the essence of Eastern aesthetics and humanistic spirit
- Orange Hotel advocates for a vibrant, sunny side up lifestyle
- Hi Inn empowers green, low-carbon travel
- Manxin Hotel is committed to the preservation of historical and cultural architecture
- MaxX By Steigenberger Hotel pays homage to the classics, blending heritage with modern revitalization
- Blossom House Hotel inherits excellent traditional culture

Every guest can discover a personalized stay that resonates with his or her individual needs.



HanTing Hotel



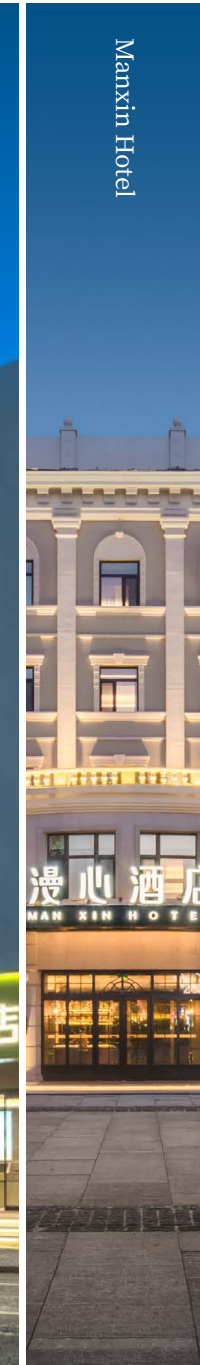
Ji Hotel



Orange Hotel



Hi Inn



Manxin Hotel

MaxX By  
Steigenberger Hotel

Blossom House

HanTing Hotel

A Nationally-friendly Accessible Hotel

As a "National Hotel" brand catering to public travel needs, HanTing Hotel consistently focuses on the stay experience of diverse groups. By constructing accessible facilities and innovative services, it promotes more inclusive and friendly hotel spaces, enabling more people to travel with peace of mind and stay with ease.

The HanTing Hotel (Nanjing Pukou Railway Institute) in Dingshan Street, Jiangbei New Area, Nanjing, is the first "Accessible Economy Hotel" in Jiangsu Province. The hotel is equipped with wheelchair ramps, low-level service counters, accessible passages, and digital sign language services. Guest rooms enhance the experience for people with disabilities through adjusted bed heights, safety grab bars, one-touch emergency calls, and auxiliary equipment. Beyond physical facilities, the hotel has established an "Employment Training Base for Students with Disabilities," providing vocational skills training for special education students.

Through comprehensive accessible facilities and inclusive service practices, HanTing Hotel continues to explore friendlier hotel spaces and social values, extending the warmth of a "National Hotel" to more people and "touching lives with life."



Braille Room Signage, Accessible Check-in, Accessible Parking, Accessible Restroom, Low-profile Bed Design



## JI Hotel Oriental, Moderate, Cultural

"JI" translates to "all beautiful seasons." The brand consistently upholds the core values of "Oriental, Moderate, Cultural," remaining true to its original aspiration: "Designed for the Chinese, Experienced by the World." Since its inception, JI Hotel has been dedicated to conveying Oriental aesthetics and life philosophy. By drawing inspiration from the humanistic spirit of Eastern wisdom, it provides a lodging style and design aesthetic that resonates with the Chinese people, sharing an Oriental lifestyle with every guest and creating a naturally comfortable journey.

JI Hotel integrates Oriental philosophy into modern lifestyles and across all hotel scenarios. The hotel is more than just an accommodation space; it is also a sanctuary for culture and aesthetics. The design features a visual sense of "haziness and white space" (Liubai), complemented by artistic works of humanistic interest, Zen tea fragrances, and nature-inspired music, all conveying a freehand, poetic aesthetic. From the Zen tea aroma upon entry and the poem slips in guest rooms to the "moderate and non-intrusive" family-like service and the Annual Humanistic Gala, guests are invited into an immersive experience of "The JI Way."



JI Hotel

Entering the lobby of Ji Hotel's "Xiao Shan Qing," guests are welcomed by an humanistic space steeped in Eastern charm, where traditional calligraphy, painting, the aroma of tea, and tea-tasting experiences intertwine. The brand seamlessly integrates iconic elements of traditional Chinese culture—such as dragonflies, rockeries, pavilions, wisteria flowers, and Taihu stones—into the spatial design. By creating an environment that balances both artistry and functionality, it offers guests a peaceful, relaxing, and culturally warm public space. Through these meticulous details, Ji Hotel hopes to provide travelers with a moment of relaxation amidst their busy journeys, allowing them to experience the serenity and beauty conveyed by Eastern aesthetics through this immersive experience.



JI Hotel "Xiao Shan Qing" Lobby



JI Hotel "Xiao Shan Qing" Living Room



### JI Hotel "Xiao Shan Qing" Living Room

JI Hotel transforms the traditional lobby into a multi-dimensional offline lifestyle experience center. Infused with the "JI Style," the space evolves from a tea experience area to a retail space for "JI Choice" products. This redefines the hotel's commercial model by creating a domestic scene of Oriental living, connecting guests to a better lifestyle. The "Guest Living Room" features items used within the hotel alongside curated products representing Oriental aesthetics. JI Hotel aims to share these "high-quality" yet affordable goods with customers, further illustrating the Oriental aesthetic lifestyle.

### JI Hotel "Xiao Shan Qing" Tea Space

The "Xiao Shan Qing" design utilizes partitions to create a new "Tea Space," further interpreting Oriental aesthetic living. JI Hotel selects premium teas directly from their origins, paired with traditionally handmade tea snacks, allowing guests to focus on the tranquility of the present moment over a cup of tea. This space not only provides a dignified and private area for business negotiations but also serves local residents as a temporary office or leisure spot. In this minimalist and relaxed atmosphere, guests can savor a cup of tea and wash away the fatigue of their journey.



JI Hotel "Xiao Shan Qing" Tea Space

Adhering to the functionalist minimalist aesthetic of "People-oriented and User-friendly," the "Xiao Shan Qing" design employs an open-shelf design with three functional zones. Every space, step, and amenity is presented clearly to the guest. Placing belongings and changing shoes is a fluid motion; toiletries are within arm's reach; and preparing tea is just a step away. Guests can find everything they need through the most effortless spatial flow.

Furthermore, for the first time in "Xiao Shan Qing," JI Hotel has introduced automotive-grade intelligent guestroom controls, allowing guests to enjoy more attentive services with fewer actions. With a simple voice command, "Hello Huazhu," guests can effortlessly adjust the air conditioning, curtains, television, and ambient lighting.

JI Hotel has once again upgraded the core sleep experience. Zero-light-leak blackout curtains and high-thread-count all-cotton bedding help guests immerse themselves in pure relaxation and enjoy a pleasant, comfortable stay experience.

In the guest room, a dragonfly figurine rests quietly by the headboard, as if in conversation with one's childhood self, a return to the "home of the heart."



Integrated TV Wall Design



"Hello Huazhu" Smart Room Control

JI Hotel consistently upholds the philosophy of environmental protection, integrating sustainability into the brand through innovation in product design. Eco-friendly materials such as bamboo and straw are used for slippers, trays, hangers, and tissue boxes, while toiletry bottles are made from RPET recycled materials. As guests enjoy our comfortable services, the concept of sustainability is subtly conveyed, encouraging every traveler to become a steadfast practitioner and active promoter of sustainability concepts.



JI 5.0 Biodegradable Bio-based Guest Amenities



JI 5.0 Tea Sets

The Oriental lifestyle emphasizes "eating according to the season," nourishing the body with foods that align with the climate and time of year. JI Hotel's Chinese breakfast features selected, natural, and raw ingredients, prepared simply to preserve their original flavors, leading a healthy Eastern lifestyle. A bowl of "seasonal flavors" soothes the homesick heart and delivers a unique sense of warmth.



JI Breakfast



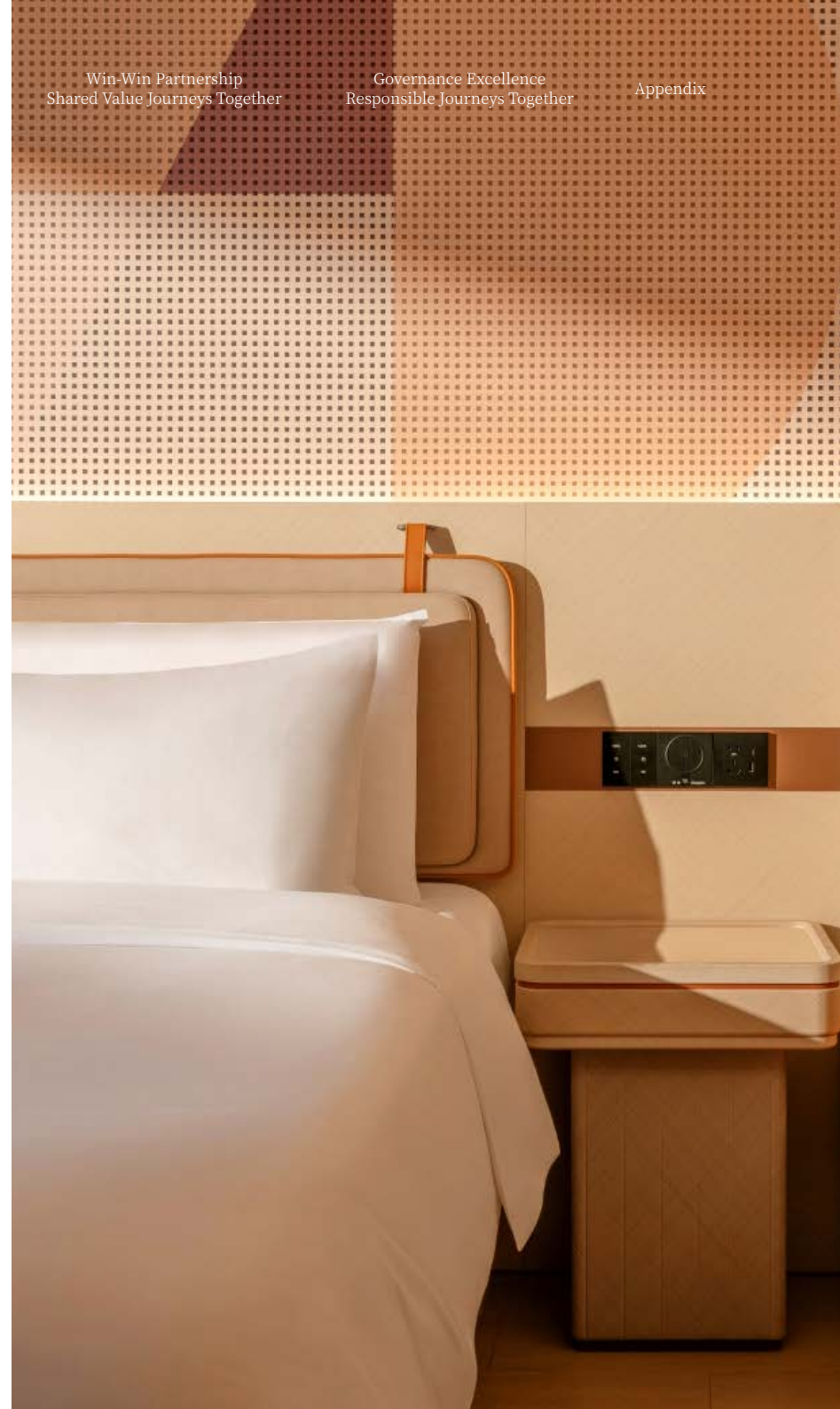
The signature feature of the JI Laundry Room is "Smart Wash & Dry," addressing laundry needs and enhancing convenience. This service reflects the hotel's commitment to care, ensuring that every garment on the journey remains as clean as new.



**Orange Hotel** A Healthy and Vibrant Lifestyle

In 2025, Orange Hotel marked a significant milestone in its brand development with the opening of its 1,000<sup>th</sup> hotel. Guided by the brand philosophy of "Sunshine, Vitality, and Health," Orange Hotel celebrated this achievement with a unique "1,000<sup>th</sup> Hotel Celebration Run." By blending brand festivities with the advocacy of a healthy lifestyle, the event conveyed a positive and uplifting attitude toward life to the public.

Utilizing city running as a medium, the event was held through a coordinated effort across multiple locations. Orange Hotel employees, partners, and running enthusiasts joined together, advocating for regular exercise and the concept of healthy living through a relaxed and friendly running format. The initiative served not only as a momentous celebration of the brand's growth but also allowed the public to experience the vitality and joy of sports firsthand. Moving forward, Orange Hotel will continue to utilize diverse activities and lifestyle advocacy to encourage more people to explore their journeys and lives in a healthier and more proactive way.

Orange Hotel 1000<sup>th</sup> Hotel Celebration

**Hi Inn Fully Self-Service, Green, and Low-Carbon Stay**

Against the backdrop of contemporary travelers' increasing focus on value for money, freedom of choice, and low-carbon lifestyles, the Hi Inn fully self-service hotel model was born. Guided by the philosophy of "Fully Self-Service, Eco-Friendly, and Reliable yet Affordable," Hi Inn utilizes design-driven innovation to systematically reconstruct the traditional economy hotel. From spatial layout to operational models, it creates a more efficient, self-service, and sustainable lodging experience.

In its spatial construction, Hi Inn promotes a "wood-free" concept, extensively adopting standardized and modular construction systems. Over 20% of the hotel's structural materials are recyclable, including steel plates, angle steel frames, and standardized hardware. This not only enhances construction efficiency but also facilitates future dismantling and recycling, embedding environmental principles throughout the building's entire lifecycle.

Meanwhile, Hi Inn has proactively streamlined and reconstructed guest room equipment to minimize non-essential energy consumption. In the fully self-service version launched in 2025, twin rooms will eliminate traditional televisions, while 10% of these will be designated as "Green Stay Twin Rooms" for guests seeking a quiet environment. Traditional cable TV is being replaced by screen-casting technology, which precisely meets core viewing needs while significantly reducing standby power consumption.

In terms of service models, Hi Inn deeply integrates green operations with guest behavior through a digital self-service system, enabling a seamless journey from booking and check-in to check-out. The hotel has eliminated traditional "Do Not Disturb" and "Please Clean" door hangers, implementing an on-demand cleaning service to reduce unnecessary labor and laundry resource consumption. Hi Inn also promotes non-woven towels in reusable bags, encouraging guests to use them multiple times. Furthermore, a "Green Living" incentive mechanism, where guests earn points for opting out of disposable amenities, successfully transforms low-carbon lodging into a rewarding interactive experience.

By combining self-service operations with low-carbon design, Hi Inn provides affordable and reliable accommodation for China's 800 million travelers. Simultaneously, it charts a development path for the economy hotel sector that balances efficiency, cost, and environmental responsibility, driving the practical implementation of green concepts in daily travel scenarios.

By the end of 2025, H World's "Green Living" program had accumulated over 61.97 million grams of green energy. This is equivalent to planting 3,462 Haloxylon ammodendron trees, which helps protect approximately 69 mu (46,002 square meters) of desertified land.



Hi Inn Honored as an Award of Merit Winner in Interior Design's 2025 Best of Year Award



Growing Green Hope with Hi Inn

## Manxin Hotel

## Historic Building Preservation and Cultural Heritage

Guided by the philosophy of "Integrating Culture into Life," Manxin Hotels seamlessly blend the preservation of historical heritage with modern lodging experiences, creating hotel spaces that celebrate unique local identities.

At Manxin Mansion Jingdezhen Taoxichuan, the architectural complex preserves traditional industrial and residential styles. Through the meticulous protection and restoration of original brickwork, eaves, and courtyard structures, the hotel maximizes the preservation of historical textures and spatial integrity. Simultaneously, ceramic elements are integrated into the spatial design, from artistic installations in the lobby to porcelain ornaments in guest rooms, embodying the essence of Jingdezhen's millennium-old ceramics culture.

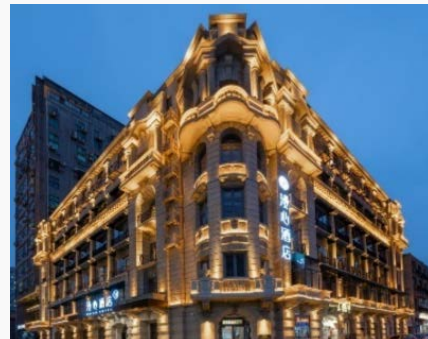
Manxin Hotel has also introduced theme activities centered on ceramic culture, allowing guests to personally participate in pottery-making experiences, ceramic art workshops, and cultural lectures to gain a deep understanding of the developmental history and craftsmanship techniques of Jingdezhen ceramics. By integrating cultural experiences throughout the entire stay, the hotel provides valuable and replicable experience for promoting the development of local cultural tourism.



Porcelain Photo Wall



"Zhenyao" Kiln Installation in the Lobby



Manxin Mansion Wuhan Hankou Riverside 1915 (Former Richardson & Magreth Building)

At Manxin Mansion Wuhan Hankou Riverside (located in the 1915 centennial Richardson & Magreth Building), the complex preserves the historical charm of the Hankou Concession era. By restoring original arched windows, stained glass, and structural imprints of time, the hotel honors the century-old building's historical grain and sense of space. The design incorporates "Han-style" cultural elements, ranging from the Jianghanguan Clock Tower installation in the lobby to decorations of traditional Lilong (alleys) and Yangtze riverboat sails in the guest rooms. These details capture the essence of Wuhan's centennial commercial and urban culture, creating a perfect harmony between architecture and local heritage.

The hotel has also launched theme experiences centered on Han-style culture, allowing guests to personally participate in explorations of old lane-alleys, vintage Qipao fittings, and cultural lectures to gain a deep understanding of Wuhan's historical evolution, architectural styles, and urban culture. By introducing local cultural artists and handicrafts into the hotels, and through exhibitions and interactions, the hotel ensures that cultural experiences are integrated throughout the entire stay. This provides a replicable practical case for promoting the development of Wuhan's cultural tourism.

## MaxX By Steigenberger Hotel

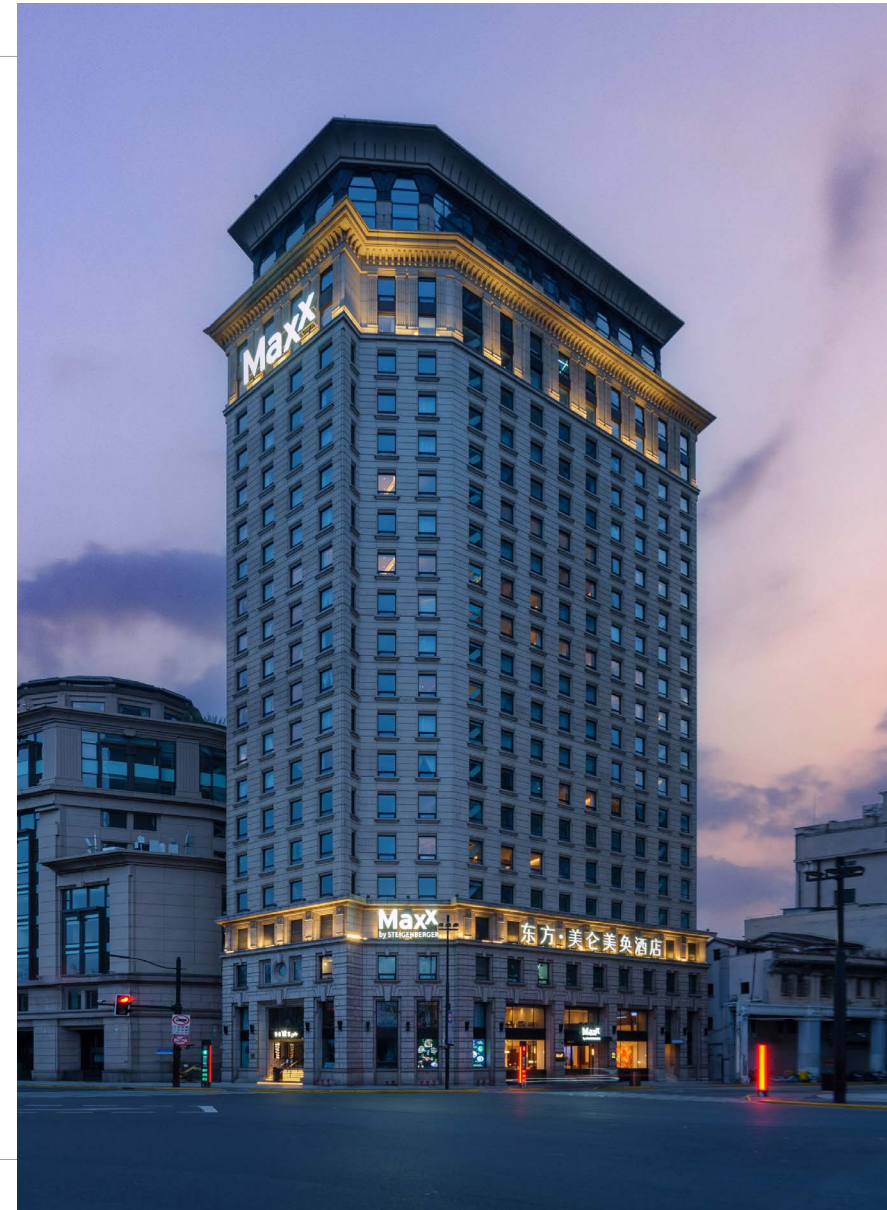
## Balancing Artistic Aesthetics and Customer Value

Upholding the design philosophy of "Homage to Classics, Heritage Revitalized," MaxX By Steigenberger Hotels seamlessly integrate historical culture with modern artistic aesthetics to create a unique hospitality experience. In spatial design, the hotel preserves and reconstructs classical architectural elements, allowing historical textures to coexist with modern comfort. By integrating artistic installations, sculptures, and decorative paintings into public areas and guest rooms, the brand merges visual beauty with immersive experiences, transforming every stay into an aesthetic exploration. In terms of value delivery, the hotel hosts regular art exhibitions and cultural activities. This allows guests to perceive and participate in the continuity of art during their leisure time, while inspiring a deeper understanding and appreciation of both traditional and contemporary cultures.

By combining the revitalization of classic elements, the integration of artistic aesthetics, and the optimization of guest experiences, MaxX By Steigenberger Hotels do more than just provide comfortable accommodations. They serve as a benchmark for the fusion of cultural heritage, artistic experience, and lifestyle, reflecting the brand's comprehensive innovation in spatial aesthetics, service value, and cultural responsibility.



MaxX By Steigenberger Hotel



Blossom House Inheriting Excellence in Traditional Chinese Culture

Blossom House Peach Island (Wuxi), a brand under H World, focuses on community co-creation and local cultural immersion, actively exploring practical pathways for cultural inheritance. On the one hand, the hotel collaborates with local Intangible Cultural Heritage artisans to establish heritage workshops. By hosting experiential courses such as "Yangshan Peach Wood Safety Charms" and "Huishan Clay Figurine Painting," the hotel allows guests to engage with traditional crafts, ensuring that these skills are preserved through "living inheritance" in everyday scenarios. On the other hand, drawing upon the cultural heritage of the local Yangshan Zen temples, the hotel curates immersive activities such as "Pastoral Poetry Gatherings" and "Four Seasons Tea Rhymes." Guests are invited to appreciate poetry and savor tea within the elegant atmosphere of Jiangnan-style courtyards, deeply experiencing the profound cultural lineage of the region. Through the hotel as a medium, the project drives protection, dissemination, and innovative development of local culture.



Intangible Cultural Heritage Projects at Blossom House Songyu (Dali Ancient City)



Local Cultural Immersion Activities at Blossom House Peach Island (Wuxi)

Blossom House Songyu (Dali Ancient City), situated beside the ancient Hongsheng Pagoda with views of Cangshan Mountain and Erhai Lake, inherits the ethnic wisdom of the Bai people. With a gentle touch, the hotel revitalizes Intangible Cultural Heritage, paving an immersive path for every guest to reach the heart of Bai culture. The hotel utilizes three forms of Intangible Cultural Heritage—Jiama (woodblock print) blessings, the Bai Three-Course Tea ceremony, and Bai tie-dyeing—as cultural mediums. Guests can print their wishes to dialogue with millennial beliefs, taste the 600-year-old tea ritual to contemplate the life wisdom of "bitter first, sweet second, and reflection third," and create unique blue-and-white memories inspired by the local landscape. By integrating heritage into daily lodging, culture is transformed from a distant symbol into a tangible, experiential, and resonant daily reality. Through such guardianship and inheritance, the hotel leaves a deeper and warmer cultural tourism footprint in Dali.

## Excellent Service

To enhance service quality, H World continuously conducts multi-dimensional customer experience surveys. These initiatives aim to gain deep insights into the genuine needs of diverse guest segments and drive continuous service innovation. Simultaneously, through digital guest experience research, the Group systematically analyzes the behavioral patterns of H Rewards members and their preferences for smart and digital services. Based on these insights, we continuously optimize the stability and responsiveness of key digital services and explore innovative service models to elevate the overall guest experience.

### The 3<sup>rd</sup> Blue Dot Award to Build Excellence Service Standards

To continuously elevate hotel service quality and drive the upgrading of industry service standards, H World established the "Blue Dot Award." Through a specialized and systematic selection mechanism, the award identifies and promotes outstanding service practices across the Group. After three years of development, the Blue Dot Award has evolved into a pivotal platform for the hospitality industry to practice service excellence. Its core industry value lies in constructing a "triple-win" ecosystem where "guests aspire to stay, employees achieve growth, and owners realize profitability." By establishing benchmarks and defining industry service baselines, it helps cultivate the consumer mindset that "H World is the preferred choice for high-quality service."

We believe that the core value of the hospitality industry lies in fulfilling the emotional need for people to be "seen and cared for", which is an essential human connection that remains irreplaceable by technology. For instance, the IntercityHotel Futian Zhongzhou Bay, positioned as a "Star Coaching Hotel in South China," inspires employee belonging and intrinsic service drive through a systematic mentorship and apprenticeship program and talent pipeline construction. This has resulted in a total of 940 excellent service cases throughout the year, embodying the practical translation of "Organizational Goodwill." The HanTing Hotel Langfang Anci Wanda Plaza focuses on meticulous care in daily details, such as providing customized breakfasts for university students and preparing anniversary flowers for guests, proving that excellence often stems from thoughtful and subtle daily actions.

Furthermore, we empower hotel services through the integration of digital intelligence, achieving a dual enhancement of efficiency and the "human touch." Technology serves as the hotel's "digital nervous system," supporting operational efficiency through guest source analysis and smart scheduling. Simultaneously, it enables precise delivery of personalized services, such as gift pack pushes based on guest profiles, online activity reservations, and 24-hour demand response, making care more timely and the experience more seamless.

In 2025, the third Blue Dot Award utilized four evaluation dimensions: Management Behavior, Operating Performance, Customer Experience, and Employee Well-being. Based on objective performance data, guest reviews, and training/mentorship indicators, and combined with onsite proposals from the hotels, the award introduced a diversified judging mechanism blending "International Authority + Academic Perspective + Franchisee Wisdom." Ultimately, seven winning hotels were selected.



The 3<sup>rd</sup> Blue Dot Award

## The 4<sup>th</sup> Huading Cup to Ignite a New Journey of Service Excellence for 20 Years

H World continuously drives brand value enhancement with service excellence as its core. The Huading Cup is a prestigious internal award established by the Group to recognize outstanding achievements in service innovation and quality management. The Huading Cup places guest satisfaction and operational management performance at the heart of its evaluation. It focuses on assessing a hotel's comprehensive performance in areas such as service workflow optimization, employee training, teamwork, and guest experience enhancement.

During the 2025 selection process, numerous H World hotels across China competed for the honor, with outstanding properties ultimately receiving recognition for their exceptional performance. These award-winning hotels not only excelled in service standardization and process optimization but also enhanced guest experience and brand satisfaction through innovative service initiatives. This reflects H World's long-term commitment to high-quality service and sustainable operations.

Through the Huading Cup selection mechanism, H World incentivizes its hotels to continuously elevate service standards and strengthen team building. By achieving an organic integration of guest experience and sustainable management, the award has laid a solid foundation for the steady growth of H World's brand value.

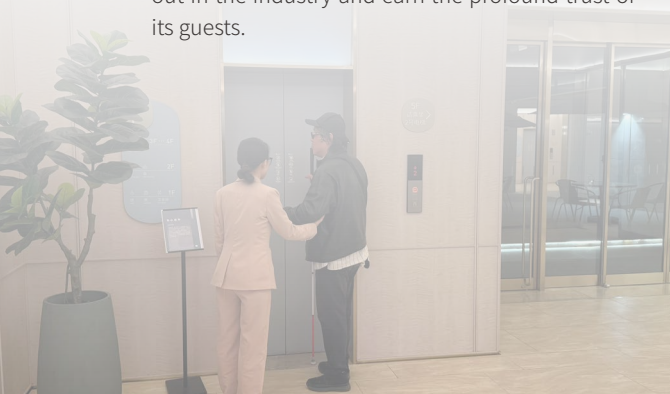


The 4<sup>th</sup> Huading Cup

## A Relay of Seamless Accessibility — HanTing Hotel Earns Praise from a Visually Impaired Musician

The stay experience of a visually impaired folk musician at the HanTing Hotel Hangzhou Alibaba Xixi Wetland Branch vividly demonstrates H World's solid achievements in inclusive service. During the stay, the hotel staff provided full-process accompanied service, including guided check-in, priority assignment of accessible rooms, and detailed introductions to room facilities and emergency call functions. Furthermore, a real-time response mechanism was established to ensure the guest's safety and convenience throughout his or her stay.

The HanTing Hotel Hangzhou Alibaba Xixi Wetland Branch consistently upholds the principle of "Every request deserves a response," striving to be a reliable "Guardian of Peace of Mind" for every traveler. This unwavering commitment to service quality is precisely what allows the hotel to stand out in the industry and earn the profound trust of its guests.



H World translates the concept of sustainable living into tangible and participatory actions for guests. By embedding sustainable touchpoints throughout the entire consumption journey, the Group continuously guides and inspires awareness of green travel and sustainable tourism among its guests. In practice, H World integrates green principles into guests' travel choices and lodging experiences through cross-brand synergy, facilitating a shift from "passive perception" to "active participation." Simultaneously, the Group actively cultivates community value. By integrating the sustainable philosophies of "Goodwill" and "Sharing" into business development through diversified philanthropy and local collaborations, H World promotes synergistic benefits among the enterprise, the community, and the environment.

### Guardianship on the Plateau and Brand Warmth

At the Orange Hotel Shangri-La Dukezong Ancient Town East Gate, a traveler suffering from altitude sickness received proactive assistance and care from hotel staff late at night. The staff not only arranged oxygen equipment but also offered an orange, a brand symbol of welcome and care, to help alleviate the guest's discomfort. Such subtle gestures are a true reflection of our "Guest-First" service philosophy.

### Green Travel and Low-Carbon Advocacy

The Intercity brand actively advocates for green travel, promoting low-carbon lifestyles and wellness concepts through cross-sector co-branding initiatives. These activities have received positive market feedback, effectively guiding guests toward green consumption habits.



Intercity Hotel Co-Branded Green Travel Initiative

### Community Integration and Humanistic Care

H World launched the "Love Cabin" public welfare project in the Beijing area, covering 27 hotels across brands including HanTing, Ji, Orange, ibis, and Hi Inn, with a phased rollout planned citywide. Focusing on high-frequency community needs, the project provides 12 convenience services, such as free photocopying, stationery support, mobile charging, emergency calls, drinking water, restroom access, umbrella lending, and backpack storage, creating a "Warm Waystation" within the neighborhood.

During the Lunar New Year travel rush, HanTing lobbies nationwide were opened to the public for free, providing rest areas and heartwarming services to alleviate travel fatigue through brand warmth.



HanTing Hotel Community Convenience Services

## Responsible Marketing

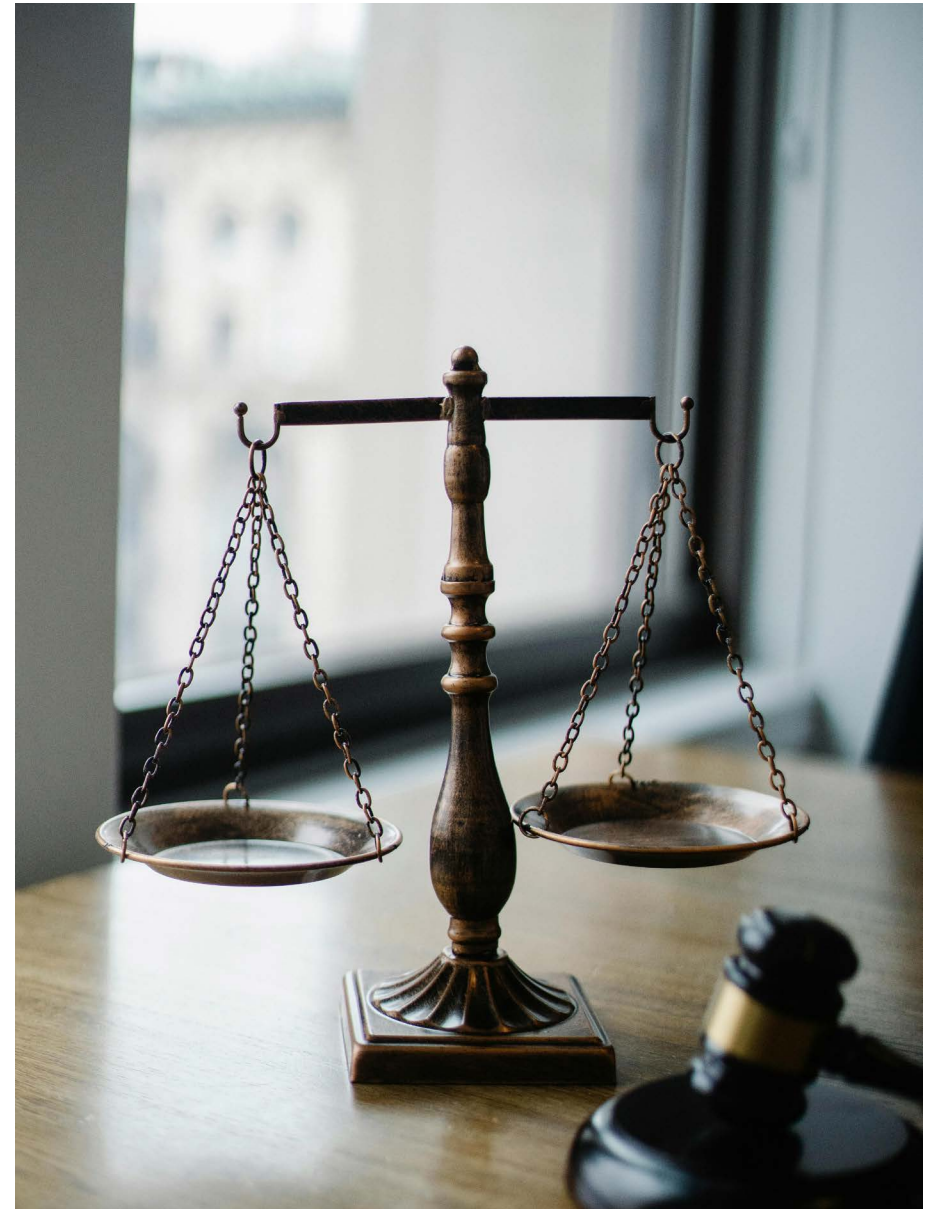
H World consistently prioritizes consumer sentiment and adheres to the principles of responsible marketing. While safeguarding the legitimate rights and interests of consumers, the Group actively promotes the concept of sustainable living to both guests and employees.

H World strictly complies with current Chinese laws and regulations, such as the *Advertising Law of the PRC*, as well as applicable laws and regulations in the overseas regions where it operates. H World has established and implemented internal review mechanisms. All advertising and marketing activities must undergo an internal vetting process to ensure that promotional content is authentic, accurate, and compliant. The Group prohibits any false, misleading, or fraudulent publicity and avoids ambiguous or unfair marketing practices. The Group provides customers with clear and comprehensive information and proactively communicates essential details to help them make informed choices. Meanwhile, to strengthen awareness of responsible marketing, H World regularly conducts online and offline compliance training to ensure that employees understand and practice compliance and sustainability principles.

## Crisis Management

H World attaches great importance to risk prevention and crisis management within its corporate operations. The Corporate Communications Department is responsible for monitoring daily online public sentiment and conducting comprehensive evaluations and judgments of major risk events.

The Group has formulated procedures for reporting and handling emergencies, standardizing key processes such as incident reporting, emergency response, information communication, and subsequent recovery. This ensures that hotels at all levels can respond rapidly following a unified protocol when facing unexpected events. In response to different types of risk events, H World has clarified hierarchical management and reporting mechanisms to ensure that risk information is transmitted to the relevant management levels in a timely manner and handled effectively.



# All-Age Friendly

H World is committed to creating a more inclusive and welcoming hospitality environment, integrating the philosophy of All-Age Friendly Barrier-Free into its hotel design and service systems. Centering on inclusive design, H World has moved beyond the traditional limitation of accessibility facilities being exclusive to people with disabilities. The Group has expanded its service scope to a diverse range of guest segments, including the elderly, families with infants, multi-child families, pet owners, and business travelers, continuously exploring a more universal lodging experience. Through continuous optimization of spatial design, service workflows, and product innovation, H World strives to ensure that guests of all ages and with varying needs can enjoy convenience, comfort, and respect throughout their journeys.

Meanwhile, H World actively integrates corporate practical experience, academic research, and social organization resources. The Group is committed to driving the establishment of more systematic and standardized accessibility service protocols within the industry, contributing to the construction of an inclusive social ecosystem. During the Reporting Period, H World signed a *Strategic Cooperation Framework Agreement* with the Guangzhou Yueer Public Welfare Foundation and Shenzhen University to jointly advance the standardization of accessibility in China's hospitality industry.

By virtue of its continuous exploration and practice in the field of inclusive services, H World's All-Age Friendly Barrier-Free Program was honored with the Gold Award at the 2025 Hotel Industry ESG Innovation Competition. Through the systematic upgrading of accessible facilities, optimization of service workflows, and promotion of industry standards, this project provides exemplary practical experience for the hospitality industry's social responsibility and inclusive development.

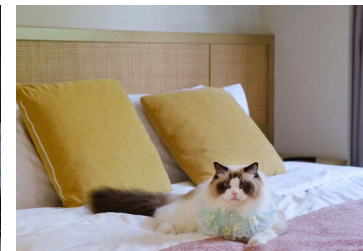


The Only Gold Award at the 2025 Hotel Industry ESG Innovation Competition

## Pet-Friendly Lodging Experience

Blossom House is dedicated to crafting pet-friendly facilities and services, ensuring that both pets and their owners experience the comforting warmth of home throughout their journey. In terms of facility design, Blossom House has developed dedicated pet-exclusive spaces equipped with pet mattresses, water dispensers, and specialized cleaning tools, and safety fences, ensuring that pets enjoy a comfortable stay within the guest rooms. Public areas feature pet activity zones and walking paths, guaranteeing ample space for pets to exercise during their travels while maintaining the cleanliness and safety of the communal environment. At the service level, Blossom House offers customized stay packages for pet owners, providing dietary recommendations, health tips, and curated guides to nearby pet-friendly locations, enabling guests and their companions to plan their journeys with ease. Hotel staff receive professional training to provide fundamental pet care guidance, ensuring that every pet guest receives the utmost attention and heartfelt care. Furthermore, by hosting pet-themed events and social experiences, such as pet photography and interactive workshops for owners and their pets, Blossom House encourages guests to share the joy of companionship and promotes a pet-friendly lifestyle.

Through comprehensive facilities, thoughtful services, and engaging cultural activities, Blossom House seamlessly integrates the pet-friendly concept into its brand experience. This ensures that every stay becomes a wonderful journey shared by owners and their pets, while highlighting the brand's continuous exploration in elevating travel quality and personalized hospitality.



Blossom House

## Creating a Model Accessibility Space at the Corporate Headquarters

H World has systematically integrated accessibility design principles into its corporate headquarters, establishing a model system that spans transit, office, and public spaces to continuously enhance the campus's inclusivity and humanistic care.

In terms of horizontal and vertical transit, the campus optimizes the connections between entrances, roads, and buildings to achieve seamless, barrier-free access from outdoors to indoors. This includes installing accessible ramps, optimizing pedestrian and vehicle flow, and reserving wheelchair-accessible spaces, ensuring that individuals with limited mobility can enter office areas smoothly. Simultaneously, vertical transportation facilities such as elevators incorporate wheelchair requirements into their spatial layout and functional design, enhancing usability by optimizing button heights and signage systems.

Regarding spatial connectivity and internal circulation, H World has established accessible corridors between office buildings. Through the design of link bridges and barrier-free paths, the Group has achieved an efficient and safe internal flow, facilitating transit and interaction across buildings for both employees and visitors.

Additionally, public activity and leisure areas are equipped with accessible entrances and transit facilities. By replacing steps with ramps and optimizing ground materials and drainage design, the campus ensures safety while enhancing the overall friendliness and comfort of the environment.



## Manxin Hotels Public Welfare Event for Families with Intellectual and Developmental Disabilities

In 2025, Manxin Hotels partnered with the Shanghai Putuo District "Ai Tuo Fu" Care Service Center to host the "Warm Companionship, Shared Beauty" public welfare afternoon tea. This event was dedicated to supporting families with members who have intellectual and developmental disabilities (IDD). The event established a platform for emotional exchange and interaction for IDD families, allowing participants to relax and connect in a warm and comfortable hotel environment while cherishing beautiful moments in life.



Caring IDD Family Public Welfare Afternoon Tea

# Digital Innovation Services

H World has consistently regarded digital innovation as one of the core driving forces for the company's long-term development. Since its inception, the Group has continuously promoted the deep integration of hotel operations with digital technology. From the early stages of information system construction to the comprehensive advancement of digital platformization, and further to the exploration of Artificial Intelligence (AI) and smart devices, H World has steadily built a digital ecosystem encompassing guest experience, hotel operations, and corporate management.

Under the guidance of the Three-in-One strategy—comprising "Brand, Traffic, and Technology", H World continues to deeply embed technological capabilities into business scenarios, establishing digitalization as a vital infrastructure for corporate growth. By building platform-based capabilities and applying smart technologies, H World continuously enhances operational efficiency, optimizes guest experiences, and provides franchisees with more efficient business management tools, driving the hospitality industry toward a smarter and more sustainable future.

## H World's 20-Year Journey of Technological Capability Development

### 2008

- The Industry's First Fully Self-Developed Hotel Management System

### 2013

- Industry-First Free Full-Coverage WiFi
- Digitalization of Positions  
Easy Room Helps Achieve the Industry's Best Manpower Efficiency Ratio

### 2014

- Industry-First Online Self-Service Room Selection
- H Rewards: The World's Leading Proprietary Traffic Platform

### 2019

- Industry-Wide First Comprehensive Coverage Self-Check-in/Room Selection Terminal Huazhang Gui

### 2020

- Industry-First Intelligent Delivery Robot
- Industry-First AI Voice Service Assistant Huaxiao AI

### 2024

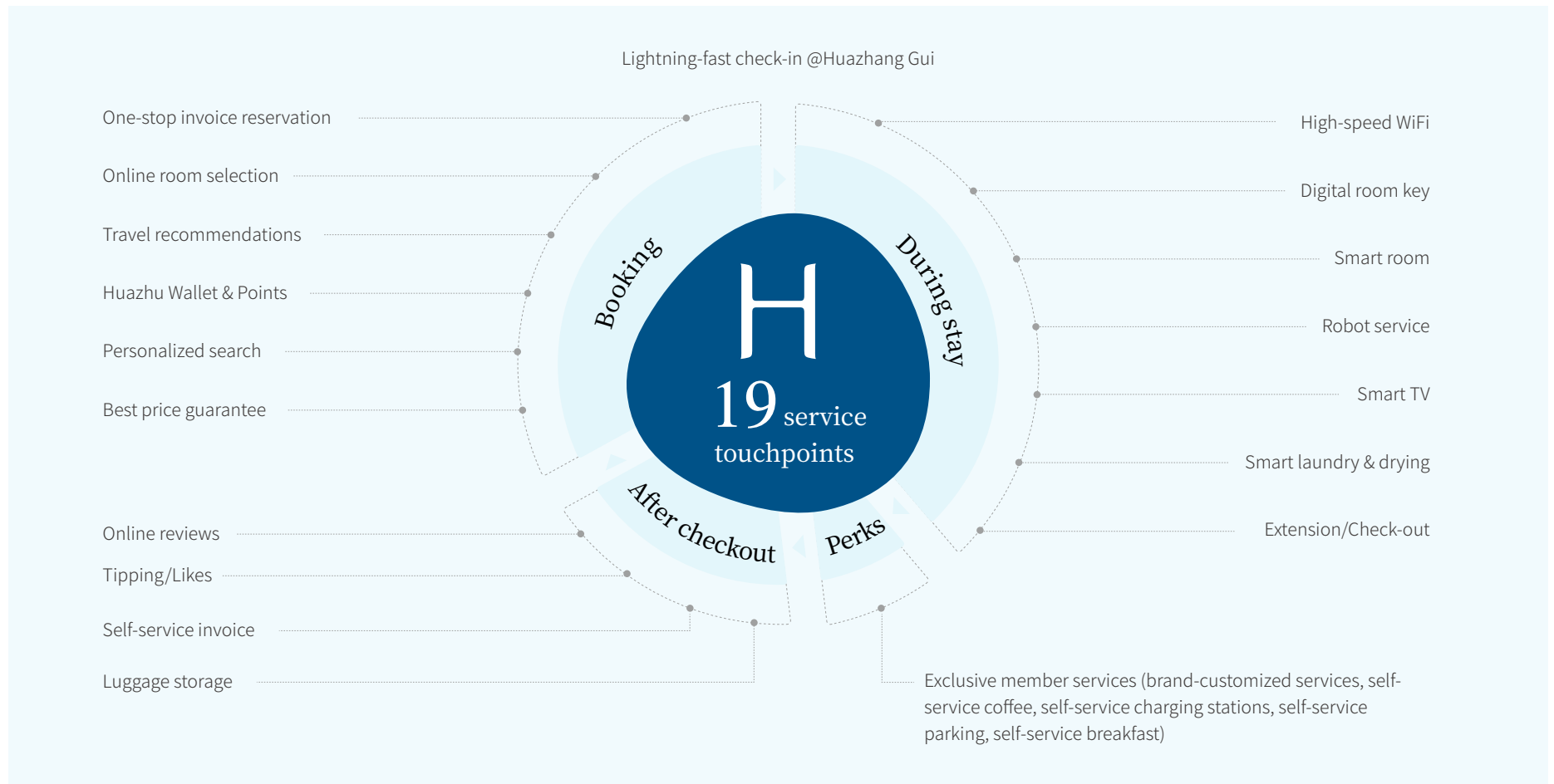
- New Front Desk Model Reimagined  
Fastest Check-in in Just 10 Seconds

### 2025

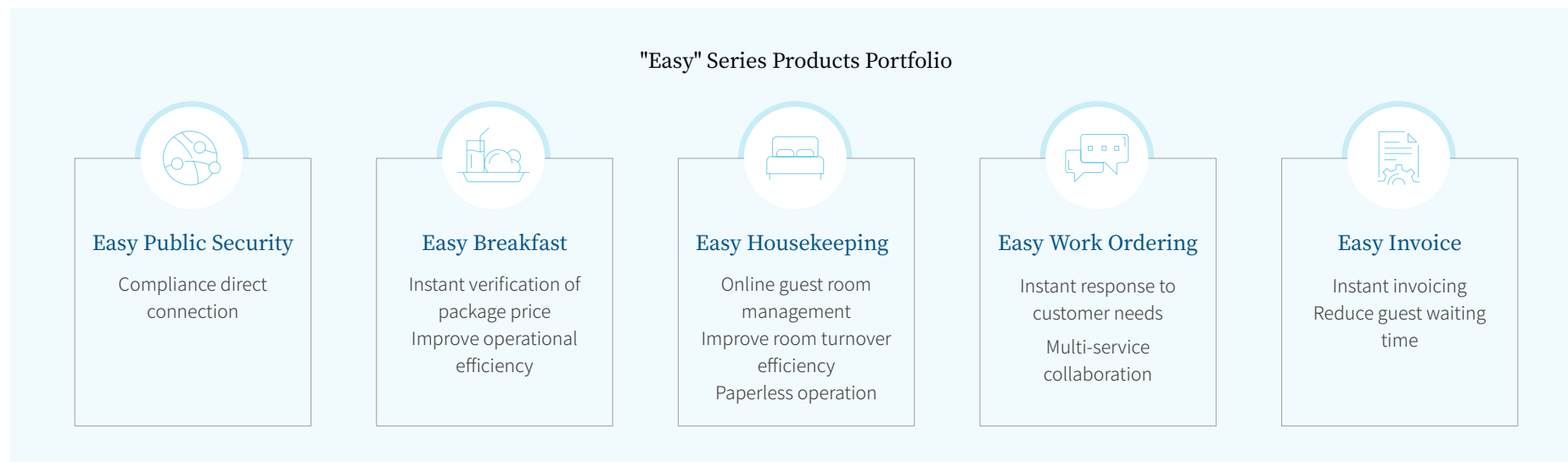
- Industry-First Hotel-Wide GOP Management

Regarding guest experience, H World has constructed a digital service system covering the entire journey lifecycle. Starting from the pre-stay booking phase, guests can make convenient bookings and access information on hotel facilities, transportation, and surroundings via the H Rewards App, mini-programs, and other online platforms. During the stay, a variety of smart devices and digital services further enhance the efficiency and experience of check-in and room service. After check-out, functions such as smart luggage storage and membership services continue to provide convenient support after checkout, creating a seamless, end-to-end accommodation experience for guests.

### H World's Closed Loop of Digital Services



While providing guests with a convenient stay, we continuously upgrade digital empowerment products to optimize hotel management efficiency and control operating costs, thereby enhancing H World's core competitiveness and brand value. Taking H World's "Easy" series of digital products as an example, features such as Easy Housekeeping and Easy Work Ordering enable online room management and rapid response to guest needs, effectively improving room turnover efficiency. Meanwhile, the Easy Invoice feature simplifies the online invoicing process, helping to enhance the efficiency and experience of self-service invoicing for guests.



Furthermore, H World continues to advance the application of AI in hotel operations and customer service. During the Reporting Period, we deployed AI customer service within our App, supporting automated responses across more than 150 service scenarios, including breakfast inquiries, gym facilities, and room service requests. Simultaneously, we introduced in-room voice interaction systems linked with robot delivery services, with these features now covering over 1,000 hotels, effectively improving service efficiency and guest satisfaction. Throughout the technological application process, we prioritize data security and privacy protection. Our AI models operate within a self-built VPC (Virtual Private Cloud) environment and integrate the capabilities of multiple domestic Large Language Models (LLMs), ensuring that data is processed within a controlled environment to provide a secure foundation for intelligent applications.

#### Hi Inn's All-Self-Service Model Reshaping Hospitality Through Digital Innovation

H World continuously explores more efficient and convenient hospitality models. Hi Inn has introduced the innovative "All-Self-Service Hotel" model, which integrates digital systems with smart devices to enable a seamless, self-service experience from booking to check-in. Under this model, guests can complete identity verification, room card collection, and check-out via online booking and self-service kiosks, significantly reducing waiting times. Meanwhile, hotel front desks utilize mobile systems and remote operation platforms to achieve coordinated management across multiple properties, enhancing operational efficiency.



Hi Inn's All-Self-Service Model

# Privacy and Data Protection

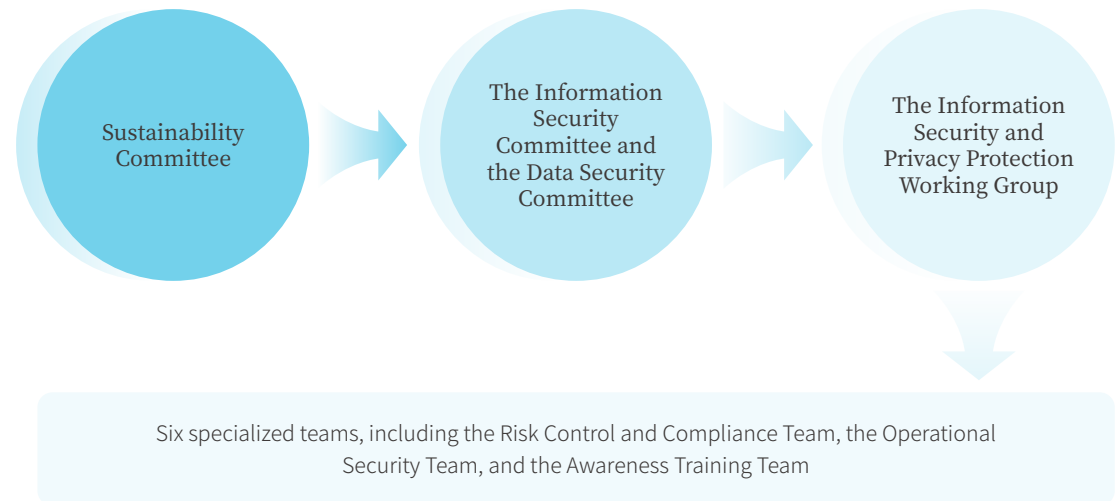
H World attaches great importance to information security, privacy protection, and data security management. The Group strictly complies with the applicable laws and regulations of the countries and regions where it operates, including but not limited to current Chinese laws and regulations such as the *Cybersecurity Law of the PRC*, the *Personal Information Protection Law of the PRC*, and the *Data Security Law of the PRC*. It also adheres to applicable laws and regulations in overseas operating regions, such as the *EU's General Data Protection Regulation (GDPR)*. By establishing robust information security management systems and technical protective measures, H World strictly protects user information. The Group continuously enhances its compliance management for information security and privacy protection, effectively mitigating related risks.

## Organizational Structure

H World has established a multi-level information security and data governance system. The Sustainability Committee under the Board of Directors serves as the highest governing body responsible for information security, privacy protection, and data security management. To further strengthen information security governance, we have established the Information Security Committee. The CEO serves as the Chairman, and the Chief Technology Officer (CTO) serves as the Executive Director, collectively coordinating the advancement of information security and privacy protection initiatives. Additionally, H World has formed a Data Security Committee, composed of core members from departments including Information Security, Supply Chain R&D and Procurement, Operations and Maintenance, Customer Service, and the Research and Learning Center. This committee is responsible for the decision-making, execution, and supervision of major data security matters and reports progress regularly to the Sustainability Committee.

The Information Security Committee and the Data Security Committee oversee the Information Security and Privacy Protection Working Group. This group guides six specialized teams, including the Risk Control and Compliance Team, the Operational Security Team, and the Awareness Training Team, to carry out specific tasks, ensuring that information security management requirements are effectively implemented across the Group.

## Information Security Committee Organizational Structure



## Institutional Standards and System Certifications

H World continuously refines its information security management system and performs dynamic updates in alignment with business developments and regulatory requirements. As of the end of the Reporting Period, H World has established a total of 40 policies within its information security and personal information protection management systems, including but not limited to the *General Principles of Information Security Management* and the *Information Security Incident Handling Procedures*.

With the continuous elevation of data security management requirements, H World upgraded the *Technical Specifications for Data Security Management System Certification* in 2025 and synchronized updates to related policies. This involved the revision of three policies and the retirement of four others, ensuring that the data security management system consistently complies with the latest certification standards.

In terms of information security system construction, H World has established a robust management framework and obtained multiple authoritative certifications. These include ISO 27001 (Information Security Management System), ISO 27701 (Privacy Information Management System), PCI-DSS (Payment Card Industry Data Security Standard), and the Data Security Management Capability (DSMC) certification. As of the end of the Reporting Period, over 80% of H World's business operations have achieved ISO 27001 certification. Furthermore, the Group has completed the classification and filing for communication network security protection and the Multi-Level Protection Scheme (MLPS) Level 3 filing for information system security, further strengthening the defense capabilities of its information systems.



ISO 27001 Information Security Management System Certificate



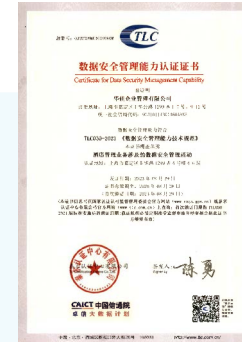
Communication Network Security Protection Classification Records Certificate



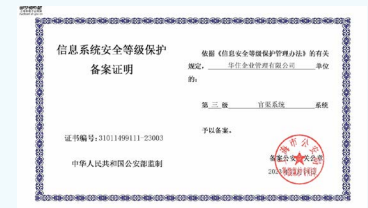
ISO 27701 Privacy Information Management Systems Certificate



PCI-DSS Certificate



Certificate for Data Security Management Capability



Information System Security Level Protection Records Certificate

## Information Security

H World adheres to the principle of "Secure Operations and Maintenance," employing multiple safeguards to continuously strengthen its information security management capabilities and construct a multi-layered information security defense system.

During the Reporting Period, we conducted a series of security assurance initiatives, including:

### Operation Pan Shi

Participated in "Operation Pan Shi," a cybersecurity offensive and defensive exercise organized by the Shanghai Municipality. As the defending party, the Group achieved a zero-score loss and was honored with the "Excellent Blue Team" title.



### Offensive and Defensive Drills

Independently conducted a 20-day internal cybersecurity offensive and defensive drill. The exercise targeted relevant systems for security testing and vulnerability screening, continuously reinforcing system security.



### Hardware Security Upgrades

Advanced the R&D of hotel smart locks. These locks have obtained the new national standard certification for smart locks from the Third Research Institute of the Ministry of Public Security, further ensuring guest safety and information security.



Furthermore, H World regularly commissions external agencies to conduct information security audits of all its listed entities, while performing internal audits to verify the reliability of its information security systems. During the Reporting Period, external agencies conducted two rounds of information security audits for H World, following the auditing principles of U.S. GAAP and the Sarbanes-Oxley Act (US SOX). These audits involved a comprehensive assessment of information system governance, logical access control, system change management, and daily operation and maintenance controls.

Meanwhile, H World's internal audit team conducts quarterly special audits in accordance with the Public Company Accounting Oversight Board (PCAOB) standards. This ensures continuous verification of data flow mechanisms and control processes between critical business systems, further guaranteeing the stable operation and data security of the Group's information systems.

To implement the compliance requirements of the *Personal Information Protection Law*, H World completed a personal information protection compliance audit in 2025. The independent audit was conducted by the China Software Testing Center, an authoritative testing institution directly under the Ministry of Industry and Information Technology, which issued a formal audit report. This audit marks H World as one of the first enterprises in China to have its compliance practices recognized by the China Cybersecurity Review Technology and Certification Center. The report, issued by a nationally qualified third-party professional institution, possesses independent credibility and regulatory reference value, setting a benchmark for personal information protection compliance within the industry.

## Supplier Data Security Management

H World extends its data security requirements to the supply chain management process, strengthening information security audits during procurement and partner management. For all suppliers involved in data interaction, we conduct audits covering technical specifications and qualifications, and require them to sign Non-Disclosure Agreements and Data Processing Agreements. Notably, the *H World Data Partner Management Policy* clearly defines data security management methods for other partners beyond standard suppliers, including outsourcing partners, external collaborators, external personnel, and labor outsourcing partners. We audit their qualifications and conduct regular data security compliance checks. Furthermore, we require partners to close data receiving interfaces and destroy data upon the conclusion of the collaboration, prohibiting any retention beyond the authorized period.

During the Reporting Period, H World formulated the new *Outsourced Project Process Documentation*, embedding information security qualification audit nodes into the supplier sourcing and procurement stages. This allows for the review of a supplier's information security capabilities, such as whether they have obtained

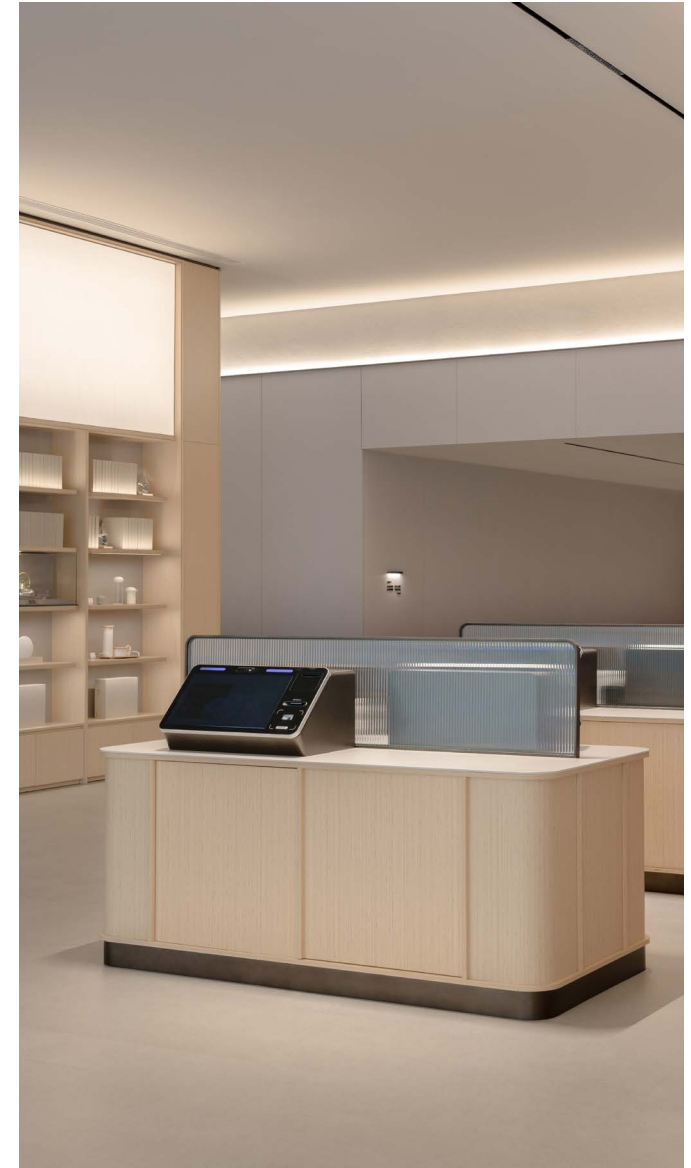
Multi-Level Protection Scheme (MLPS) certification or ISO 27001 Information Security Management System certification, thereby elevating the security standards of our partners.

We conduct an information security audit on our suppliers annually. During the Reporting Period, we conducted audits on external suppliers, and the results showed no abnormalities. The audit scope covered aspects such as the establishment of information security departments or roles, privacy policies, personnel management, the signing and fulfillment of *Data Security and Confidentiality Agreements*, encrypted data transmission, and safety compliance certifications (such as ISO 27001, SOC1, PCI DSS, and MLPS).

Meanwhile, H World regularly conducts data security advocacy and training for its partner suppliers. In 2025, we conducted data security training for partner suppliers via the "H-Tone" platform and organized corresponding knowledge assessments. The participation rate reached 100%, further enhancing the overall data security management level across the supply chain.

### Information Security Awareness Training

H World attaches great importance to building information security awareness among employees, continuously conducting training and publicity activities through various channels. Via platforms such as "H-Tone" email, the "H-Tone" official WeChat account, and the "Cloud Academy," we popularize knowledge related to personal information protection and cybersecurity. The content covers social media security, anti-fraud guidelines, and phishing email identification, continuously enhancing employees' ability to recognize and prevent information security risks.





## Information Security Emergency Management

H World has established a systematic emergency management mechanism for information security incidents to ensure timely response, effective risk control, and the mitigation of potential impacts in the event of a data security incident. In accordance with international standards such as ISO 27001 (Information Security Management System) and ISO 27701 (Privacy Information Management System), we have developed a comprehensive framework of information security policies and regulations. This framework covers multiple aspects, including the General Principles of Information Security Management, network security management, operational security management, personnel security management, data classification and grading management, and information security incident emergency response plans, providing a solid institutional guarantee for data security risk prevention and control.

In terms of risk prevention and control, H World has formed a proactive defense mechanism through measures such as data classification and grading, access control, data encryption, and system monitoring, reducing the likelihood of information security incidents. Simultaneously, the Group has established an information security incident response process and a cross-departmental coordination mechanism. A professional information security team is responsible for incident monitoring, analysis, and emergency disposal, ensuring that rapid measures are taken for control and remediation when security incidents occur.

In the event that personal information is subject to unauthorized access, disclosure, tampering, or destruction due to failures in physical, technical, or administrative safeguards, H World will immediately activate its emergency response plan. We will take necessary measures for risk control and impact assessment, and promptly carry out system repair and security hardening to minimize the impact on users.

Regarding incident communication and information disclosure, should a personal information security incident occur, H World will promptly inform users in accordance with relevant laws and regulations. The notification will include the basic details of the incident, potential impacts, disposal measures taken or planned, as well as risk prevention suggestions and remedial measures for users. Notification methods include email, SMS, phone calls, or system push notifications. If it is impossible to notify every data subject individually, H World will inform them through reasonable means such as public announcements. Meanwhile, the Group will report the incident details and disposal progress to relevant regulatory authorities in a timely manner.

During the Reporting Period, H World experienced zero incidents related to information security, privacy protection, or data security.

## Privacy Protection

H World adheres to the principles of "lawfulness, legitimacy, and necessity" in processing users' personal information and has established a robust privacy protection mechanism. The Group has formulated and continuously updates the *H World Data Protection Charter*, the *H Rewards Personal Member Privacy Statement*, and the *H Rewards Corporate Member Privacy Statement*. These documents clearly outline the principles for collecting, using, and sharing personal information across various business scenarios. Policies are updated regularly to ensure they remain applicable to the relevant business scope and compliant with prevailing laws and regulations.

Unless otherwise stipulated by laws and regulations, H World will not sell, rent, or otherwise provide users' personal information to any third party.

In terms of user data protection, H World implements the following measures:



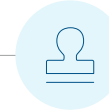
Only collect the personal information strictly necessary to provide services and retain data only for the essential duration required.



Provide users with data management functions, such as data deletion. For instance, users can delete personal order records via the App or mini-programs. Once deleted, the corresponding order data in the business line will undergo logical deletion simultaneously.



Sign Data Protection Agreements with third-party partners to clearly define their data security obligations.



Conduct rigorous audits of third-party Software Development Kits to ensure they collect data only within the necessary scope.



## Privacy Protection Technology

Throughout the development and operation of its products and services, H World systematically employs various technical methods and management measures. These efforts are designed to safeguard the personal information of guests and partners while enhancing users' control over their data privacy.

### H World's Privacy Protection Technology

#### Integrating Privacy by Design into Product Development

We adhere to the "Privacy by Design" principle, embedding privacy protection mechanisms right from the requirement stage of product or service development and establishing dedicated security review nodes. For new products or system changes involving individual rights, third-party scenarios, system modifications, or cross-border data transfers, comprehensive privacy and security assessments are mandatory. This ensures that privacy risks are identified and controlled prior to product release.

#### Strengthening Data Encryption and Masking

We protect sensitive information through multi-layered technical measures:

- **Encrypted Storage:** All sensitive customer information is stored in the backend using robust encryption algorithms.
- **Data Masking:** Sensitive customer data (such as mobile numbers and ID numbers) is masked in the PMS (Property Management System) front-end. For example, ID numbers are not searchable by the front desk during a guest's stay; mobile number queries require hotel manager approval one month after check-out; information becomes unsearchable after one year; and accessing guest history after two years requires superior approval.
- **Logical Deletion Mechanism:** The system automatically executes logical deletion on order data for which customers have submitted deletion requests, ensuring the effective implementation of users' privacy rights.

#### User Privacy Control and Empowerment

We provide users with convenient tools and strictly manage the permissions of partners to enhance users' control over their personal information.

#### Full-Process Log Management and Traceability

We have established a comprehensive logging and auditing mechanism:

- Full logs are recorded for critical operations and access to sensitive data.
- Logs are periodically reviewed and analyzed to promptly detect and address abnormal behavior.
- The system supports both internal and external compliance audits, ensuring that data security incidents are fully traceable and auditable.

## Privacy Awareness and Training

H World has established a multi-layered and comprehensive privacy awareness and training system, aiming to deeply embed data security responsibilities into the corporate culture. We require all personnel, including regular employees, interns, and outsourced staff, to sign *Confidentiality Agreements* to ensure that legal responsibilities are clearly defined. Meanwhile, the Information Security Department has developed a normalized training mechanism. During the Reporting Period, online training sessions covering core topics such as laws and regulations, social media security, and anti-phishing were conducted, achieving 100% coverage across the entire workforce. Additionally, for high-risk functional departments and specialized positions, we conducted four extra sessions of specialized in-depth training to reinforce our technical lines of defense. To ensure training performance, we utilize a digital learning platform to conduct closed-loop monitoring of learning progress and outcomes. By verifying training effectiveness through quantitative indicators, we comprehensively reduce the risk of privacy leaks caused by human factors.

# H WORLD



## Employee Well-Being

### Harmonious Journeys Together

As a leading enterprise in the hotel industry, H World is steadfast in safeguarding the legal rights and interests of its employees. The Group actively builds a people-oriented, diverse, and inclusive cultural ecosystem. It continuously improves the employee compensation and welfare system, as well as the health and safety protection framework. Furthermore, the Group empowers the growth of every employee through systematic training and development mechanisms, aiming to achieve the mutual progress of both the individual and the enterprise.

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H World's ongoing investments and innovative practices in human resource management have garnered widespread external recognition, earning the Group multiple prestigious awards and honors during the Reporting Period:

**H World**

2025 Exemplary Employer - Benchmark in Talent Attraction and Retention

51Job.com: A vertical recruitment platform for internships and campus recruitment



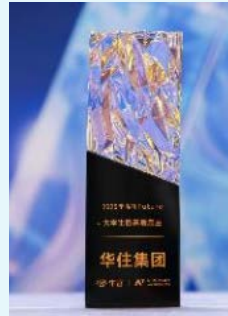
The Most Attractive Employer 2025

Shixiseng.com: A vertical recruitment platform specializing in internships and student recruiting



2025 NFuture Most Attractive Employer for University Students Award

Nowcoder.com: A vertical recruitment platform specializing in internships and student recruiting



The 12th Preferred Group Employer of Tourism & Hospitality Industry

Veryeast.cn: A recruitment platform for the tourism services industry



**Legacy DH**

Germany's Best Employer 2025  
ServiceValue GmbH & DIE WELT

Best Trainers in Germany 2025  
*Capital Magazine*

Top 1% Vocational Training Companies in Germany 2025  
Institute of Research & Data Aggregation GmbH



# Safeguarding Employee Communication

## Human Rights Protection

H World adheres to high standards in human resource management and employee rights protection. We strictly comply with all applicable employment and labor-related laws and regulations in the countries and regions where we operate, including but not limited to the *Labor Law of the PRC*, the *Labor Contract Law of the PRC*, the *Employment Promotion Law of the PRC*, the *Regulations Prohibiting the Use of Child Labor*, and the *Law of the PRC on the Protection of Women's Rights and Interests*. We also actively follow the fundamental principles set out in the *ILO Declaration on Fundamental Principles and Rights at Work*, the *Ten Principles of the United Nations Global Compact*, and the *United Nations Guiding Principles on Business and Human Rights*. We have established and rigorously implemented internal policies, including the Employee Handbook, which explicitly prohibit employment discrimination, workplace harassment, and other improper or non-compliant practices, and remain committed to protecting the legitimate rights and interests as well as reasonable demands of every employee.

In terms of employment management, we resolutely eliminate illegal and non-compliant practices such as child labor and forced labor, and strictly enforce laws and regulations governing working hours and overtime management. Through the implementation of flexible working arrangements, we ensure that working hours for employees are not only legally compliant but also reasonable and people-oriented. Furthermore, Legacy DH collaborated with the Sustainable Hospitality Alliance (SHA), to develop an online training program on "Human Rights and Anti-Modern Slavery." This program helps employees identify and address risks such as unethical labor sourcing and forced labor in the supply chain, enhancing awareness and response capabilities and reducing the likelihood of human rights violations.

## Employee Communication

H World is deeply aware that maintaining good employment relationships and responding promptly to employee concerns are crucial links in safeguarding employee rights and enhancing organizational cohesion. For this purpose, we have systematically established multi-level, multi-dimensional communication and feedback mechanisms to ensure that employees' voices are fully heard and receive practical responses in organizational decision-making and daily management.

H World systematically collects and responds to employee feedback through annual employee satisfaction surveys. In 2025, the "Employee Well-being Online Satisfaction Survey" covered nearly 11,978 hotels. Relying on the internal incentive platform "Happy H Planet" and adopting the lightweight interactive model of "Daily Question", the survey focused on the two major dimensions of "Basic Guarantees" and "Employee Sentiment" for data collection while minimizing work interference as much as possible. The survey results show that the overall satisfaction of frontline employees reached 94.85%, achieving steady improvement compared to 2024. The survey data provides a basis for optimization and improvement for hotels, regions, and management.

During the same period, Legacy DH conducted an employee survey. Following the employee survey, a structured action plan was developed to improve employee engagement. The action plan systematically identified challenges in key areas such as business operations, work environment, leadership, and employee development. Targeted and measurable improvement measures were defined for each identified challenge. The main topics include training and further education, increasing survey participation rates, and improving communication transparency, with clearly defined, measurable, and trackable targets. The plan was jointly developed through a cooperative process involving regional management, hotel management, and local employee representatives, with clearly assigned responsibilities to strengthen execution and accountability at the local level.



"Happy H Planet" Employee Satisfaction Survey

To build a smooth and transparent communication environment, H World has created a three-dimensional communication system combining online and offline channels.

## H World Communication System

### Digital Platform

- The "Love in H World" WeChat Official Account serves as an important window for H World's cultural dissemination. It regularly publishes corporate culture updates, workplace construction information, and employee activity news, and also irregularly carries out welfare interactions to enhance employees' sense of belonging and participation.
- Relying on the internal office platform "H-Tone", the "H-Tone" column, including themed accounts such as "Love in H World" and "H World", is operated by various departments. It is not only used to convey organizational policies and information but also opens functions for employee comments and feedback, building a two-way, real-time online communication channel.

### Regular Working Mechanisms

- The "HR Contact Card" mechanism configures dedicated contact information for human resources and regional responsible persons for each hotel, establishing a formal channel for employees to communicate directly with management. It encourages employees to actively make suggestions regarding daily operations and problems encountered at work. For adopted suggestions, we not only provide material incentives but also give effective feedback, thereby promoting continuous innovation and efficiency improvement.

### Annual Highlight Activities

- The H World Employee Conference held annually is an important occasion to convey H World's strategy, recognize annual achievements, build consensus among all employees, and listen to the voices of frontline employees. It reflects H World's high recognition of employee contributions, deepening our common values, and paying tribute to every effort.
- The Honorary Banquet, as a special recognition activity, awards annual outstanding contributors in grand and warm atmosphere through forms such as cruise night banquets, further fostering an organizational atmosphere that esteems honor and pursues excellence.

## H World Employee Conference



## H World's Honorary Banquet



To effectively safeguard the legitimate rights and interests of employees, we have continuously built and improved the institutionalized communication mechanism between H World's management and employees, legally respecting and protecting employees' freedom of association, freedom of assembly, and collective bargaining rights. In China, H World has established a labor union organization covering all employees. In July 2025, the labor union of Huazhu Hotel Management Co., Ltd. completed its reelection. During the election period, the union and employee representatives discussed optimization plans for systems such as the Employee Handbook, compensation and benefits, and leave policies, collecting and reviewing a total of 23 constructive policy improvement suggestions. Legacy DH has correspondingly established an Employee Committee, providing employees with regular and institutionalized channels to express opinions and participate in decision-making, effectively safeguarding employee rights and enhancing organizational identification and job satisfaction. As of the end of the Reporting Period, the proportion of employees who have signed labor contracts with H World and joined the labor union is 100%.

## Diversity, Equity and Inclusion

H World strictly adheres to the principle of equal employment and firmly opposes any discriminatory behavior based on race, skin color, gender, age, disability, family background, religious belief, or other reasons. We respect and value the uniqueness and diversity of our employees, ensuring that every employee receives fair and consistent treatment at all stages, including recruitment, employment, promotion, and transfer. Women comprise over 60% of the Group's full-time employees, and we emphasize maintaining gender equality, encouraging women to fully realize their potential and leadership abilities, and are committed to advocating for female talent and leadership at all organizational levels. As of the end of the Reporting Period, nearly 60% of hotel general managers are women in China.

We explicitly prohibit all forms of discrimination, harassment, insult, abuse of power, and other misconduct that violates business ethics. We fully protect employees' legal rights in areas such as religious belief, freedom of association, and joining labor unions, striving to create a workplace culture of mutual respect and sincere communication.

To enhance transparency and accountability, H World has established a Speak-Up Line. Legacy DH has implemented the Whistleblower Policy, explicitly including discrimination, harassment, and racism within the scope of reportable issues. All reports are handled confidentially and investigated formally. Employees are encouraged to report misconduct through the Speak-Up Line or other available channels. Upon receiving a report, dedicated personnel respond promptly, and an expert panel, comprising the Chief Talent Officer, Chief Compliance Officer, and relevant business leaders, handles each case in accordance with established procedures. During the Reporting Period, no material incidents involving employee rights violations or breaches of human rights regulations were reported.



Based on the above philosophy and management practices of equality and inclusion in employment, the Group consistently focuses on the healthy development and stability of its workforce composition. The following data on employee structure and turnover rate specifically demonstrate our practical achievements in talent diversity, equity, and employee retention:

Category	Number of People	Ratio
Total number of employees	26,458	100%
<b>By gender<sup>1</sup></b>		
Male employees	10,739	40.59%
Female employees	15,716	59.40%
Employees opted not to disclose gender	3	0.01%
<b>By job level</b>		
Frontline employees	25,167	95.12%
Mid-level managers	1,143	4.32%
Senior managers	148	0.56%
<b>By region</b>		
China	23,675	89.48%
Germany	2,029	7.67%
Other regions	754	2.85%
<b>By age</b>		
Under 30 years old	5,983	22.61%
30 to 50 years old	18,147	68.59%
51 years old and above	2,328	8.80%
<b>By employment type</b>		
Full-time employees	26,059	98.49%
Part-time employees	399	1.51%
<b>Hotel manager by gender</b>		
Male hotel managers	4,742	40.09%
Female hotel managers	7,085	59.91%

Note: 1. We consistently uphold respect for employees' personal privacy and autonomy during data collection, including the voluntary disclosure of personal information such as gender. In 2025, three employees chose not to disclose their gender information.

Category	Number of People
Total number of new hires	9,853
<b>By gender<sup>1</sup></b>	
Newly hired male employees	3,875
Newly hired female employees	5,976
Employees opted not to disclose gender	2
<b>By age</b>	
New hires under 30 years old	4,191
New hires between 30 to 50 years old	4,743
New hires aged 51 and above	919
<b>By region</b>	
China	8,816
Germany	682
Other regions	355

Note: 1. We consistently uphold respect for employees' personal privacy and autonomy during data collection, including the voluntary disclosure of personal information such as gender. In 2025, two newly hired employees chose not to disclose their gender information.

Category	Ratio
Total Turnover Rate	23.49%

To fully respect and support the diverse backgrounds of employees, we have established a Diverse Horizon Initiatives working group to systematically promote cultural integration and equal participation. We invite employees from different countries and regions to jointly celebrate various regional festivals, such as Chinese New Year, Christmas, Ramadan, and other activities, fostering an inclusive and open corporate atmosphere. Additionally, we are piloting and exploring flexible employment mechanisms to bring more efficient human resource allocation to hotels and provide more flexible and diverse job opportunities for the community.

In safeguarding the rights and interests of employees with disabilities, we continuously improve the construction of barrier-free facilities to create a friendly and convenient working environment for employees with disabilities. As of the end of the Reporting Period, the headquarters campus is equipped with 20 accessible elevators and has planned 5 dedicated parking spaces for people with disabilities. Furthermore, the office areas are equipped with Braille buttons and low-level operation panels, effectively serving employees with visual or mobility impairments. Additionally, we actively promote the employment of people with disabilities. Currently, employees with disabilities are already working at the headquarters and frontline hotels. In 2025, we recruited over 120 employees with disabilities, fulfilling our commitment to equal employment through practical actions.

**"Be Yourself, That's the Orange Style" – Orange Hotel Employee Attire Personalization**

At Orange Hotel, we encourage employees to personalize their attire while maintaining professional service, showcasing the style of "Be Yourself, That's the Orange Style" and interpreting the brand's advocated spirit of "Sunshine, Health, and Vitality". Employees can freely match their outfits according to their personal style, breaking away from traditional uniforms and reflecting a de-hierarchized youthful ethos. We respect aesthetic freedom and are committed to creating a diverse, comfortable, inclusive, and healthy work atmosphere, allowing every employee to become the best narrator of the brand story.



Orange Hotel Attire Philosophy

# Compensation, Benefits, and Care

## Compensation System

H World establishes and improves a standardized, fair, and competitive compensation and benefits system, having formulated reasonable employee compensation and benefits policies. H World comprehensively utilizes diverse incentive models, including bonuses, dividends, and stock options, to provide all employees with performance-based salary and benefits, and continuously optimizes the mid-to-high-end talent system, implementing adjustments to the compensation structure and levels for core management positions such as hotel general managers and regional managers, enhancing the attractiveness and retention of core talent.

H World establishes a diversified compensation incentive system that combines layers, categories, short-term, and long-term approaches, coordinating the three major modules of performance incentives, special incentives, and equity incentives, continuously enhancing the long-term value orientation of the compensation mechanism.

### In terms of performance incentives

The Group establishes a fair, open, and just performance management system. By deconstructing the strategy map, goals are implemented in each business unit, platform department, and hotel units, and regular performance evaluations are conducted to ensure that employees' variable compensation is closely linked to their performance. We incorporate sustainability performance indicators into the assessments of some management employees to strengthen their emphasis on sustainability work, helping H World comprehensively practice the concept of sustainable development in its operations.

### In terms of special incentives

The Group establishes special incentive mechanisms around key projects for strategy implementation, including ESG special incentives, precisely supporting the development of core businesses and the achievement of strategic goals, and strengthening the high degree of synergy between incentives and business direction.

### In terms of equity incentives

The Group has implemented employee stock ownership plans and employee stock purchase plans, mainly covering middle and senior managers. Through long-term equity incentives, it demonstrates the long-term development philosophy and strengthens the common growth of core talent with the company.

For the key position groups of regional managers and hotel general managers, we formulate and implement the *Hotel Manager Performance Management Policy*, refining evaluation indicators into multiple business dimensions such as finance, marketing, and operations, and improving the quarterly and annual regular assessment mechanisms to ensure the comprehensiveness and accuracy of assessments. Additionally, we have deeply optimized the short-, medium-, and long-term incentive system for functional personnel. By introducing measures such as profit-sharing plans, we have enhanced the flexibility and incentivizing nature of the compensation system, thereby fully mobilizing the work enthusiasm and creativity of functional personnel.

To further enhance employees' intrinsic motivation, work efficiency, and professional sense of belonging, H World relies on the online incentive platform "Happy H Planet", allowing employees to obtain "Happy H Beans" by participating in online learning, receiving likes from colleagues, and other methods, and redeem them for physical prizes or cash benefits. This effectively guides employees to proactively improve work quality and efficiency, enhancing their sense of achievement and belonging in the process of creating value.



## Honorary Incentives for Outstanding Employees

We always adhere to the culture that rewards excellence and loyalty. H World holds an annual Honor Season Awards event to recognize partners who have made outstanding contributions to practicing values and creating excellent performance. H World establishes a series of individual honors such as the "Merit Award", "Loyalty Award", "Gold Award for Core Values", "Outstanding Organizational Officer", "Master of Excellence in Cleaning", "Outstanding Service Ambassador", "Exceptional Maintenance Expert", as well as group awards such as the "Outstanding Hotel for Membership Development" recognized in the "Final Push for Full Occupancy Challenge".

Among them, the "Merit Award", as the core component of the Honor Season, adopts a structurally rigorous scientific selection system aimed at accurately identifying and rewarding performance pioneers. This system is based on performance and compliance, and through a fair and transparent nomination, review, and selection process, ensures that every honor is well-deserved.

The "Loyalty Award" aims to establish a long-term service loyalty award system, presenting honors and commemorative gifts to employees who have reached certain years of service, paying tribute to employees' persistence and companionship.

We firmly believe that every effort deserves to be remembered, and every excellence should be rewarded. In 2025, nearly 1,092 employees received awards for their outstanding performance.



H World's Honor Season Awards

## Benefits and Care

H World adheres to a people-oriented approach, strictly provides standardized and comprehensive statutory benefits to employees in accordance with national laws and regulations, legally and fully contributes to pension insurance, medical insurance, unemployment insurance, work-related injury insurance, maternity insurance, and housing provident fund, supplements with commercial life insurance, accident injury insurance, and supplementary medical insurance. Non-compensation benefits already cover almost all H World employees. Meanwhile, combined with positions and operational realities, diversified allowance subsidies are set, such as meal allowances, partner programs, internal discounted hotel stay rates, etc., continuously improving the employee welfare security system, effectively safeguarding employees' legitimate rights and interests, and enhancing employees' security level and occupational sense of security.

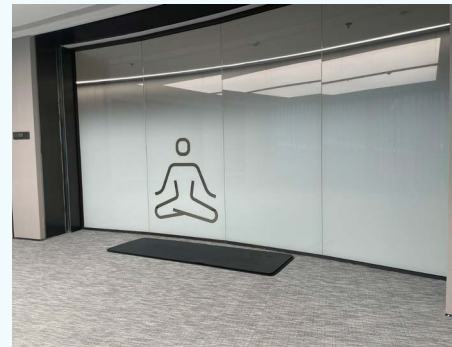
Additionally, on the basis of statutory benefits, H World builds a diversified supplementary benefits system covering work-life balance and physical and mental health, continuously enhancing employees' sense of belonging and happiness. In terms of work-life balance, H World provides benefits such as service year benefit annual leave, sick leave, marriage leave, maternity leave, and parental leave, which both male and female employees can enjoy. We also distribute festival gifts and long-term service commemorative gift boxes on Mid-Autumn Festival and upon reaching 5, 10, 15, and 20 years of service.

H World has established a benefits system for overseas employees that is both benchmarked against domestic standards and tailored to local practices. Legacy DH continuously enhances its employee benefits framework. In Germany, employees are entitled to educational leave in accordance with the *Continuing Education Act*, allowing them to fully engage in professional development and training. In addition to standard benefits such as employee discounts, meals, and healthcare, Legacy DH offers the "Hey Nanny" program, providing childcare support services to reduce employees' time and financial burdens and promote better work-life balance.

In creating the employee office environment, we are committed to providing employees with office spaces that combine humanized design with comfortable and convenient experience. Inside the headquarters building of H World, we have comprehensive infrastructure equipped such as a library, cafeteria, lounge, nursing room, gym, and table tennis room. At the same time, free shuttle bus services are available, helping employees enjoy a more convenient commuting experience and a more comfortable daily office feeling.



Table tennis room



Yoga room



Library



Employee cafeteria



H World has always guarded employee well-being with warmth, diligently built a system of employee care and support, and actively carried out assistance actions for employees in difficulty. In 2025, the internal Love Fund of H World operated smoothly and in a regulated manner, disbursing a total of approximately 400,000 RMB in assistance funds throughout the year, precisely aiding various types of employees and families in difficulty. This included 6 cases of the "H World Scholarship" program, 14 cases of employees themselves suffering from disasters or accidents, 9 cases of employees themselves suffering from major diseases, 4 cases of major diseases of employees' spouses or children, and 6 cases of employees passing away due to accidents or illness. Through this tangible loving assistance, we have alleviated difficulties, conveyed warmth, and demonstrated corporate responsibility and humanistic care.

#### "H World Scholarship" Program: Illuminating the Future of Employees' Children

Since 2018, H World has launched the "H World Scholarship" Program, aiming to alleviate the educational burden on employees' families and support the children of employees who are both excellent in character and learning to successfully complete their studies. As of the end of the Reporting Period, the cumulative funding amount of the program has exceeded 2,580,000 RMB, and the program has provided support to 174 outstanding students. We adhere to the philosophy of "Employee Happiness". We not only provide financial support but are also committed to paving a long-term development path for the "H World Scholarship" recipients—opening a green employment channel for them, giving priority consideration to "H World Scholarship" applicants in the recruitment of interns and management trainees, truly extending care to employees' families and future.

#### Compassionate Donations Support Affected Employee Family

In December 2025, an accidental fire caused severe damage to the home of an employee at the JI Hotel at Dalian Qingniwaqiao Metro Station, also affecting the neighbors, leaving the family facing enormous property losses and subsequent compensation pressure. The H World family in the Liaodong Provincial Region quickly responded and united in support. All employees spontaneously organized a love fundraising, putting into practice the corporate humanistic spirit of mutual aid and sharing hardship in times of trouble through concrete actions. Employees from various hotels extended their helping hands, raising a total of 32,132.66 RMB in donations within a short time, sending warmth and solid support to the colleague's family in distress, using genuine care and responsibility to light a beacon of hope for the family in the cold winter.

## Employee Activities

During the Reporting Period, focusing on humanistic care and corporate culture building, H World carried out a series of highlight employee activities, continuously fostering a positive and warm work atmosphere. We enriched employees' after-work cultural life by establishing employee interest clubs, hosting Family Day events, Women's Day activities, personalized Christmas activities, and various campus theme events; we conveyed corporate warmth through tangible care such as Mid-Autumn Festival gift boxes and brand-specific cultural and creative products.

### H World Family Day · "Warm and Cold Weaving" Event

On the occasion of its 20th anniversary, H World held the "H World Family Day · ESG Sustainable 'Warm and Cold Weaving' Event", inviting employees and their families to visit the company. Through the interactive "yarn weaving" installation, participants could perceive the connection between climate change and daily life via parent-child co-learning. Breaking through the traditional science popularization model, the activity turned abstract climate issues into tangible and participatory topics, fostered a warm and inclusive corporate culture atmosphere, and promoted the transformation of ESG concept from corporate responsibility to a practical lifestyle concept for the public.



### Employee Clubs

H World established 9 employee interest clubs covering multiple fields such as sports, culture, arts, and leisure, for employees to voluntarily sign up for each week, with special activity funding support provided, enriching employees' after-work cultural life.



### Women's Day Activity

To celebrate International Women's Day, the H World headquarters provided female employees with a half-day paid leave on that day. Welfare activities were also launched simultaneously in the workplace, including a Women's Day flower arrangement experience. Flower materials and tools were prepared on site, so employees could participate in the creation voluntarily, and take their finished works home after completion. There were also other sessions such as flower distribution and gift lucky draw, enabling all female employees to fully enjoy the exclusive festive sense of ritual of Women's Day in a relaxed atmosphere.



### Individually designed Christmas parties

Legacy DH organizes individually designed Christmas parties to enrich the cultural life of employees.



### Campus Theme Activities

H World regularly carries out themed cultural and fun activities at the headquarters such as lucky money activity for work resumption, Mid-Autumn Festival team challenges, psychological healing sessions, and handicraft courses, enriching employees' work experience and creating a positive and energetic work atmosphere.



### Public Welfare Activities

H World actively promotes employee participation in public welfare activities. During the 2025 Laba Festival, Fuyang H World organized employee volunteers to distribute love meals to frontline workers such as food delivery riders, couriers, sanitation workers, and elderly residents in nursing homes. Through personally engaging in volunteer activities, employees deepened their identification with H World's "Supreme Goodness" philosophy, extending warmth to society.



### Mid-Autumn Festival Custom Gift Box

H World presents customized holiday gift boxes to employees during the Mid-Autumn Festival, conveying corporate care and good wishes, and strengthening employees' sense of belonging.



# Talent Growth and Development

H World consistently regards talent as the core driving force for the sustainable development of the enterprise. Upholding the core values of "Value Creation, Win-Win Collaboration, Pragmatism and Truth, Innovation and Excellence", we are committed to building a systematic talent cultivation and development system covering the entire career cycle. During the Reporting Period, we provided comprehensive support for employee growth and injected continuous momentum into organizational development by improving career development pathways, upgrading the digital management platform, deepening university-enterprise cooperation, and strengthening internal training.

## Career Development

In terms of the career development system, H World has constructed a multi-dimensional career development pathway covering the four major sequences of Management (M), Professional (P), Hotel (H), and Gold Brand (G). Combined with the characteristics of each business segment, we formulate personalized growth paths for employees, supporting their continuous progress and value realization in suitable positions. For example, within the Management sequence, we have planned a clear development path from single-store operations to regional coordination, and further achieving cross-brand promotion; simultaneously, we actively promote new business incubation and innovation practices through internal entrepreneurship support and project-based incentive mechanisms.

To systematically build a high-quality talent echelon, the Company implements the "25-35-45" layered cultivation strategy, orderly promoting the evolution of the talent structure towards specialization, internationalization, and rejuvenation: The "25 Plan" focuses on young talent reserve, relying on university-enterprise cooperation with over a hundred universities nationwide to continuously attract and incubate high-potential young talent; The "35 Plan" is dedicated to cultivating mid-level backbone personnel, strengthening business management and professional capabilities to support the stable operation of the enterprise; The "45 Plan" focuses on reserving high-level management cadres, emphasizing the enhancement of their strategic insight, professional depth, and international operational capabilities, ensuring the continuous leading power for organizational development.

In the construction of the digital talent management platform, H World completed a comprehensive upgrade of the human resource system during the Reporting Period. We established a complete employee digital file system, systematically recording personal growth trajectories and 360-degree comprehensive evaluations. By introducing multi-dimensional evaluation tools such as the "General Competency Model", the "16-Box Talent Assessment Model", and BSC (Balanced Scorecard), we achieved deep integration of talent management and business operations. This enables scientific assessment from multiple dimensions, including performance, potential, and capability, and provides strong support for organizational decision-making based on data warning and analysis functions. In 2025, based on the digital platform, we innovatively launched the "Star-Rated General Manager" system. This system



Internal Referral Program Promotion Poster

integrates multiple indicators such as operational data, customer satisfaction, employee experience, and franchisee collaboration to accurately identify and dynamically match the capabilities of general managers, thereby achieving targeted cultivation and continuous improvement of operational efficiency.

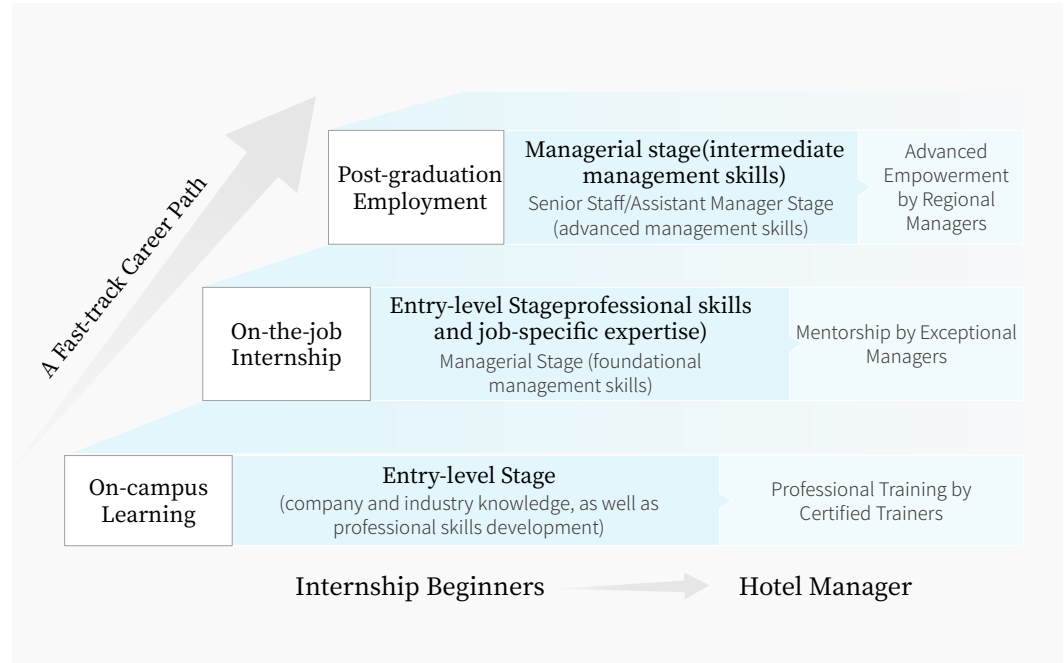
To ensure that talent development strategies more closely align with business realities, H World implements a management model of unified strategy and localized flexibility. By fully delegating authority to regions, we decentralize decision-making space for talent selection and management, supporting each branch to formulate and implement localized talent management solutions based on local market characteristics and development needs. Meanwhile, we actively advocate and promote the orderly internal mobility of talent and cross-position exploration. We strictly implement relevant systems such as the *H World's Internal Talent Mobility Management Measures* and other relevant policies, establishing and improving an internal talent mobility mechanism across business segments, geographical regions, and functional areas. This creates a broader career development platform for employees and continuously stimulates organizational vitality and talent potential. In 2025, we iterated the *H World Internal Referral Management System*. By optimizing processes and incentive mechanisms, we effectively stimulated employees' referral enthusiasm. Through 10 internal promotion activities, we attracted over 8,700 employees to participate, cumulatively receiving more than 4,000 valid internal referral resumes, significantly broadening talent sources and enhancing recruitment efficiency.

# Employee Empowerment

## Collaborating with Universities, Attracting Talent

H World places high importance on attracting and recruiting outstanding fresh graduates, actively exploring new pathways for university-enterprise cooperation with higher education institutions, refining talent cultivation, and achieving resource sharing. As of the end of the Reporting Period, the Group had established university-enterprise cooperation relationships with more than 130 universities across over 80 cities in 27 provinces nationwide. In 2025, we provided employment and internship positions for more than 2,500 university graduates, jointly empowering industry development. H World actively connects with universities, institutions, and industry partners. Through diversified cooperation, we systematically constructed a deep cultivation chain for hotel industry talent "source supply." H World innovatively implements the "Three-Stage Training Program," covering the entire chain of students' "On-Campus Learning - On-the-Job Internship - Post-Graduation Employment." Relying on the collaborative mentorship of H World Academy certified trainers and hotel general managers, students are guided to continuously deepen their industry understanding and professional qualities, gradually achieving a staged ability leap from entry-level positions to middle and senior managers, paving a clear growth highway for students.

### Three-stage Training Program



To achieve a smooth transition from academic learning to career development, we continuously enrich the forms of university-enterprise cooperation:



### H World Lecture

We invite experienced internal certified trainers to deliver lectures at universities, systematically explaining the rise of China's chain hotel industry, the development history of H World's core brands, hotel digitalization trends, and hotel operations management. They also provide career planning and interview coaching, effectively enhancing students' career planning capabilities.



### Mobile Class

We pioneered the scenario-based teaching model of "Moving the Classroom to the Hotel," where outstanding hotel general managers conduct full-process teaching. This enables students to experience the workplace and improve their skills in real job scenarios, using practice to aid theoretical conversion and role adaptation.



### Face-to-Face Coaching for Newcomers

Focusing on the career development stage of "H World Trainees", we continuously carry out regional specialized empowerment and capability enhancement coaching, paying attention to key growth stages. This helps them continuously improve their job skills and management qualities, achieving a steady transition from "Intern" to "Business Backbone," injecting fresh energy into H World's long-term development.



H World launched the "H Radiance Program" as a distinctive management trainee cultivation project of the Group. It aims to supply potential backbone talent to various business departments through systematic and precise talent development pathways, enhancing the diversity and adaptability of the talent reserve.

### Career Enhancement of "H Radiance" - Functional Trainees



Based on personal selection and full-process mentorship by senior executives, we integrate high-quality mentor resources and customized training plans to tailor a career development plan for each functional direction trainee. By accumulating diverse practical experience through multi-role rotations, we systematically enhance professional capabilities and managerial perspective, aiming to cultivate versatile leaders equipped to take on mid-to-senior functional management roles and prepared for succession.

### Operational Practices of "H Radiance" - Operational Trainees



Selected and directly mentored by senior executives, and integrating high-quality training resources both internal and external to H World, a systematic development plan is designed around operational trainees. Through a cross-training model combining hotel frontline practice and cross-functional rotation, business operation and management capabilities are comprehensively enhanced, aiming to cultivate specialized operational talents who master regional hotel management and operational capabilities.

### Innovation and Intelligence of "H Radiance" - Technological Trainees



Technological trainees benefit from access to top mentors within H World's Technology Center, as well as customized training programs, core businesses, and key product resources. Focused on developing "the Group's next generation of digital experts," the program includes a systematic talent incubation plan in which senior executives provide full-process guidance. Trainees are deeply involved in digital integration projects, and through these efforts, they are propelled to gradually grow into key pillars and innovation leaders in the field of digital technology.

H World continuously advances the construction of a multi-dimensional university-enterprise cooperation system, building a talent cultivation ecosystem for the hotel industry through various forms and levels of industry-education integration projects.

### H World's University-Enterprise Cooperation in South China

In the spring of 2025, H World promoted university-enterprise cooperation projects and carried out talent cultivation activities jointly with institutions in South China. In March, the Group successively held the opening ceremony of the "H World Talent Class" with Shaanxi Institute of Technology and Hebei University of Economics and Business. In April, the Group further expanded the cooperation model, reaching a tripartite strategic cooperation with Guangxi Tourism Nanning Hotel Group and Guangxi Minzu University. They jointly signed an agreement and established an industry-education integration practice base, integrating the Group's advantages in brand operation and localized service with the universities' disciplinary strengths in ethnic tourism. This builds a "Golden Triangle" cultivation system linking "enterprise — institution — industry," dedicated to supplying compound talents with a cultural foundation and practical abilities to the hotel industry in South China.



Group photo at the opening ceremony of Shaanxi Institute of Technology



H World, together with Guangxi Tourism Nanning Hotel Group and Guangxi Minzu University, Embark on a New Journey for Hotel Talent Cultivation in Southern China

### Harvard Business School Students Visit H World

In May 2025, a student delegation from Harvard Business School visited JI Hotel under H World to conduct on-site research on the high-quality development and innovative practices of China's hotel industry. During the visit, H World systematically introduced its development path from scale operations to deep digital transformation. The head of the JI Hotel brand explained the brand philosophy of "orientalism, moderation, and culture" and its product innovation strategies. The delegation personally experienced China's hotel industry's innovative exploration of integrating technology application and humanistic experience through sessions like the smart guest room system and self-service equipment experience. During the event, student representatives personally experienced Chinese tea ceremony culture, visited the JI Hotel 5.0 space that blends modern design and Oriental aesthetics, and gained an in-depth understanding of H World's systematic practices in digital operations, brand building, and user experience enhancement through dialogue and exchange.



Student Delegation from Harvard Business School (USA) Visits H World

### East China Normal University Faculty and Students Visit H World

In June 2025, the School of Psychology and Cognitive Science and the Alumni Affairs Office of East China Normal University organized faculty and student representatives to visit H World for an enterprise visit and job exploration exchange activity. The faculty-student team toured H World's corporate exhibition hall and characteristic office space, learned about H World's digital ecosystem, intelligent operational systems, and talent development system, and held in-depth discussions with Group senior management and alumni representatives on topics such as organizational culture, coaching mechanisms, and the management application of psychology. The activity, combining visits, lectures, and dialogue, provided students with a practical window to understand industry frontiers and explore career development. It also further strengthened the emotional connection and cooperation foundation between the university and alumni enterprises, promoting closer interaction between university and enterprise in talent cultivation and value transmission through collaborative synergy.



Faculty and Student Representatives from East China Normal University Visit H World

### Tenth Anniversary Celebration of University-Enterprise Cooperation between H World and Nanjing Vocational Institute of Railway Technology

In December 2025, H World and Nanjing Vocational Institute of Railway Technology held the tenth-anniversary celebration of their university-enterprise cooperation, systematically reviewing the solid achievements both parties have made in industry-education integration and collaborative talent cultivation. Over the past ten years, both parties have continuously deepened cooperation, gradually building a talent cultivation system with H World's characteristics. As of the end of the Reporting Period, the college has cumulatively supplied over 326 various talents to H World, of whom more than 70 have grown into middle and senior managers, including 36 key members such as hotel general managers and regional managers. The retention rate for the 2025 graduates of the "H World Trainee Order-Oriented Class" was as high as 87%. Both parties reached a consensus to further deepen cooperation in areas such as joint course development, practical training platform construction, and professional direction expansion. They are committed to continuously optimizing the integrated cultivation path of "education — practical training — employment," supplying more high-quality, application-oriented talents to the hotel industry, and jointly exploring a sustainable model for university-enterprise cooperative talent cultivation and mutually beneficial development.



Tenth Anniversary Celebration of University-Enterprise Cooperation between H World and Nanjing Vocational Institute of Railway Technology

### H World Serves as Chief Editor of Textbook, Winning First Prize for National Excellent Textbooks

H World transforms its over two decades of industry practical experience into systematic teaching content, promoting the strategic transformation of its employer brand from "passive recruitment" to "active cultivation." In 2025, the fifth edition of *Modern Hotel Management*, co-authored by the Group and Professor Zhu Chengqiang, won the First Prize for National Excellent Textbooks. This marked the first time a tourism management textbook received this honor and the first time an enterprise won an award as the chief editing unit, among other records. Simultaneously, *Modern Hotel Management and Digital Operation*, led by the Group in its compilation, was successfully selected as a national planned textbook under the Ministry of Education's 14th Five-Year Plan for vocational education. Relying on a university-enterprise cooperation network covering 27 provinces and over 130 partner institutions nationwide, tens of thousands of hotel management students each year are exposed to H World's management philosophy and cultural values through classroom learning. By participating in textbook compilation, H World engages in setting industry talent cultivation standards, providing a replicable solution to the dual dilemma of "difficult employment for graduates and difficult recruitment for enterprises" in the hotel industry, promoting the deep evolution of industry-education integration from superficial cooperation to standard co-construction.



H World's Two Textbooks Receive National-Level Certification

## Empowering All Employees, Driving Development

### H World Academy

Upholding the concept of "world-class standards", H World has established the H World Academy talent training base, dedicated to creating a digital talent cultivation base that integrates intelligent teaching and data connectivity, continuously improving training quality and talent cultivation efficiency. Utilizing digital tools such as the "Learning Planet" module within "Happy H Planet", the "H-Tone" online learning platform, and live web streaming, we have built a mature online training system, providing employees with a more humanized learning experience.

In 2025, H World Academy developed and launched over 80 online courses. Through systematic knowledge explanation and intuitive visual presentation, these courses help frontline employees efficiently master essential job skills and Group standards. The course content closely revolves around the Group's key projects, effectively promoting the implementation of multiple critical initiatives: such as advancing the nationwide rollout of hotel safety systems, solidifying the foundation of safety management; supporting the implementation of Group-level hotel management projects; and serving multiple platform functional special actions. Additionally, the course system continuously empowers ecosystem partners, providing high-quality supplementary teaching content for universities, supply chains, and others, further enhancing H World's professional influence and brand value within the industry ecosystem.

During the Reporting Period, H World Academy comprehensively upgraded the "Learning Planet" platform, constructing a closed-loop learning ecosystem characterized by visualized learning journeys, gamified learning processes, and timely learning incentives. The platform integrates multiple system entry points such as Cloud Academy and self-developed teaching aids, achieving one-stop management and panoramic planning for employee learning. By introducing a gamified learning mechanism, employees can clearly plan their personal development paths and complete fun learning through themed challenges in culture, marketing, safety, operations, and more. The platform covers all employees, with participation in knowledge challenge quizzes exceeding 100,000 person-times in the first month after launch. Simultaneously, the platform continuously introduces practical video resources such as Excellence Forums, promoting the diversification and practicality of learning content, effectively enhancing overall learning efficiency and employee engagement.



H World Academy Course System



To strengthen the dissemination of standards and culture in daily operations, H World closely focuses on practical needs in day-to-day operations, the latest policy trends, and employee feedback to promptly organize and carry out a series of specialized trainings. We continuously optimize teaching methods to ensure frontline staff's knowledge is kept up to date.

### The Implementation of H World's Corporate Philosophy

In 2025, H World took its 20<sup>th</sup> anniversary as an opportunity to launch a corporate culture and philosophy implementation project centered on the three dimensions of "Awareness, Belief, and Practice." The project systematically promoted consensus on core values and the translation of beliefs into action. Through three key measures—redesigning course logic, conducting organization-wide learning, and building a dedicated instructor team—the project embedded H World's philosophy deeply into everyday practice. The courses achieved a completion rate of 95.71% and a pass rate of 94.66%. Additionally, over 100 value-based story cases were documented, significantly enhancing frontline employees' understanding of and identification with the corporate philosophy. This initiative has provided a solid foundation and a long-term mechanism for the Group's cultural advancement.

### H World Empowers Frontline Business Through Practical Case Accumulation

To enhance the effectiveness of the training system, H World Academy developed a standardized process in 2025, covering practice screening, experience extraction, and case output. This provides frontline business departments with an integrated, actionable, and replicable experiential learning solution. All cases adhere to six core principles: close alignment with business scenarios, content that is easy to understand and learn, methods that are replicable and scalable, professional depth, highlighting key risks and solutions, and stimulating learner reflection. The first batch of cases was officially released in December 2025, accumulating high-quality, localized teaching materials for frontline positions and driving the continuous evolution of the training system toward greater practicality and systematization.



## Academic Qualification Enhancement

To assist the career growth of all employees and deepen the integration of industry and education, H World collaborates with universities and professional education institutions to launch multiple employee continuing education, academic qualification enhancement, and professional development projects. H World partners with the School of Continuing Education of East China University of Science and Technology to provide employees with channels for academic qualification enhancement. Through online enrollment consultation sessions, exclusive registration support, and special scholarships, it helps employees achieve academic advancement. In 2025, a total of 18 employees in the Shanghai region were successfully admitted, effectively promoting employees' career development and lifelong learning. H World collaborates with Swiss Hotel Management School to launch a customized MBA (Master of Business Administration) program for executives in the hotel and cultural tourism industries. This project aims to cultivate high-end management talents with comprehensive management capabilities, financial literacy, and industry insight. H World's incumbent employees can enjoy special tuition subsidies from H World upon registration, assisting employees in obtaining internationally recognized MBA degrees at a lower cost, enhancing comprehensive capabilities and industry perspective. H World, by combining academic support with professional empowerment, builds multi-level, international development channels for employees, assisting in the implementation of H World's talent strategy and the continuous improvement of organizational capabilities.



## Hierarchical Talent Cultivation, Full-Stage Growth

H World is committed to building a growth support system that covers all employees and spans their entire careers. For different employee groups, we offer specialized training programs with suitable adaptations, mainly divided into three major modules: "Mentoring for New Employees," "Hotel Manager Certification," and "Leadership Pipeline Development."

### Mentoring for New Employees

Through a mentorship system, it helps new employees quickly understand the hotel industry and embrace H World's corporate culture.

### Hotel Manager Certification

It provides targeted guidance courses for hotel general managers, assisting them in rapidly mastering hotel management and operational skills.

### Leadership Pipeline Development

It helps reserve cadres in the leadership pipeline complete the role transition from individual contributors to managers; Through digital skills training, on-site workshops, and other methods, it assists trainees in refining their thinking and enhancing their practical skills for effective leadership.

## H-World Master Mentors Program

H World has consistently upheld the tradition of the mentorship system, hosting the annual "H-World Master Mentors" Recognition Ceremony to promote the culture of mentorship and strengthen incentives for coaching. This initiative aims to continuously foster internal enthusiasm for "passing on knowledge, providing assistance, and guiding newcomers," encouraging more experienced employees to share their expertise and helping new employees integrate and develop more rapidly. Through continuous optimization and refinement, the "H-World Master Mentors" program has evolved into a mature, closed-loop operational system. At its core is a comprehensive selection mechanism encompassing "frontline nomination data validation company-wide voting," complemented by the awarding of Gold, Silver, and Bronze medals across three tiers to motivate mentors to fully leverage their guidance in their roles. Concurrently, the Group has established dual-track systems centered on "Trainers" and "Coaches." These comprise a trainer system covering competencies such as course delivery, curriculum development, and performance enhancement, and a three-tier coaching system that spans frontline employees, key positions, and new managers, ensuring employees receive effective, systematic guidance at every career stage. In December 2025, H World organized the "H-World Master Mentors · 2025 Outstanding Mentors & Outstanding Coach General Managers Selection" event.



H-World Master Mentors · 2025 Outstanding Mentors & Outstanding Coach General Managers Selection

## Leadership Development

H World attaches great importance to the succession pipeline construction for senior management talent, systematically building a cultivation system covering different management levels. With the "Huaqing" program, we focus on uncovering potential and shaping innovative thinking of young cadres; with the "Huazhu" program, we are dedicated to enhancing the strategic vision and leadership of senior business management talent; and through the "Huashu" program, we strengthen the digital thinking and technology application capabilities of managers at all levels. These programs integrate resources from internal mentors, professional coaches, as well as external universities and industry experts. They guide participants to complete the mindset transformation and capability leap from team managers to business operators, continuously strengthening their comprehensive ability in strategic planning, commercial decision-making, and organizational leadership. Therefore, they provide solid talent support for H World to maintain innovation vitality and build differentiated advantages within the dynamic competitive landscape of the hotel industry.

The "Huaqing" program is a key project established by H World to cultivate and discover young team leaders with an innovative spirit and systems thinking for the organization. The project focuses on core competency development, organizing one offline intensive learning session per month to systematically enhance participants' thinking depth and leadership competencies. The fifth session of the "Huaqing" program launched in May 2025 and was completed in August, with a total of 48 participants successfully graduating. During the four-month learning, through four designed courses, from personal thinking methodology to the core of team management, participants gradually built systematic management cognition. This session first adopted the practical model of "one person, one project," where each participant tackled key issues within their department, effectively driving the conversion of theoretical learning into actual business results. In this process, participants' personal growth was accelerated, and their cross-departmental collaboration awareness and innovation capability were significantly enhanced.



Since its establishment in 2020, the "Huazhu" program has always been positioned as the Huangpu Military Academy for cultivating world-class business talent at H World. Over five years, the program has supplied H World with a batch of strategic managers undertaking roles such as regional general managers, provincial heads, and core platform responsibilities, gradually realizing the original intention of reserving leading talent for H World's sustainable development. On December 23, 2025, the graduation ceremony for the fourth session of the Huazhu program was grandly held at the headquarters, marking the official graduation of this batch of participants after 18 months of systematic cultivation.

The design of the fourth "Huazhu" program project embodies the close integration of systematic, strategic, and practical approaches. Over a development cycle spanning two strategic years, participants completed 11 executive courses from top-tier institutions, including China Europe International Business School and Antai College of Economics and Management, Shanghai Jiao Tong University, conducted in-depth exchanges with two industry-leading companies, and achieved a mental leap from theory to practice and from manager to operator by undertaking two rounds of highly challenging real-world projects totaling ten. Additionally, the program innovatively incorporated experiential learning components such as desert trekking, tempering participants' willpower and team collaborative spirit in challenging environments, thereby further solidifying the learning community culture of "being both mentor and friend, fighting side by side." The "Huazhu" program is gradually building a continuously empowering, passed on from generation to generation ecosystem for executive talent development, laying a solid talent and organizational foundation for H World to achieve its long-term vision of redefining China's hospitality landscape and elevating Chinese service excellence onto the global stage.



The Fourth Cohort of "Huazhu" Program's Participants



### Mid-to-High-End Reserve General Manager Development Project - Rookie Project

For reserve management talent, on the basis of continuing the young cadre cultivation projects for management personnel—the "Huaqing," "Huashu," and "Huazhu" programs—we have further enriched the talent cultivation projects for mid-to-high-end brands. In 2025, H World updated and iterated the "Mid-to-High-End Reserve General Manager Development Project," focusing on all its mid-to-high-end brands. Targeting outstanding performance second-in-command personnel such as resident managers, assistant managers, and sales directors, it systematically promotes their development into qualified hotel general managers, to support the implementation of the Group's mid-to-high-end strategy and business talent reserve. The project constructs a "selection — cultivation — evaluation" closed-loop mechanism: in the early stage, it precisely identifies candidates through regional submission, comprehensive assessment, and elimination of the bottom performers; in the mid-stage, it combines online courses, offline specialized learning, practice sharing platforms, and experienced mentorship to promote the application of learning; in the later stage, evaluations are conducted jointly by the region, human resources department, and training department, implementing a "merit-based performance incentive system" to stimulate potential, with continuous tracking of past talent.

#### In 2025

the project progressed steadily according to plan, with

**60%** of participants passing the project training assessment, effectively strengthening the talent pipeline construction for mid-to-high-end operations

## 2025 Training Performance of H World

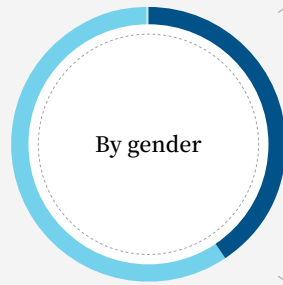
### Average training hours per capita

Average Training Hours<sup>1</sup>

34

Training Ratio<sup>2</sup>

100%



● Male employees	33 Hours	40.60%
● Female employees	35 Hours	59.39%
● Employees opted not to disclose gender	8.2 Hours	0.01%



● Frontline employees	35 Hours	95.67%
● Mid-level managers	7 Hours	3.98%
● Senior managers	4 Hours	0.35%

Category	Data	Unit
Participation in online mobile learning courses	23,403,467	Person-times
Participation in offline face-to-face training programs	92,958	Person-times
Number of in-service lecturers	2,232	Person

Note: 1. Average Training Hours per Category = Total Training Hours per Category / Total Number of Employees per Category

2. Overall Training Participation Rate = Total Number of Trained Employees / Total Number of Employees; Training Ratio per Category = Number of Trained Employees per Category / Total Number of Trained Employees.

# Health and Safety Protection

H World strictly complies with the *Labor Law of the PRC*, the *Law of the PRC on the Prevention and Control of Occupational Diseases*, and other relevant laws and regulations in the places of operation. H World continuously promotes the upgrade of its occupational health and safety management system. Through system improvement, enhanced training, equipment investment, and process optimization, H World fully protects the safety and health of employees, so that every detail conveys the responsibility and care of the enterprise.

## Occupational Health and Safety Management

H World always places the health and safety of employees in an important position, continuously improves its occupational health and safety management system, and protects every partner. In 2025, H World revised the *Huazhu Hotel Group Safety Management Policy*, focusing on optimizing the employee labor protection system. Focusing on key scenarios such as employee catering, health examinations, employee dormitories, and labor protection supplies, H World refined management specifications and guarantee standards, and implemented care into every detail of daily work and life.

A safe working environment is the basic guarantee for the sustainable development of an enterprise and a prerequisite for employees to work with peace of mind. To ensure the normal operation of safety protection devices and electrical safety, H World requires all engineering and maintenance personnel to strictly abide by safe operating procedures and wear protective equipment. Special personnel are assigned to conduct daily inspections to promptly identify and eliminate potential safety hazards. For potentially dangerous work areas such as power distribution rooms and computer rooms, as well as high-risk safety links such as engineering maintenance and management of flammable and explosive materials, we have also formulated detailed safety management systems to eliminate potential safety hazards as much as possible. At the same time, in strict accordance with relevant national laws and regulations, we have further refined the disposal procedures and institutional guidelines for employee health and safety emergencies, clarified relevant rights and interests and guarantee standards, and built a secure and reliable guarantee line for employees with more detailed and standardized institutional arrangements, conveying warm and responsible corporate care.

## Occupational Health and Safety Activities

In the field of occupational health and safety, H World implements the concept of "protection" in every detail, builds safety awareness through systematic training, and protects the physical and mental well-being of employees through diverse practices. We carry out regular occupational health and safety training, and build a comprehensive health line for employees through measures such as Psychological Safety Day, deployment of Automated External Defibrillators (AEDs), regular physical examinations, and Legacy DH Health Week. At the same time, we consolidate the safety foundation through fire drills, and effectively improve the employee work experience through humanized designs such as post optimization. These practical actions and explorations have also earned us professional recognition, demonstrating the Group's responsibility and care for every partner.

H World has built a comprehensive health and safety protection system for all partners through a series of measures. We have launched the Employee Assistance Program (EAP) psychological counseling hotline to provide 24/7 professional psychological counseling services, allowing employees to receive listening and support at any time. We also regularly carry out Psychological Care Day activities to accompany everyone to pay attention to mental health. At the same time, we invite experts to carry out lectures on mental health and occupational disease prevention, and continuously improve the employee health protection system.



H World Psychological Care Day



Deployment of AEDs in Office Buildings at H World Headquarters

Legacy DH has introduced various employee support programs in response to challenges such as digital transformation, talent shortages, and increasing workloads. A comprehensive well-being framework has been established, including "Health Week" initiatives covering fitness classes, mindfulness talks, and mental health awareness sessions, dedicated support personnel trained to identify and respond to employee difficulties, as well as partnerships with professional institutions to provide health and safety training and ongoing consultation services.

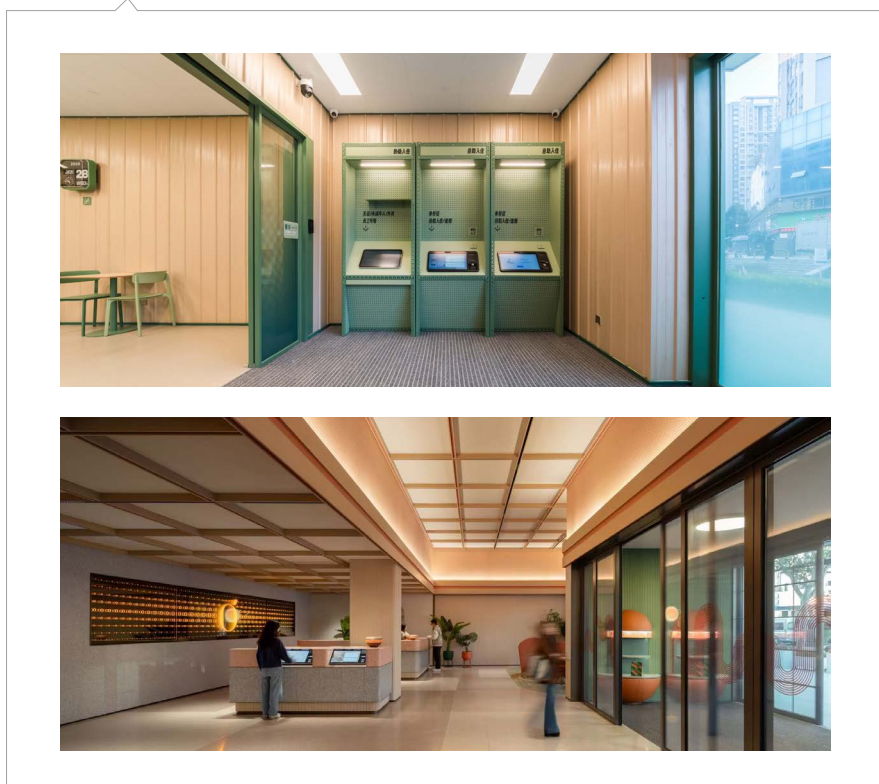
To strengthen emergency safety protection, the headquarters of H World is equipped with 4 AED first-aid devices in each office building, and simultaneously promotes first-aid knowledge training to improve the emergency rescue capabilities of all staff. During the Reporting Period, H World provided targeted physical examinations for employees in different positions to ensure their physical and mental health.

We attach great importance to occupational health and safety training for employees, and systematically promote safety training and drills. We regularly organize fire safety training and practical drills, actively popularize fire protection regulations and safety knowledge, and regularly carry out special education on topics such as lightning protection and kitchen safety, continuously improving employees' safety awareness and emergency response capabilities. Through the solid implementation of safety management, we effectively ensure the safety and stability of office premises, ensuring that every employee can calmly respond to various safety challenges at work.

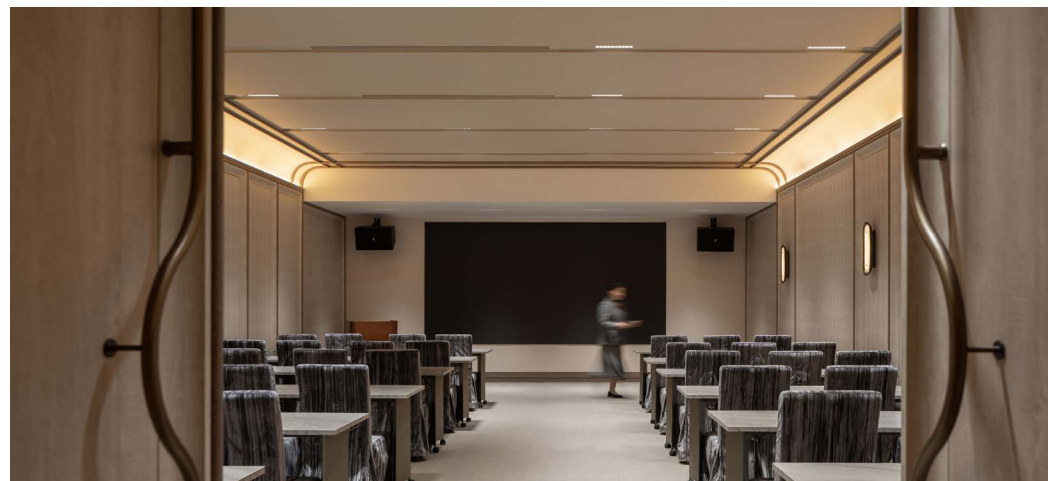


2025 Fire Safety Training and Practical Drills

In addition, Hi Inn Fully Self-Service under H World has innovatively launched a self-check-in "New Front Desk" with intelligent access control function. Guests complete check-in and check-out through the Huazhanggui self-check-in system, and employees provide support and review authorization through mobile work. At the same time, Hi Inn has upgraded the space design of the front desk duty room with humanized design and multi-functions. The duty room integrates multiple composite functions such as monitoring room, night shift rest for employees and office, effectively reducing the labor intensity of long-term fixed standing and repeated operations of employees, relieving physical fatigue, freeing employees from mechanical work, and devoting themselves to services in a more relaxed and flexible state. Hi Inn took the lead in setting up a one-way see-through duty room, which ensures that the self-service processing of guests can be seen at any time while protecting the safety of female employees.



Self-check-in Area



During the Reporting Period, the lost days due to work injury of H World were 1,811 days. We have declared industrial injuries in a timely manner in accordance with procedures, and arranged special care and consolation to ensure that institutional support is accompanied by organizational care. We will continue to strengthen occupational health and safety management, and through a series of follow-up measures such as optimizing operation processes and strengthening protection training, we are committed to preventing industrial injuries and work-related deaths from the source. With more detailed and warm actions, we will build a solid line of defense for occupational health and safety, and provide a secure, reliable, and caring working guarantee for every partner.

Indicator	Unit	2025	2024	2023
Number of Lost Days Due to Work-Related Injury	Day	1,811	0	0
Number of Work-Related Fatalities	Person	0	1	4
Rate of Work-Related Fatalities	%	0	0.0035%	0.0148%

# H WORLD



## Environmental improvement

### Low-Carbon Journeys Together

H World proactively explores ways to minimize its environmental footprint during hotel operations, striving to safeguard ecological beauty and natural harmony while making every journey greener and more sustainable. To this end, H World integrates environmental management throughout the entire lifecycle of its hotels, spanning from planning and construction to daily operations and services. The Group systematically advances green building practices, green operations, and green services, embedding sustainability into every detail and making environmental action an inherent part of the brand's DNA.

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# Green Hotel Construction

Throughout the process of hotel development and construction, H World continuously practices green development principles. While ensuring a comfortable guest experience, the Group integrates energy conservation, environmental protection, and efficient resource utilization into the entire building planning and construction lifecycle. By promoting green building standards, exploring modular construction models, and optimizing the selection of building materials and equipment, H World continuously reduces the environmental impact across the building lifecycle, creating healthier and more eco-friendly accommodation spaces for guests.

## Green Building Standards

H World actively introduces green building concepts. By optimizing structural designs, enhancing energy efficiency, and improving indoor environmental quality, the Group continuously elevates the sustainability performance of its hotel buildings.

In the Chinese market, Legacy Huazhu refers to domestic green building standards during hotel development and upgrades, systematically advancing green design and low-carbon construction. Through the deployment of high-efficiency energy-saving equipment and the application of water-saving systems, the Group effectively improves the overall energy performance of its buildings. Meanwhile, modular construction and standardized processes are promoted during construction and renovation to reduce waste and resource consumption. Priority is given to recyclable materials and low-VOC (volatile organic compound) eco-friendly building materials to continuously improve indoor air quality and the health of guests. Additionally, H World optimizes spatial design and functional layouts to increase space utilization efficiency and minimize unnecessary resource input, enhancing resource efficiency and environmental friendliness of buildings across multiple dimensions.

In the European market, Legacy DH identifies green building as a key direction for fulfilling corporate social responsibility and has become a member of the German Sustainable Building Council (DGNB). Notably, the Steigenberger Hotel Am Kanzleramt in Berlin has achieved DGNB Platinum certification for new buildings, becoming one of the hotel buildings with the highest compliance rates within the DGNB certification system.



## Modular Construction

H World continuously promotes the application of modular construction technology in hotel development to enhance construction efficiency and reduce resource consumption during the building process. As of the end of the Reporting Period, modular construction solutions have been introduced into core product iterations, including JI Hotel 5.0, HanTing 4.0, and Ni Hao 2.0. Through standardized design, factory-based production, and assembly-oriented construction, building components and parts are prefabricated in the factory and then transported to the site for assembly. Compared to traditional construction methods, this model offers significant advantages in terms of construction cycles, building quality, and energy-saving and environmental performance.

### HanTing 4.0 Defines Green Economy Hotels through Modular Assembly

HanTing 4.0 fully adopts the "modular assembly" concept, with a prefabrication rate of up to 90%. By transforming traditional on-site construction into precision factory manufacturing and rapid on-site assembly, the model reduces dust, noise, and construction waste at the source.

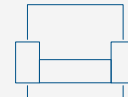
#### In terms of material selection

HanTing 4.0 utilizes eco-friendly wall panels and innovative boards pressed from recycled plastic powder. These materials replace traditional wallpaper and plastering processes, eliminating formaldehyde emissions and safeguarding guest health.

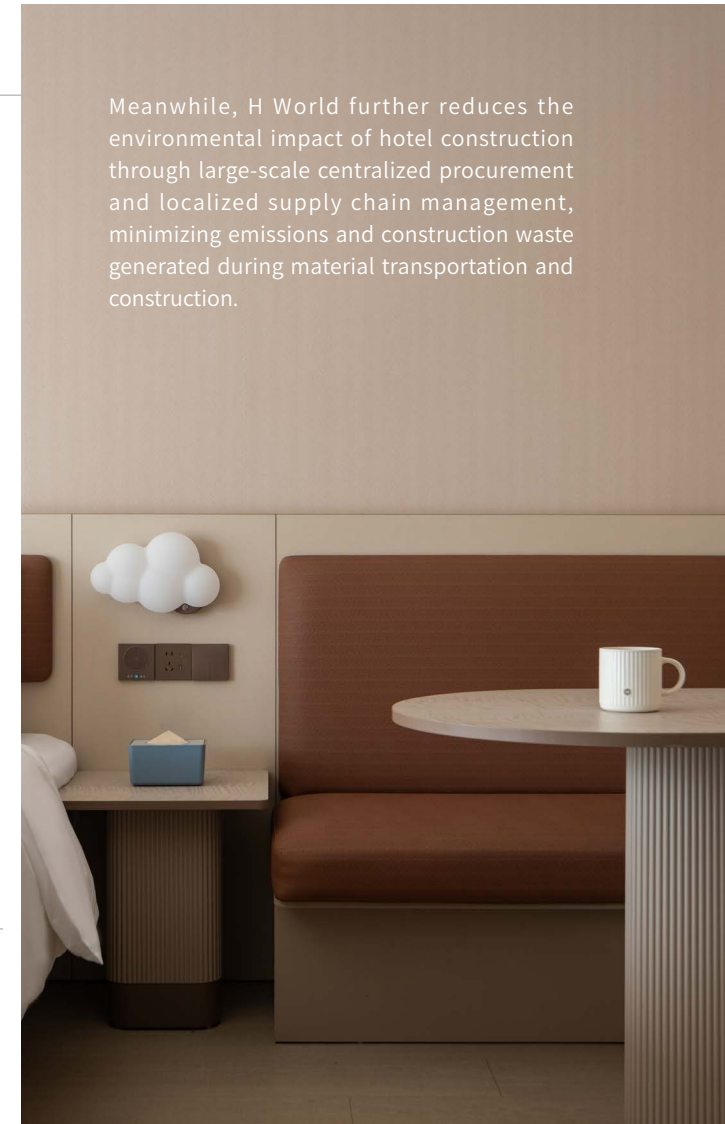


#### Regarding furniture

all pieces in HanTing 4.0 are designed with detachable and recyclable structures. At the end of their lifecycle, they can be returned to the factory for regeneration. This transforms the environmental burden of traditional hotel renovations into resource assets.



Meanwhile, H World further reduces the environmental impact of hotel construction through large-scale centralized procurement and localized supply chain management, minimizing emissions and construction waste generated during material transportation and construction.



# Green Operation Management

H World strictly complies with current Chinese laws and regulations, including the *Environmental Protection Law of the PRC*, the *Energy Conservation Law of the PRC*, the *Water Law of the PRC*, and the *Law of the PRC on the Prevention and Control of Environmental Pollution by Solid Waste*, as well as applicable laws and regulations in the overseas regions where it operates. The Group has released the *H World Environmental Management Policy*, adhering to the philosophy of green and low-carbon development and committing to reducing the environmental footprint of its business activities.

## KPIs

H World attaches great importance to the development of environmental and energy management systems at the hotel level. As of the end of the Reporting Period:

Among Legacy DH's leased and owned hotels,

**98.39%**

have obtained ISO 14001 (Environmental Management System) and/or ISO 50001 (Energy Management System) certifications. Only one newly opened hotel remained in the certification audit phase during the Reporting Period.

Legacy Huazhu has also actively pursued external sustainability certifications. To date, **64** of its hotels have achieved GSTC (Global Sustainable Tourism Council) Hotel Criteria certification, and **160** hotels have been certified as "China Green Hotels."

## China's First Economy Hotel to Achieve GSTC Sustainable Tourism Certification

In 2025, an ibis hotel operated by H World obtained the GSTC Hotel Criteria certification, making it the first economy hotel in China to achieve this honor.

GSTC certification is one of the premier international standards in the field of sustainable tourism, encompassing multiple dimensions, including environmental management, resource utilization, community impact, and sustainable operations. Through systematic practices in energy conservation, waste management, resource utilization, and sustainable operations, the ibis hotel met the requirements of international sustainable hospitality standards. This milestone signifies a significant step forward for H World in driving green operations within the hospitality industry.



GSTC (Global Sustainable Tourism Council) Certification Ceremony

**Guangzhou Sunac Steigenberger Hotels & Resorts Becomes the First "Zero-Carbon (Near Zero-Carbon) Kitchen Supply Chain Pilot Hotel in China's Catering Industry"**

In 2025, the Guangzhou Sunac Steigenberger Hotels & Resorts, a property under H World, was awarded the plaque of "Zero-Carbon (Near Zero-Carbon) Kitchen Supply Chain Pilot Hotel in China's Catering Industry" at the 3rd "Xiangshan Carbon Forum" Carbon Labeling Annual Conference, becoming one of the first pilot hotels in the country.

The hotel group underwent green and low-carbon renovations across its 14 kitchens by introducing energy-efficient commercial kitchen systems. Key indicators, including carbon emissions, oil fume concentration, temperature, and humidity, are monitored in real-time via a digital platform. After three months of system operation, the energy-saving rate of the All-Day Dining restaurant consistently reached 50%. Upon completion of the renovations, the hotel group is expected to save approximately 249,000 kWh of electricity annually, achieving a reduction of about 148 tons of CO<sub>2</sub> emissions.



Pilot Hotel Award Ceremony

To enhance employee awareness and engagement in sustainable development, H World launched the "H World ESG Course Series" on the "H-Tone" Cloud Academy platform. The courses aim to advocate for environmental measures in daily work through an engaging and accessible "edutainment" approach.

During key events such as World Environment Day, World CleanUp Day, and World Oceans Day, we also conducted special promotional campaigns to encourage hotels to contribute "H World power" to sustainable development. During the Reporting Period, a total of 35 ESG-related promotional campaigns were carried out.

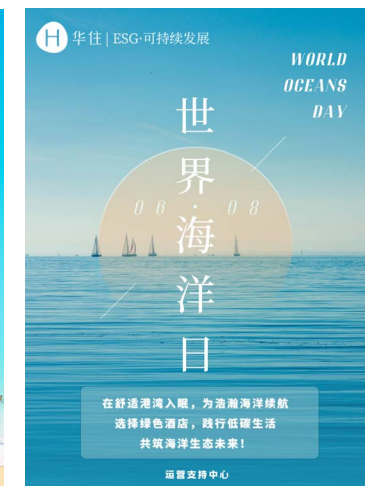
World Environment Day



World CleanUp Day



World Oceans Day

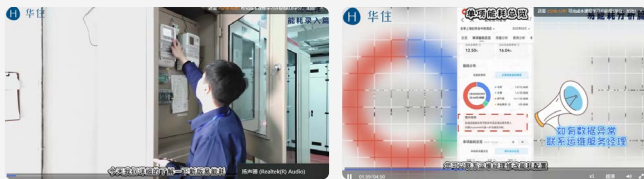


# Energy Management

H World continuously optimizes its energy management system, integrating the concepts of energy conservation and carbon reduction into the entire process of hotel construction, operation, and maintenance.

## Digital Energy Management

H World has always regarded digital management as the core engine of green operations. Relying on its self-developed digital management system, the Group has shifted energy governance from traditional end-of-pipe control to full-chain intelligent optimization. The "Easy Energy Consumption" system is an online environmental management system independently developed by H World. It enables data collection and analysis of water, electricity, and gas usage across hotels. The system provides data support for energy-saving management and equipment upgrades, helping hotels promptly detect anomalies in energy usage and expedite the troubleshooting and repair of faulty equipment. As of the end of the Reporting Period, more than 11,250 Legacy Huazhu hotels have been integrated into the "Easy Energy Consumption" system. During the Reporting Period, we also conducted several specialized training sessions for franchised hotels on the "Easy Energy Consumption" system to further enhance data entry accuracy and optimize system management effectiveness.



"Easy Energy Consumption" Specialized Training

### "Easy Energy Consumption" and GOP Management Platform Empower Hotel Energy Saving

H World leverages the "Easy Energy Consumption" system to collect and analyze energy data, integrating it with the Guest Room GOP (Gross Operating Profit) Management Platform. By conducting cross-comparisons of hotel energy consumption, operating costs, and industry benchmarks, the Group helps hotels intuitively identify high energy-consumption issues and implement timely optimization measures.

For example, the HanTing Hotel (Shanghai Huinan Metro Station) and JI Hotel (Shanghai Zhangjiang Road Metro Station) utilized the "Easy Energy Consumption" system and the GOP platform to discover that their electricity cost per occupied room exceeded the industry average. H World's supply chain maintenance team assisted these hotels in performing energy consumption analyses. By optimizing the electricity price structure, the team effectively helped hotels achieve energy conservation and consumption reduction, while also reducing carbon emissions.

### KPIs

Relying on the "Easy Energy Consumption" system and the GOP Management Platform, H World completed in-depth management of **34** key hotels during the Reporting Period, successfully saving **6.94** million RMB in energy costs

## Energy-Efficient Equipment Upgrades

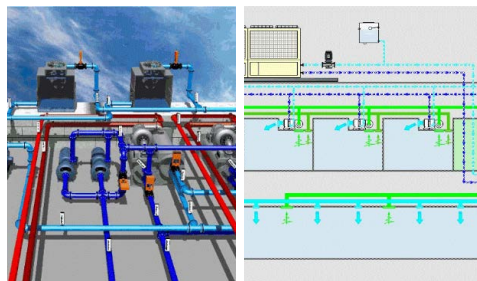
H World identifies energy-saving management and retrofitting as core pathways to enhancing hotel energy efficiency, systematically advancing the collaborative optimization of both operations and facilities. In practice, H World continuously promotes the energy-saving upgrade of hotel equipment, standardizing the use of LED energy-saving lighting across all hotels. In new construction and renovation projects, priority is given to Grade 1 energy-efficient air conditioners and high-efficiency cleaning equipment, reducing energy consumption at the source and improving operational efficiency. Meanwhile, by combining standardized equipment selection with the application of energy-saving technologies, the Group continuously strengthens its level of refined energy management.

### Silent Energy-Saving Vacuum Equipment Upgrade Project Promotes Energy Conservation

H World upgraded to silent, energy-saving vacuum equipment and optimized operational modes, further enhancing the energy efficiency of cleaning operations. Through the implementation of this project, H World saved approximately 96 MWh of electricity per day, with a cumulative annual saving exceeding 35,000 MWh. Owing to the significant achievements of this project in energy conservation and emission reduction, H World was honored with the 2025 Solenis Sustainability Award.

### Energy-Saving Retrofit for Central Air Conditioning Systems

Central air conditioning systems account for a significant portion of a hotel's overall energy consumption. In response, H World developed a unified energy-saving retrofit solution for central air conditioning water systems using Variable Frequency Drive technology to reduce power consumption by optimizing system operation modes. By the end of 2025, 92 hotels across the country had completed this energy-saving retrofit, with a total investment of approximately 2.61 million RMB. Following the retrofit, the average electricity saving rate of the systems reached over 8%, with an estimated annual saving of approximately 6.34 million RMB in electricity costs.

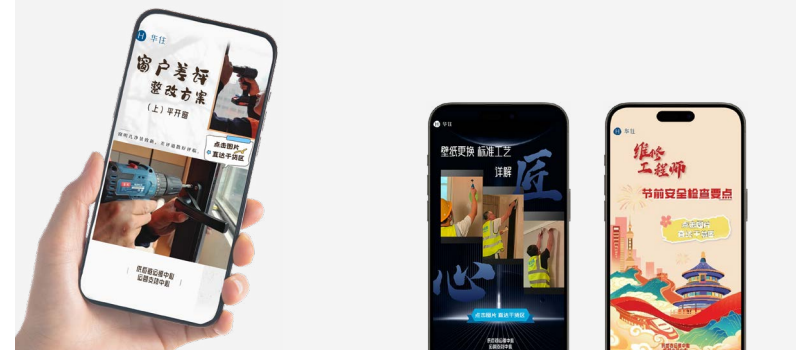


Energy-Saving Retrofit for Central Air Conditioning Systems

## "Constant Maintenance, Constant Renewal" Enhances Equipment Efficiency

To enhance the operation and maintenance capabilities of hotels, H World launched the "Constant Maintenance, Constant Renewal" digital knowledge-sharing column via the "H-Tone" platform. This initiative utilizes short videos to share practical experience in equipment repair and maintenance with engineering staff at hotels nationwide.

The "Constant Maintenance, Constant Renewal" focuses on high-frequency equipment issues, such as air conditioning systems, hot water equipment, lighting facilities, and guest room appliances, providing standardized solutions for common failure scenarios encountered in daily operations. Through video tutorials, it helps hotel teams quickly master equipment inspection and maintenance methods. The column is continuously updated for the engineering and operations teams across H World's vast network of "thousands of cities and ten thousand hotels," serving as a vital knowledge hub for daily operation and maintenance. By promoting standardized maintenance methods, hotels can more promptly identify and handle equipment anomalies, reducing energy waste caused by malfunctions or declining efficiency. Simultaneously, standardized maintenance processes help extend the service life of equipment and reduce replacement and repair costs, further improving energy efficiency and driving the hotel network toward greener and lower-carbon operations.



Constant Maintenance, Constant Renewal

## Utilization of Renewable Energy

H World continuously promotes the application of renewable energy in hotel operations by installing solar water heating systems, air-source heat pumps, and solar photovoltaic (PV) power generation devices. These initiatives reduce the hotels' reliance on conventional energy sources and foster a greener, more sustainable energy consumption model.

### As of the end of the Reporting Period

In Legacy Huazhu:

Number of hotels with air-source heat pumps:

**4,879**

Number of hotels with solar water heating systems:

**1,116**

In 2025

In Legacy DH:

Solar PV power generation:

**64,094** kWh

Green electricity procurement:

**11,539.37** MWh



### Energy-Saving Retrofit with Solar and Air-Source Energy

The JI Hotel (Jinan Quancheng Square) previously utilized natural gas boilers for hot water production. In 2025, the hotel added a solar water heating system and configured three air-source heat pumps. Once operational, the system provides hot water via solar energy during the day, with air-source equipment providing auxiliary heating, and supplementary heating carried out at night. By replacing conventional energy with green energy, the project is expected to save approximately 200,000 RMB in energy costs annually.



Solar and Air-Source Energy System

**Air-Source Energy Replaces  
Traditional Steam Systems**

The Shanghai Jinqiao Jiayou Mercure Hotel previously utilized a steam system for hot water production. In 2025, the hotel installed a new air-source heat pump hot water system to replace the original steam heat exchange equipment. Based on historical energy bills, the project is expected to save approximately 560,000 RMB in energy costs annually upon implementation.



Modified Air-Source Energy System

**Green Culture and Employee Engagement**

H World continuously advocates for a culture of green operations within the organization, guiding employees to practice energy-saving concepts in their daily work through training, publicity, and operational practices. Hotel-level staff participate in energy management by standardizing equipment usage, monitoring energy consumption, and collaborating on energy-saving retrofits. These collective efforts drive the achievement of H World's energy conservation and emission reduction goals.



As of the end of the Reporting Period, the KPIs for energy use of H World are as follows:

Category	Unit	2025 <sup>1</sup>	2024
Direct energy consumption	MWh	177,460	251,510
Indirect energy consumption	MWh	596,004	532,142
Including: Purchased electricity	MWh	428,636	458,304
Green electricity	MWh	11,539	11,903
Including: Other indirect energy consumption	MWh	155,829	73,838
Total energy consumption	MWh	773,464	783,652
Intensity of energy consumption	kWh/room night sold	28.6	27.7

Note: 1. Data coverage includes both Legacy Huazhu and Legacy DH's owned and leased hotels.

## Water Stewardship

H World attaches great importance to the sustainable utilization of water resources, strictly complying with the *Water Law of the PRC* and other current domestic laws and regulations, as well as applicable regulations in the overseas regions where it operates. Meanwhile, the Group has formulated and continuously refined a series of operational guidelines, including the *Water Operation Manual*, the *Water-Saving Solutions*, the *Implementation Guide for Toilet Water-Saving Management and Retrofitting*, and the *Action Guide for Emergency Water Conservation in Hotels*, to optimize water management, reduce consumption, and actively alleviate water stress in its operating locations.

H World has integrated water resources management into its sustainability management framework. The Sustainability Committee under the Board of Directors is responsible for reviewing and guiding water-related policies and long-term planning. The Sustainability Management Committee coordinates the implementation of water management strategies and periodically evaluates performance. The Chairman of the Sustainability Management Committee (the CEO) is accountable for the Group's water management strategies and performance. A Water Resources Management Working Group has been established to promote the specific implementation of water management systems in hotel operations, including hotel-level water usage management, promotion of water-saving measures, and monitoring and analysis of water data.

Identifying water stress risks in operating locations and implementing targeted management is crucial for water conservation and protection. Legacy DH continuously monitors the water resource status of its hotel locations and utilizes international water risk assessment tools to identify potential risks. According to the Destination Water Risk Index (2023) assessment, five Legacy DH hotels in the Gulf countries of the Middle East are located in areas with high water stress.

For areas facing high water risks, Legacy DH implements more stringent water management measures. These measures include installing low-flow fixtures, optimizing operational processes, enhancing staff training on water conservation, and continuously monitoring water consumption per occupied room. Additionally, annual water-saving improvement targets are established to mitigate the impact of business operations on local water resources. For instance, at IntercityHotel Riyadh, the hotel has reduced water consumption by installing water-saving bathroom fixtures, implementing linen and towel reuse programs, and streamlining kitchen washing workflows. Simultaneously, the hotel has developed a staff training system and an operational KPI framework to consistently monitor water use efficiency per guest room.



## Refined Water Management

H World continuously enhances water use efficiency across its hotel network by combining technological upgrades with refined operational management. During hotel construction and renovation, the Group consistently introduces and promotes water-saving equipment and technical standards to reduce water consumption at the source. For example, we promote rapid-heating faucets in our construction standards, which provide hot water within approximately 15 seconds, significantly reducing the waste of cold water during the waiting period. We have formulated a clear *Hotel Water Flow Standard* and integrated it into our core design specifications and procurement requirements for new and renovation projects across mid-to-high-end and economy brands. The standard sets strict flow rate caps for various sanitary wares (such as basin faucets, showerheads, and toilets), ensuring water-saving compliance right from the product selection stage while maintaining a comfortable guest experience and effectively reducing water intensity.

Driven by both water resource constraints and operational efficiency, H World has built a systematic water-saving management solution for economy hotels. Through a multi-level approach of "Operational Optimization + Technological Upgrades + Source Control," we continuously improve water use efficiency. On the operational side, standardized management measures optimize water-use behavior without requiring additional capital expenditure, effectively lowering overall water intensity. For shower usage, a critical scenario, we have introduced mature technical solutions such as water restrictors. These solutions typically have a payback period of less than one year, offering excellent cost-effectiveness and scalability. In terms of source management, water-saving requirements are integrated into the design and procurement stages, stipulating that all sanitary fixtures must meet specific flow rate technical standards. This ensures collaborative control of water conservation and compliance during product selection, avoiding the need for additional resources in future retrofits. By establishing a water management system that combines "short-term optimization with mid-to-long-term mechanisms," we enhance operational resilience while reducing resource consumption. This provides a replicable and scalable practical path for economy hotels to balance environmental performance with cost control.

In Europe, Legacy DH hotels continue to advance water-saving technological upgrades:

### Equipment Upgrade Project at IntercityHotel Frankfurt Hauptbahnhof Süd

In October 2025, IntercityHotel Frankfurt Hauptbahnhof Süd completed water-saving technical retrofits for all showers and washbasin fixtures in its guest rooms. The hotel introduced the patented Ecoturbine water flow optimization device. This innovative technology not only automatically drains pipes to prevent limescale buildup and residual dripping but also maintains stable water pressure while significantly reducing the flow rate, ensuring that the guest's shower experience remains unaffected. Following the retrofit, the combined shower and washbasin fixtures achieved an average water saving of 6 liters per minute, significantly reducing water consumption while maintaining consistent pressure and comfort.

### Systematic Water-Saving Practices at IntercityHotel Muscat

IntercityHotel Muscat is dedicated to building a systematic water-saving model that combines technical control with behavioral guidance. At the technical level, the hotel has systematically reduced water consumption by installing water-saving aerators, optimizing flush volumes for sanitary fixtures and shower flow rates, finely adjusting swimming pool water balance, and promoting the use of water dispensers to replace bottled water. Furthermore, the hotel actively hosts themed events such as "Water Resource Seminars," collaborating with local partners and the community to explore water-saving solutions. It also leverages occasions like World Water Day to strengthen water conservation awareness. In guest rooms, the hotel encourages guests to reuse towels through information prompts and promotes the use of sensor-activated faucets.



Participate in "World Water Day" activities and actively encourage guests to reduce water usage

Furthermore, H World continuously enhances hotel-level water management through digital management systems. Leveraging the "Easy Energy Consumption" system, hotels can record and analyze resource usage data, such as water and electricity, in real-time. This enables the timely identification of water usage anomalies and facilitates prompt equipment maintenance and pipeline troubleshooting.

## Water Recycling and Reuse

H World actively explores water recycling and alternative water source solutions to reduce the reliance of hotel operations on municipal tap water. Our water recycling initiatives include, but are not limited to:

- When selecting properties, certain hotel brands prioritize buildings equipped with reclaimed water reuse systems.
- Some hotels pilot rainwater harvesting systems, utilizing natural precipitation for landscape irrigation and cleaning purposes.
- Certain hotels recycle kitchen greywater from food preparation for land irrigation, saving an estimated 200 liters of water daily.
- A large-scale rainwater recycling system is installed at the Shanghai headquarters for green space irrigation and road cleaning.

### Novotel Explores Rainwater Recovery Systems

The Novotel brand continuously explores the boundaries of innovation in water-saving practices, with select hotels taking the lead in introducing individual rainwater recovery and utilization systems. These systems collect natural precipitation and, after filtration and treatment, effectively apply it to non-potable scenarios such as landscape irrigation and road cleaning, enabling the recycling of rainwater resources and creating secondary value. From the comprehensive upgrade of hardware facilities to the active exploration of frontier technologies, and from unified Group-wide water-saving standards to innovative practices implemented at individual hotels, we consistently uphold the philosophy of "targeted measures," moving steadily forward on the path of water conservation and safeguarding every drop of precious water with practical actions.

### Air Conditioning Condensate Recovery Project at Madison Xiamen Jimei

Madison Xiamen Jimei implemented an air conditioning condensate recovery project in 2025. Condensate collection pipes were installed at the air conditioning terminal units in guest rooms and meeting areas to gather condensate into an underground collection tank. After precision filtration and UV disinfection, the water is transported to rooftop cooling towers for use as make-up water. The project has achieved significant water-saving results, including: a cumulative recovery of approximately 5,300 cubic meters of condensate during the air conditioning season, and annual water cost savings of approximately 22,000 RMB. At the end of the Reporting Period, the system has established a closed-loop management mechanism of "Recovery—Treatment—Utilization—Monitoring" and has been integrated into the hotel's operational standards for central air conditioning.



At the H World Shanghai Headquarters, the headquarters building was also designed in compliance with green building standards, incorporating numerous ingenious energy-saving and environmental protection features. The headquarters building is equipped with a rainwater reuse system featuring a catchment area of 8,000 square meters and a storage tank with a capacity of 150 cubic meters. The rainwater treated can be reused for road flushing and vegetation irrigation, effectively reducing the intake of freshwater resources during campus operations.

As of the end of the Reporting Period, the KPIs for water resources of H World are as follows:

Category	Unit	2025 <sup>1,2</sup>	2024
Water Withdrawal	ton	7,076,229	7,746,654
Intensity of water withdrawal	kg/room night sold	261.8	274.2
Intensity of water withdrawal	cubic meters/million dollar revenue	1,955.86	2,366.11

Note:

1. The data in the table covers both Legacy Huazhu and Legacy DH's owned and leased hotels.
2. Water usage includes municipal water and purchased hot water.



## Eco-friendly Operational Amenities

In the hospitality industry, operational amenities permeate multiple stages, including guest room services, catering services, and daily operations, and represent a significant source of resource consumption. They also serve as a crucial entry point for driving green operations, reducing the use of single-use plastics, and lowering the overall environmental footprint. H World continuously drives the green transformation of operational amenities. Through collaborative innovation with supply chain partners, the Group integrates sustainability concepts into product design, material selection, and procurement, exploring more eco-friendly and low-carbon solutions for operational amenities.

When discussing environmental practices in hotels, single-use guest amenities, often referred to as the "Six Small Pieces", are typically the most visible areas of concern. In the process of driving green upgrades, H World remains committed to exploring more eco-friendly materials and design solutions while ensuring a seamless experience for guests.

Straw  
toothbrush



Straw-based toothbrushes are made from natural plant raw materials, avoiding the non-biodegradable issues associated with traditional plastic toothbrushes. As of the end of the Reporting Period, straw-based toothbrushes have achieved 100% coverage across the HanTing, JI Hotel, Hi Inn, and ibis hotel brands.

Straw  
comb



As of the end of the Reporting Period, straw-based combs packaged in eco-friendly paper have achieved 100% coverage across the HanTing, JI Hotel, Hi Inn, and ibis hotel brands.

Starch  
shower  
cap



Starch-based shower caps are made from biodegradable starch, which decomposes rapidly in the natural environment after use. As of the end of the Reporting Period, starch-based shower caps have reached a coverage rate of over 80% across HanTing, ibis, JI Hotel, Orange Hotel, Starway, IntercityHotel, Mercure, CitiGO, Grand Madison Hotel, and Madison Hotel.

## Shower products with RPET bottles

We have promoted and utilized bath products with RPET (Recycled Polyethylene Terephthalate) bottles. This material is processed from recycled plastic bottles, with a recycling rate exceeding 95%, reducing carbon emissions by 76% compared to virgin PET (Polyethylene Terephthalate). As of the end of the Reporting Period, bath products with RPET bottles have covered HanTing, Ni Hao, ibis, ibis Styles, JI Hotel, Orange Hotel, Starway, Crystal Orange, Manxin, Joya, and Mercure hotel brands.



## Shaving razor with PLA handle

PLA (Polylactic Acid) is a biodegradable material derived from renewable plants such as corn and sugarcane; its production process typically generates lower carbon emissions than petroleum-based plastics. Under industrial composting conditions, PLA can decompose into carbon dioxide and water, avoiding the long-term persistence issues of traditional plastics like PP (Polypropylene) and PS (Polystyrene) in the natural environment. This offers significant potential value for alleviating marine and soil pollution. During the Reporting Period, H World formulated a material integration strategy, planning to replace traditional plastic handles with PLA-handle razors. This initiative is expected to cover the entire "Economy and Midscale" brand portfolio, including HanTing, ibis, Hi Inn, and Ni Hao, in 2025.



## Eco-friendly slippers

Our eco-friendly slippers feature uppers made of all-plant fiber fabric and soles made of EPE (Expandable Polyethylene) pearl cotton. The fiber fabric is fully biodegradable, while the pearl cotton is environmentally friendly and can be recycled after treatment. As of the date of the Report, these slippers have achieved full coverage across the JI Hotel, Orange Hotel, ibis Styles, and Starway brands.



### From Orchards to Guest Rooms — Orange Hotel's Eco-friendly Amenities

Orange Hotel's toothbrushes and combs are crafted from orange wood fiber. This material is derived from pruning waste of orange trees in Yichang, Hubei Province, a renowned citrus-growing region in China. As fruit trees require regular pruning, these branches, typically less than 3 cm in diameter, often lack commercial value and are usually discarded or incinerated. By recycling them while preserving their plant fiber components, these branches can be processed into bio-based materials that serve as alternatives to traditional PP plastics. Ultimately, they are manufactured into the toothbrushes and combs used in Orange Hotels, achieving the upcycling of agricultural waste.

Guest room slippers at Orange Hotels are also made from plant fiber fabrics. Compared to traditional non-woven plastic slippers, this material is naturally biodegradable, breathable, and highly absorbent, enhancing guest comfort while reducing the environmental impact of plastic waste.

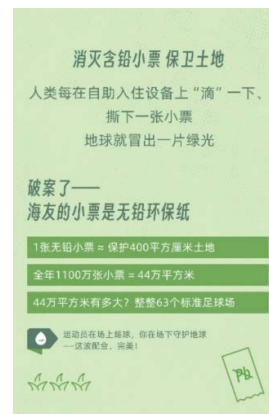
In addition, the tissues used in guest rooms and public areas of Orange Hotels are made from unbleached bamboo pulp. Over 80% of items such as clothes hangers, trash cans, tissue boxes, tea bag boxes, and shoe trays are made from plant-based recycled materials. These materials are typically derived from agricultural waste such as nut shells and straw, improving resource efficiency while reducing the use of petroleum-based plastics.



Eco-friendly Amenities

For long-term hotel amenities, H World continuously explores the application of circular materials. For example, the Group promotes mattresses made from GRS (Global Recycled Standard) certified fabrics. The raw materials include polyester fibers regenerated from recycled plastic bottles. Compared to traditional virgin polyester fibers, the production of recycled polyester fibers can reduce carbon emissions by approximately 30% to 50%. As of the end of the Reporting Period, these GRS-certified mattresses have been progressively rolled out across brands such as Orange Hotel and JI Hotel. JI Hotel has also launched guest room amenities made from recycled agricultural waste materials like bamboo and straw, with a biodegradable component ratio of up to 50%, further driving the resource utilization of agricultural waste. Furthermore, to mitigate potential impacts on the environment and human health during operations, H World promotes the use of lead-free receipts. Compared to traditional receipts, lead-free eco-friendly paper does not release harmful substances during decomposition, helping to reduce the impact on soil and water bodies.

H World continuously engages in green innovation partnerships with its supply chain collaborators, extending sustainability concepts to the life-cycle management of operational amenities. During the product development stage, we work alongside suppliers to explore the application of renewable, biodegradable, and recycled materials. In the procurement and production phases, we encourage suppliers to continuously optimize manufacturing processes and material use efficiency, reducing resource consumption and environmental impact at the source. Through supply chain synergy, H World consistently expands the application scope of green operational amenities, ensuring that environmental philosophies are continuously implemented within daily hotel operations.



Lead-free Receipts Protect the Land

## Waste Management and Circular Economy

H World attaches great importance to waste management and resource recycling, strictly complying with the *Law of the PRC on the Prevention and Control of Environmental Pollution by Solid Waste* and other applicable laws and regulations in its overseas operating regions. The Group continuously refines its waste management systems and operational guidelines to promote waste reduction and resource utilization throughout hotel operations. Guided by the principles of "Reduce, Reuse, Recycle, and Proper Disposal," H World implements various measures in daily hotel operations and collaborates with communities, supply chain partners, and social organizations to jointly promote circular economy practices.

### General Waste

H World reduces waste generation at the source of operations. In guest room operations, the Group has comprehensively reduced the use of single-use plastic cups, replacing them with alternatives such as ceramic or paper cups. In catering services, hotels do not proactively provide disposable cutlery during meal orders and encourage guests to follow the principle of economical and moderate consumption to reduce waste at the source.

Legacy DH also continuously optimizes the management of guest room amenities. For example, most Legacy DH hotels have implemented large-capacity amenity dispensers to replace small single-use plastic bottles. Meanwhile, items such as shoehorns, shoe shine cloths, and laundry bags have been adjusted to an "on-request" basis to minimize unnecessary resource waste. Zleep Hotels provides free water dispensers in most of its locations to reduce bottled water consumption. Some hotels also offer reusable To-Go Cups to encourage guests to reduce the use of disposable cups.

In terms of business and meeting services, Legacy DH continues to promote the "Green Meeting" concept, encouraging hotels to reduce the use of disposables during events and adopt more eco-friendly service solutions. For example, some hotels utilize reusable glass bottles or water dispensing equipment instead of single-use bottled water to minimize plastic waste generation.



## Food Waste

Reducing food waste is a key initiative for H World in promoting a circular economy. The Group continuously minimizes resource waste in its catering operations by optimizing food supply management, promoting food reuse, and advocating for sustainable consumption concepts.

H World explores more sustainable directions regarding dietary structures. For instance, Orange Hotel established sustainability goals for its catering services, achieving a 70% share of plant-based products in its food offerings by 2025. Compared to animal-based foods, plant-based diets typically consume less water and land resources during production, contributing to the construction of a more sustainable food system.

Furthermore, certain hotels continue to advocate for green consumption through food-saving themed activities. For example, Crystal Orange Hotel launched the "Crystal Clean Plate Hero" campaign during the summer, using interactive formats to encourage teenagers to cherish food and reduce waste, helping guests understand the hard work behind food production. The hotel also initiated the Clean Plate Campaign, using friendly reminders to guide guests to take food according to their needs, thereby reducing unnecessary waste.

In the details of catering operations, hotels also explore resource recycling practices. For instance, coffee grounds are collected and offered to guests for use as fertilizer or cleaning agents, extending environmental philosophies into daily life and integrating sustainable practices into more granular scenarios.

In Europe, over 40 Legacy DH hotels participate in the global anti-food waste platform "Too Good to Go," offering unsold food from the day to local residents at discounted prices. During the Reporting Period, the project sold a total of 3,125 food surprise bags, reducing approximately 844 tons of CO<sub>2</sub> emissions. This not only reduces food waste but also promotes resource sharing within the community.

## Turning Compassion Breakfast into Urban Warmth

In Nanchang, Jiangxi Province, the JI Hotel (Nanchang Museum) explored an innovative practice, transforming what would have been wasted breakfast into a community welfare resource.

The hotel kitchen produces a small surplus of freshly made pastries, steamed dim sum, and vegetables daily. In the past, these food items were typically discarded as operational waste. During a community visit, a local grid member discovered that approximately 200 outdoor workers in the district, including couriers and sanitation workers, often struggled to have a hot breakfast due to their early shifts and fast-paced work schedules. Following communication between the community and the hotel, a cooperation mechanism was swiftly established: the hotel repackages freshly made food that remains safe for consumption within a two-hour window and labels it as Compassion Breakfast. The labels specify the best-before time, and community volunteers then deliver the breakfast to "Caring Stations" for outdoor workers to collect.

Since the project's launch, Compassion Breakfast has been provided for 92 consecutive days without interruption, totaling over 2,300 servings. Simultaneously, the hotel has expanded its care initiatives by providing cooling herbal tea in summer and warm ginger soup and porridge in winter. It has also established rest areas for outdoor workers at the hotel, offering essential services such as hot water, charging equipment, and first-aid kits.



Kitchen Staff Repackaging Breakfast

## Waste Disposal

H World implements classified management and compliant disposal for various types of waste generated during operations. Kitchen waste and domestic waste are typically collected and disposed of by the property management where the hotel is located or by the local municipal sanitation department. For hazardous waste, H World commissions third-party organizations with relevant qualifications for professional disposal, ensuring the process is safe, standardized, and compliant with relevant laws and regulations.

At the same time, recyclable waste generated during hotel operations is integrated into the classified management system. Each hotel carries out waste sorting according to local regulations, separately recycling cardboard boxes, paper cartons, plastic bottles, and other recyclable materials to improve the resource reuse rate. By implementing a management mechanism that combines classified management, resource recovery, and standardized disposal, H World continuously enhances its waste management performance, reduces the environmental impact of its operational activities, and promotes the circular utilization of resources.

# Green Service Practices

H World is dedicated to integrating sustainability concepts into every stage of the guest journey. By promoting "Green Living" initiatives, optimizing guest room service models, supporting green travel, and providing sustainable meeting and event solutions, the Group continuously reduces the environmental impact of hotel operations while creating a more eco-friendly and convenient travel experience for guests.

## Green Living

In November 2023, H World launched the "Green Living" service. Through incentives such as H Rewards points, the Group guides guests to choose lower-carbon accommodation options during their stay. Examples include opting out of daily bed linen changes, reducing the frequency of towel replacements, or bringing their own toiletries.



### As of the end of the Reporting Period

Cumulative orders for "Green Living" related activities:  
Approx. **1.673** million

Room nights covered:  
**2.987** million

Water saved:  
**46,000** tons

Cumulative reduction in towel laundering:  
Approx. **14.94** million pieces

Direct savings in laundering costs:  
Approx. **5.885** million RMB

Electricity saved:  
**1,297** MWh

Carbon emissions reduction:  
**1,282.47** tons

The "Green Living" project was successfully selected as an "Environmentally Friendly Case Study" in the 21st Century "Vitality · ESG" Practice Report (2025)



In March 2025, H World further collaborated with Alipay's Ant Forest to integrate its "Green Living" service with a digital green incentive mechanism. Guests who book via the H Rewards App and pay using Alipay can receive additional "Ant Forest Green Energy" if they opt for the "Green Stay" service. Once a certain amount of energy is accumulated, users can redeem virtual saplings within the Alipay app. Ant Forest and its partners will then plant corresponding real trees in desertified areas, translating guests' green behaviors into tangible ecological actions.

In April 2026, Hi Inn, a brand under H World, participated in the 10<sup>th</sup> anniversary event of Alipay and Ant Forest, personally planting the first batch of saplings for Ant Forest's "Next Decade" in the desert. Every shovel of soil and every bucket of water represent the accumulated "green energy" from Hi Inn hotels, where non-woven towels, biodegradable dental kits, and the removal of unnecessary televisions continue to safeguard these budding green sprouts. From guest rooms to the desert, this initiative turns visible environmental protection into a choice for more people.

Regarding international business, Legacy DH has also launched multiple sustainable services for guests. For instance, the "Green Option" project has been promoted across several hotels. Guests staying for two or more consecutive nights who opt to skip room cleaning and reduce the frequency of towel and linen changes are rewarded with Food and Beverage vouchers. Furthermore, select brand hotels are progressively implementing the "Cleaning on Demand" model, providing housekeeping services only upon guest request to reduce the consumption of water, electricity, and cleaning amenities.

**UNSERE GREEN OPTION, IHRE ENTSCHEIDUNG.** Verzichten Sie auf bis zu 5€\*  
 GEMEINSAM KÖNNEN WIR NACHHALTIG HANDELN UND RESSOURCEN SPAREN.  
 Verzichten Sie auf Ihre Zimmerreinigung und wir belohnen diese Entscheidung. Bei Abbestellung der Zimmerreinigung bis 18:00 Uhr am Vortag schenken wir Ihnen einen Wertgutschein\* im Höhe von 5€, den Sie in unserem Restaurant oder an der Bar einlösen können.  
 \*Gültig ab zwei Übernachtungen. Pro Tag kann ein Gutschein eingelöst werden, jedoch maximal ein Gutschein pro Aufenthalt. Bitte beachten Sie, dass der Gutschein nur für den Aufenthalt in diesem Hotel und für die Zimmerreinigung (inkl. Bettwäsche und Handtücher) des gewählten Zimmers (inkl. Bad) im Hotel und keine anderen Leistungen im Hotel umfasst.  
 \*Valid for two or more nights or more. One voucher may be redeemed per day and maximum of three vouchers per stay. Cannot be used on third nights or on other hotel services. Includes room cleaning only. If the food and beverage voucher is used, we will offer you a complimentary 5€ Food and Beverage Voucher at the reception, where the voucher can also be used for you to collect. Not redeemable for cash.

**SUSTAINABLE & FAIR**  
**WIR SCHONEN DIE UMWELT: MIT DER GREEN OPTION.**  
 WE PROTECT THE ENVIRONMENT: THE GREEN OPTION.  
 STEIGENBERGER  
 Hotels & Resorts

**OUR GREEN OPTION, YOUR CHOICE.** Opting out gives you 5€\*  
 TOGETHER, WE CAN ACT IN A SUSTAINABLE WAY AND SAVE RESOURCES.  
 Opt out of room cleaning, and we'll recognize this decision with a special reward: If you cancel your room-cleaning service by 6:00 p.m. the previous day, you'll receive a 5€ voucher\*, which can be redeemed in our restaurant or bar.  
 Find out more about our roots, values, goals and measures: www.hworlds.com/en/for

"Green Option" Project



## Smart & Aesthetic Services

H World continuously enhances green service experiences through its digital platforms. Leveraging the H Rewards App and the "Smart & Aesthetic Service" system, guests can flexibly choose service models that meet their specific needs. These include digital functions such as housekeeping on demand, e-invoices, and green check-in. These services not only enhance the guest experience but also reduce paper usage, laundry energy consumption, and operational resource depletion, integrating green philosophies into more refined service scenarios.

## Green Travel

H World actively promotes low-carbon travel by providing guests with more convenient green transportation options. As of the end of the Reporting Period, 3,607 H World hotels have been equipped with Electric Vehicle (EV) charging piles. These are clearly marked in the H Rewards App, allowing new EV owners to quickly locate and select suitable hotels. For hotels with space or facility constraints, the Group actively introduces third-party service providers to offer charging solutions.

In its international business, Legacy DH has established partnerships with European charging infrastructure companies to continuously expand its hotel EV charging network and upgrade existing facilities to meet the growing demand for new energy travel.

Furthermore, many H World hotels are strategically located in areas with convenient transportation, facilitating guest use of public transit. At some scenic location properties, the hotels also collaborate with the attractions to offer electric shuttle services, providing convenient transportation for guests while simultaneously reducing carbon emissions.

# Climate Change Mitigation

As the risks associated with global climate change continue to rise, the vulnerability and sensitivity of the tourism and hospitality industry have become increasingly prominent. Factors such as extreme weather events, natural environment changes induced by climate change, and the energy transition may all impact hotel facility operations, energy structures, and travel demand. Meanwhile, the tourism industry accounts for a certain proportion of global greenhouse gas (GHG) emissions. Thus, driving the industry's green and low-carbon transformation has become a critical direction for achieving sustainable development. By establishing a structured climate risk management system, H World continuously enhances its ability to identify and respond to the impacts of climate change. We promote low-carbon practices across hotel operations, construction, and services to strengthen our long-term climate resilience.

## Governance

H World has integrated climate change issues into its sustainability governance system, advancing the implementation of climate-related work through board supervision, management coordination, and cross-departmental collaboration mechanisms.

The Sustainability Committee is the highest governing body for H World's sustainability matters, bearing ultimate responsibility for decision-making and oversight of significant environmental issues, including climate change. The Committee is responsible for reviewing climate-related strategies, policies, and key actions. It periodically receives progress reports on climate management, continuously evaluates the potential impacts of climate change on corporate operations and long-term development, and supervises the implementation of management measures to ensure alignment with the Group's overall development strategy.

At the management level, the Sustainability Management Committee coordinates and advances climate-related management tasks. It is responsible for implementing the decisions of the Sustainability Committee into specific action plans and driving the implementation of climate initiatives, such as energy conservation, emission reduction, energy management, green building, and low-carbon operations, across the Group's operations.

At the execution level, relevant functional departments and the Climate Change Working Group implement climate actions according to their respective responsibilities. This includes promoting energy management, enhancing resource efficiency, and popularizing green operational practices, while providing regular progress reports to management.



## Strategy

H World recognizes that climate-related risks and opportunities will continue to impact our business over a considerable period in the future. We have identified material climate-related risks and opportunities with reference to the climate disclosure framework of the HKEX. We assessed their potential impact and our response capabilities, integrating climate-related factors into our overall risk management and business strategy.

During the risk identification process, H World focused on the following categories of climate-related risks and opportunities, and implemented corresponding management measures to address them:

Risks/ Opportunities	Potential Business Impact	Potential Financial Impact	Actions Taken to Mitigate Risks or Seize Opportunities
Physical Risks: Extreme Weather	Climate change may lead to increased frequency and intensity of weather events such as typhoons, rainstorms, floods, and extreme heat. Due to the extensive coverage of our hotel network, some hotels may face risks to facility and operational stability, including equipment damage, energy supply interruptions, or business suspensions.	This may lead to rising repair and reconstruction costs, increased insurance premiums, and loss of revenue due to business interruptions.	To mitigate relevant risks, H World incorporates climate factors into design considerations during the hotel construction phase. The Group enhances the climate resilience of its facilities through measures such as upgrading structural safety standards, reinforcing the waterproofing capabilities of roofs and exterior walls, and optimizing drainage systems. Meanwhile, H World has established emergency response mechanisms for extreme weather events, including typhoons, rainstorms, and snowstorms, within the H World Emergency Response Plan Compendium for Safety Accidents. These mechanisms guide hotels in making preventive preparations before disasters strike and enable rapid emergency response during events to ensure the safety of both personnel and assets.
Transition Risks: Policy and Regulatory Changes	As global climate action continues to advance, governments are implementing increasingly stringent policy requirements regarding carbon emission management, energy efficiency, and environmental supervision. These policy shifts may impose higher demands on a company's energy consumption structure, operational costs, and regulatory compliance management.	This may increase compliance costs, investments in energy-saving retrofits, and carbon-related expenditures.	H World continues to advance its energy management system, utilizing digitalization systems, equipment upgrades, green building practices, and renewable energy to improve efficiency and reduce GHG emission intensity. Simultaneously, we actively explore green finance, such as sustainability-linked loans, to optimize our financing structure while addressing transition risks.
Market Risks and Opportunities: Changing Consumer Preferences	With the rising environmental awareness among the public, an increasing number of consumers are prioritizing a company's environmental performance and green services when choosing travel and accommodation options. If H World fails to take sufficient action in green operations, it could adversely affect its brand image and market competitiveness.	Insufficient action may damage brand reputation and market share; proactive responses, however, help enhance brand value and market presence.	H World continuously introduces green services and low-carbon operational practices, such as the "Green Living" project, which encourages guests to adopt low-carbon behaviors. We also collaborate with Non-Governmental Organizations (NGOs) to achieve external carbon reduction through various methods. For instance, Legacy DH partners with the NGO "Atmosfair" on social climate protection and CO <sub>2</sub> offsetting initiatives, supporting Clean Development Mechanism (CDM) certified carbon reduction projects, including solar home systems in Ethiopia and small-scale biogas systems in Nepal.

## Risk Management

H World has integrated climate change-related risks into its Enterprise Risk Management system and established a structured risk management process. This ensures the continuous identification, assessment, and management of the potential impacts of climate change on corporate operations. Through regular risk identification and assessment, the Group analyzes the physical risks and transition risks associated with climate change, evaluating their potential impact levels and probabilities of occurrence in light of our specific business operational characteristics.

In response to the identified climate-related risks, H World has formulated corresponding management measures and mitigation strategies. Climate risk management is coordinated by the management team, with progress reported to the Board and the Sustainability Committee through a regular reporting mechanism to ensure that climate-related risks are continuously monitored and effectively managed.

## Metrics and Targets

H World has explicitly committed to achieving carbon neutrality by 2050 (based on our total Scope 1 and Scope 2 GHG emissions in 2023), and driving breakthroughs on our path toward green and sustainable development.

To ensure steady progress toward our climate targets, H World has established a regular assessment and review mechanism. The Group conducts continuous monitoring and dynamic tracking of GHG emissions, energy consumption, and relevant environmental indicators, while periodically evaluating the effectiveness of various environmental management measures. Performance progress is tracked through internal management mechanisms and disclosed in our annual Sustainability Reports.



As of the end of the Reporting Period, the KPIs for GHG emissions of H World are as follows:

Category	Unit	2025 <sup>1</sup>	2024
Scope 1 GHG emissions <sup>2</sup>	tCO <sub>2</sub> e	42,191	39,310
Scope 2 GHG emissions <sup>3</sup>	tCO <sub>2</sub> e	245,878	269,538
Total GHG emissions	tCO <sub>2</sub> e	288,069	308,848
Intensity of GHG emissions	Kilogram of CO <sub>2</sub> e/room night sold	10.7	10.9

Note:

1. Data coverage includes both Legacy Huazhu and Legacy DH's owned and leased hotels.
2. Scope 1 GHG emissions mainly come from the use of natural gas and fuel oil, with CO<sub>2</sub> emission factors derived from emission factor guidelines issued by various countries or regions, including the IEA (*International Energy Agency*) *Emission Factors 2024*.
3. Scope 2 GHG emissions mainly come from purchased electricity, heating, cooling, steam, and hot water, with CO<sub>2</sub> emission factors derived from emission factor guidelines issued by various countries or regions, including the *Announcement on the Release of the 2023 Electricity Carbon Dioxide Emission Factor* and the IEA *Emission Factors 2024*.

# Natural Ecosystem Protection

As global environmental changes and the decline of biodiversity receive increasing attention, hotel site selection, construction, and operational activities may, to some extent, impact the surrounding environment. H World consistently monitors relevant ecological risks throughout its business development. In the site selection and operational management of new hotels, we strive to avoid adverse impacts on ecologically sensitive areas. Through employee training, public awareness campaigns, and ecological protection practices, we guide both employees and guests to prioritize natural environmental protection and contribute to the preservation of biodiversity.

On significant ecological observances such as World Wetlands Day, World Migratory Bird Day, and World Animal Day, H World conducts themed promotional activities via posters and online platforms. We disseminate knowledge regarding wetland conservation, ecological preservation, and wildlife protection to our employees and hotels, encouraging our properties to prioritize environmental protection in their daily operations and support sustainable development through practical actions.



World Wetlands Day

World Migratory Bird Day

World Animal Day

Within brand operations and community collaborations, H World encourages each brand to conduct biodiversity conservation activities tailored to the local ecological characteristics of their locations.

The Novotel brand has a long-standing focus on marine ecological protection, integrating marine environmental preservation into its sustainable development practices. Hotels regularly conduct specialized training for employees on marine ecological protection, covering topics such as marine ecosystem knowledge, marine pollution control, and practical methods for ecological conservation, thereby enhancing employees' environmental awareness and professional capabilities. Furthermore, Novotel hotels organize employees to participate in coastal cleanup volunteer activities. By removing coastal litter, participating in nearshore ecological protection, and promoting marine conservation concepts to the public, the brand supports the protection of marine ecosystems through tangible actions.



Novotel Coast Beach Cleanup Public Welfare Activity

### Biodiversity Protection and Green Initiatives at Steigenberger Hotels

Steigenberger Hotels actively practices the principles of biodiversity protection and green, low-carbon living. During the 2025 "Earth Hour" event, employees and guests of the Steigenberger Hotels & Resorts Nanchang participated in a fitness walk around the lake. This initiative promoted low-carbon travel and supported environmental protection projects through "charity step donations." The hotel lobby turned off its lights for one hour and screened environmental documentaries to enhance public ecological awareness.



Earth Hour Event

Steigenberger Hotels & Resorts Guilin launched the "Meet in Spring, Plant Hope Together" activity on Arbor Day. Employees planted various species—including camphor trees, loquat trees, and Mexican petunias—within the hotel's ecological park, advancing greening and ecological construction while promoting local biodiversity. The growth of every sapling embodies the philosophy that "lucid waters and lush mountains are invaluable assets," extending environmental action from a ceremonial gesture into daily practice.



"Meet in Spring, Plant Hope Together" Activity

## Blossom Wetland Eco-Hotels

In regions rich in ecological resources, H World proactively prioritizes the surrounding natural environment during hotel site selection and operations. The Blossom wetland eco-hotels, located in Xixi (Hangzhou), Yancheng (Jiangsu), and other regions, leverage local natural wetland resources. These hotels emphasize coordinated development with the surrounding ecosystem throughout their design and operational processes. By advocating for green stays, organizing natural ecological experience activities, and educating guests on wetland conservation. The hotels enable guests to enjoy natural landscapes while simultaneously strengthening their awareness of ecological protection.



Blossom Wetland Eco-Hotels in Various Locations

# H WORLD



## Win-Win Partnership

### Shared Value Journeys Together

H World firmly believes that a company's long-term value stems from stable, healthy, and sustainable relationships with its partners. Centered on this philosophy, H World continues to help its partners enhance their operational capabilities and development resilience through standardized management, digital platforms, and systematic empowerment. Meanwhile, the Group adheres to the principles of fairness and transparency in cooperation, promoting resource sharing and value co-creation. As cooperation deepens, H World joins hands with its partners to actively respond to social and environmental issues, expanding the boundaries of "Business for Good."

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# Responsible Supply Chain Management

With the continuous expansion of its brand matrix and hotel network, an efficient, stable, and sustainable supply chain system has become an essential foundation supporting H World's long-term development. H World insists on taking the guest experience as its core. Through standardized management, large-scale synergy, and centralized procurement, the Group continuously enhances the quality assurance capabilities and operational efficiency of the supply chain. This provides stable and reliable product and service support for its multi-brand hotel network.

Building on this, H World is constantly driving the upgrade of its supply chain toward digitalization and greening. By strengthening supplier collaboration, optimizing resource utilization, and promoting eco-friendly products, the Group is constructing a more efficient, transparent, and sustainable supply chain system, providing support for high-quality corporate development and the sustainable transformation of the industry.

## Supplier Management

H World continuously integrates the philosophy of responsible procurement into the entire process of supply chain management, constantly refining the mechanisms for supplier admission, auditing, assessment, rewards and penalties, and exit. This drives the evolution of supply chain governance toward greater standardization, transparency, and efficiency. Leveraging the H World Easy Purchase platform, H World has established a management system covering the entire supplier life cycle. This system standardizes key stages such as supplier admission, bidding and procurement, performance evaluation, and exit management.

In 2025, H World further optimized its supplier management systems. The Group updated or revised several institutional documents, including the *H World Easy Purchase Bidding Management System*, the *H World Easy Purchase Platform Supplier Admission Management Rules*, the *H World Easy Purchase Supplier Rewards and Penalties Management Rules*, the *H World Easy Purchase Supplier Contact Person Management Rules*, and the *Downgrading Process for Material Suppliers*. These revisions focused primarily on optimizing bidding processes, refining admission and re-examination standards, implementing supplier hierarchical management, and enhancing supplier information auditing. The objective was to further enhance the standardization, transparency, and operational efficiency of supply chain management.



## Supplier Onboarding

### Demand Analysis and Sourcing

Based on category management strategies and material risk classification results, H World adopts the "Supplier Segmentation Matrix" to classify material categories and supplier types. Suppliers are categorized into four types: Leverage, Bottleneck, Routine, and Strategic. Differentiated management strategies are implemented for each type to achieve efficient resource allocation and precise management.

01

### Supplier Registration and Preliminary Review

H World collects basic information, relevant qualifications, and certifications through an online platform. It also gathers the *Preliminary Review Questionnaire* and includes financial and legal audit requirements in the process. A preliminary review of supplier information and qualifications is conducted to shortlist qualified candidates. Subsequently, original documents are verified to ensure information is authentic and accurate.

02

### Supplier Re-examination

Suppliers who pass the qualification phase undergo assessment through professional competency evaluations, on-site field visits, and internal audits/scoring using the *General Re-examination Scorecard*. The Group conducts risk analysis and assesses quality management systems, service delivery capabilities, and product technology. Sample quality is verified through category re-examination, and price quotes are audited according to the *Standard Procurement Process*.

03

### Supplier Final Review

The Supply Chain Management Committee, Senior Partners, Supply Chain Executive Committee, and Category Leads conduct multi-dimensional final interview assessments based on category strategies. The final audit results are determined by vote through a formal final review meeting system.

04

### Supplier Onboarding

Only suppliers who pass all admission steps may sign framework agreements and product contracts to be officially included in the partnership pool. Suppliers who fail the final review are prohibited from reapplying for six months.

05

To achieve more efficient proactive control of supply chain risks, Legacy Huazhu has established a "Digital Supply Chain Risk Management Platform." This platform performs real-time monitoring across 5 major risk scenarios and 34 key risk indicators, providing early warnings for potential risks in a timely manner.

As of the end of the Reporting Period, H World had a total of 2,175 suppliers worldwide. Breakdown by region is as follows:

### Number of Suppliers

Greater China

1,427

Germany

558

Other regions

190



## Supplier Audit and Assessment

H World continuously strengthens the supervision and assessment of supplier cooperation quality. By combining performance evaluations with third-party audits, the Group drives suppliers to continuously improve product and service quality while optimizing supply chain management.

At the end of each year, Legacy Huazhu conducts annual performance evaluations for all suppliers with valid contracts. The evaluation system conducts comprehensive assessments based on supplier nature and cooperation types, covering multiple dimensions such as order fulfillment, customer feedback, and internal management performance. During the Reporting Period, performance evaluations for material suppliers covered 773 suppliers across 98 procurement management categories, including water and electrical engineering, air conditioning systems, and guest room consumables.

In the 2025 annual performance evaluation, the overall average score for suppliers was 85.2 points, with 20% of suppliers scoring above 90 points, showing a significant increase compared to previous years. Overall, suppliers performed stably in areas such as on-time delivery rate, customer feedback, and fulfillment management. However, there remains room for improvement in areas such as invoicing timeliness and customer service responsiveness, which the Group will continue to address.

In addition to performance evaluations, H World has further strengthened its supplier management through third-party audit mechanisms. In 2025, Legacy Huazhu completed 662 third-party supplier audits involving 564 suppliers, covering categories such as operational amenities, building materials, equipment installation, IT technology, furniture, and soft furnishings. The audit system conducts systematic evaluations of suppliers' production management, quality control, service capabilities, and supply assurance across three core dimensions: quality, supply chain management, and service capability.

To further enhance supplier management, H World has integrated ESG factors into the annual supplier audit and assessment, gradually including strategic and leverage suppliers in the annual audit plan. During the audit process, the Group focuses on suppliers' performance in production safety, environmental protection, and legal compliance. Administrative penalty records are explicitly set as an "audit red line." If such issues are discovered, the audit is terminated immediately, and the supplier will not be admitted or will be replaced. Meanwhile, during the preliminary review stage, the Group systematically collects and verifies certifications for ISO 14001 (Environmental Management System) and ISO 45001 (Occupational Health and Safety Management System), driving the supply chain to continuously enhance its comprehensive ESG capabilities.

## Supplier Rewards, Penalties, and Exit

H World has established a comprehensive mechanism for rewards, penalties, and continuous improvement. Through the H World Easy Purchase platform, the Group implements hierarchical management of supplier non-compliance in areas such as quality, service, delivery, and cost management. Based on the severity of the violation, measures such as suspension of cooperation, downgrading of partnership status, or blacklisting are applied. Simultaneously, H World has established quarterly, semi-annual, and annual "Outstanding Supplier" selection mechanisms to incentivize high-performing partners and promote overall supply chain quality.

H World has built professional supplier quality management teams covering all business segments, ensuring dedicated personnel are responsible for quality supervision and improvement in every field. Furthermore, H World collaborates with third-party auditing agencies to establish quality improvement mechanisms. By utilizing dedicated quality task forces and the Plan-Do-Check-Act (PDCA) management methodology, the Group assists suppliers in continuously optimizing their production and service processes, driving steady improvements in product quality and service standards for key categories.



## Supplier Training and Empowerment

H World regards supplier capacity building as a key lever for enhancing the overall quality and sustainability of the supply chain. The Group continues to build a systematic, multi-level supplier training and empowerment framework to drive synergistic improvements in product quality, project management, and service capabilities among partners.

During the Reporting Period, leveraging its self-developed "Way of Craftsmanship" (Jiangxin Zhi Dao) supplier empowerment system, H World conducted a variety of training projects. Through case studies and interactive exchanges, these projects helped suppliers gain a deep understanding of H World's standards and industry best practices throughout the entire supply chain life cycle.

### H World Full-Chain Supply Chain Empowerment and Certification Training

In March 2025, H World held the "Full-Chain Supply Chain Empowerment and Certification Training" in Wuhan. Over 300 representatives from general contractors and suppliers, along with more than 60 representatives from quality inspection agencies across Central and North China, participated in the program.

Centering on supply chain life-cycle management, the training offered a systematic curriculum covering construction standards, site management, quality acceptance, and procurement management. Through a diversified format of "theoretical lectures + case studies + written and oral certification exams," the program comprehensively enhanced participants' professional expertise and their ability to execute standards. Notably, over 80% of the attendees were newly onboard suppliers, effectively accelerating their integration into H World's supply chain ecosystem.



Full-Chain Supply Chain Empowerment and Certification Training

## Responsible Procurement

H World has always regarded the cultivation of a responsible supply chain ecosystem as a critical safeguard for achieving steady growth. The Group actively practices responsible procurement, focusing on the rights and well-being of every link in the value chain while continuously driving improvements in supplier compliance. Furthermore, environmental and social performance are integrated into the supplier admission criteria, with preference given to partners who demonstrate superior performance under equal conditions. In addition, H World advocates local sourcing, empowering supplier development in all aspects to promote industrial upgrading and local economic growth.

### As of the end of the Reporting Period

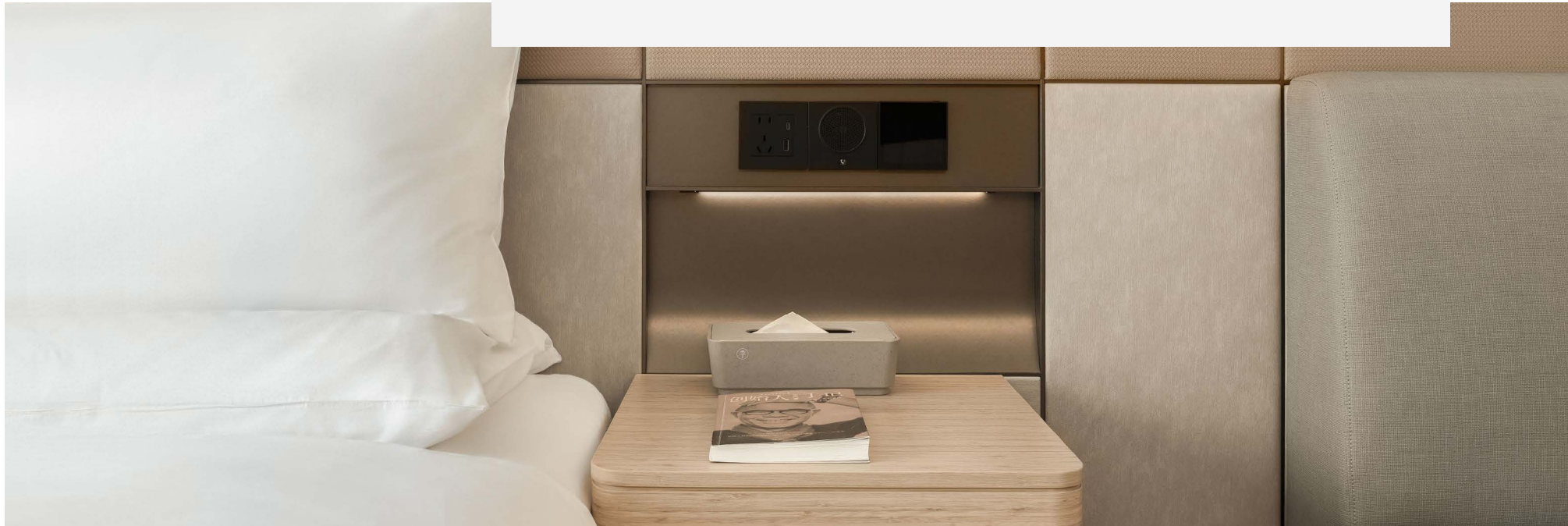
among the suppliers of H World

**465** have obtained ISO 14001 Environmental Management System certification

**409** have obtained ISO 45001 Occupational Health and Safety Management System certification

**57** have obtained ISO 50001 Energy Management System certification

**415** have obtained ISO 9001 Quality Management System certification



## Supply Chain ESG Risk Management

H World continuously integrates ESG risks into its supply chain management system. Through institutional building and process optimization, the Group systematically identifies and controls potential risks within the supply chain to promote supplier compliance and sustainable development.

### Legacy DH Supply Chain ESG Risk Management Initiatives

#### In the supplier admission stage

Legacy DH strengthens risk identification and proactive management through due diligence mechanisms. Guided by its internal *Business Partner Due Diligence Guidelines*, Legacy DH implements the "Know Your Business Partner" (KYBP) due diligence process for new suppliers, hotel owners, and franchisees. This process, primarily conducted via supplier self-assessments, focuses on critical topics including minimum wage payments, anti-discrimination and equal rights, child labor and forced labor, and occupational health and safety. This ensures that partners meet relevant laws, regulations, and H World's responsibility requirements, mitigating ESG risks from the source.

#### Regarding the risk management framework

Legacy DH proactively aligns with and implements the requirements of the *German Supply Chain Due Diligence Act*. It systematically identifies, assesses, and categorizes human rights and environmental risks within the supply chain through hierarchical management. Based on risk assessment results, Legacy DH formulates and issues supply chain policy statements and continuously drives the implementation of preventive and remedial measures to reduce potential human rights violations and environmental impacts.

#### In terms of oversight and feedback mechanisms

Legacy DH has established reporting and grievance channels for supply chain violations, encouraging employees, suppliers, and third-party partners to report potential non-compliance. These mechanisms have been audited and approved by the German Federal Office for Economic Affairs and Export Control (BAFA). Through continuous promotion and communication, Legacy DH enhances the utilization and transparency of these channels, performing ongoing monitoring and tracking of supply chain compliance through regular documentation and reporting.

During the Reporting Period, Legacy DH conducted continuous specialized training sessions centered on the *German Supply Chain Due Diligence Act*. These sessions aimed to enhance the capabilities of employees and stakeholders in supply chain due diligence and compliance management. The training covered critical topics such as the identification of human rights and environmental risks, due diligence processes, and the implementation of responsibilities, ensuring that relevant requirements are effectively executed within business operations. Simultaneously, Legacy DH established a grievance and whistleblowing mechanism covering employees, suppliers, and third-party partners. This mechanism has been audited and approved by the German Federal Office for Economic Affairs and Export Control (BAFA). Through continuous promotion, the Group encourages all parties to use this channel to report potential non-compliance, enabling continuous monitoring of supply chain compliance through regular documentation and reporting.

Legacy Huazhu has also extended its business ethics code of conduct to its partners to build a healthier and fairer supply chain ecosystem. During the Reporting Period, all core suppliers across various supply chain business segments completed the signing of the Sunshine Agreement. This further strengthens the consensus and commitment between both parties regarding business ethics and integrity. Meanwhile, Legacy DH signed the *Code of Conduct for Suppliers and Business Partners* with all its suppliers, requiring them to strictly adhere to business ethics.

## Supply Chain Decarbonization

In 2025, H World established green procurement as a key lever for driving the low-carbon transformation of its supply chain. Centering on the management philosophy of "reduction at the source, process optimization, and value chain synergy," the Group systematically advanced environmental impact management within procurement. This initiative aims to continuously reduce Scope 3 GHG emissions and guide supply chain partners toward collective participation in sustainable development.

At the procurement source, H World continuously refines its green procurement standards, prioritizing products and services with authoritative environmental certifications and low carbon footprints. The Group prioritizes electrical appliances that meet National Grade 1 Energy Efficiency Standards during equipment selection, enhancing energy efficiency from the source to reduce energy consumption and carbon emissions during the operational phase. In the catering supply chain, H World introduced plant-based products through a partnership with the global oat protein brand OATLY, implementing its oat milk products in hotel breakfasts and coffee services. Based on Life Cycle Assessment data, these products significantly reduce GHG emissions and water consumption compared to traditional dairy, effectively lowering the environmental footprint of catering services while providing guests with healthier, low-carbon choices.

In logistics and packaging, H World continues to explore circular economic solutions. In 2025, the Group collaborated with SF Cold Chain to promote the "Feng-E Reusable Box," replacing single-use foam boxes with recyclable eco-friendly packaging. Through a closed-loop recovery system, these boxes can be reused multiple times, reducing plastic waste

and significantly lowering carbon emissions. It is estimated that each single-use can reduce emissions by up to approximately 1.35 kg CO<sub>2</sub>e. This solution also effectively reduced transport breakage rates, achieving synergy between environmental benefits and operational efficiency.

H World continues to deepen green substitution practices in key category management. In the laundry supply chain, the Group leverages centralized procurement and standardized guidance to encourage suppliers to adopt more eco-friendly and efficient solutions. In 2025, the proportion of tunnel washers among laundering suppliers continued to rise. Simultaneously, the Group promoted high-efficiency, low-consumption laundering chemicals to reduce energy and water usage while enhancing washing efficiency and stability.

### As of the end of the Reporting Period

a total of **385** laundering service providers on the platform were equipped with "tunnel washers" (continuous batch washers) accounting for **58%** of the total number of providers a **19%** increase compared to 2024



Furthermore, H World continues to drive the green transformation of packaging materials. During the Reporting Period, the full application of Recycled Polyethylene Terephthalate (RPET) packaging for 500 ml bath and shower products was achieved and implemented across multiple brands. This initiative effectively reduces the use of virgin plastics and promotes the circular utilization of resources.

At the level of supply chain synergy, H World continuously expands the scope of green procurement, extending environmental and social values to upstream partners. By collaborating with suppliers in fields such as regenerative agriculture, low-carbon dairy products, and green logistics, the Group promotes synergistic optimization in biodiversity protection, resource efficiency, and low-carbon transportation. Meanwhile, the Group encourages logistics partners to introduce NEVs, optimize delivery routes, and integrate the use of recyclable packaging and biodegradable materials to jointly build a greener and more efficient logistics system.

### Promoting Cage-Free Egg Procurement to Protect Animal Welfare

During the Reporting Period, H World piloted a cage-free egg procurement policy within its catering supply chain. The Group prioritizes suppliers that meet animal welfare standards and is gradually expanding the application of these products. Through collaboration with suppliers, the Group drives the farming sector to optimize rearing methods, reducing potential impacts on the natural environment and supporting the construction of a more sustainable food production system.



### Promoting Local Sourcing

H World continues to advance its localized procurement strategy. While ensuring service quality and supply stability, the Group actively supports regional economic development. This approach reduces transport-related carbon emissions and enhances supply chain responsiveness and resilience.

During the Reporting Period, H World continued to expand its local supplier resources in key engineering and operational service categories. The number of qualified suppliers in the HVAC service sector increased to 16, and in the hot water service sector to 14. Additionally, 8 new suppliers were added for operational materials such as advertising lightboxes. Through the continuous introduction and cultivation of regional service providers, the Group has built a broader and faster-responding local supply network. This not only shortens the supply radius and mitigates environmental impacts from logistics but also improves the timeliness and flexibility of hotel equipment maintenance and material supply, strengthening overall operational stability.



## Supporting Industrial Development

H World integrates responsible procurement with industrial development, construction, a sustainable supply chain model defined as "Support through Purchase, Prosperity through Chain." This drives the development of regional specialty industries and increases farmers' incomes.

In 2025, H World focused its centralized procurement cooperation on two specialty agricultural products: Wuchang Rice from Heilongjiang and Zhenghe White Tea from Fujian. The Group established long-term partnerships with local rice-growing cooperatives, with an annual procurement volume of 1,728 tons totaling approximately 9.7 million RMB. The project covers core production areas, promoting standardized planting management across approximately 1,500 mu of farmland and creating local employment for over 200 people, effectively raising income levels for farmers.

Using JI Hotel as the primary carrier, the Group collaborated with suppliers and charitable organizations to build an innovative model of "Industrial Procurement + Philanthropic Linkage." During the Reporting Period, Zhenghe White Tea was implemented across multiple consumer scenarios in nationwide hotels, providing approximately 240,000 catties (120,000 kg) of in-room tea annually. Leveraging stable, long-term demand, the local tea industry has expanded, significantly boosting tea farmers' incomes. Furthermore, through a "Sale-as-Donation" mechanism, the project combines commercial activities with philanthropic support, fostering a sustainable model for industrial assistance.



# Mutually Beneficial Cooperation with Ecosystem Partners

## Franchisee Management

H World remains committed to achieving long-term win-win results with franchisees and property owners, regarding them as vital partners in driving sustainable business development. Based on unified brand standards and operational systems, the Group continuously empowers franchisees to enhance their operational management capabilities. Together, we create high-quality hotel products that provide guests with stable, premium service experiences, further strengthening brand influence.

H World signs standardized documents with franchisees, including the *Management Contracts*, the *Brand Licensing Agreements*, the *Sunshine Agreements*, and the *Confidentiality Agreements*, to clearly define the boundaries of rights and responsibilities for both parties. Through a scientific store layout management mechanism, the Group reasonably controls hotel density within the same area to prevent improper competition and safeguard the long-term operational interests of franchisees.

Leveraging its economies of scale in procurement, H World provides franchisees with efficient and transparent supply chain services. In construction and general contract management, the Group introduced a "menu-based dispatch system," enabling the entire process, from supplier shortlisting and bidding to awarding contracts, to be conducted online. The Group developed a cost indicator model that automatically generates general contracting quotes based on key parameters such as room count and area. By distinguishing between standard and special items, the system enhances price transparency and decision-making efficiency.

H World reduces material costs through centralized procurement, effectively improving the operational efficiency of franchisees, while continuously optimizing the capabilities of its digital procurement platform. In 2025, H World launched the "Nine Service Commitments for the H World Easy Purchase Platform and Suppliers." Focusing on key areas such as authentic product assurance, price transparency, delivery timeliness, and after-sales service, the Group defined mechanisms including "Best Price Guarantee," "Delayed Delivery Compensation," "Price Drop Refund," and "Advance Indemnity." These measures significantly enhance the certainty and trust of franchisees during the procurement process.

H World continues to build diversified communication mechanisms, such as franchisee meetings, to listen to partner feedback. We engage in deep exchanges on critical topics like hotel construction and operational management, collaboratively solving practical issues. This helps both new and existing franchisees integrate into the H World system more efficiently. Furthermore, through training and experience sharing, the Group continuously improves franchisees' capabilities in service, management, and brand execution.





### Franchisee Representative Conference – Building a Co-governance Mechanism

In 2025, H World promoted the establishment of the Franchisee Representative Committee (FRC) mechanism nationwide, constructing a two-tier collaborative co-governance platform at both the national and regional levels. During the Reporting Period, 23 provincial-level FRC meetings were organized, covering 27 provinces and attracting over 300 franchisee representatives. A total of over 160 suggestions and opinions were collected, marking the transition of the franchisee communication mechanism toward a stage of institutionalized and normalized operation.

Through the FRC platform, H World has established a regional communication network centered on provincial chairpersons and franchisee representatives. Linked with the Group's management and functional departments, deep exchanges were conducted on key topics such as operational optimization, supply chain synergy, talent cultivation, and marketing strategies. In response to feedback from franchisees, the Group utilized a "Real-time Response + Specialized Follow-up" mechanism to drive closed-loop problem resolution, continuously improving the precision of support and response efficiency.

As an innovative industry practice, the FRC mechanism effectively strengthens trust and synergy between H World and its franchisees, driving deep alignment in strategy, action, and values, and fostering a more transparent, efficient, and sustainable franchising ecosystem.

### Investor Grand Lecture Hall

The "Investor Grand Lecture Hall" is a professional, complimentary course launched by H World to help hotel investors rapidly enhance their operational capabilities and master practical management techniques. As of the end of the Reporting Period, the program has covered 145 cities and reached 10,000 investors.



Investor Grand Lecture Hall

### Entrepreneur Seminar — Empowering Partners to Enhance Management Capabilities

H World launched the "Entrepreneur Seminar" project, collaborating with universities and professional institutions to provide a systematic learning and capability-enhancement platform for franchisees and partners. The third seminar was successfully held in Guiyang, Guizhou. Centered on the core philosophy of "Unity of Knowledge and Action," it integrated traditional culture with modern corporate management to help participants achieve dual improvements in management cognition and practical skills.

This session utilized diverse formats, including immersive cultural learning, specialized lectures, and case studies, to systematically explain corporate strategy, organizational management, and execution enhancement methods. The session guided students in integrating theory with actual operations. Additionally, through corporate visits and specialized sharing sessions, the program further broadened participants' horizons in digital transformation and innovative management, enhancing their comprehensive operational capabilities.



The Third Entrepreneur Seminar

## Sustainable Ecosystem Development

H World continues to extend its sustainability philosophy from internal operations to the broader social ecosystem. Through cross-industry collaborations, brand activities, and public initiatives, the Group works with diverse stakeholders to promote the popularization of green lifestyles and build an open, synergistic, and sustainable industrial and social ecosystem.

In terms of synergy between green consumption and finance, H World has partnered with institutions such as the Bank of China and China UnionPay to explore innovative practices in green travel and low-carbon consumption scenarios. By integrating payment systems, membership programs, and green incentive mechanisms, the Group explores ways to transform low-carbon behaviors into tangible and rewarding user experiences. This guides consumers to proactively choose more eco-friendly lifestyles during travel and stay, promoting the implementation of green consumption concepts on a larger scale.

Regarding the travel phase, H World collaborated with the CAR Inc. (Shenzhou Zuche) platform to advocate for the use of NEVs for self-driving trips during the Spring Festival. This partnership, promoted through collaborative branded materials, such as car fragrance cards, provides consumers with convenient and eco-friendly travel options while offering a replicable and practical pathway for promoting urban low-carbon transportation and sustainable lifestyles.

H Rewards Collaboration with Travel Platform Partners



Since 2023, H Rewards has collaborated with its affiliated brands to launch "Marathon-Friendly" services. During race preparation and event periods, the program provides runners with exclusive benefits such as point-based lucky draws for race entries, marathon-friendly hotel bookings, early breakfasts, late check-outs, and energy packs. In 2025, taking its 20th anniversary as an opportunity, H Rewards further integrated healthy living concepts with low-carbon travel to advocate for a green and active lifestyle. By connecting sporting events with urban spaces, the Group enhances public recognition of and participation in sustainable living.

**Yangzhou Marathon Service — Creating a Sustainable "Sports + Tourism + Accommodation" Integrated Model**

In 2026, H World's Yangzhou region leveraged the World Athletics Platinum Label Yangzhou Half Marathon to innovate an integrated "Sports + Accommodation + Tourism" service model. This initiative transformed large-scale event traffic into an opportunity to enhance urban service capabilities and brand value.

To ensure runners could stay with peace of mind and compete comfortably, all H World brands in the Yangzhou region fully upgraded their exclusive runner experiences. Dedicated "Yangzhou Marathon" service desks were set up in hotel lobbies to provide event guidance, luggage storage, and general assistance. The check-in and check-out processes were optimized with fast-track entry and late check-out options. Customized "energy breakfasts" featured early serving times, high-protein supplements, and local Yangzhou pastries. Post-race, hotels provided thoughtful services such as drinks, towels, and basic ice packs to help alleviate runner fatigue.

During the event, H World hosted nearly 300 room nights for runners. Due to the convenient locations of the hotels, most guests reached the starting line on foot or via short-distance transport, effectively reducing private car usage. The hotels provided 500 portable marathon breakfasts, decreasing the consumption of single-use plastic packaging that runners might have otherwise used for self-prepared meals. By strictly controlling the distribution of disposables and providing them only upon request, the hotels saved nearly 1,000 sets of single-use items, further reducing the consumption of plastics and other resources.

H World actively launched the "Green Travel · Green Living" initiative, focusing on iconic routes like National Highway 318 to advocate the "Leave No Trace" tourism philosophy. National Highway 318 is not only "China's Scenic Avenue" but also an ecological and cultural corridor connecting the East and West. H World's development along this route drives continuous optimization in resource conservation, ecological protection, and community co-construction. By promoting responsible tourism, H World integrates sustainability into every detail of the journey, advancing the value of "Harmonious Coexistence between Humanity and Nature" across a wider range of scenarios.



Yangzhou Marathon Service



National Highway 318 to advocate the "Leave No Trace"

# Community Engagement and Philanthropy

Since establishing the "Shanghai HanTing Public Welfare Foundation" in 2018, H World has continuously deepened and expanded its philanthropic initiatives, forming a multi-dimensional public welfare system encompassing rural education support, care for children with special needs, and emergency response. In 2024, the foundation was officially renamed the "Shanghai H World Public Welfare Foundation" (the "Foundation"), further advancing the professionalization and sustainability of its philanthropic practices and continuously delivering corporate warmth to society. In 2025, marking the 20th anniversary of H World, the Company embedded its long-standing corporate social responsibility practices into the fabric of community development, conveying goodwill and compassion through diverse initiatives. From supporting rural revitalization to advancing rural education; from long-term commitment to education support to targeted care for special groups, from rapid disaster response to everyday community engagement—over the past two decades, H World has remained true to its original mission, turning goodwill into meaningful impact and contributing to a more compassionate society.

In February 2026, on the occasion of the 130<sup>th</sup> anniversary of Shanghai Jiao Tong University, Ji Qi, Founder of H World and an alumnus of the university, donated RMB 100 million to his alma mater and established the "JI Humanistic Development Fund" to support the university's development. This donation not only reflects an alumnus's gratitude, but also demonstrates H World's strong commitment to education and talent cultivation.



Signing ceremony of the "JI Humanistic Development Fund" donation at Shanghai Jiao Tong University

## Deepening Rural Education

### "Scholarly HanTing" Online Teaching Program

Though separated by distance, hearts remain connected. 2025 marked the 10<sup>th</sup> anniversary of the "Scholarly HanTing" public welfare program. Through online teaching, the Foundation bridges geographical and educational gaps by delivering high-quality courses in music, art, and English to children in remote mountainous areas. Through digital companionship, the program supports the growth of rural youth and brings the light of education to children aspiring toward a brighter future.

As of the end of the Reporting Period, the program had delivered a total of 1,066 online teaching sessions across 14 schools. In 2025, RMB 373,195 was invested, and 3,906 teaching materials were donated. In addition, the "Scholarly HanTing · Qifu Program" recognized and rewarded 284 students across 14 project schools with 8 types of awards, and provided financial assistance to 19 students from disadvantaged backgrounds.



"Scholarly HanTing" online teaching public welfare program

## Supporting Educational Infrastructure in Yunnan

H World fulfills its social responsibility through educational care, addressing infrastructure gaps in rural schools in Yunnan and optimizing both learning and living environments. Through concrete actions, the Group is paving a safer and warmer path for rural students to grow and thrive.

Addressing the lack of bathing facilities and the health risks posed by aging sanitation facilities (such as toilets) at Anle Central Primary School in Mouding County, Chuxiong Prefecture, Yunnan Province, the Foundation has improved campus infrastructure with small yet meaningful acts of kindness. These improvements include the construction of shower rooms, solar-powered showering equipment, and restrooms, creating a safe, hygienic, convenient, and private space for children while safeguarding their innocence and well-being. During the Reporting Period, the campus construction and renovation area totaled approximately 100 square meters, with a total project investment of RMB 420,000 and an annual expenditure of RMB 252,000.

Meanwhile, the Foundation also undertook the maintenance and upgrading of transitional teachers' dormitories at Zhongke Town Primary School in Ximeng Va Autonomous County, Pu'er City, Yunnan Province. In response to the long-term disrepair and outdated facilities of the original dormitories, we carried out meticulous renovation work to improve the working and living conditions for teachers. This initiative further enhances the sense of happiness and belonging among educators, injecting solid support into the stable development of local education. The total investment for this project was RMB 275,932, with an expenditure of RMB 110,372.8 in 2024 and RMB 165,559.2 in 2025.



"Huazhu - Love Shower Room" construction project at Anle Central Primary School, Mouding County, Chuxiong Prefecture, Yunnan Province

## Supporting "Future Hope Kindergarten Class" in Butuo County, Liangshan

The "Future Hope Kindergarten Class" project was initiated under the leadership of Mr. Jin Hui, CEO of H World and Chairman of the Foundation, in collaboration with the Shanghai Mutual Aid Foundation. 2025 marked the second year of implementation, with continued investment of RMB 20,000 to support early childhood education for children aged 3 to 6 from low-income families in Liangshan Yi Autonomous Prefecture, helping build a strong and nurturing foundation for their future development.



H World supporting the "Future Hope Kindergarten Class" in Butuo County, Liangshan

## Phase II "Huazhu Class" Supporting "H World Class" Students

Participants of the senior management training program "Huazhu Class" voluntarily contributed to support students in the "H World Class," a joint initiative between the Group and Yunnan Vocational College of Transportation. Scholarships under the "Stay Dream Fund" were awarded to high-performing students from financially disadvantaged backgrounds. The second phase benefited 5 students, with total funding of RMB 25,000. This initiative supports young talent in pursuing their aspirations while contributing to regional cultural and tourism development.



Phase II "Huazhu Class" participants supporting students of the "H World Class" program

## Supporting Rural Revitalization

H World is committed to fulfilling its mission through responsible business practices and actively contributes to the national strategy of rural revitalization. By leveraging agricultural cooperation as a key approach, the Group aligns its corporate resources with the needs of agricultural development, enabling high-quality rural products to reach broader markets and activating endogenous drivers of rural revitalization through industrial development.

JI Hotel, a brand under H World, launched the "Zhenghe White Tea Industry Support Program" in Zhenghe County, Fujian Province. Through long-term and stable procurement commitments, the program has helped establish a solid foundation for increasing the income of local tea farmers. JI Hotel purchases approximately 60,000 jin of raw tea annually from Zhenghe, providing farmers with stable sales channels. Over six years of dedicated efforts, and with the joint support of local governments and JI Hotel, the purchase price of fresh tea leaves increased from approximately RMB 30 per jin in 2017 to RMB 90 to 150, while the average income per mu for tea farmers rose from less than RMB 4,000 to over RMB 7,000.

Through long-term direct procurement partnerships with local governments and farmer cooperatives, H World has optimized raw material procurement costs by approximately 8%, while establishing stable advantages in supply quality, food safety, and cost control. At the same time, the deep integration with local farmers has created a strong supply chain barrier, earning recognition from local governments and positive media coverage, significantly enhancing brand credibility and market penetration, and fostering a win-win path where corporate development and rural revitalization progress in tandem.



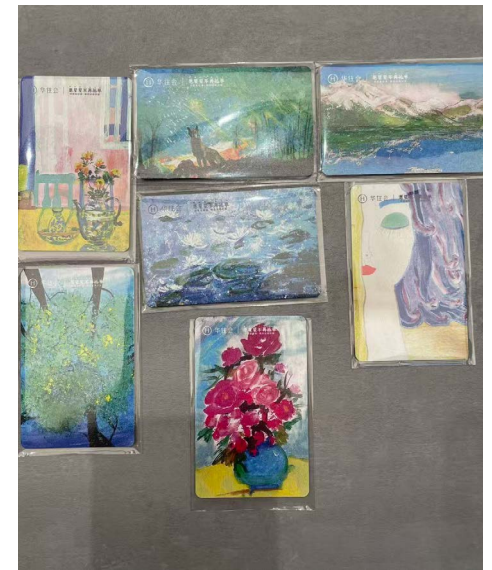
"Zhenghe White Tea Industry Support Program" by JI Hotel under H World

## Caring for Vulnerable Groups

### Supporting Children with Autism

Caring for "children from the stars" has long been a steadfast commitment of H World. Since its launch in October 2022, the Foundation has partnered with the Shanghai Zhikang Children's Rehabilitation Center and related organizations to jointly initiate the "H Rewards Charity · Points for Good Program," encouraging members to donate reward points or participate in auctions of artworks created by children with autism. These efforts provide a platform for children to showcase their talents while fostering greater understanding and support from society. In 2025, the program recorded a total investment of RMB 52,650.23, transforming small acts of kindness into meaningful support that helps every "star" shine.

This compassion is also integrated into everyday guest experiences. At Mercure Hotels under H World, specially designed eco-friendly wooden keycards feature artwork created by children with autism. Each piece reflects the unique perspectives and emotions of these children. More than just a room key, the card serves as a warm connection to society and a platform for showcasing their creativity. Through this initiative, guests are invited to experience this embedded kindness, recognizing that every individual deserves to be seen, supported, and allowed to flourish.



Eco-friendly wooden keycard from Mercure Hotels

## Supporting Rehabilitation Training for Children with Disabilities

Children with disabilities are a group requiring special care and protection, and represent an important focus for corporate social responsibility. Scientific, systematic, and sustained early rehabilitation is essential for improving their self-care abilities and unlocking their developmental potential.

Guided by a people-centered philosophy, H World collaborates with the Huludao Chunyu Children's Development Center to provide comprehensive support for children with disabilities and their families. In 2025, RMB 30,000 was invested in the program, contributing to the healthy development of these children and advancing public welfare efforts.

## Public Welfare Initiative for Children with Cerebral Palsy

In January 2025, the Steigenberger Hotel cluster at Kunming Sunac Cultural Tourism City visited Yiyuan Rehabilitation Hospital in Yunnan Province to carry out a public welfare initiative supporting children with cerebral palsy. The hotel team carefully prepared winter amenities such as scarves and gloves, as well as toys and educational materials to support rehabilitation, helping children stay warm while also contributing to their recovery and cognitive development. At the hospital, the team listened attentively to medical staff briefings on the children's conditions, gained an in-depth understanding of rehabilitation progress and challenges, and engaged in interactive games with the children, conveying care and companionship through joyful activities. This initiative reflects the Group's commitment to ESG principles through concrete actions, delivering warmth and hope to the children while calling on broader society to pay greater attention to children with cerebral palsy and demonstrating the hotel's sense of social responsibility.

## Employment Empowerment Program for Individuals with Down Syndrome

In Krems, Austria, Steigenberger Hotel & Spa Krems partnered with the non-profit organization Hands up for Down to create a supportive career pathway into the hospitality industry for young people with Down syndrome. In 2025, the hotel conducted hands-on service training in Zwettl, covering areas from food and beverage service to housekeeping, with each role serving as a platform for participants to showcase their abilities. The hotel also donated materials and equipment to support the "Café Downtown" project, establishing a long-term training base. Through this initiative, participants not only acquired practical skills but also gained confidence and the courage to integrate into society.



Vocational empowerment program at Steigenberger Hotel & Spa Krems

## Senior-Friendly Catering Services

IntercityHotel Graz has integrated care for the elderly into its corporate volunteer services, providing comprehensive catering support for the anniversary celebrations of the Caritas Pflgeohnaus nursing home for three consecutive years. During the Reporting Period, hotel employee volunteers carefully designed senior-friendly menus and delivered attentive service throughout the event, enabling more than 200 elderly residents and staff to enjoy a warm and joyful gathering. This three-year commitment reflects a heartfelt promise, using food as a bridge and companionship as a way to convey respect and care.



Senior-friendly charitable catering services at IntercityHotel Graz

## Multi-Dimensional Support for Vulnerable Groups

Jaz in the City Vienna collaborates with multiple partners to build a diversified support system for children and the homeless. The hotel provides accommodation vouchers, catering services, and fresh food to Lichtblickhof Children's hospital, and works with Obdachforum to support homeless individuals through donations, holiday gift drives, and charity flea markets. These efforts collectively create a supportive environment for vulnerable communities.



Multi-dimensional support initiatives for vulnerable groups by Jaz in the City hotel cluster

## "Red Nose Run" Charity Event – Bringing Joy to Those in Need

Employee teams from Steigenberger Hotel Herrenhof in Vienna and IntercityHotel Vienna actively participated in the "Red Nose Run" charity event, using sports as a way to spread care and compassion. All funds raised were donated to support clown doctor programs, enabling them to visit hospitals and care institutions to bring joy and emotional comfort to sick children and elderly patients. Through their participation, employees transformed their efforts into a gentle force for healing, making the "red nose" a warm symbol of community care.



"Red Nose Run" Charity Event

## Responding to Emergency

H World remains deeply committed to society and actively fulfills its corporate social responsibilities. In the face of various emergencies and disasters, the Group responds promptly, proactively providing donations and support to affected areas. Through concrete actions, it offers financial assistance for emergency relief and post-disaster recovery, working together with all sectors of society to overcome difficulties and demonstrating its sense of responsibility and compassion.

In November 2025, a severe fire broke out at Wang Fuk Court in Hong Kong, causing significant loss of life and property and leaving some families displaced and in distress. Upon learning of the disaster, the Group responded swiftly and attached great importance to the situation, making an immediate donation of RMB 2 million through the Shanghai Charity Foundation. The funds were designated for emergency rescue efforts and livelihood support following the fire, delivering timely assistance and care to the affected community. This action reflects H World's strong humanitarian commitment and its solidarity with the people of Hong Kong in overcoming challenges together.



H World donation supporting fire relief and reconstruction in Hong Kong

## Supporting Education

H World consistently integrates support for education into its corporate mission, actively fulfilling its responsibilities through practical actions.

### "Peace of Mind During Exams" Initiative

H World places strong emphasis on the growth and development of young students. During exam seasons, hotels under its various brands proactively provide supportive services centered on comfortable accommodations, quiet environments, and attentive care, creating a convenient and reassuring setting for exam preparation and participation. With professionalism and warmth, the Group helps safeguard students' aspirations while conveying the brand's commitment to care. At the start of the 2025 national college entrance examination (Gaokao), in response to high demand for exam accommodations near test centers, multiple hotel brands under H World made early preparations and launched tailored services covering the entire exam journey, striving to create a stress-free and supportive environment for candidates.

Hotels prioritize assigning quiet rooms away from elevators and main roads, and provide amenities such as soundproof earplugs and steam eye masks. Light and nutritious meals are offered, with some Beijing locations also providing in-room dining services. Front desks are equipped with emergency exam kits containing 2B pencils and pens, along with printing services to address students' needs. In addition, hotels thoughtfully prepare symbolic items such as "success-themed" bookmarks, sunflower bouquets, festive charms, traditional rice cakes, and longevity noodles to encourage and support students.



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  1. Emergency exam stationery kits prepared at selected H World hotels for Gaokao candidates
  2. Check-in wall at JI Hotel Beijing



In October 2025, JI Hotel Yueyang Dongting Lake Binhu Avenue partnered with the Yueyang Municipal Human Resources and Social Security Bureau to provide comprehensive support services for candidates participating in centralized recruitment examinations for public institutions and industrial parks. The hotel efficiently served over 50 candidates, achieving "zero errors, zero delays, and zero complaints." Dedicated quiet floors were arranged to ensure minimal disturbance, with enhanced soundproofing and optimized room environments. Meeting rooms were made available free of charge as exclusive study spaces, creating a calm and comfortable atmosphere for revision. In terms of catering, complimentary buffet breakfasts were provided, with early service on exam days and warm porridge offered the night before exams. Transportation services included dedicated buses to ensure punctual arrival at test centers. Additional services such as preferential room rates, free printing, exam stationery kits, and wake-up calls were also provided, offering comprehensive support to candidates throughout their exam journey.



Shuttle bus service at JI Hotel Yueyang Dongting Lake Binhu Avenue



## Youth Station Program

CitiGO Apartments under H World actively participates in youth development initiatives and is deeply involved in the construction and operation of Shanghai's "Youth Station" program. Through thoughtful and supportive services, it provides a "home away from home" for college graduates seeking employment across cities. CitiGO Youth Stations are located in key job-seeking areas and offer graduates free accommodation for up to three days per stay and a cumulative total of 15 days per year. With simplified application and approval procedures, the program enables young job seekers new to the city to quickly secure a safe and reliable place to stay.

The stations provide comfortable units equipped with independent kitchens, as well as access to shared spaces such as study rooms and gyms. Dedicated staff offer end-to-end check-in services, effectively reducing both accommodation costs and the trial-and-error costs associated with job searching. To date, the program has provided warm accommodation support to hundreds of young job seekers. Beyond basic lodging, CitiGO Youth Stations foster a friendly and inclusive community where young people can meet peers and exchange experiences. The program also integrates online and offline channels to provide employment guidance and information on talent policies, while developing job information platform functions to broaden employment opportunities. Looking ahead, CitiGO will continue to expand the coverage of Youth Stations, upgrade service offerings, and explore extending services across the Yangtze River Delta region. Through sustained public welfare efforts, it aims to help more young job seekers settle in, live with peace of mind, and experience both urban and corporate warmth as they pursue their aspirations.

Guest room at CitiGO Apartments "Youth Station"



Shared kitchen and common area at CitiGO Apartments "Youth Station"



# H WORLD



## Governance Excellence

### Responsible Journeys Together

H World lays a solid foundation for sustainable development through efficient governance, establishing a corporate governance structure with clear rights and responsibilities and effective checks and balances. It continuously improves its risk prevention and control mechanisms, adheres to business ethics standards, and consistently responds to the expectations of multiple stakeholders, including shareholders, customers, employees, and society, steadily advancing the Group's sustainable and high-quality development.

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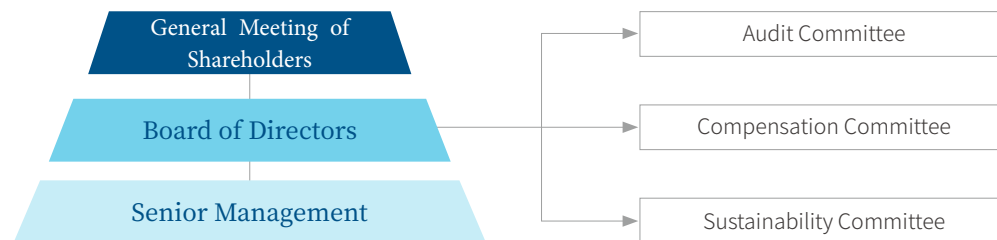
# Corporate Governance Framework

H World strictly complies with the *Company Law of the PRC* and other relevant laws and regulations in the countries and regions where it operates. It has constructed a governance structure with clear responsibilities, efficient operations, and mutual checks and balances to ensure the realization of its strategic objectives.

## Governance Structure

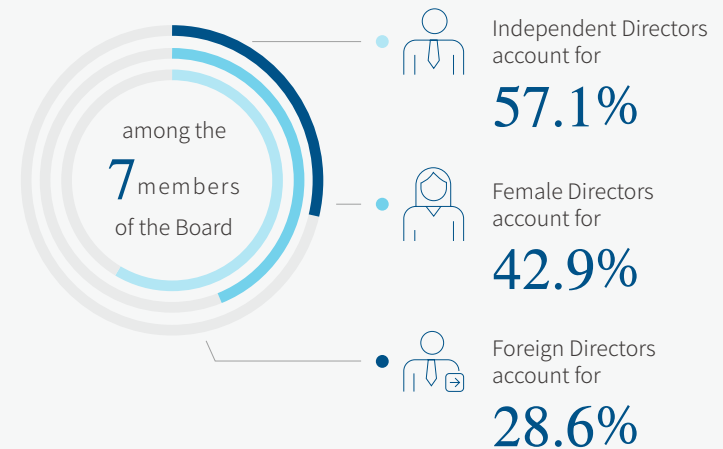
H World has scientifically and formally established a three-tier governance structure, with the General Meeting of Shareholders as the organ of power, the Board of Directors as the core of decision-making, and Senior Management as the executive body. This is supported by a comprehensive system of management regulations designed to ensure that strategic implementation and sustainable development proceed in synergy. As the hub of governance, the Board of Directors provides overall coordination for the Group's business development and operational management. It has established three specialized committees: the Audit Committee, the Compensation Committee, and the Sustainability Committee. The Audit Committee is responsible for overseeing the financial reporting process, the internal control system, and external audit work, ensuring the authenticity and compliance of financial information. The Compensation Committee focuses on the design and evaluation of compensation policies for directors and senior executives, aiming to achieve optimized human resource allocation and a continuous increase in decision-making efficiency. The Sustainability Committee focuses on sustainability-related issues, responsible for deliberating the Group's sustainability strategies, goals, and policies, while supervising the progress and performance of related initiatives.

### Governance Structure



H World is committed to building a Board of Directors characterized by diversified co-governance and professional leadership. The Group has formulated and implemented the *Board Diversity Policy*, establishing diversified director selection criteria that encompass professional experience, educational background, years of service, age structure, gender balance, and cultural background.

### As of the end of the Reporting Period



Our Board members possess professional backgrounds in hotel operations, business administration, law, economics, and accounting, forming a highly complementary knowledge matrix that provides multi-dimensional professional support for the Group's strategic decision-making.

Since its listing, H World's external auditor, Deloitte Touche Tohmatsu Certified Public Accountants LLP, has issued Independent Auditor's Reports. We have formulated procedures and set relevant criteria for the selection of auditing firms to ensure, to the greatest extent possible, the appointment of external auditors with appropriate skills, knowledge, and experience.

## Performance and Compensation

The H World Talent and Organization Center is responsible for periodically reviewing the compensation evaluation mechanism and formulating targets and indicators for variable compensation (both short-term and long-term). Relevant recommendations are submitted to the Compensation Committee and the Board for approval, ensuring that the Group's compensation mechanism remains aligned with business development needs and that director's compensation levels are appropriate.

To continuously enhance the Group's sustainability performance, H World has linked sustainability performance to the KPIs of Brand CEOs. The assessment indicators for Brand CEOs include green certifications, water conservation effectiveness, food waste reduction, and plastic reduction. These sustainability metrics will be continuously optimized in line with business development.



## Risk Management and Internal Control

H World has continuously improved its risk management system based on the COSO (Committee of Sponsoring Organizations of the Treadway Commission) Enterprise Risk Management Integrated Framework. The Group systematically identifies various risks arising in its operations and enhances the forward-looking nature and effectiveness of risk prevention and control through a combination of institutionalized and digital approaches, thereby safeguarding its stable operations.

### Risk Management Structure

H World has established a comprehensive risk management system to enable continuous improvement in risk management. Its risk management structure consists of three levels: the governance level, management level, and execution level. At the governance level, the Board of Directors and the Audit Committee are responsible for overseeing the risk management and internal control systems in alignment with the Group's strategy. The management level formulates control standards and supervises compliance with risk management requirements. The execution level comprises the "three lines of defense": Business departments, Functional teams, and the Internal Control and Internal Audit Department.

#### "Three Lines of Defense" Risk Management System

##### Third line of defense

The Internal Control and Internal Audit Department, acting as the third line of defense, is responsible for conducting internal control evaluations, special audits, and risk inspections, and for exercising independent oversight over key business processes.

##### Second line of defense

Functional teams, including Legal, Finance, and the Technology Center, support business departments in risk management by providing professional guidance and assistance, ensuring compliance with applicable laws, regulations, and internal policies, and facilitating the effective implementation of risk control measures.

##### First line of defense

Business departments, as the first line of defense, are responsible for the day-to-day identification and management of risks and for fulfilling primary responsibility for risk prevention and control.

In addition, H World has appointed a Chief Compliance Officer, who is fully responsible for leading the Compliance and Audit Department and regularly reports on risk management progress to the CEO and the Audit Committee. Meanwhile, the Internal Control and Internal Audit Department continuously conducts reviews of the effectiveness of internal controls and submits detailed internal audit reports to the Board of Directors and the Audit Committee on an annual basis, ensuring compliant and sound operations.

## Risk Management Process

H World has established a closed-loop risk management process covering risk identification, risk assessment, risk response, and ongoing monitoring. During the risk identification stage, potential risks are identified through on-site spot checks, remote intelligent inspections, internal audits, and digital indicator monitoring. In the risk assessment stage, the likelihood and potential impact of identified risks are comprehensively analyzed. During the risk response stage, targeted remediation measures are developed with clearly assigned responsibilities. In the ongoing monitoring stage, a digital platform is used to track remediation progress, enabling dynamic management and continuous improvement of risk-related matters.

In alignment with the requirements of the *Sarbanes-Oxley Act* (SOX), H World has established a normalized audit mechanism in China covering all hotel properties. During the Reporting Period, the Group adopted a "human-machine integrated" approach, completing on-site spot checks for 3,117 hotels (including 279 directly operated and 2,838 franchised properties), and conducted remote intelligent inspections of 12,118 hotels that entered the 2025 assessment cycle via digital platforms, achieving 100% coverage of hotel risk monitoring. Meanwhile, Legacy DH implemented a systematic annual audit plan, conducting sample-based audits of hotel properties and subsidiaries to ensure that all operations comply with regulatory requirements and corporate governance standards.

In terms of digital risk control, H World has continued to strengthen technology enablement and has independently developed and deployed multiple internal control management tools. These include the "Hotel Internal Control Management Assistant" for identifying accounting anomalies, the "E-Control" tool series supporting regional and franchise risk management, and the "Woodpecker Guardian" platform, which encourages employees to proactively report issues. These tools further enhance the efficiency of risk identification and the precision of management.

## Risk Management Culture

H World places strong emphasis on fostering a risk-aware culture and continuously enhances risk prevention and control awareness among employees and partners through systematic training. During the Reporting Period, anti-corruption and internal control compliance training achieved 100% employee coverage. In addition, the Group provides compliance training for new franchisees, strengthening an end-to-end risk control framework that extends from the Group to external partners, jointly safeguarding operational security and a healthy business ecosystem.

Furthermore, H World has conducted targeted training on key areas of financial management for franchisees, further promoting the effective implementation of risk management requirements at the operational level.

### Franchisee Financial Qualification Certification Training — Strengthening Operational and Internal Control Capabilities

The Franchisee Financial Qualification Certification Training program was launched in 2010 and has been continuously developed by H World's internal control and internal audit system. Targeting franchise investors, property owners, and finance personnel, the program builds a systematic curriculum centered on core financial topics.

In 2025, H World conducted the 199<sup>th</sup> to 221<sup>st</sup> training sessions across 23 cities nationwide, providing professional training support to 2,461 franchised hotels and 2,740 finance personnel, effectively enhancing refined management and internal control capabilities at franchised properties. Through a training model that combines theoretical instruction with practical application, participants significantly improved their capabilities in operational data analysis, risk identification, and compliance management, providing more robust data support for operational decision-making. As of the end of the Reporting Period, the program has cumulatively covered 13,914 franchised hotels and 15,930 finance professionals, forming a scalable and standardized capability-building mechanism.



# Business Ethics and Compliance

## Business Ethics Management

H World consistently upholds the principle of integrity in its operations, adheres to high standards of business ethics, and is committed to fostering an honest, clean, healthy, and transparent business environment. The Group strictly complies with applicable laws and regulations in the countries and regions where it operates, including but not limited to the *Anti-Unfair Competition Law of the PRC*, the *Interim Provisions on Prohibiting Commercial Bribery*, the *Anti-Money Laundering Law of the PRC*, and the *Anti-Monopoly Law of the PRC*.

In terms of institutional development, H World continues to improve its business ethics management system and has established a series of policies and guidelines, including the *Anti-Fraud Policy*, the *Whistleblowing Policy*, the *Code of Business Conduct and Ethics*, and the *Code of Professional Ethics and Business Conduct*. These policies provide comprehensive guidance and behavioral standards for employees and partners across multiple areas, including anti-corruption, conflict of interest management, compliant operations, and whistleblower protection, thereby providing a robust institutional foundation for integrity in operations.

To ensure the effective implementation of business ethics standards, H World has established a multi-layered and highly efficient anti-fraud supervision and enforcement system. Led by the Audit Committee under the Board of Directors, this system operates through coordinated efforts among management, dedicated anti-fraud bodies, and relevant business departments to ensure that all policies and standards are effectively implemented and enforced.

### H World's Anti-Fraud Supervision and Enforcement System



## Business Ethics Audits

H World continues to enhance its global audit planning, promoting the systematic implementation of anti-corruption and business ethics audits across all operating regions. A rolling audit mechanism has been established to ensure full coverage of all operating regions every three years, enabling the continuous identification of potential risks, driving remediation, and improving overall compliance management.

During the Reporting Period, Legacy Huazhu conducted operational audits across its core business value chain, including 14 specialized audits on business ethics topics such as anti-corruption, covering key areas including procurement, marketing, expense management, and revenue management. Meanwhile, H World established targeted control mechanisms addressing anti-commercial bribery, false advertising, and marketing compliance, and continuously strengthened risk prevention and control in key areas through a combination of internal control reviews and special inspections. Legacy DH has incorporated business ethics reviews and investigations into its SOX internal control system, reinforcing global compliance management through ongoing compliance reviews and risk assessments.

## Whistleblowing and Complaint Management

H World actively encourages both internal and external stakeholders to supervise the implementation of business ethics standards. It has established a multi-channel, end-to-end whistleblowing management system to encourage employees, partners, and the public to report and provide feedback on misconduct.

### Reporting channels include



Legacy DH has also established and strictly implemented the *Whistleblower Policy*, which explicitly encourages employees to report violations of business ethics standards and requires strict protection of whistleblower confidentiality. Any form of retaliation or discrimination is strictly prohibited. The Group adopts a zero-tolerance approach toward the disclosure of whistleblower identities; any verified violations will result in dismissal or termination of employment. Where illegal activities are involved, cases will be referred to judicial authorities in accordance with the law.

H World has established a closed-loop management system covering the entire process of "intake - investigation - resolution - feedback." Led by a dedicated anti-fraud body, and in coordination with relevant departments, independent investigations are conducted into reported cases, followed by appropriate corrective and accountability measures based on the findings. Major or representative cases are promptly escalated to management and the Audit Committee to ensure effective resolution.

## Compliance Culture Development

H World places strong emphasis on fostering a culture of compliance by integrating business ethics principles into employee conduct standards and daily operations, continuously strengthening compliance awareness and integrity requirements across the organization.

The Group has established a normalized integrity self-assessment mechanism, requiring all employees to complete an annual online real-name *Anti-Corruption Self-Assessment Questionnaire* to regularly reflect on ethical conduct. During the Reporting Period, the completion rate of the questionnaire reached 100% (excluding employees on maternity leave). This mechanism reinforces employees' risk awareness and bottom-line thinking.

At the same time, H World conducts systematic training on business ethics and compliance requirements. During the Reporting Period, business ethics-related training sessions reached a total of 674,097 participants, achieving 100% employee coverage. In addition, internal control and compliance training also covered all employees, addressing key topics such as anti-corruption, related-party transaction management, data security, and codes of conduct, thereby continuously enhancing employees' ability to identify and mitigate compliance risks.

Furthermore, H World extends its business ethics requirements to its supply chain, promoting a clean and transparent partnership ecosystem. During the Reporting Period, all core suppliers across the Group's supply chain business segments signed the Transparent Agreement. Meanwhile, Legacy DH required all suppliers to sign the *Supplier and Business Partner Code of Conduct*, clearly mandating adherence to principles of anti-corruption, fair competition, and compliant operations, jointly fostering a healthy and orderly business environment.

Through multi-level and multi-dimensional initiatives in compliance culture development, H World continues to strengthen an organizational ethos of "compliance by everyone, in everything," embedding business ethics into the conscious actions of employees and partners, and laying a solid foundation for sustainable and stable long-term development.

## Anti-Unfair Competition

As a responsible global enterprise, H World strictly complies with the laws and regulations on anti-unfair competition in the countries and regions where it operates, including but not limited to the *Anti-Unfair Competition Law of the PRC* and the *Advertising Law of the PRC*. The Group actively promotes fair market practices, supports and protects legitimate competition, and firmly prohibits any form of unfair competition. During the Reporting Period, H World had no violations of anti-unfair competition laws and regulations.

**520 吾爱廉**

美好生活不负年华  
清正廉洁心中常住

一到“520”，社交平台总会爱意刷屏。而“520”除了“我爱你”的浪漫表达，也因谐音被赋予了“吾爱廉”的特殊寓意。  
爱，是承诺；廉，是担当。在这个特别的日子里，内控与内审部特别邀请各分公司/事业部/平台部门负责人代表，共同发出廉洁宣言，传递坚守初心、廉洁同行的责任与信念。

**华北分公司总经理 滕秀霞** +  
520吾爱廉，清风守初心。华北公司全体员工恪守华住合规准则，坚守职业底线，共建风清气正、阳光透明的经营环境，以廉洁护航华住高质量发展。

**华中分公司总经理 高继广** +  
爱企守廉，初心如磐，律已崇廉，正心修身。承诺于心，实践于行，正气伴华住，清风润华中。

**江苏大区总经理 朱小飞** +  
“心正则廉洁，身正则刚直，行正则威严。”  
江苏大区号召全体伙伴以身作则，严于律己，筑牢廉洁自律防线，打造职场清风正气。

**华南分公司总经理 薛洪亮** +  
我们笃行集团“求真、至善、尽美”之哲学，以廉洁为基，透明为本，恪守“实事求是”之准则。心怀阳光，行有底线！  
对集团忠诚履职，不徇私舞弊；对投资人坦诚相待，不谋私利；对客户至诚服务、不欺不诈；对伙伴诚信共赢，不越红线。  
以清正立身，以自律致远，将廉洁融入酒店管理全流程，让合规成为日常，让透明成为本色，守护华住声誉，共建风清气正的行业生态，不负信任，不负初心！

**西北分公司总经理 姜飞** +  
常怀敬畏之心，严守纪律规矩，坚守清廉本色，拒绝歪风陋习；恪尽职守，清白做人，干净做事。  
把廉洁落在日常行为上，以清风正气履职尽责，以清正初心守护担当，用一言一行践行廉洁自律的从业初心，共建风清气正的分公司发展环境。

**西北分公司副总经理 高江** +  
承三秦风骨，守廉洁初心；以陕秦正气，筑华住清风。我将以“吾爱廉”为誓言，带头守牢合规底线、筑牢内控防线，带领团队践行廉洁承诺，让廉洁之风吹遍陕西每一家门店！

**西南分公司总经理 周佳木** +  
廉洁自律立天地，风清气正满乾坤！  
心有尺，行有止。

**浙江大区总经理 杨立君** +  
1. 坚守底线，廉洁自律：严守集团合规，反舞弊各项规定，恪守职业操守，心存敬畏，行有底线。  
2. 秉公用权，公私分明：规范行使职权，不利用职务之便谋私利。  
3. 以身作则，严管带队：带头树清风正气，管好自身、管好团队、抵制腐败，营造清正务实的大区风气。  
立身正直，守廉为贵。言行一致，公私分明。求真至善，无愧于心。  
我将以身作则，为华住打造“清廉正直、高效透明”的管理生态贡献全部力量！

**东北分公司总经理 李晓雯** +  
以“求真至善尽美”为底色，以清正廉洁为底气。我们坚守底线、永葆初心，用一身正气守护团队，以风清气正的生态，共筑华住美好未来！

以上排名不分先后

华住内控与内审部

## Intellectual Property Protection

H World complies with intellectual property-related laws and regulations in the countries and regions where it operates, including but not limited to the *Patent Law of the PRC*, the *Copyright Law of the PRC*, and the *Trademark Law of the PRC*. Based on these legal requirements and its operational practices, the Group has formulated the *H World Intellectual Property Management Guide*, which clarifies compliance requirements for daily internal management, business operations, and contracts, as well as procedures for handling intellectual property disputes, thereby ensuring proper protection of the Group's trademarks and intellectual property.

H World places great importance on intellectual property protection and continues to improve its institutional framework and management mechanisms. During the Reporting Period, the Group issued the *H World Intellectual Property Documentation and Operational Guidelines*, standardizing processes such as trademark registration, IP filings, promotional material review, and the use of commercial assets, thereby advancing the standardization and systematization of IP management.

In its development, H World continues to explore new approaches and models for IP management and protection, regulates the use of intellectual property, and signs confidentiality agreements with employees, partners, and other stakeholders to safeguard IP security. In addition, the Group has established brand visual identity guidelines, clarified decoration and design requirements for franchisees, and applied for patents or artistic copyrights for proprietary designs.

Well-known trademarks represent market recognition and strong brand reputation. During the Reporting Period, JI Hotel, a brand under H World, was recognized as a well-known trademark, further enhancing brand influence and strengthening its overall brand image. In addition to JI Hotel, HanTing Hotel, Orange Hotel, and Crystal Orange Hotel have also been included in Beijing's key trademark protection list.

As of the end of the Reporting Period, H World's intellectual property portfolio is as follows:

	Unit	Cumulative Number	Additions During the Reporting Period
Total number of authorized trademarks	Item	3,527	379
Total number of authorized patents	Item	80	7
Total number of authorized software copyrights	Item	235	23
Other types of intellectual property quantity	Item	90	/

# Appendix

Reporting Structure	HKEX ESG Reporting Code	GRI Standard
Foreword: Two Decades of Excellence in Enriching Journeys	/	/
About the Report	Part B: Reporting Principles Part B: Reporting Boundary	2-2、2-3、2-26
About Us	/	2-1、2-6、2-28
Sustainability Management	/	2-12、2-13、2-14、2-17、2-22、2-23、2-24、2-29、3-1、3-2、3-3
1. Guest Satisfaction: Better Journeys Together		
1.1 Exceptional Service Experience	Part C: B6, B6.1, B6.2, B6.4	416-1、416-2、417-1
1.2 All-Age Friendly	/	/
1.3 Digital Innovation Services	/	/
1.4 Privacy and Data Protection	Part C: B6.5	/
2. Employee Well-Being: Harmonious Journeys Together		
2.1 Safeguarding Employee Communication	Part C: B1, B4, B4.1, B4.2	2-30、406-1
2.2 Diversity, Equity, and Inclusion	Part C: B1, B1.1, B1.2	2-7、401-1、405-1
2.3 Compensation, Benefits, and Care	Part C: B1	2-19、2-20、401-2、401-3
2.4 Talent Growth and Development	Part C: B3, B3.1, B3.2	404-1、404-2
2.5 Health and Safety Protection	Part C: B2, B2.1, B2.3	403-1、403-3、403-5、403-6、403-7、403-8、403-9

Reporting Structure	HKEX ESG Reporting Code	GRI Standard
3. Environmental improvement: Low-Carbon Journeys Together		
3.1 Green Hotel Construction	/	/
3.2 Green Operation Management	Part C: A1, A1.1, A1.3, A1.4, A1.5, A1.6, A2, A2.1, A2.2, A2.3, A 2.4, A2.5	302-1、 302-3、 302-4、 302-5、 303-3
3.3 Green Service Practices	/	302-5
3.4 Climate Change Mitigation	Part D: Governance, Strategy, Risk Management, Metrics and Targets	201-2、 305-1、 305-2、 305-4
3.5 Natural Ecosystem Protection	Part C: A3, A3.1	101-8
4. Win-Win Partnership: Shared Value Journeys Together		
4.1 Responsible Supply Chain Management	Part C: A2.5, B5, B5.1, B5.2, B5.3, B5.4	308-1、 308-2、 414-1、 414-2
4.2 Mutually Beneficial Cooperation with Ecosystem Partners	/	2-8
4.3 Community Engagement and Philanthropy	Part C: B8, B8.1, B8.2	413-1
5. Governance Excellence: Responsible Journeys Together		
5.1 Corporate Governance Framework	Part B: Governance Structure	2-9、 2-12、 2-18、 2-19、 405-1
5.2 Business Ethics and Compliance	Part C: B6.3, B7, B7.1, B7.2, B7.3	2-15、 205-1、 205-2



Email: [ir@hworld.com](mailto:ir@hworld.com)

Address: No.1299 Fenghua Rd., Jiading District, Shanghai, PRC