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2022 SUSTAINABILITY REPORT
H WORLD GROUP LIMITED

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About This Report

This report is the *2022 Sustainability Report* (the “Report”) published by H World Group Limited (the “Company”). The Report provides an overview of the environmental, social, and governance (“ESG”) commitments, strategies, management efforts, and performance of the Company and its hotel brands. Unless otherwise stated, the Report covers the Company and its hotel brands.

Reporting Cycle

The Report is an annual report, covering the time period from January 1, 2022 to December 31, 2022 (the “Reporting Period”), and is the third ESG report published by the Company. *The 2021 Sustainability Report* was published on May 31, 2022.

Glossary

The Group, H World, Huazhu, we, us	refer(s) to	H World Group Limited and its hotel brands
The Company	refers to	H World Group Limited
Legacy DH	refers to	Deutsche Hospitality and its subsidiaries
Legacy Huazhu	refers to	the Group excluding Deutsche Hospitality

Reporting Standards

The Report was prepared based on the *Global Reporting Initiative Standards* (“GRI Standards”) issued by the Global Sustainability Standards Board (“GSSB”), the *ESG Reporting Guide* (Appendix 27 to the Listing Rules) (“Listing Rules Appendix 27”) published by Hong Kong Exchanges and Clearing Limited (“HKEX”), and Nasdaq’s *ESG Reporting Guide*.

Data Explanation

The data used in the Report includes the statistical data of the Company and its brand hotels, as well as public data. Unless otherwise noted, all amounts shown in the Report are presented in Chinese yuan.

Language

The Report is published in simplified Chinese and English. If there is any discrepancy between two versions, the simplified Chinese version shall prevail.

Publication Method

The Report is published on the Company’s website (<https://ir.hworld.com/>).

Contact Information

If you have questions or suggestions about the Report or the ESG management of the Group, please contact us via email at ir@hworld.com.

H World at a Glance

H World Group Limited (NASDAQ: HTHT; HKEX: 1179), is a globally recognized hotel group headquartered in Shanghai, China, with a business presence worldwide. Since our inception in 2005, H World has committed to the corporate philosophy of “Seeking Truth, Perfection, and Beauty” and the mission of “Better H World, Better Life.” We focus on providing customers with high-quality and diverse accommodation and travel experiences.

Our hotels are operated under three different models: leased and owned, franchised, and franchised hotels that we manage under management contracts, which we refer to as “manachised.” We expanded our hotel network from 6,789 hotels as of December 31, 2020 to 8,543 hotels as of December 31, 2022, representing a CAGR of 12.2%. As of December 31, 2022, we had 8,543 hotels in operation, including 704 leased and owned hotels and 7,839 manachised and franchised hotels, with an aggregate of 809,478 hotel rooms.



We expanded our hotel network from

6,789 hotels as of December 31, 2020



8,543 hotels as of December 31, 2022

representing a CAGR of **12.2%**

As of December 31, 2022

we had **8,543** hotels in operation

including **704** leased and owned hotels and **7,839** manachised and franchised hotels

with an aggregate of **809,478** hotel rooms

Brands are the bedrock of our success. In over a decade, we grew from an economy hotel chain to a multi-brand hotel group, covering the full spectrum of market segments. Leveraging our consumer insights and our capability to deliver innovative and trend-setting products, we now operate a portfolio of more than 20 distinct hotel brands.

We have developed a vast base of loyal and engaged customers under our H Rewards loyalty program. H Rewards covers all of our brands. As of December 31, 2022, we had more than 199 million members. We engage with program members through multiple online and offline touch points to personalize their lodging experiences and foster strong and long-lasting relationships that inspire loyalty to our brands.

We ranked No. 7 on the HOTELS 225 list in 2021. HanTing, JI Hotel, and Ni Hao Hotel were on the list of the Brand Finance Hotels 50. For six consecutive years, HanTing has been ranked among the Top 100 Most Valuable Chinese Brands by BrandZ, a British brand valuation firm.



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Economy Hotel Brands	Midscale Hotel Brands	Upper Midscale Hotel Brands	Upscale Hotel Brands	Luxury Hotel Brands
HanTing Hotel	JI Hotel	Crystal Orange Hotel	Joya Hotel	Steigenberger Icon
Ni Hao Hotel	Orange Hotel	Intercity Hotel	Blossom House	Song Hotels
Hi Inn	Starway Hotel	Manxin Hotel	Steigenberger Hotels & Resorts	
Elan Hotel	Ibis Styles Hotel	Mercure Hotel	Jaz in the City	
Zleep Hotels		Madison Hotel	Grand Mercure	
Ibis Hotel		Novotel Hotel		
		CitiGO Hotel		
		MAXX by Steigenberger		

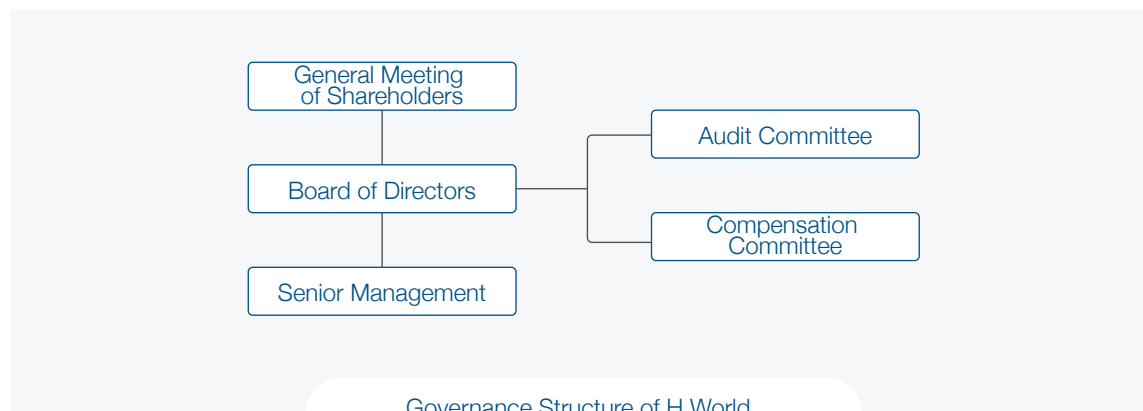
Corporate Governance

Sound corporate governance ensures a company’s sustainable and healthy development. Adhering to regulations and specifications relevant to our business process, we strictly abide by the *Company Law of the People’s Republic of China* and other laws and regulations in the countries and regions in which we conduct business, and are committed to creating an efficiently operating, clean, and upright governance structure with clear division of responsibilities to ensure we can accomplish all our strategic objectives. We have also built a standardized internal control system and uphold a strong awareness of risk prevention and control. To quickly identify, assess, and deal with various types of risks, we continuously strive to improve, refine, and reinforce the system.

Governance Structure

The General Meeting of Shareholders, the Board of Directors, and senior management form the major body of the Group’s corporate governance system. We have also developed a strong supporting management system. The Board of Directors leads and monitors the Group’s business development and operation. The Audit Committee and the Compensation Committee under the Board of Directors review special issues and ensure prudence and compliance in decision-making. The Audit Committee supervises the accounting and financial reporting procedures, and audits our financial reports. The Compensation Committee works with the Board of Directors to review and approve the director and senior management’s compensation plans to ensure they are reasonable.

The diversity of board members is conducive to enhancing corporate governance and the ability to make decisions, which ultimately aids the Company in achieving its sustainable development goals. We have formulated and implemented the *Director Diversity Policy*. Multiple aspects, such as professional experience, educational background, length of service, age, gender, and culture, will be taken into account when choosing director candidates.



Governance Structure of H World

By the end of the Reporting Period, our Board of Directors consisted of **seven** members, including **five** independent members and **two** female members. In addition, all directors possessed a balanced set of professional skills and knowledge, holding degrees in business administration, law, accounting, and finance.

Risk Control

The Group is continuously dedicated to strengthening our risk management system, systematically identifies the risks throughout the operation process, and takes proactive steps to address them. H World has established a position of Chief Compliance Officer (CCO); the CCO is responsible for leading the Compliance Audit Department and regularly reporting risk control matters to the CEO. Meanwhile, we have Internal Control and Audit Departments to audit the effectiveness of internal control, and their audit reports are delivered to the Board of Directors and the Audit Committee every year.

In addition, in line with the requirements of the *Sarbanes-Oxley Act* (SOX), Legacy Huazhu undertakes internal audits on a regular basis, covering all of our hotels in China, and cooperates with relevant authorities to rectify or optimize our risk-handling processes and mechanisms. Legacy DH also regularly develops audit plans and selects hotels and subsidiaries annually for internal audit work. We also provide seminars on legal risk recognition to enhance the risk management and control capabilities of managers at all levels, as well as the tax optimization and internal risk control capabilities of current and prospective franchisees.

During the Reporting Period, we independently developed version 3.0 of the “Hotel Internal Control Management Assistant” and “Easy Control (Regional Manager Edition).” Integrating audit expertise, inspection experience, and big data analysis, the systems can actively report abnormal account conditions to the general managers, financial specialists, and regional managers of hotels, effectively helping hotel managers reduce operation risks. We also launched the “Woodpecker Guard” online platform to allow employees to report operational or business issues anytime. We reward or publicly commend employees who have spotted issues to raise the overall awareness of compliance and ethical boundaries among all H World employees.

Hua Xiaozhi, the mascot that represents internal control and audit in H World

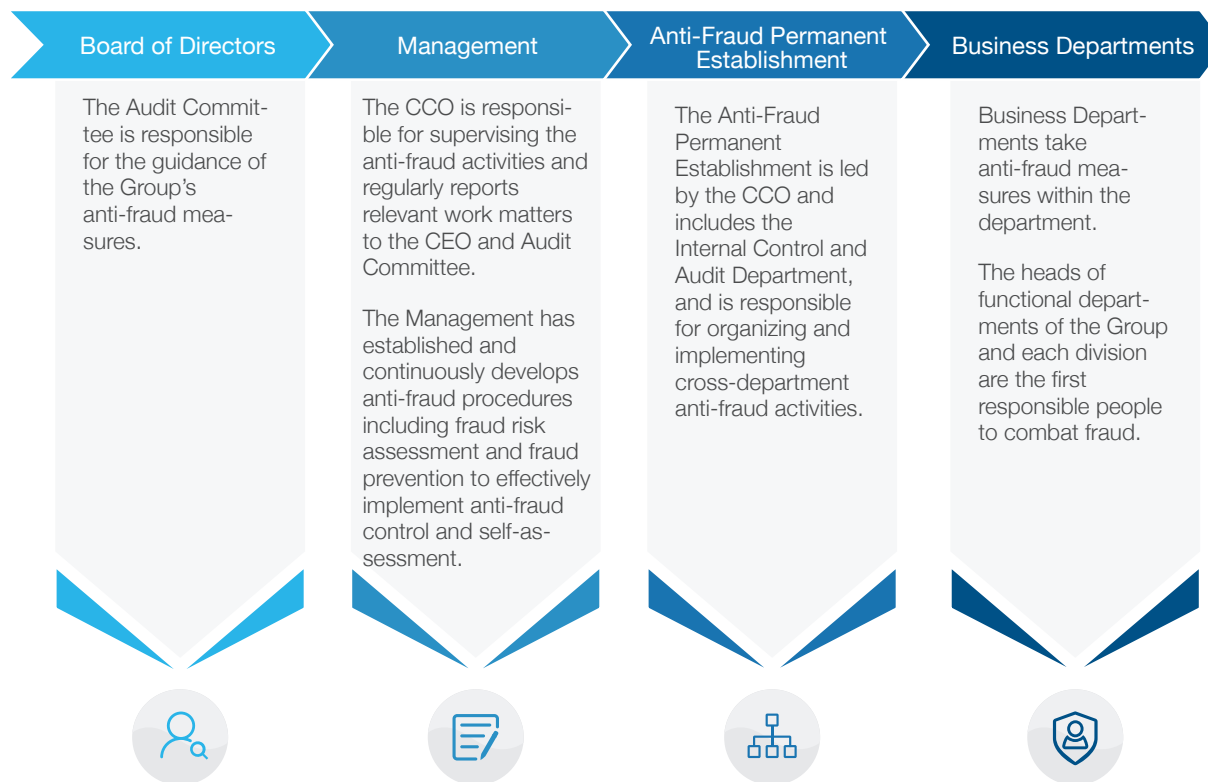
In 2022, we developed Hua Xiaozhi, the mascot for internal control and audit in the Group, inspired by Haechi, one of China’s mythological celestial beasts. “Zhi,” pronounced the same as Haechi in Chinese, symbolizes ambition and aspiration. It conveys a message to all H World employees, inspiring them to embrace the Company’s value of living fulfilling lives, cultivate their moral values, and stay true to their intentions.

uphold a mindset of beautiful lives, improve our integrity, and never lose sight of their original and pure intentions

Business Ethics

H World is dedicated to creating a fair, transparent, and responsible workplace and strictly abides by the laws and regulations in the countries and regions in which the Group conducts business, including but not limited to the *Law of the People's Republic of China Against Unfair Competition* and the *Interim Provisions on Banning Commercial Bribery*. We also hold a rigorous attitude towards our daily operations based on the law, setting a good example and carrying forward a corporate culture of integrity and righteousness. We have partnered with the Trust and Integrity Enterprise Alliance and the China Enterprise Anti-Fraud Alliance to promote a clean and ethical company culture. As the governing unit of the China Enterprise Anti-Fraud Alliance, we support the upkeep of a pure, honest, and law-abiding business ecosystem.

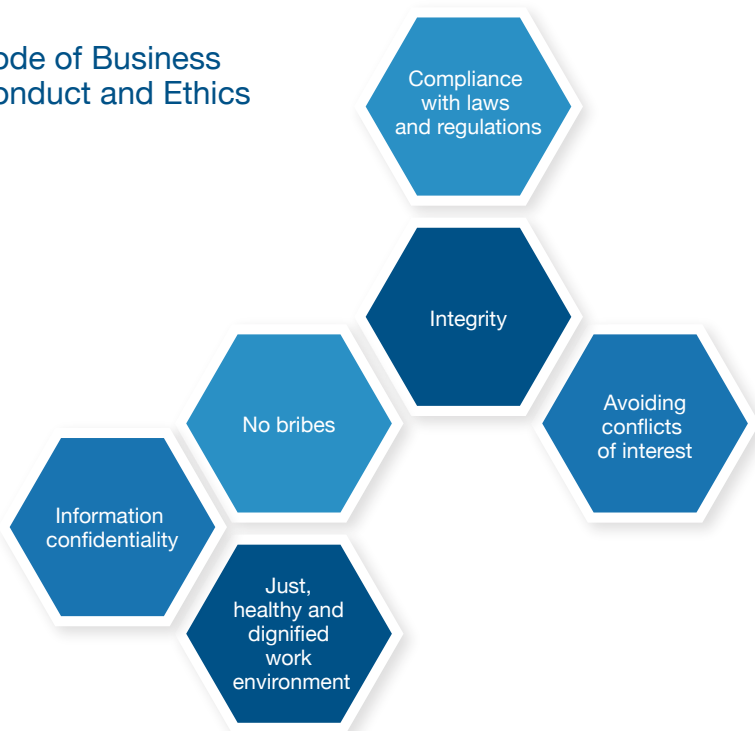
We have established an effective multi-level anti-fraud supervision and enforcement system. The Audit Committee under the Board of Directors is responsible for guiding and supervising the Group's anti-fraud behavior, and the CCO regularly reports relevant matters to the CEO and Audit Committee. For any corruption, bribery, misappropriation, or other illegal or non-conforming situations, strict systems and procedures are implemented to investigate basic facts and relevant personnel, and proper actions are taken accordingly.



H World's Anti-fraud Supervision and Execution System

In addition, the Board of Directors, as our main unit responsible for anti-fraud work, has approved the *Code of Business Conduct and Ethics*, which includes six areas:

Code of Business Conduct and Ethics



In order to reduce operation risks and regulate operation behavior, we have formulated and implemented the *Code of Business Conduct and Ethics* and the *Anti-fraud Policy*, and also provided guidance for the investigation of corruption and fraud incidents, including commercial bribery, transfer of commercial interests, and financial embezzlement. Legacy Huazhu requires suppliers to sign the *Sunshine Agreement - Code of Business Conduct and Ethics*, and all workers to complete the *Anti-corruption Self-inspection Questionnaire* every year and conduct regular integrity self-reflections. We also ensure other direct or indirect stakeholders are aware of our business ethics management requirements. For example, we require general contractors and suppliers to complete the *Self-inspection Table for the Code of Anti-corruption, Business Conduct, and Ethics*, and promptly report any unethical and dishonest behavior.




In 2022, Legacy Huazhu's employees and suppliers filled out **10,144** *Anti-corruption Self-inspection Questionnaires* in total, with a response rate of **99.9%**.




In 2022, Legacy Huazhu's employees completed **97,701** hours of internal control compliance training, with an employee coverage rate of **100.0%**.

We have formulated a number of efficient anti-fraud reporting channels and processing procedures. As the executive unit and an important part of H World’s anti-fraud work, the Audit Department assigns designated individuals to receive and handle information through the reporting channels. We also scrupulously protect the privacy of whistleblowers and prohibit any form of illegal discrimination or retaliation. Any employee who illegally discloses the information of whistleblowers or engages in retribution against whistleblowers will be dismissed of their duties. Those who violate the law will be transferred to the judicial body. Our reporting channels include the following:



Email:
jubao@hworld.com




Communication by letter or in person with the designated individuals of the Internal Control and Audit Department

To help H World employees better practice business ethics, we regularly post on the WeChat public account “H World Group Internal Control and Audit Department” and the communication platform “H-Tone” to promote and maintain a self-disciplined and ethical working environment. During the Reporting Period, the Internal Control Publicity Team carried out a series of anti-corruption education and publicity campaigns, including the “I Love Integrity” campaign on May 20, the “Integrity of Hearts” campaign on Chinese Valentine’s Day, the “Honest Together” campaign on Mid-Autumn Day, and the “New Year & New Integrity” campaign on New Year’s Day.

Furthermore, we regularly conduct special audits every year. During the Reporting Period, Legacy Huazhu conducted 11 special audits in total, covering various core business chains. The audits comprised verification of daily revenue violations, compliance inspections and other content related to anti-corruption and business ethics. On-site audits covered 2,933 properties and remote machine inspection covered 6,778 properties. Legacy DH conducted internal audits for 12 hotels and subsidiaries, focusing on compliance, company asset protection, business processes, and the effectiveness of internal control procedures. During the Reporting Period, no corruption-related lawsuits were filed and found to have merit against the Group or its employees.

11 special audits in total



On-site audits covered **2,933** properties

remote machine inspection covered **6,778** properties



ESG GOVERNANCE

H World remains steadfast in its commitment to sustainable development, with well-defined sustainability objectives that encompass guests, employees, business partners, and other various stakeholders. To enhance the promotion of ESG values, we have implemented a robust ESG governance structure with the Board of Directors as the highest decision-making body. We consistently oversee and assess the implementation progress while regularly updating and adapting ESG management policies in response to changing circumstances. At the same time, we also actively respond to the United Nations Sustainable Development Goals (UN SDGs), contributing our efforts to create a better society.

11 Long-term Strategies for and Commitments to Sustainable Development

12 ESG Governance Structure

13 Communication with Stakeholders

14 Materiality Assessment

15 Response to UN SDGs

Long-term Strategies for and Commitments to Sustainable Development

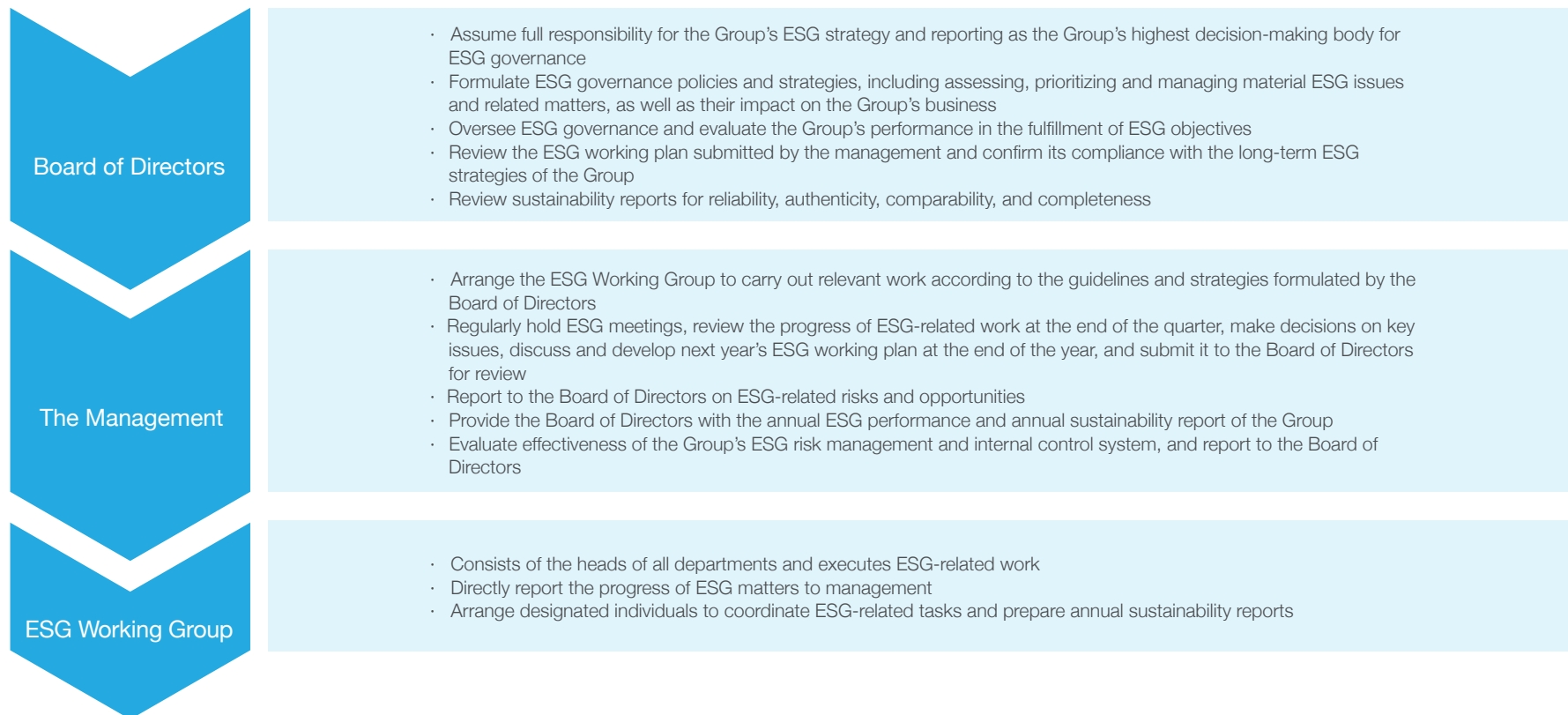
H World upholds the corporate mission of “Better H World, Better Life” and makes “Become a World-class Enterprise” our goal. To achieve this, we have implemented the sustainable quality growth strategy that focuses on both resource conservation and service innovation. In addition, we value the needs of guests, employees, franchisees, owners, suppliers and other partners. Cooperating with all stakeholders, we are dedicated to developing sustainable businesses to build a more environmentally friendly, socially responsible, and economically sustainable ecosystem within the hotel industry to shape a sustainable future.

In assessing sustainable issues, we learn the expectations and concerns of stakeholders and consider global industry-leading practices and our business development strategy. Accordingly, we have identified five sustainable development directions for H World: guest satisfaction, employee happiness, environment improvement, win-win partnership, and governance excellence. In this regard, we will collaborate closely with all partners to build a thriving ecosystem and drive sustainable development.

Long-term Strategy	Working together for a thriving ecosystem and sustainable future				
Strategic Directions and Commitments					
	Guest Satisfaction	Employee Happiness	Environment Improvement	Win-win Partnership	Governance Excellence
	1.Continuously enhance guest satisfaction by consistently providing a safe, healthy, convenient, and comfortable staying experience	1.Foster harmonious employment relationships and safeguard the rights and interests of frontline employees	1.Promote "modular transformation" in construction, increase the use of eco-friendly materials, and embrace innovative green design concepts	1.Conduct procurement responsibly, establish sustainable procurement management goals and guide suppliers toward sustainable development	1.Establish a robust corporate governance structure with clear roles and responsibilities, efficient operations, and integrity
	2.Safeguard guest privacy and personal data while continuously improving the information security system	2.Emphasize employee growth and development, empowering them to fulfill their potential through a robust training system	2.Continuously improve sustainable practices for quality growth, optimize the efficiency of energy and water resource utilization, and reduce waste and carbon emissions	2.Support the underprivileged in local communities and actively engage in social welfare activities	2.Take proactive precautions against various business risks and uphold principles of prudent operations
	3.Promote sustainability awareness among guests and guide them in selecting environmentally friendly service options	3.Offer competitive salaries and benefits, and cultivate a diverse, equitable and inclusive workplace	3.Provide diverse and personalized low-carbon accommodation options and green service models	3.Foster cooperative and mutually beneficial relationships with suppliers, franchisees, owners, and other stakeholders to collectively build an efficient and sustainable industry ecosystem	3.Achieve sustainable quality growth and provide stable returns to investors and stakeholders

ESG Governance Structure

We place significant importance on ESG governance and have included it in our development strategy. To ensure effective implementation, we maintain a three-level ESG governance structure, comprising the Board of Directors, the management, and the ESG Working Group. Each level has its well-defined ESG functions. As part of our ongoing commitment to enhancing the expertise and skills of our ESG management personnel, we engage external experts to provide ESG training. We also proactively incorporate the latest regulatory requirements, exemplary ESG practices in the industry into our ESG management framework. This approach enables us to maintain a high standard of ESG governance and ensure effective oversight. During the Reporting Period, we held quarterly management meetings to review and assess the Company's progress on ESG-related matters, including the "Green Living" project and environmental impact assessment. Decisions were made on key issues. Additionally, a year-end management meeting was held to evaluate and formulate the execution plan for the upcoming year's ESG work, which was subsequently submitted to the Board of Directors for review.



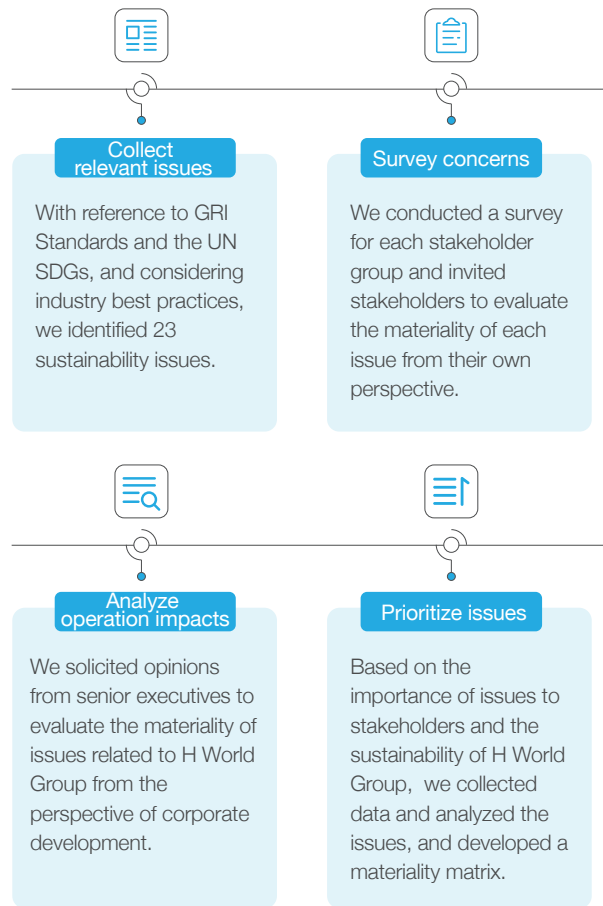
Communication with Stakeholders

Effective communication with stakeholders forms a crucial cornerstone for H World in undertaking successful sustainability initiatives. To address the expectations and concerns of important stakeholders including government and regulatory authorities, shareholders and investors, employees, customers, suppliers and partners, and communities, we engage in ongoing dialogues through various communication and participation channels including press releases, seminars, investor conferences, and satisfaction surveys.

Stakeholders	Expectations and requirements	Response channels	Communication frequency
Government and regulatory authorities	Compliance operations Tax payment Drive the sustainable growth of the industry	Compliance management Proactive tax payment Implement national policies Risk analysis report Timely report adverse events	Multiple times a year
Shareholders and investors	Compliance operations Return on investment Information disclosure	General Meeting of Shareholders Annual Report, Interim Report and announcements Investor meetings	Multiple times a year
Employees	Safeguard employee rights and interests Career development channels Staff ability development Healthy and safe working environment	Employee satisfaction reports Regular meetings and training Intranet	Multiple times a month
Customers	Protect customer rights and interests Provide excellent services Protect customer privacy	Survey satisfaction Service hotline and email	Multiple times a month
Suppliers and partners	Honest fulfillment of obligations Cooperation Fair and transparent procurement	Daily management and communication Training and empowerment Supplier conference Review and assessment	Multiple times a year
Communities	Promote employment Charitable activities	News and reports Public welfare activities	Multiple times a year

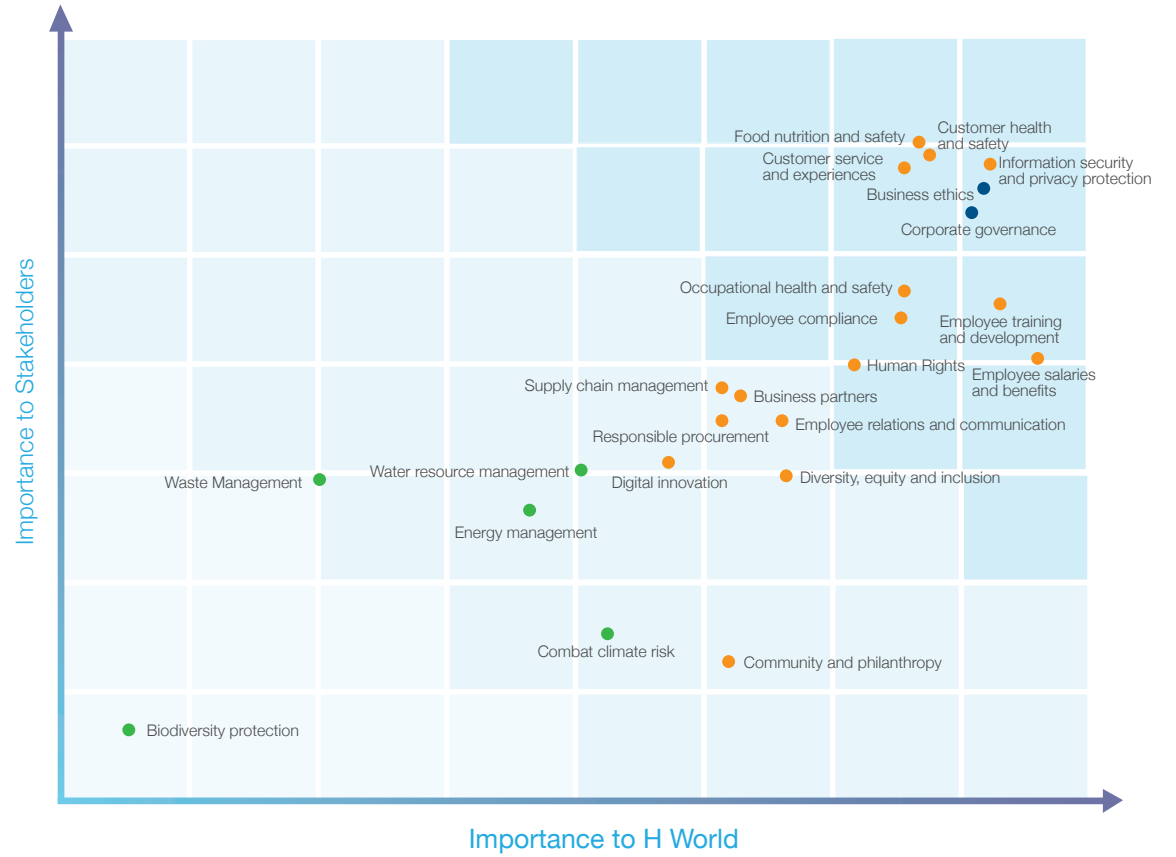
Materiality Assessment

We conduct stakeholder surveys on a regular basis to better understand the concerns, expectations, and demands of stakeholders for our sustainability efforts to effectively identify and assess material sustainability issues.



Material Issue Determination Process

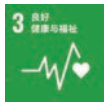






In 2022, through providing questionnaires to internal and external stakeholders and conducting internal interviews, we analyzed the materiality of each issue from the perspectives of “importance to H World” and “importance to stakeholders,” and developed the following materiality matrix.



● Governance Issues ● Social Issues ● Environmental Issues

Response to UN SDGs

As a highly socially responsible enterprise, the Group actively aligns with the United Nations Sustainable Development Goals (“UN SDGs”) and devotes ongoing efforts to a series of social and environmental issues.

UN SDGs	Report Sections	Our Actions
	<ul style="list-style-type: none"> 2.2 Safety Assurance 3.4 Physical and Mental Health 	<ul style="list-style-type: none"> Provide a safe and healthy environment for guests Provide employees with access to a 24/7 physical health counseling platform and a psychological counseling hotline to protect their physical and mental health
	<ul style="list-style-type: none"> 5.1 Promotion of Green Operation 	<ul style="list-style-type: none"> Use LED energy-saving lighting across all properties Promote the use of solar water heaters, air heat pumps, and other appliances Legacy DH actively works on accessing and purchasing green power
	<ul style="list-style-type: none"> 3.1 Employment Management 3.2 Employee Development 	<ul style="list-style-type: none"> Establish a comprehensive employee rights and interests protection system Provide a competitive salary and benefit system
	<ul style="list-style-type: none"> 2.1 Intelligent Development 4 Creating a Win-win Ecosystem 	<ul style="list-style-type: none"> Lead the new trend of intellectualization in the hospitality industry through innovative technologies Actively collaborate with suppliers and franchisees to promote the development of an efficient industrial ecosystem
	<ul style="list-style-type: none"> 3.1 Employment Management 	<ul style="list-style-type: none"> Prohibit any form of child labor and forced labor Conduct education and training on human rights for employees to enhance their awareness
	<ul style="list-style-type: none"> 6 Giving Back to Society Actively 	<ul style="list-style-type: none"> Engage in long-term charitable and public welfare initiatives to support students in remote areas and children affected by autism Organize regular volunteer activities and promote a welcoming community environment
	<ul style="list-style-type: none"> 5 Securing a Green Future 	<ul style="list-style-type: none"> Embrace the principle of green development and take proactive measures to reduce emissions Cooperate with NGOs to conduct CO2 offset and credit programs



PRACTICING HIGH-QUALITY GROWTH

H World always strives for high-quality growth and aspires to “Become a World-class Enterprise.” We are dedicated to leveraging technology to provide our guests with efficient, safe, comfortable, and personalized experiences, all while enhancing our management efficiency and elevating operational standards. Moreover, we place significant emphasis on intellectual property rights management, actively safeguarding intangible assets like copyrights, patents, and trademarks. We actively promote digitalization and intelligent advancements across our enterprise. Our continuous pursuit is to become an innovative high-quality hotel, serving as a catalyst within China’s hospitality industry. This is supported by our three-pronged strategy focusing on brand, people, and technology.

17 Intelligent Development
19 Safety Assurance

24 Personalized Service
28 Privacy Protection

31 Protection of
Intellectual Property

Intelligent Development

We are dedicated to spearheading the integration of digital technology within the hospitality industry. Given the rapid and widespread development of mobile Internet technology, it is crucial for us to keep pace with these advancements. Through independent research, development, and innovation, we are constructing new hotels that seamlessly integrate digital technology to offer our guests enhanced efficiency and responsiveness in our services. This allows us to provide more accessible, comfortable, and delightful accommodation experiences while continuously improving our hotel management efficiency and controlling operational costs. These efforts further strengthen our core competitiveness and enhance our brand value.

We have introduced and continuously improved our "Easy" series of digital products to enhance the convenience of our guests' accommodation experience. Within the Easy product lineup, we offer services such as "Easy Breakfast" and "Easy Invoice" to streamline processes for our guests. These services allow guests to register their breakfast vouchers and receive invoices, eliminating the need for long queues during peak hours and simplifying the check-out process, particularly for business travelers. Furthermore, we have developed "Easy Safety," a digital safety tracking program that combines traditional alarm services with Internet of Things (IoT) technology. This innovative system enables our properties to swiftly detect and respond to **47 types** of emergencies, including fires. Additionally, our new "Easy Public Security" platform incorporates both technological and human-based security features. It seamlessly transmits guests' data to the Hospitality Industry Security System, ensuring timely and accurate information exchange and enhancing front desk operations. As of the end of the Reporting Period, this platform has been implemented in **6,400** H World properties. To further optimize our guests' experience, we have installed "HUA Manager" front desk kiosks in all our hotels. These kiosks facilitate rapid check-in by automatically generating room cards upon scanning a guest's ID card, enabling us to achieve our goal of "check-in within 30 seconds and check-out in 0 seconds".



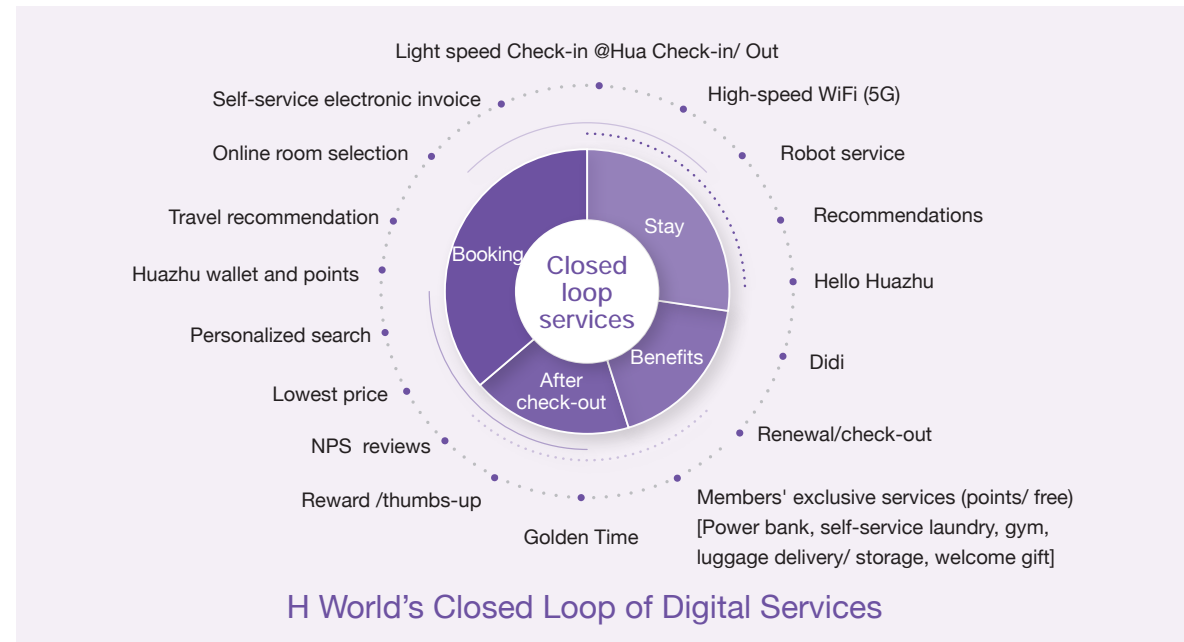
“Easy” Series Product Portfolio



“HUA Manager” Kiosk Allows for “30 Second Check-in and 0 Second Check-out”

We are also actively incorporating intelligent technologies and devices into our properties, such as wireless charging, intelligent robots, vending machines, guest room voice systems. An excellent example of our innovation is the development of intelligent robots in collaboration with our partners. These robots utilize big data and algorithms to navigate through hotels, performing tasks such as transporting snacks, cleaning and bathing supplies and other hotel amenities. They also have the capability to greet guests and assist them in locating their room, ultimately enhancing operational efficiency and elevating the overall guest experience. By the end of the Reporting Period, we successfully implemented the “HUA AI” automated phone-answering robot in 4,518 hotels. This innovative solution significantly streamlines front desk tasks and improves efficiency at our properties. The robot’s services include supporting guest services personnel in answering calls from guest rooms, automatically making outbound phone calls, facilitating scenarios like stay extensions, providing payment reminders, and maintaining records.

Our digital services go beyond catering to guests during their stay; they also encompass pre-check-in and post-check-out experiences. Through our app, guests can easily make reservations with a single tap while receiving valuable trip recommendations, information on the lowest prices, and other helpful details. Even after checking out, guests can continue to benefit from our convenient services, including options like luggage storage and car reservations. By prioritizing guest convenience, we have not only enhanced our service quality but also significantly improved customer satisfaction levels.



Safety Assurance

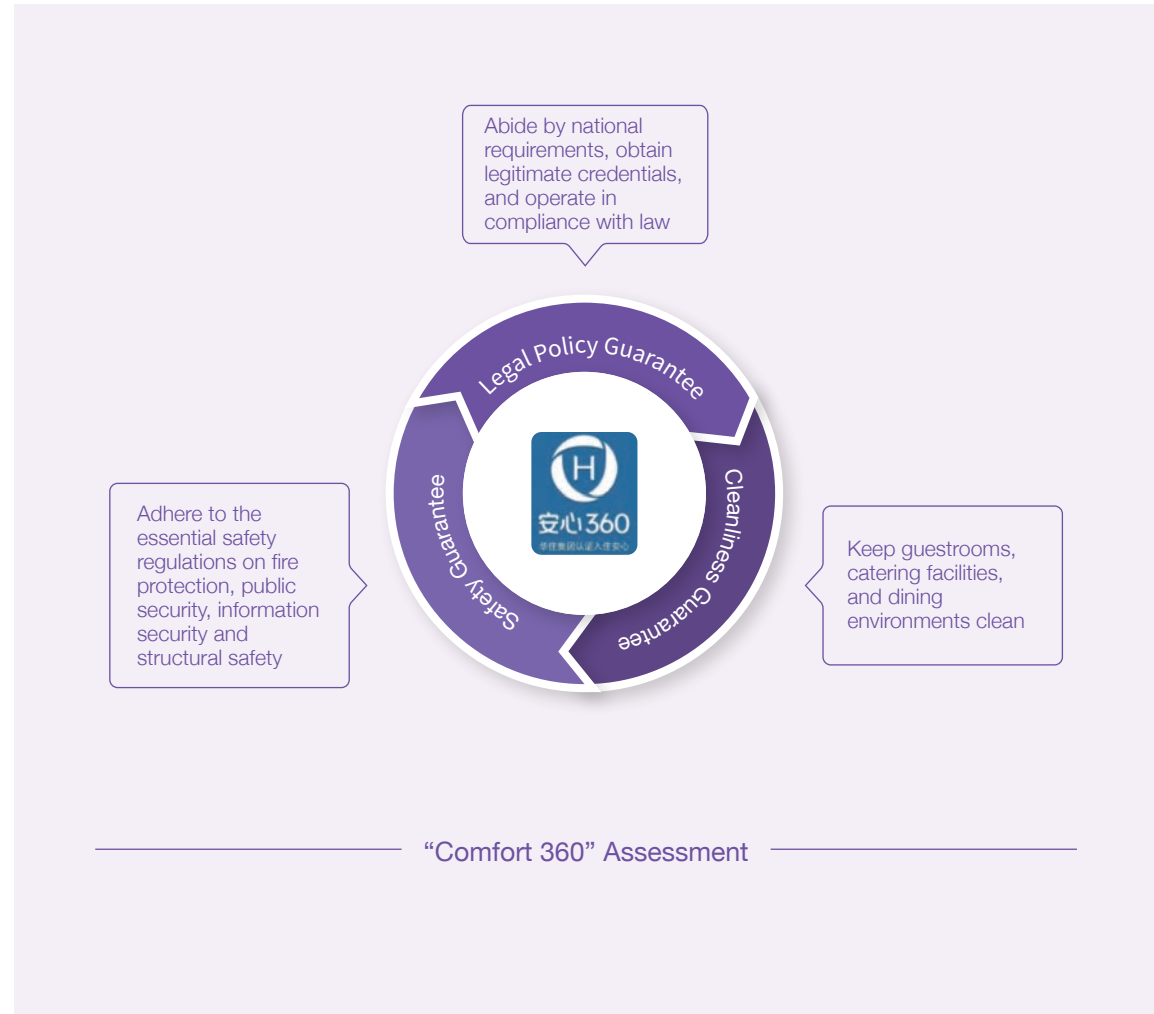
We are fully committed to creating a secure and reassuring accommodation environment for guests. In doing so, we strictly abide by the laws and regulations of the countries and regions where we operate. This includes compliance with the *Fire Law of the People's Republic of China*, the *Measures for the Security Administration of the Hotel Industry*, and the *Regulation on the Administration of Sanitation in Public Places*. Additionally, we have established the Safety Assurance Committee, which is directly led by the CEO. This committee is entrusted with organizing and coordinating safety-related plans and initiatives across the Group. Moreover, it plays an important role in making decisions on significant safety issues and implementing rewards and penalties related to safety at the Group level.

Legacy Huazhu has developed the “Comfort 360” assessment based on 28 guest safety indicators. These indicators encompass crucial aspects such as accommodation safety and information security. Annually, we conduct assessments based on these indicators to thoroughly evaluate all properties within our portfolio. Only hotels that successfully pass all 28 assessments are recognized as “Comfort 360” qualified hotels and labeled as such on our official booking channels.



“Comfort 360” assessment

based on **28** guest safety indicators



Guest Safety Management

We prioritize safety considerations from the initial stages of hotel construction. For example, we put emphasis on the linkage of fire alarms and ensure that the front desk is staffed 24 hours a day to promptly receive any alarm signals. Additionally, we designate each property as an independent fire responsibility unit, hold the legal representative or owner of each hotel accountable for fire safety, and actively engage our employees in learning safety-related laws and regulations while disseminating safety knowledge.

In order to protect the lives and property of every customer and employee, we have formulated a complete set of safety contingency plans. These plans, including the *Safety Management Manual*, the *Safety Accident Contingency Plan Compilation of H World Group's Properties*, and the *Production Safety Law*, serve as definitive guidelines for effectively managing various safety incidents. These incidents encompass injuries, disturbances, intimidations, fires and structural safety concerns, among others. For example, in the event of a fire, our hotel managers are required to promptly report the incident in the system and immediately proceed to the fire site. Simultaneously, employees on site are instructed to pair up, prioritize evacuation procedures, and then cooperate with the rescue department to extinguish the fire.

Furthermore, we are constantly enhancing and optimizing our safety supervision process. During the Reporting Period, we updated a series of quality inspection and safety management systems, such as the *Quality Inspection Standards for Surveillance Rooms and Surveillance Video*, the *Quality Inspection Standards for Fire Linkage Access Control and Flat Push Locks*, and the *Quality Inspection Standards for Liquefied Gas Cylinders*. Additionally, we actively promote the application of platforms such as “Easy Safety” and “Easy Public Security” within our properties. These platforms assist our front-line management personnel in promptly identifying safety emergencies and effectively carrying out the necessary procedures. To ensure the effectiveness of these safety initiatives, Legacy Huazhu regularly engages third-party organizations to conduct operational quality inspections. Any feedback received is promptly addressed by the respective regional companies and business units.



Food Safety Management



We are committed to providing our guests with wholesome, safe, and healthy meals. Based on the Group's food safety management system, we guarantee food safety in properties, and strictly abide by the laws and regulations of the countries and regions where we operate, including compliance with the Food Safety Law of the People's Republic of China and other laws. In addition, Legacy DH mandates that its hotels consult the pertinent provisions of the ISO 22000 (Food Safety Management System) before performing relevant work.

Legacy Huazhu employs an electronic procurement platform to screen and select premium food suppliers, and has formulated the *H World Easy Purchase Food Management Regulations* to establish clear guidelines for these suppliers. For example, food suppliers need to submit the conformity report of food tests at the settlement stage. Legacy Huazhu also conducts random product quality inspections to ensure the safety and reliability of purchased ingredients. The *Procurement Code*, developed by Legacy DH, details the vendor requirements for each food category. For example, suppliers of small seafood must be certified by the Hazard Analysis and Critical Control Point (HACCP), while suppliers of large seafood must be certified by the International Food Standard (IFS).

In our daily operations, we thoroughly clean and disinfect equipment surfaces and kitchen tools, and use dishwashers with disinfection functions. To maintain strict control and prevent food poisoning, we enforce the requirement for all kitchens to maintain documentation and activity records of relevant critical control points (CCPs). This ensures efficient systematic traceability throughout our processes. Additionally, we provide employees with comprehensive training on food safety and skills to help them better understand the importance of food safety management.

Legacy Huazhu regularly engages third-party institutions to conduct operational quality inspections on catering and kitchen operations, and provides feedback to regional companies and business units for timely rectification. Legacy DH engages third-party institutions to conduct biannual audits of Steigenberger hotels according to the HACCP system, and implements hazard analysis and control in the process of food production, processing, handling, and subsequent services.

In addition to prioritizing food safety, we focus on enabling guests to maintain healthy diets. We have established the JI ecological farm, which allows us to build a direct supply chain from the source and provide our guests with healthy and delicious natural food options.

Case: JI ecological farm provides natural delicacies for guests

JI Hotel upholds the brand philosophy of being “Organic, Healthy, Environmentally Friendly, Green, and Renewable.” JI Hotel has signed strategic cooperation agreements with the Xinli Village Cooperative in Xinglong County, Wuchang City and the government of Zhenghe County, renowned as the “home of white tea,” to regularly procure Wuchang rice and selected white tea for guests with the opportunity to sample traceable and reliable cuisines. By developing an eco-chain of direct supply, JI Hotel has created the JI ecological farm that implements high-level quality control from the source and delivers premium agricultural products to JI Hotel properties across China, serving 40 million customers. On top of healthy and safe food in properties, this action also encourages local employment, improves the livelihoods of farmers, and contributes to rural revitalization.

Organic Healthy Environmentally Friendly
Green Renewable



JI Ecological Farm: Introduction of Wuchang Rice

Safety Training for Employees

We conduct regular safety training sessions for all employees, addressing topics including fire control safety, public security, food safety, information safety, structural safety and guestroom cleaning. These training programs are aimed at establishing a robust safety defense line throughout the Group. Even after completing the safety training, our employees receive ongoing direction and guidance from designated safety inspectors at properties of various brands. To ensure continuous improvement, we refine and optimize the safety training system through “hotel manager explanation + employee feedback.” During the Reporting Period, we organized a number of safety management training sessions specifically designed for hotel management personnel.



In November and December of 2022, we organized safety management knowledge training for regional managers and mid-to-up-scale brand managers.

In November 2022, we organized the “Fire Fighting and Public Security Month” to provide training on fire prevention and basic firefighting for all employees. Forms of training included watching educational videos, carrying out emergency evacuations and fire rescue drills.



Safety Supervisor Training



Regional Management Training



Employee Training

Personalized Service

To ensure a high level of service quality, we have formulated the *Golden Manual*, which effectively outlines our standards and requirements for product and service quality. Meanwhile, we require all hotel managers to conduct weekly training sessions, either in person or online, for our staff members on the *Golden Manual* to ensure their full understanding. This helps improve our customer-centric service and the overall service capability of the Group. Moreover, we offer cash incentives to employees who report any issues with guestrooms during their regular duties, which helps promote continuous improvement awareness among all staff members and facilitates identification of optimization opportunities.

In order to gather customer feedback and improve our service, we rely on a customer listening system, a team of experienced professionals, and online empowerment tools. This allows us to consistently engage in self-reflection and optimization efforts. We maintain a proactive approach, constantly strive for innovation, and are committed to improving and differentiating our services to continuously deliver value to our customers. Both our functional departments and frontline teams actively listen to customer feedback and use it to guide our efforts in improving the customer experience. The customer listening system has become an internal consultant of the Group. During the Reporting Period, we conducted the 2022 service experience survey using an online questionnaire and based on an analysis of customer comments received through the H Rewards app. The survey targeted our existing customer groups, front-line employees, and brand management, with the aim of further improving service quality.

2022 Research on Service Experience

This survey covered five major hotel brands under H World: HanTing Hotel, JI Hotel, Orange Hotel, Crystal Orange Hotel, and Mercure Hotel. A total of 11,872 guest questionnaires, 8,426 frontline employee questionnaires, and 25 management questionnaires were collected. We used tools such as the KANO model, net promoter score (NPS), and service quality model (5GAP) to deconstruct the data, and analyzed the most popular characteristic and common services of each brand, providing a basis for the continuous improvement of customer experience.



A total of **11,872** guest questionnaires | **8,426** frontline employee questionnaires | **25** management questionnaires were collected

We strive to continuously enhance our customer experience by catering to their individual needs. As part of this commitment, we offer various personalized services. For example, we provide specially designed spine-protecting mattresses and pillows for guests seeking a restful sleep, ensuring a cozy sleeping environment. Additionally, we offer a breakfast take-out service for guests who prefer a later wake-up time. Furthermore, we provide a range of care-giving services for students preparing for the National Unified Examination for Admissions to General Universities and Colleges (NUEAGUC), aiming to support their optimal performance in the exam. Moreover, our HanTing Hotel offers Chinese-style bath products with special fragrances.

Case: “Exam Guestrooms” provided by H World brands

During the NUEAGUC of 2022, multiple hotel brands under H World launched “Exam Guestrooms” at a 15% discounted price as an alternative accommodation option for senior high school students. We provided a full range of brand-specific and characteristic exam-boosting services. For example, Starway Hotel appointed dedicated cooks to prepare special meals for examinees and replaced normal pillows with “zero-pressure” pillows to ensure students could experience quality sleep. Ibis Hotel prepared tailor-made supply packs (stationery, essential balm, a small fan) and snack packs (fruits, nuts, milk) for examinees. HanTing Hotel launched the “360° Examinee Protection” program and prioritized to arrange quiet rooms for examinees.



NUEAGUC Boosters Provided by H World Hotel Brands

Case: HanTing Hotel and Shanghai Soap team up to develop Chinese-style bath products

By collaborating with the locally produced company Shanghai Soap to provide bath products, HanTing Hotel upgraded the accommodation experience of guests by considering both young people's aesthetic preference and the change of the consumer trend.

The bath products for HanTing Hotel created by Shanghai Soap include Bee & Flower liquid soaps, Beehive shampoo, and other iconic items, with scent notes of lemon, verbena, and geranium. The package design incorporates magnolia, peony, running horses, and bee flowers through line drawing, a conventional Chinese painting technique.

By sharing home-made quality products, HanTing not only promotes domestic brands to consumers, but also enhances guests' experiences and delivers brand-new visual designs, empowering both brands at the same time.



Bee & Flower Customized Wash and Care Series at HanTing Hotels

H World is dedicated to delivering exceptional hospitality services to customers. As part of our efforts, we have introduced theme hotels that leverage our offline properties as the “stronghold” in combination with the brand tonality. For example, HanTing Hotel has launched the “Literacy HanTing” program, which curates a diverse collection of books, including science fiction, masterworks, and prose, to cater to the reading preferences of our guests. This initiative creates “24/7 city study rooms” with unique thematic environments. At JI Hotel, we have established a designated area called “JI Keting” in the lobby, which serves as a multifunctional space encompassing books, beverages, and lifestyle products. This space allows our guests to indulge in the simple pleasures of life. Blossom House has launched “Blossom House Day,” organizing events such as flower therapy, morning taichi, four-season tea aroma, and flower fragrance to further consolidate brand-specific experiences.



Blossom House: H World's Upscale Hotel Brand

Jaz in the City, a hotel brand created by Legacy DH, epitomizes a modern lifestyle by seamlessly blending design, music, and enjoyment. At Jaz in the City, guests have the opportunity to immerse themselves in music throughout the entire hotel. Traditional African cuisine and recording studios are also available to guests. In addition, every element in the design of rooms is skillfully infused with the creations of regional artisans. Our rooms are aptly named with musical themes, such as In-tune Room, Bass Room, and Off Beat Suite, to cater to customers' desire for a luxurious and premium experience.



Jaz in the City: Music-themed Hotel Brand under Legacy DH

In addition, we standardized the customer complaint handling channel in accordance with the *Customer Complaint Management Procedure*, and established a number of communication channels through which customers can voice their concerns and receive timely feedback. These channels include the 400 customer service hotline of the Reservation Center, the H Rewards app, and third-party platforms. We incorporate the complaint information gathered from these diverse channels into the H World Customer Experience Management System, categorize complaints into four severity levels, and engage with management on a case-by-case basis to find appropriate solutions. For complaints categorized as the highest level of severity, we commit to providing a response within 30 minutes and resolving the issue within 24 hours.

Legacy Huazhu:

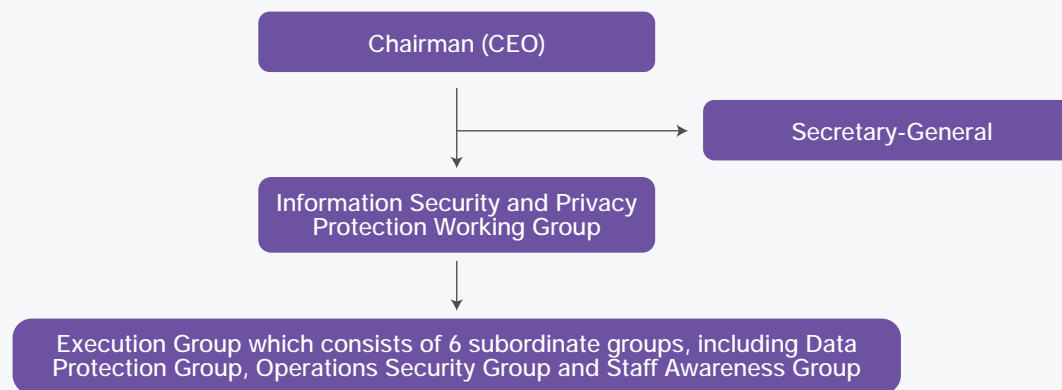
- As of December 31, 2022, the annual complaint closure rate was **96.0%**.
- As of December 31, 2022, the 400 central customer service answering rate within **20** seconds was **77.0%**, and the call answering rate was **94.0%**.
- According to the 2022 customer satisfaction survey, "Excellent" and "Good" accounted for **98.0%** of answers, showing an increase of 3.4 percentage points compared to 2021.

Privacy Protection

Information Security and Privacy Protection

To safeguard the information security and privacy of both guests and employees, we established the Information Security Committee, led by the CEO of the Group, and formed the Information Security and Privacy Protection Working Group to provide guidance to six subordinate groups, including the Data Protection Group, Operations Security Group, Staff Awareness Training Group, among others, to carry out their relevant tasks. By establishing a comprehensive information security and privacy protection management system, and following standards for information security and privacy protection, we standardized our management of information security and privacy protection, enhanced the Company's level of information security and privacy protection, and established controllable risk management frameworks, methods, and implementation mechanism. By adopting scientific methods and embracing continuous improvement, we ensure that our organization effectively navigates the dynamic and high-risk landscape of information security and privacy protection, thus upholding compliance and safeguarding the information security and privacy of guests and employees.

The organizational structure of the Information Security Committee is as follows:

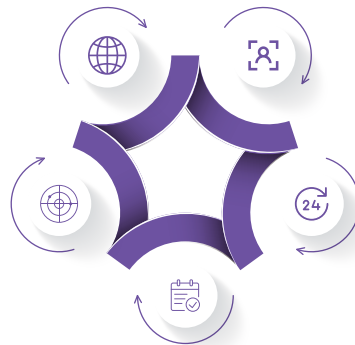


H World adopts a multi-dimension and multi-field approach to information security and privacy protection. We have implemented various internal systems and regulations, such as the *General Outline for Information Security Management of H World Group* and the *Measures for Network Security Management of H World Group*. Additionally, we have built a robust defense mechanism for information security, focusing on safeguarding human resources, managing assets, enforcing access control, and ensuring physical and environmental safety.



We manage networks and network services in real time to ensure that users can only access authorized networks and network services.

We run vulnerability scans covering all production environments and facilities at least once a year.



When accessing internal resources, employees need to have their identity authenticated and are only given minimal permissions by default.

Our information security team implements a 24/7 emergency response strategy to limit the impact of security incidents.

To maintain ongoing compliance with data security, the Information Security Department periodically audits security management and conducts annual assessments of data security compliance.

H World's Protective Measures for Information Security

In terms of privacy protection, we have further optimized security detection mechanisms to ensure the lawful and compliant collection, use, and processing of personal information. Furthermore, we optimized the *Privacy Policy* on our official website and H Rewards app. Following the principles of minimization and non-essentiality, we have incorporated features that empower individuals to exercise their right to delete their personal data at their discretion and customize permissions according to their specific needs. These measures aim to safeguard the privacy and data security of guests.

The Company has obtained certifications from multiple national and international compliance institutions, including Level-3 Protection of the Multi-Level Protection Scheme (MLPS), ISO 27001 (Information Security Management Systems), ISO 27701 (Privacy Information Management Systems), and Payment Card Industry Data Security Standard (PCI DSS). Our systematic compliance and security capabilities have positioned us at the forefront of the industry, offering a secure and reliable platform to support our digital operations.

Security Awareness and Ecology

Our employees serve as the first line of defense when it comes to information security. To ensure a lasting culture of information security, we organized a total of 24 training sessions in 2022, focusing on various topics such as phishing email prevention, remote office security, security management, handling sensitive data, responsible use of social media, and prevention of information leakage. Additionally, we invited external experts to provide insights and organized online assessments to address any questions raised by employees. These initiatives effectively reinforced and enhanced their awareness of information security.

The Group also actively participates in various information security industry activities, sharing its own experience while sufficiently reference the best practices of peers.

Case: H World helps the hospitality industry build an information security ecosystem

During the Reporting Period, we participated in the 2022 Security Development Conference (“SDC”), the Hack for Security 2022, the fourth anniversary of OPPO SRC, the Anshijia Salon, and online events of SRC (security response center), where we exchanged opinions on data security with industrial peers. In August 2022, we joined the Shanghai Information Security Trade Association and became the vice president unit. In September of the same year, we became a member unit of the Shanghai Information Network Security Administration Association. We continue to perform our obligations and contribute to information security in the industry to build an open and mutually beneficial ecosystem, as well as promote the collective development of the industry.

participated in



the 2022 Security Development Conference (“SDC”), the Hack for Security 2022, the fourth anniversary of OPPO SRC, the Anshijia Salon, and online events of SRC (security response center)

Security Audit

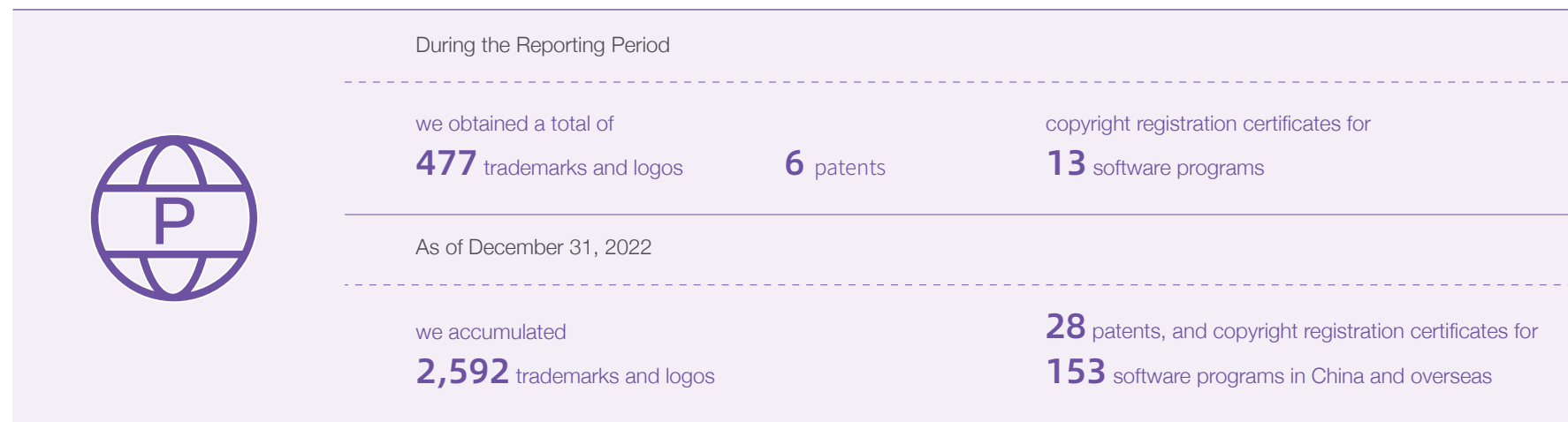
We have made clear provisions on information technology security audit in the *General Outline for Information Security Management of H World Group*. The Group's Compliance Audit Department and Information Security Department conduct annual internal audits of information technology security. Moreover, we engage third-party auditors every year to independently verify the effectiveness of our IT internal control system, thereby ensuring compliance with SOX requirements. Additionally, we engage the British Standards Institute (BSI) to audit the Company's information security system each year. These audits primarily focus on areas such as physical security, operation and maintenance security, development security, security awareness, risk assessment, and system maintenance. By undergoing these audits, we continuously ensure the compliance and effectiveness of our information security management system.

Protection of Intellectual Property

The intellectual property rights, including trademarks, copyrights, domain names, and trade secrets, play a crucial role in our business operations. We highly value the management and protection of our intellectual property, continually seeking innovative ideas and approaches, while also ensuring the proper use of intellectual property in our business practice. To protect our intellectual property rights, we rely on a comprehensive strategy that encompasses copyright and trademark laws, and trade secret protection and confidentiality agreements with our employees, lecturers, business partners and other relevant parties.

We strictly abide by the laws and regulations of the countries and regions where we operate, including but not limited to the *Patent Law of the People's Republic of China*, the *Copyright Law of the People's Republic of China*, and the *Trademark Law of the People's Republic of China*. Furthermore, we have formulated the *Intellectual Property Management Guide* to provide detailed interpretation and regulations concerning the critical issues of compliance and intellectual property disputes in routine internal management, business, and contracts.

We understand the brand development requirements of our brands through regular interviews with brand managers, and develop application strategies and plans for trademarks, copyrights, and patents to meet specific needs. Meanwhile, we set specifications for the use of brand logos, clarify the decoration and furnishing requirements of franchisees, and file patents or art copyright applications for exclusive design styles. During the Reporting Period, we implemented a series of measures against infringements upon our intellectual property to safeguard our rights and combat imitations. For example, we issue warnings to merchants who use a trademark or trade name that is similar to ours. Additionally, we engage an agency to search for applications for trademark registrations that have been preliminarily approved and announced by the China National Intellectual Property Administration, and raise objections against similar trademark registrations used for services identical to or resembling those offered by our Group.



INSISTING ON BEING HUMAN-CENTRIC

At H World, we hold a strong belief that our employees are the foundation of our H World family and serve as the driving force behind our business's growth. As part of our commitment to providing a better life for our employees, we take concrete steps to safeguard their rights and interests, fostering a workplace that prioritizes health, safety, respect, empathy, support, diversity and equality. Our dedication remains unwavering in creating an environment that enables our employees to unlock their full potential and make enduring contributions. Together, we strive for shared growth.

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Employment Management

In our commitment to maintaining exceptional employment practices and safeguarding the rights and interests of our employees, we strictly adhere to the employment and labor laws and regulations of the countries and regions where we operate. This includes but is not limited to the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, and the *Provisions on Prohibition of the Use of Child Labor*. To ensure meticulous oversight in the areas of recruitment, promotion, and performance evaluation, we have formulated the *Employee Handbook* and other internal rules and regulations. We are dedicated to fostering positive labor relations by working collaboratively with our workforce. During the Reporting Period, H World's employer brand concept and management practices garnered recognition from various parties. Legacy DH was rated as the "Most Wanted Employer" on the German employer rating portal "Kununu" and was also honored as the "Best Trainers in Germany" by the German business magazine *Capital*. Additionally, Legacy Huazhu also received several awards related to employer recognition.



2022 The 9th Outstanding Employer in the Tourism Service Industry
Awarding organization: veryeast.cn



2022 Most Popular Employer on shixiseng.com
Awarding organization: shixiseng.com



2022 Annual Outstanding Employer Award in China's Tourism and Hospitality Industry
Awarding organization: Lepin.com

Diversity and Equality

We strive to create a culture that values diversity and fosters inclusivity. Each employee is treated with respect and care, recognizing their unique individuality and the importance of their thoughts and opinions in enriching the Company. Our internal standards, such as the *Employee Handbook*, clearly state that any form of abuse of power, discrimination, insults, harassment, or similar behaviors will not be tolerated from employees, contractors, suppliers, or customers, regardless of their position within the organization. We are dedicated to supporting and promoting gender equality in the workplace, ensuring that every employee can realize their full potential within our diverse platform. As of the end of the Reporting Period, we had achieved a significant milestone with **4,359** female hotel managers, representing **56.7%** of the total.



We proactively take steps to build a diverse team of talented individuals. As of the end of the Reporting Period, the Group had **24,335** employees, with women comprising **61.9%** of the workforce and part-time workers accounting for **2.9%**

Category	Number of People	Ratio
Employees by gender		
Male employees	9,280	38.1%
Female employees	15,055	61.9%
Employees by rank		
Grassroots employees	23,334	95.9%
Middle management	811	3.3%
Senior management	190	0.8%
Employees by region		
China	21,038	86.5%
Germany	2,458	10.1%
Other regions	839	3.4%
Employees by age		
Below 30	6,172	25.3%
30-50	14,254	58.6%
Above 50	3,909	16.1%

Talent Attraction and Retention

Adhering to the talent criterion of “morality before competence with importance attached to both,” we proactively explore diverse recruitment channels to identify qualified candidates in a transparent and fair manner. In addition to utilizing online networking platforms and offline social recruitment channels, we have implemented the *Internal Recommendation Management Regulations of H World Group*. This framework enhances our internal recommendation mechanism, encouraging existing employees to recommend candidates who meet the Company’s requirements. To attract top-tier graduates, we collaborate with prestigious colleges and establish practice bases to facilitate campus recruitment.

We specifically launched a series of featured recruitment programs, including the “Navigator Program”, the “Leader of Brilliance” program, and the “Tech Army” program. These programs are designed to consistently enhance our appeal to talents, bring fresh perspectives to our team, and maintain a diverse and high-quality talent pool that meets the requirements of various positions.

Case: The “Navigator Program”

Cultivating hotel operators and managers holds paramount importance in our human resource management. The “Navigator Program,” a strategic initiative dedicated to cultivating young talents, is designed to accelerate its members’ mastery of hotel operation and management skills. Through an all-encompassing training system, abundant resources, expert guidance, and a practical hotel manager framework, we empower program members to evolve into trailblazing professionals at the forefront of the industry.



Group Photos of Candidates in the “Navigator Program”

In addition to our proactive talent acquisition efforts, we are equally dedicated to enhancing employee retention. The Human Resource Department plays a pivotal role in this endeavor by creating tailored talent profiles and talent pools for specific positions. Through annual talent reviews, we gain insights into the talent pool from multiple perspectives based on digital technologies, laying a strong foundation for building a talent pipeline and devising effective talent development strategies. This ensures that employees are well-suited for their respective roles and positions.

Moreover, during the Reporting Period, we initiated pilot projects for flexible employment across various regions. These initiatives provide flexible job opportunities for young students and blue-collar service workers in the hospitality industry. We continuously optimize human resource allocation by implementing a smart order-receiving and issuing platform. This platform redesigns the workflow of properties, aligning the workforce requirements of each property with the available free time of employees. By doing so, we not only fulfill the temporary employment demand of our properties and enhance operational efficiency but also diversify employment options within society.

Protection of Employees' Rights and Interests

We abide by the requirements of the *International Covenants of Human Rights* and the international labor law. We also strictly follow the employee management requirements specified in the *Employee Handbook* and resolutely oppose forced labor and child labor. In 2018, Legacy DH became a member of the Sustainable Hospitality Alliance (SHA) and has actively promoted the SHA principles of anti-forced labor among employees. Also, Legacy DH has provided training and education about human rights via the "Human Rights and Modern Slavery" online course to effectively reduce human rights violations.

Additionally, we prioritize providing humanistic care to our employees and strictly comply with the working hours and overtime laws and regulations of the countries and regions where we operate. Thusly, we consistently ensure that our employees' working hours fall within a reasonable range. We also actively advocate for a more flexible working schedule, enabling our employees to achieve a better balance between their work and personal lives.

We have established a range of diverse communication channels to foster effective employee engagement and truly value the input of each individual. These channels include the "Love in H World Group" WeChat official account, the "H-Tone" communication platform, the "Frontline Employee Communication Channel," employee symposiums, and more. All of our properties continue to benefit from our open and honest communication system and culture, which enables our employees to ask questions, share ideas, and learn from one another for better teamwork.



Case: Roundtable symposiums for employees

To better understand the needs of employees, we have launched roundtable symposiums, in which employees can better understand policies and develop a closer relationship of understanding and trust with managers through various forms of communication, QA sessions, and interactive games. During the Reporting Period, a total of 3,094 hotels participated in the roundtable symposium activities, which enhanced the cohesion of teams.



Roundtable Symposium Activities at Properties

We are devoted to safeguarding the rights and interests of our employees. In the event that an employee files a complaint, we have established a responsive system to ensure that their concerns are promptly addressed and resolved. Upon receipt of a complaint, a designated person will provide an immediate response, and the Human Resources Department will verify and accept the case. Employees may report cases of child labor, forced labor, discrimination, harassment, and other human rights violations through the Speak-Up Line. Once a report is registered, a working group, consisting of the Chief Human Resource Officer and legal affairs experts, will diligently investigate the case and ensure appropriate actions are taken in a timely manner. Legacy DH has implemented a rigid *Whistleblower Policy*, which prohibits the unauthorized disclosure of the whistleblower's information for any reason. It also enforces strict measures to prevent the disclosure of reports or any retaliation against the whistleblower in violation of the policy. In addition, Legacy Huazhu has established a labor union that serves as a bridge between the Group and its employees. The labor union plays a crucial role in caring for employees' well-being, protecting their rights and interests, and promoting their development.

We also distribute the *Questionnaire of Employee Satisfaction* to all our properties throughout China to improve internal management. This allows us to quickly assess employees' working experiences from the perspectives of employee guarantee, employee development, and workplace atmosphere. During the Reporting Period, **6,463** properties completed the survey, registering an average employee satisfaction of **95.27%**.

Employee Development

We are committed to being a platform where employees can fulfill their life-long values. We continuously improve our performance evaluation and promotion mechanisms as well as our employee training system, work to create a learning organization, and support the development of employees through work, enabling them to fully demonstrate their values and capabilities.

Career Development

We have implemented separate career paths tailored to different business lines. Employees have greater opportunities for career advancement through our diversified promotion channels. At the Group level, we have three promotion channels: the management channel, the professional channel and the hotel channel. Each channel has defined functional requirements for employees at different ranks, enabling them to progress in their careers. At the department level, we have developed department-specific career development channels for all positions based on business characteristics and needs as a part of the comprehensive talent development mechanism.

Through the implementation of an open and transparent promotion standard and procedure, we have established a comprehensive, objective, and scientific evaluation system and promotion mechanism based on the competence and contribution of employees. For example, when evaluating heads of platform departments, we apply a balanced scorecard as a strategic management tool to ensure a balance between financial and non-financial measurement methods, long-term goals and short-term goals, external and internal factors, results and processes, and management performance and business performance to ensure that the evaluation and promotion results are open and fair.

In addition, we highly value the identification and cultivation of internal talent and are committed to providing well-performing employees with more opportunities for practicing and greater room for development. We offer employees chances to engage in position rotations across different divisions and cities, allowing them to leverage their strengths and discover the most suitable roles for their talent. To facilitate this process, we have formulated a series of internal regulations, including the *Internal Talent Flow Management Measures of H World Group*. Meanwhile, we post job announcements on our internal information platform first to fully satisfy the needs of employees for career development. Legacy DH performs employee engagement investigations every year to learn more about employees' satisfaction and engagement from four perspectives, namely recognition of the Company, working environment, leadership, and promotion & development.



During the Reporting Period,
1,400 employees of Legacy DH participated in the investigation, and the outcome was above the industry level.

Employee Training

Our ongoing development is mostly attributable to the growth of our employees. We actively invest in every stage of employees' growth and foster a benchmark team of talent in the industry. Through the "H-Tone" online learning and live-streaming platform, we offer a multitude of education resources for employees. Based on the development status of the Company and the actual needs of positions, we create customized training programs for management trainees, management, and professionals, furthering talent development. Meanwhile, we create opportunities for employees to attend training programs of the Research and Study Center of H World Group or other third parties, including day release, to meet their demands for lifelong learning. Legacy DH offers learning-focused vacations to its employees, allowing employees to have the proper opportunity to advance their education outside of work, hone their skills, and continuously improve their competitiveness.

During the Reporting Period

the total online training hours for employees of Legacy Huazhu properties amounted to **351,111** hours

the hours amounted to **26,186** hours for Legacy DH

with an average training time of **15.5** hours per capita

In 2022, when including offline training hours, our hotel-based staff and corporate staff on average received approximately **68** and **48** hours of training respectively.

Case: Research and Study Center of H World Group enables employees to grow

We place a great emphasis on internal talent development. Therefore, we established the Research and Study Center of H World Group (formerly known as HanTing Academy and Huazhu University). Envisioning "a talent development platform of a world-class enterprise," the Center upholds a multi-layered talent cultivation system and continuously provides our employees with opportunities for comprehensive, systematic, and high-quality learning. The Research and Study Center of H World Group, by deeply integrating our strategy, business, and corporate culture into its training system, enables employees to grow together with the Company in a variety of study methods. For example, we designed a three-week intensive training program for hotel managers that included corporate culture, team management, sales & marketing, customer services, hotel operation standards, finance, and human resource management, thereby supporting hotel managers in their professional development. The Center has also developed specialized training programs such as master classes and micro-lecture competitions. It continuously helps employees improve their occupational competence and overall ability by using educational games, sandbox learning, and other innovative programs.

In addition, the Research and Study Center of H World has developed a comprehensive coaching culture and has trained around 20,000 coaches and 1,000 internal trainers. While helping employees accomplish personal growth and breakthroughs, the Center also fosters a rich environment of apprenticeship and study. Our coaching culture can also effectively accumulate and transfer our wisdom to support the Group in growing bigger and stronger.

Case: Introduce digital tools and empower the employee training system

We are constantly upgrading the forms of employee training, expanding our training resources, and helping employees improve their comprehensive competence and professional skills and capabilities. During the Reporting Period, we introduced the AI smart training partner system and the virtual digital lecturer, which significantly improved the efficiency of course development and the effectiveness of training. The AI smart training partner system, in particular, uses “man-machine interaction + automatic voice recognition + automatic rating and feedback” to engage employees in a virtual dialogue. As a 24/7 training partner, it can provide timely feedback and help employees improve their customer reception capability under various scenarios.

We also introduced “HUAJINMEI,” a virtual digital lecturer system that can rapidly generate online courses with the smart platform’s subtitle import capability. During the Reporting Period, we employed this intelligent technology to create three virtual digital lecturers and developed eight online courses.



AI Smart Training Partner System



Virtual Digital Lecturer

Case: New employee orientation week of Legacy DH

Every year, Legacy DH organizes a new employee orientation week to welcome new workers and provide them with support and training to help them adjust to their new workplace. During the week, new employees will gain knowledge about the Group's strategy, business mode, vision, and mission, as well as get to know one another better by participating in various activities, including visiting hotel facilities, attending group discussions and case studies, and receiving professional training. This event helps them lay a solid foundation for their careers.



New Employee Orientation Week of Legacy DH in 2022

Case: Training of management trainees

We provide management trainees with a unique development curriculum that includes various online and offline training activities to help them better understand our corporate culture and improve their systematic thinking and efficient execution, allowing them to become more accustomed to their positions.



Site of Training for Management Trainees

Case: Bilingual courses in Tibetan and Uyghur languages support minority partners in learning more effectively

To facilitate minority employees in timely accessing and efficiently utilizing the learning resources of the Research and Study Center of the H World Group, during the Reporting Period, we invited employees to serve as bilingual course recording specialists and continued to promote the development of Tibetan and Uyghur language versions of the courses, effectively helping minority employees learn the Group's service concepts and improve their professional skills.



【藏语版】访客登记

华西 贡献者: 江中南



【维语版】黄金手册

黄金手册少数民族维语版

华西 贡献者: 杨珺肖

The Tibetan and Uyghur Language Training Videos



The Tibetan and Uyghur Language Course Recording Specialist Team of 2023

Organizational Teamwork

We are committed to fostering a collaborative and mutually beneficial corporate culture by continuously promoting organizational empowerment and teamwork practices, as well as encouraging dialogue and sharing within and among business groups. We have established a decision-making mechanism for critical issues and a well-developed process for “topic setting, discussions, and voting” to help the Group reach high-quality consensus and collective decisions on major issues such as making policy decisions and promoting strategies or projects. We also actively engage in organizational co-construction among business divisions. We encourage divisions to exchange and communicate with one another through dialogue, themed training, organizational synergy, and many other types of activities to successfully foster competence building throughout the Group. During the Reporting Period, we organized ten high-quality organizational teamworking activities in various business divisions across China. These events promoted team engagement and synergy and facilitated the joint development of divisions through mutual support, cooperation, and knowledge sharing.



Organizational Teamworking Activities in Business Divisions of Different Regions

Salaries and Benefits

We are committed to providing employees with competitive salaries and benefits that are fully aligned with the industry and market conditions. To incentivize performance and boost employee motivation, we employ various mechanisms, such as bonuses, dividends, equity incentives, and a balanced scorecard. For example, we have established and implemented the *Performance Management Methods for Hotel Managers* to refine the evaluation indicators of regional managers and hotel managers in finance, marketing, and operations and standardize the quarterly and annual evaluation mechanisms to ensure fair and comprehensive results. During the Reporting Period, we also thoroughly optimized the short-term, mid-term, and long-term incentive programs of functional employees. By redesigning the salary structure based on equality, we have developed a more flexible and diversified salary system via the profit-sharing program and other innovative mechanisms.

In addition to basic benefits such as the “five insurances and one housing fund” social security system, statutory holidays, and annual leave, we continuously enhance employee benefits to increase their well-being. We provide physical examinations, festive gifts and cash bonuses, high-temperature subsidies, meal subsidies, transportation subsidies, discount coupons for H World hotels, H World coins, and other internal benefits. Our aim is to continuously enhance employee happiness. We also extend our care to the family members of employees, as evidenced by the creation of the “Hua Xue Zi” scholarship, which supports the higher education of employees' children. Legacy DH also constantly improves the benefit system for employees and extends care that covers their life and work by providing a retirement plan and launching an emergency aid program to address the urgent financial needs of employees. Additionally, Legacy DH provides employees with a variety of discounts, catering services, and medical and healthcare benefits.

Case: The “Hua Xue Zi” scholarship

While maintaining the care and commitment to employees' families, we have operated the “Hua Xue Zi” scholarship program for five years since 2018. The program aims to provide scholarships to H World employees' children who excel academically and help them complete their education. We also provide them with opportunities to work as interns or regular employees, helping them better understand our corporate culture, acquire valuable work experience, and open up more prospects for their future. As of the end of the Reporting Period, **108** children of employees had received subsidies from the “Hua Xue Zi” scholarship program, totaling CNY **1.587** million.



“Hua Xue Zi” Exchange Event

In addition, we are committed to providing all employees with humanistic, comfortable, and accessible work environments. During the Reporting Period, we inaugurated the new head office building, which is equipped with canteens, gyms, yoga rooms, cafes and nursing rooms. We also provide shuttle buses to ease the commuting of employees and offer high-quality facilities and services.

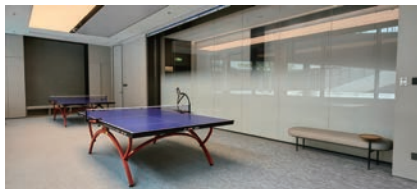


Table Tennis Room



Hair Salon



Yoga Room



Gym

Case: Tree-planting ceremony for the opening of the new head office building

To celebrate the opening of our new headquarters, we hosted a tree-planting ceremony to symbolize our hope and future. During the tree planting, employees and management interacted with each other through lively conversations with laughter and excitement.



The Tree-planting Ceremony

We also pay constant attention to the working experiences of employees at our properties and promptly recognize their accommodation and nutritional needs. Every quarter, properties that perform well in the provision of food, accommodation, and activities for employees are acclaimed in public as an encouragement for all properties to keep improving benefits for employees. Besides, to foster a positive work environment and enhance their quality of life, we have established the Good Voice Club, Badminton Club, Basketball Club and Football Club, and regularly organize entertainment activities for employees. We are committed to creating a passionate and effective work team by providing a variety of engaging activities for our employees.



Activities Organized by the Good Voice Club



New Year Activities

Physical and Mental Health

The health and safety of our employees is always our main priority. We strictly abide by laws and regulations, including the *Labor Law of the People's Republic of China* and the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases* and put safety measures into place as our commitment to providing employees with a healthy and safe workplace.



We have established a comprehensive safety management system to eliminate safety concerns by specifically regulating the maintenance of construction work, the management of flammable and explosive items, and operations in risky areas such as distribution rooms and machine rooms. We designate certain individuals to inspect safety protection devices and electric control components on a daily basis, and we mandate that engineering maintenance personnel wear protective equipment before starting their work and strictly abide by the safety operation rules. Additionally, we also actively organize safety education and training sessions on lightning protection, kitchen safety, and fire safety to effectively improve the occupational health and safety awareness and skills of all employees and reduce the occurrence of work-related accidents and occupational diseases.

We also provide the Employee Assistance Program (EAP) to give employees access to 24/7 medical and psychological counseling in an effort to maintain their mental health. We also invite external psychological specialists to provide employees with professional consultations and lectures as well as one-on-one consultations and accompanying psychological testing to help them relieve psychological pressure. Legacy DH also employs external psychological consulting agencies to provide comprehensive psychological consulting services for employees in Europe.

Case: H World prioritizes employee health with the COVID-19 relief fund, care packages, and mental health support

While fighting against the COVID-19 pandemic in 2022, H World Group remained attentive to employee needs and promptly established caring policies, including the establishment of a “2022 COVID-19 Relief Fund” to support employees diagnosed with COVID-19, the distribution of a total of 775 pandemic care packages, and timely assistance for employees and their families in need. Additionally, we launched the “Mental Health Boost Station – H World Group’s COVID-19 Micro-course,” encouraging employees to learn about mental health protection and providing holistic health support during the pandemic.



COVID-19 Special Employee Care Packages



“Mental Health Boost Station” Promotional Poster

Case: “Health Week” of Legacy DH

To raise employees’ health awareness and promote a healthy lifestyle, Legacy DH launched the “Health Week” event in October 2022. During Health Week, we helped employees prepare nutritious diet plans, advocated regular exercise, and publicized and implemented a healthy lifestyle, thus taking a further step toward healthy lives together with employees.



The Healthy Diet Plan



CREATING A WIN-WIN ECOSYSTEM

We recognize the critical importance of responsible operations for achieving sustainable development, and understand that fostering a highly efficient ecosystem in the hospitality industry relies on the collaboration and support of all stakeholders. To this end, we continuously enhance our supply chain management capability and enhance franchisee empowerment system. Upholding the goal to achieve sustainable development of the industry, we work hand in hand with our stakeholders and together head towards mutual growth.

Responsible Supply Chain

By formulating and implementing internal regulations such as the *Procurement Management Regulations* and the *H World Easy Purchase Suppliers' Commodity Quality Management Regulations*, we have established a robust supplier management system. Through our long-term strategic partnerships with suppliers, we maintain an honest, clean, fair, and equitable relationship, fostering a cooperative partnership that is mutually beneficial, competitive, and complementary.

Supplier Management

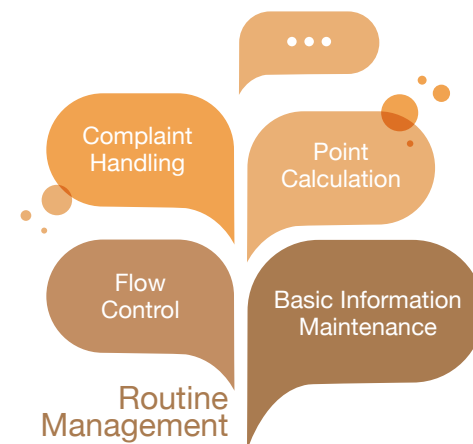
Our supplier admission management comprises three key components: information collection, qualification certification, and admission assessment. Potential suppliers can upload their business information, including business licenses, annual reports, and production capacities, through our website. Our Supply Chain Support Center conducts a thorough review and verification of the submitted certificates and supporting documents to ensure their authenticity and accuracy. The admission evaluation process includes professional competence assessments, site visits by technical personnel, internal scoring and ranking, and other procedures. Evaluation criteria encompass quality system control, service delivery capacity, product technologies, and more. Only suppliers who successfully complete all procedures are eligible to enter into contracts with us and become part of our supplier pool.

In order to continuously improve our supplier network, we categorize existing suppliers based on their strategic importance and other factors into preferential suppliers, valuable suppliers, suppliers in need of improvement, and incompetent suppliers. We then implement dynamic and differentiated management approaches tailored to each category.



- We prioritize preferential suppliers when placing orders and boost our cooperation efficiency by streamlining the approval process and creating fast tracks to maximize gains for both parties.
- We implement clear management measures with penalties and rewards for valuable suppliers. For example, we award bidding bonus points to well-performing suppliers and temporarily lower the quota for under-performing suppliers.
- For suppliers in need of improvement, we strengthen communications with them, provide quality training, and sign agreements that set improvement targets to be completed within a given time frame.
- Additionally, we actively seek substitutes for incompetent suppliers and terminate supplier relationships at an appropriate time. This enables us to dynamically optimize our supplier network and ensure smooth business operations without any disruptions.

We have established comprehensive supervisory measures for routine management of our suppliers, utilizing a classified management approach. These measures encompass various aspects such as basic information maintenance, flow control, point calculation, complaint handling, and more. In addition to routine dynamic evaluations, we conduct thorough annual assessments of our suppliers, taking into account key indicators such as product quality, after-sales service, user feedback, and disputes & complaints. Based on these evaluations, a final score is assigned. Suppliers with the lowest performance are excluded from the annual comprehensive rating, while the top three suppliers receive orders from new brands. Suppliers found to be involved in fraud, unfair competition, or other violations of law or regulations are immediately disqualified. Similarly, suppliers with serious quality issues or significant supply delays are also promptly disqualified.



During the Reporting Period, we successfully onboarded 276 new suppliers, bringing our total number of suppliers to 2,136 as of December 31, 2022. Among all suppliers, 294 were certified to ISO 14001 (Environmental Management Systems), up by approximately 22% compared with 2021, and 212 were certified to ISO 45001 (Occupational Health and Safety Management Systems), up by approximately 15% compared with 2021. The distribution of suppliers by region is as follows:

Region	Number of suppliers
Greater China	1,486
Germany	522
Other countries/regions	128



Responsible Sourcing

When making procurement decisions, we take into account the environmental and social impact of suppliers and conduct thorough risk assessments. We preferentially select environmentally conscious and socially responsible suppliers. Legacy Huazhu and Legacy DH require suppliers to sign documents such as the *Commitment to Integrity and Trustworthiness* and the *Code of Conduct for Suppliers and Business Partners* respectively. These documents outline clear guidelines for upholding business ethics, safeguarding employee rights and interests, minimizing environmental impact, and meeting sustainability requirements.

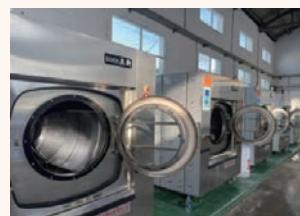
Case: Legacy DH preferentially purchases fair trade coffee and local fruit

“Fair trade coffee” refers to coffee directly purchased from coffee growers in underdeveloped areas such as Brazil, Columbia and Ethiopia at a fair price. This ensures that the growers receive reasonable wages and work in fair conditions, while also promoting environmentally friendly cultivation practices. By the end of the Reporting Period, leased hotels of Legacy DH Europe had achieved its goal of serving 100% fair trade coffee, demonstrating its commitment to sustainable development through concrete actions.

In addition, in 2022, 21 hotels under Legacy DH purchased fruit from local suppliers located at an average distance of 22.6 kilometers from the hotels. This approach not only supports the growth of local small and medium-sized businesses but also reduces supply chain logistics costs and carbon emissions.

Case: Empowering the green development of laundry suppliers

We have made significant strides in developing and implementing a green centralized washing system. Through our internal systems such as the *Rules for Supervision of Laundry Suppliers on the Easy Purchase Platform* and the *Rules for the Replacement and Removal of Laundry Suppliers on the Easy Purchase Platform*, we have established specific requirements for laundry suppliers regarding energy and water conservation, as well as criteria for detergent selection. Moreover, we provide technical support to suppliers in pollution control and water recycling. For instance, we actively encourage suppliers to utilize tunnel washers that use water recycling and filtration technology. These washers significantly reduce water consumption (up to 70%), energy usage (up to 60%), and steam usage when compared with traditional stand-alone washers.



Traditional Stand-alone Washers



Tunnel Washer

Additionally, we intend to build digital management solutions, create smart application scenarios, and explore a new and widely accepted leasing mode to implement full lifecycle management of linen. Leveraging our extensive property network, we continuously enhance our Standard Operation Procedure (SOP) among upstream suppliers and downstream franchisees. Through iterative improvements and rigorous testing, we aim to refine the SOP to a level that serve as an industry benchmark, and then promote its adoption across the whole industry.

Supply Chain Empowerment

In our pursuit of a competitive supply chain system, we have developed a professional supplier training system. By maximizing the cooperation benefits through learning and experience sharing, we help suppliers improve and grow together with them.

Our supplier training system has three levels. At the grassroots level, we provide training opportunities for frontline employees of our suppliers, enabling them to enhance their professional skills in alignment with job requirements. For mid-level managers, the second level of training focuses on effective communication, customer-centric thinking, and execution skills. As for senior managers of suppliers, the third level of training offers an “entrepreneur seminar” that reconnects them with their entrepreneurial spirit, encourage them to explore business logic, and equips them with the leadership qualities inspired by the H World culture. During the Reporting Period, we organized 12 supply chain training sessions, attracting the participation of nearly 800 individuals.

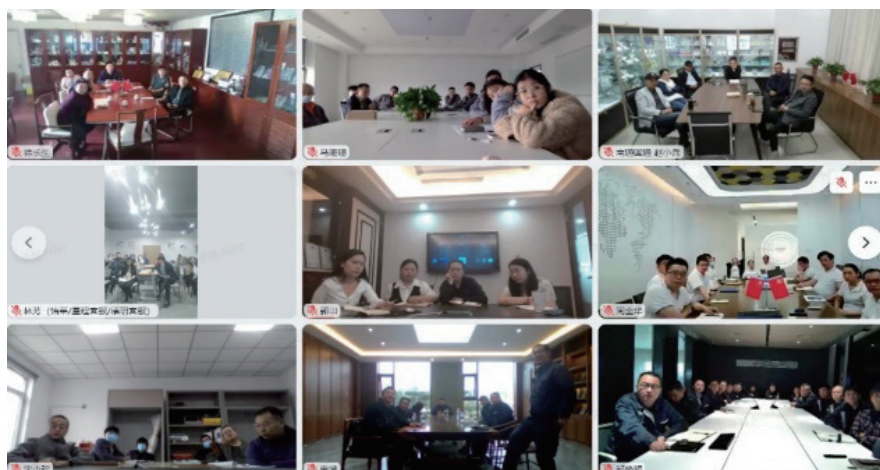
During the Reporting Period, our Supply Chain Support Center organized 8 “Cloud Visit to Suppliers” events, attracting over 5,000 participants. These events served as platforms for outstanding suppliers to showcase their insights and best practices by live-streaming their production workshops. Furthermore, we provided suppliers who were in the process of improvement with the opportunity to present their progress and invited their management to share the changes, investments, and returns they have made. In addition, we also introduced external industrial experts who offered guidance and practical solutions, navigating the right path for suppliers' development.



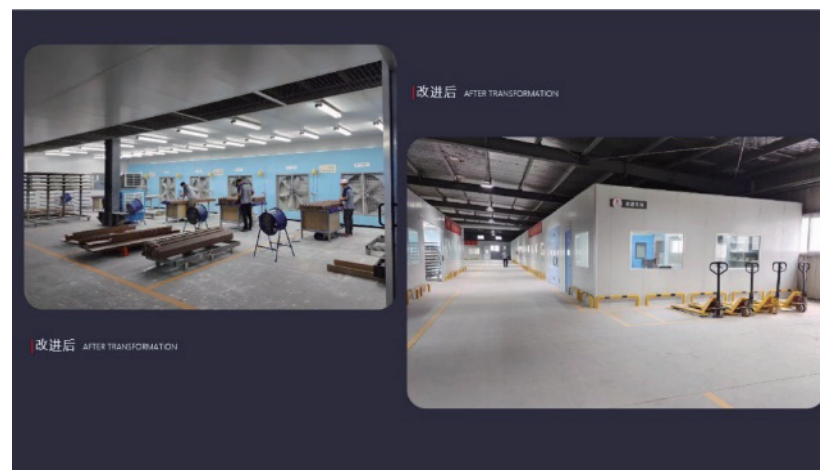
organized
8 “Cloud Visit to Suppliers”
events



attracting over
5,000 participants



Stakeholders Actively Participating in the “Cloud Visit to Suppliers” Event



Suppliers Sharing Their Progress

Empowerment for Franchisees

Franchisees hold a crucial role in H World brands, with the majority of our 8,000 hotels operating under the franchise model. Through close collaboration with franchisees, we not only expand our market share but also extend our geographic reach. This partnership allows us to advance our sustainable development goals by providing franchisees with comprehensive support, enabling them to meet H World standards efficiently and swiftly, thus delivering exceptional services to our guests.

To maximize the benefits for franchisees, we have implemented the *Franchisee Proximity Protection Policy*, which ensures a scientific arrangement of properties and prevents competition within the same region. Meanwhile, franchisees are required to sign essential agreements, including the *Management Contract*, the *Brand License Contract*, the *Sunshine Agreement*, the *Confidentiality Agreement*, and others. These agreements safeguard the legitimate rights and interests of both parties and establish a sustainable partnership based on mutual benefits.

We have established a highly-developed and standardized franchisee management system, seamlessly integrated with our well-developed supply chain system. This integration allows us to deliver full lifecycle services, ranging from design, development and construction to management, operation and acceptance. To address the concerns of franchisees, we adopt a general contracting approach from the onset of the construction phase. This ensures a well-controlled construction timeline and an exceptional 99.5% one-time acceptance pass rate. In line with our philosophy of “turning retail to wholesale” at the procurement end, we organize large-scale group-buying sessions without seeking profits from suppliers or franchisees through price differences. During the Reporting Period, we conducted a variety of training programs, including time-limited public live lessons and industrial certification lessons. These programs aim to equip grassroots staff, managers, and directors of franchised hotels with the skills and knowledge necessary to deliver superior accommodation experiences to our guests.



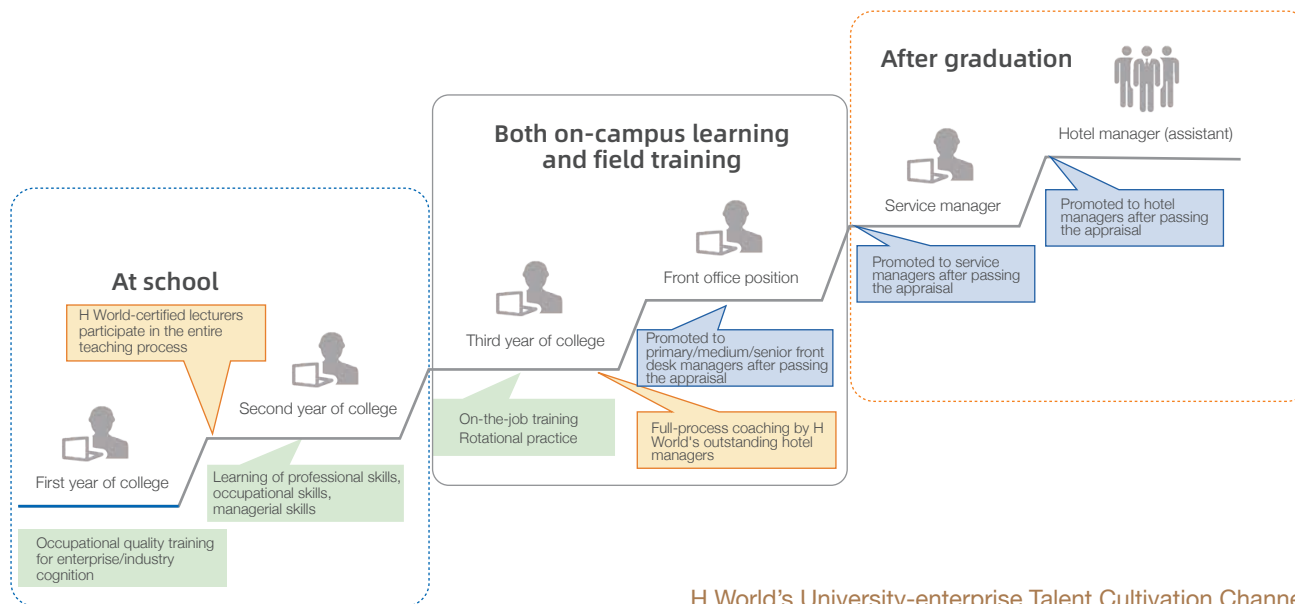
Sign essential agreements, including the *Management Contract*, the *Brand License Contract*, the *Sunshine Agreement*, and the *Confidentiality Agreement*.

Joint Construction of an Ecosystem

As a leading player in the hospitality industry, we are tasked to drive the growth of the sector in China and committed to building a thriving hotel ecosystem and relentlessly pursuing the future of the industry. From the cultivation of young talent to the empowerment of suppliers, franchisees, and industry peers, we share technological achievements, service concepts, and operational experiences through multiple channels. Furthermore, we take tangible actions to support the healthy and high-quality development of the industry.

University-enterprise Cooperation

In response to the new normal of pandemic control, the hospitality industry is gradually recovering. However, there exists a significant talent gap in the industry. The latest data from the China Hospitality Association reveals that the industry requires approximately **4 million** practitioners, while the current number stands at only **1.67 million**. Recognizing this disparity, we actively assume social obligations and have developed close relationships with over **100** universities and colleges, either by establishing practical training bases or organizing corporate innovation courses. Through these initiatives, we not only contribute to the development and availability of talent for the entire hotel industry but also establish a closely connected talent pipeline with educational institutions.



During the Reporting Period, we collaborated with Qingdao Vocational and Technical College of Hotel Management to direct the compilation and preparation of the textbook on *Modern Hotel Management and Digital Operation* in conjunction with Wuxi Vocational Institute of Commerce, Shanghai Institute of Tourism, Yunnan Tourism College, and Nanjing Institute of Tourism and Hospitality. This textbook, which has been granted an ISBN from the Higher Education Press, is designed with hotel general managers as the benchmark for capability. It also incorporates H World's experiences in digital operations from top-tier hotels. The textbook covers various modules including service standardization, delivery and control, supervision and training, and more. By serving as a valuable resource, it effectively supports vocational education in the hospitality industry.

Industrial Exchanges

"A group of like-minded friends accomplish great things together with joy!" Driven by H World's corporate culture, we continuously improve the efficiency and transparency of our supply chain through active engagement with franchisees and suppliers. By organizing and participating in industry exchanges and forums, we openly share our best practices and experiences. In doing so, we collaborate with our industry peers to elevate the hotel ecosystem in China and drive positive change.

During the Reporting Period, we organized supply chain ecosystem forums in Northeast China, West China, and East China, inviting suppliers, franchisees, and hotel investors to participate. These forums were dedicated to addressing the growth of the ecological hotel supply chain. In those forums, we focused on showcasing the evolution of our supply chain, particularly highlighting the advancements made in our online trading platform, "H World Easy Purchase". Initially established as a supply chain solution for the engineering and procurement business, it has now grown into a comprehensive e-commerce platform encompassing all services and stages. Moving forward, we are committed to continuously upgrading, refining, and expanding "H World Easy Purchase" to not only serve the supply chain within H World hotels but also to provide long-term benefits to the supply chain system of the entire hospitality industry.



Cover of the Textbook on *Modern Hotel Management and Digital Operation*



H World's Supply Chain Ecosystem Forum in Nanjing: The Roundtable Discussion



SECURING A GREEN FUTURE

We actively uphold our obligations for environmental protection and consistently follow a green development concept, striving to reduce the impact of business activities on the environment. Through green operation, we continuously implement measures to lower carbon emissions and discharge pollutants in line with local laws and regulations with an aim to improve both environmental and economic benefits. We continuously assess the risks and opportunities associated with the trend of global climate change, and respond accordingly.

Promotion of Green Operation

We strictly abide by the laws and regulations of the countries and regions where we operate, including the *Environmental Protection Law of the People's Republic of China* and the *Water Law of the People's Republic of China*, and always have an attitude of responsible operation. By constructing green buildings, engaging in green operation, and offering green services, we contribute to the creation of a low-carbon society with practical actions.

Our Green Development Concept

In line with the evolving global economy and the growing focus on sustainable development, we have shifted our strategy from “super-large-scale growth” to “sustainable quality growth” based on qualified properties. This aligns with H World's green development concept, which aims to minimize our environmental footprint while delivering exceptional hospitality services and supporting the development of a low-carbon society.

Case: H World participates in the formulation of the *Sustainable Development Benchmark for the Hospitality Industry*

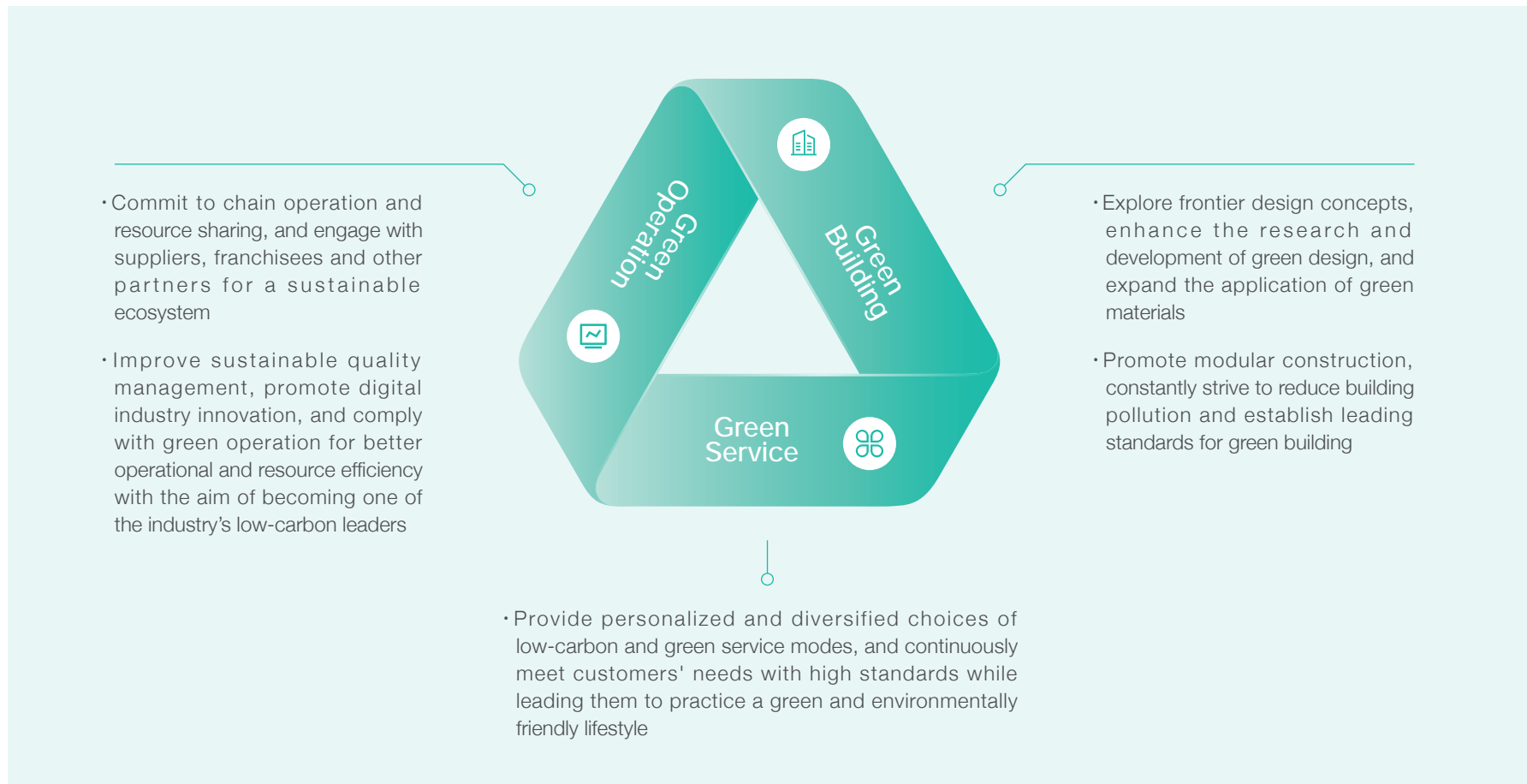
In 2021, H World joined hands with the World Travel and Tourism Council (“WTTC”), the Sustainable Hospitality Alliance (“SHA”) and 10 other global leading hotel management groups to draft a global hotel sustainability benchmark framework for accelerating the sustainability process of upstream and downstream industry chains of hotels.

On April 22, 2022, the *Sustainable Development Benchmark for the Hospitality Industry* was officially published. It outlines 12 actions closely related to the sustainable development of hotels and establishes a common starting point for the sustainable development of the hospitality industry.



The Sustainable Development Benchmark for the Hospitality Industry was officially published

Our green development concept includes green building, green operation, and green service. To ensure that we implement green awareness and protect the environment, we also share the environment protection concept with suppliers, franchisees, and customers while fully exercising our industry leadership. Furthermore, we collaborate with a wide range of stakeholders to achieve the sustainable development goals.



Green Building

We promote green building by actively exploring cutting-edge design ideas, bolstering environmentally friendly design, and expanding the application of green materials. For example, during the Reporting Period, in the JI Hotel design 5.0, large area of tilestones was replaced with floor tiles on the ground of the lobby area; stone-made restaurant counter tops were replaced with rock slabs; and the wall and the wallpaper were decorated with bamboo fiber boards and stone-plastic boards. To align ourselves with the green development trend, we are using more natural and recyclable materials.

Case: The “modular construction solution” helps reduce carbon emissions

The “modular construction solution” is one of our key methods for reducing carbon emissions. Both product design and manufacturing are industrialized in this solution. Products such as wallboards and bed frames in bedrooms as well as sinks and mirrors in bathrooms are installed by manufacturers. Hotels can order a variety of facilities and products as per the condition of each room. Aside from shorter construction cycles and lower production costs, volume procurement can also effectively reduce construction waste and avoid noise and dust pollution during construction.

As of the end of the Reporting Period, the HanTing design 3.5 and the Hi Inn Hotel design 6.0 began implementing “modular” decoration. In the future, we will continue to promote this mode and strive to establish industry-leading green construction standards.



HanTing Design 3.5



Hi Inn Hotel Design 6.0

We also apply the environmental preservation approach in the construction of office areas. For example, the headquarter of the Group in Jiangqiao is designed with references to the two-star rating system for green buildings, incorporating a variety of energy-saving, water-saving, and environmentally friendly ideas. During construction, green materials were used to minimize the impact on the environment.

Case: Rainwater reuse system of the H World headquarter building

A rainwater reuse system is installed in the H World headquarter building located in Jiangqiao. It is designed to collect rainwater from the roofs of three buildings and their surrounding areas with a catchment area of around 8,000 square meters. After rainwater is collected, it will enter the rainwater treatment system and storage pond, which are located in the greenery of the site. The rainwater treatment scale of the system is 25 cubic meters per hour, and the effective volume of the storage pond is about 150 cubic meters. After the treatment processes that include sedimentation, filtration and disinfection, the rainwater can be reused for watering and washing roads, achieving the full and effective use of water resources.



Green Operation

We actively fulfill our responsibilities and obligations to protect the environment, and attach great importance to the economical use of various resources. We strictly abide by the laws and regulations of the countries and regions where we operate, including the *Energy Conservation Law of the People’s Republic of China*, the *Water Law of the People’s Republic of China*, and the *Law of the People’s Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste*. Measures have been taken to minimize the environmental footprint of business activities.

Energy Management

We consistently seek energy-saving solutions, prioritize the use of green energy, and employ various methods to reduce carbon emissions. Our independently developed online environmental management system “Easy Energy Consumption” allows us to analyze data on energy consumption in operation, providing a basis for the energy conservation improvements in our hotels. The system also alerts us to abnormal energy consumption, enabling prompt action to address any water, electricity, or heat system malfunction and prevent unnecessary waste. During the Reporting Period, Legacy Huazhu constantly improved the energy efficiency of all properties through effective energy management practices and renovation initiatives. Representative measures are as follows.

	Specific Measure	Functional Value
Energy conservation management	We have established maintenance standards for large-scale equipment, requiring directly operated properties to maintain the hot water system every year to reduce the failure rate of facilities and prolong their service life.	Without maintenance, facilities such as gas boilers and air source heat pumps are prone to breaking down, resulting in a waste of gas and power. According to a data analysis, regularly maintaining the heat pumps of boilers can reduce the average annual energy cost by about 5%. This ensures the proper functioning of hotels while lowering energy usage and emissions.
	We require directly operated properties to adjust the outlet water temperature of the central air conditioner in a timely manner according to the actual changes in the outdoor environment instead of setting a single preset value.	If the outlet water temperature remains constant for an extended period of time, the central air conditioner is likely to remain in a high-load operation state, consuming unnecessary additional energy. If the outlet water temperature of the central air conditioner is promptly adjusted, it can help cut the annual average energy cost by around 5% to 10% and increase the service life of facilities.
Energy conservation renovation	We renovated the traditional gas-fired boiler into a low-nitrogen condensing boiler to reduce air pollution while lowering energy consumption.	Some properties have high gas consumption due to boiler aging and damage, or for other technical reasons. The low-nitrogen boiler, which is equipped with a waste heat recovery device, can reduce gas consumption under the same operation settings while lowering the emission concentration of air pollutants such as nitrogen oxides to meet the latest environmental protection standards.
	Properties, when objectively allowed, should have solar water heating systems installed whenever possible.	The evacuated collector tubes of the solar water heating system can directly absorb the heat energy from the sun and convert it to cold water, so properties will need less electricity and gas, thereby saving energy and reducing emissions.

As of the end of the Reporting Period



LED energy-saving lighting covered **100%** of properties under Legacy Huazhu



air source heat pumps covered **32%** of directly operated properties.

As of December 31, 2022, over **60** properties under Legacy DH had been certified by ISO 50001 (Energy Management Systems) and ISO 14001 (Environmental Management Systems). Legacy DH has developed the “carbon neutrality by 2050” environmental objective and is actively working to have access to and purchase green power.

During the Reporting Period, the Group's key performance indicators of energy consumption and greenhouse gas emissions are as follows:

Category	Unit	2022 ¹
Direct energy consumption	Mwh	175,060.7
Indirect energy consumption	Mwh	501,314.3
Out of which: purchased electricity	Mwh	368,576.4
Green power	Mwh	53,844.6
Out of which: other indirect energy consumption	Mwh	132,737.9
Total energy consumption	Mwh	676,375.0
Energy consumption density	kWh/room night sold	28.2
Direct (Scope 1) greenhouse gas emissions ²	tCO ₂ e	35,058.6
Energy indirect (Scope 2) greenhouse gas emissions ³	tCO ₂ e	251,766.8
Total greenhouse gas emissions	tCO ₂ e	286,825.4
Intensity of greenhouse gas emissions	tCO ₂ e/room night sold	11.9

Note

1. The environmental data coverage includes Legacy Huazhu and Legacy DH's owned and leased hotels.

2. Direct (Scope 1) greenhouse gas emissions mainly come from gas and oil consumption. The CO₂ emission factors refer to the emission factor guidance published by countries or regions, including the *Accounting Methods and Reporting Guidelines for Greenhouse Gas Emissions Reporting Guide to Greenhouse Gas Emission for Public Building Operating Enterprises*.

3. Energy indirect (Scope 2) greenhouse gas emissions mainly come from purchased electricity, purchased heating, purchased cooling, purchased steam and purchased hot water. The CO₂ emission factors refer to the emission factor guidance published by countries or regions, including the *Accounting Methods and Reporting Guidelines for Greenhouse Gas Emissions Reporting Guide to Greenhouse Gas Emission for Public Building Operating Enterprises*, the 2012 China Regional Grid Average Carbon Dioxide Emission Factor.

Water Resource Management

We continuously improve the water resource management system in business operations to conserve water and reduce wastewater discharge. While preferentially employing water-saving appliances, we also implement and strengthen routine inspection, maintenance, and management of water-consuming equipment, promptly handle water leakages, dripping, and overflowing, and reduce unnecessary waste of water. During the Reporting Period, the Group's water conservation measures also included the following:



- To reduce the waste of water resources without affecting customer perception, Legacy Huazhu moderately reduced the valve opening range and limited the water output within 5-6 liters/min.
- Legacy DH installed burst valves on faucets, which significantly reduced water consumption by nearly half while maintaining guest satisfaction and comfort.

During the Reporting Period, the Group's key performance indicators related to water resource are as follows:

Category	Unit	2022 ¹
Water consumption ²	ton	6,383,0562.6
Water consumption density	kg/room night sold	265.8

Note

1. The above data cover Legacy Huazhu and Legacy DH's owned and leased hotels.
2. Water consumption includes the municipal water consumption and purchased hot water.

Waste Management

We are committed to the principles of “reduce, reuse, recycle, and proper disposal.” To replace disposable plastic cups, we utilize ceramic or paper cups in all guestrooms. Additionally, we encourage guests to “order moderately and reduce waste” while ordering food, and we do not automatically provide disposable tableware.

To effectively manage waste, we classify waste and execute disposal measures based on waste type. Recyclable general waste is sorted and recycled in accordance with the relevant laws and regulations of the countries and regions where we operate, thereby improving our resource recycling rate. Food and domestic waste are transferred to the property management company or the local environmental sanitation department for centralized disposal. Hazardous waste is handled by licensed third-party agencies to ensure safe and compliant management.

Case: Environmentally friendly slippers help HanTing reduce plastics

Hotel toiletries enhance guests' comfort during their stays, but it is essential to address the waste generated by these items. As a necessity for guests to stay in hotels, slippers are now undergoing an inevitable shift towards more sustainable options.

In collaboration with our suppliers, H World has developed environmentally friendly slippers that prioritize sustainability. These slippers are made of fully recyclable materials, specifically fresh non-woven fabrics and pearl cotton. The fresh non-woven fabrics can be recycled and reused to make flowerpots, hangers, and other products. Additionally, pearl cotton, a novel packaging material, offers environmental friendliness and reusability. This product has been granted a utility model patent by the China National Intellectual Property Administration, and has been widely used in HanTing hotels under the H World Group.



Environmentally-friendly Slippers



Relevant Patent Certificate

Case: JI Hotel launches “label-free guest water”

JI Hotel and Nongfu Spring have joined hands to launch the “label-free guest water” in selected hotels in Guangzhou and Shenzhen. The bottle of the “label-free guest water” is made of PET material, which can be completely recycled, as its label-free, ink-free and glue-free features make recycling more environmentally friendly and energy-saving by eliminating the label removal and glue cleaning processes. By using recyclable drinking water bottles, JI Hotels is estimated to contribute to a reduction of approximately 1,801.8 tons of carbon emissions per year.



Introduction of the JI hotel “Label-free Guest Water” Project

Green Services

To make our services “greener”, we offer a wide choice of low-carbon accommodation options and service modes. We also encourage our guests to embrace a sustainable lifestyle, thus contributing to environmental protection. For example, to reduce plastic waste, we replace plastic mini bottles of bathroom amenities with large bottled ones. Additionally, we encourage the use of electronic invoices instead of printed ones to reduce carbon emissions and consumption of natural resources.

Case: The “Green Living” program continues to expand its pilot sites

The “Green Living” program, one of our institutional innovations for environmental protection based on our business advantages, encourages members to choose environmentally friendly services. Through this program, we offer room rate discounts, point bonuses, and other incentives to incentivize sustainable choices. The program started trials in April 2021 at Hi Inn Hotel and its presence continued to expand in 2022. Since October 2022, Crystal Orange Hotel and Ibis Hotel under H World launched the “Green Living” trial at properties in over ten cities across East China and South China. This expansion aims to encourage more guests to participate in environmental protection, energy saving and resource preservation.



Case: Electronic invoices enable properties to go paperless

With the “Easy Invoice” system, Legacy Huazhu encourages guests to ask for electronic invoices, which can not only increase the operation efficiency of properties, but also conserve paper and resources. In 2022, Legacy Huazhu issued 2,234,227 electronic invoices by using the “Easy Invoice” system, reducing more than 0.44 tons of carbon emissions.



issued **2,234,227**
electronic invoices



reduced more than
0.44 tons of
carbon emissions

Case: H World signs a cooperation agreement with NIO to help achieve the “dual-carbon” objective with charging stations

On October 25, 2022, H World Group and Shanghai NIO Automobile Co., Ltd. (NIO) signed a strategic cooperation agreement to have in-depth cooperation in designing battery charging and swapping networks based on their respective resources and advantages, with an aim to provide electric vehicle users with more accessible and convenient charging experiences.

As of the end of the Reporting Period, H World had deployed 14 charging stations in partnership with NIO. These charging stations are strategically located across various luxury brand properties, including Novotel Hotels, Mercure Hotels, Song Hotel, Blossom House, and Lebanshan Hotels. This move contributes to a more extensive and interconnected charging and swapping network, which not only allows guests to travel green, but also helps realize the national strategic goal of “carbon peaking and carbon neutrality.”



H World and NIO sign a strategic cooperation agreement

Combating Climate Change



Climate change has already become a global challenge, prompting major nations to propose diverse solutions and establish emission reduction targets. In 2020, China announced its strategic decision of “striving to realize carbon peaking by 2030 and carbon neutrality by 2060,” signaling a shift towards green and low-carbon economic growth standards.

In response, we have actively embraced the green development concept throughout our business operations. We have implemented measures to minimize emissions and collaborated with non-profit organizations to reduce carbon footprints through various external initiatives. For example, Legacy DH worked with Atmosfair to engage in social climate

protection and CO₂ offsetting programs. It also supports UN-certified climate change programs, including domestic solar power systems in Ethiopia and small-scale biogas systems in Nepal.

Furthermore, we closely monitor the increasing frequency of extreme weather events caused by climate change. Given the wide distribution of our properties, some locations are vulnerable to typhoons, heavy rainfall, and local flood seasons. We recognize this as a significant climate-related risk. Accordingly, during the construction stage, we consider extreme weather events and implement measures to mitigate their impact, such as applying water-resistant coatings to roofs. Additionally, we included precautions against extreme weather events such as typhoons, rainstorms, and blizzards in the *Safety Accident Contingency Plan Compilation of H World Group*, to reduce the risk for customers and



GIVING BACK TO SOCIETY ACTIVELY

We remain steadfast in our commitment to supporting public welfare initiatives, recognizing their significance in our development. Guided by the principle of “Persisting in Bestowal of Blissfulness,” we have consistently organized, implemented, and actively participated in a wide range of public activities over the years. These efforts are driven by our strong sense of corporate social responsibility, aiming to fulfill our obligations and contribute to society by spreading love and fostering a positive atmosphere.

Devotion to Charitable Events

Since the establishment of the Shanghai HanTing Social Welfare Foundation (the “Foundation”) in 2009, we have formulated and implemented the *Material Donation Management Measures of Shanghai HanTing Social Welfare Foundation* and have continually improved the donation and information disclosure procedures of the Foundation in accordance with the guiding principles of being “legal, authentic, convenient, timely, and free.” During the Reporting Period, we undertook a series of charitable projects to uplift and support various communities. These projects included providing assistance to underprivileged groups, supporting online education, and extending care to children affected by autism, exemplifying our commitment to spreading goodwill and contributing to a more fulfilling and happier society.

legal authentic convenient timely free

As we move into the information age, we effectively leverage digital technologies to bring educational resources to underserved areas, empowering children to pursue their aspirations. Since 2016, the Foundation has actively participated in the “Literacy HanTing” charitable project, focusing on providing online education support. Over the past seven years, we have dedicated more than 13,000 hours of online education resources to nearly 10,000 students across 31 schools. Additionally, we have trained 421 local teachers in rural and impoverished mountainous areas in Gansu and Guizhou. During the Reporting Period, the Foundation contributed CNY 633,780 to expand the project’s reach and integrate the physical and mental well-being of the supported groups into our online education support initiatives.

In 2022



the charitable expenditure of the Foundation amounted to
CNY **1.442** million

Since 2016, the “Literacy HanTing” charitable project initiated by the Foundation has



dedicated more than **13,000** hours of online education resources to **31** schools



benefited nearly **10,000** students



trained **421** local teachers



In 2022, the Foundation further contributed
CNY **633,780** to this project

Case: "Literacy HanTing" online education support program

During the Reporting Period, the Foundation continuously promoted the online education support program and provided more than 1,000 lessons in fine arts, English, music, as well as practical training for students across 31 schools. These offerings provided students with immersive and dynamic learning experiences, helping broaden their vision. Additionally, we organized the "Sprout Student" initiatives in Yunnan to empower the growth of students.



Online Education Support and Artwork Made by Children

The "Enlightenment Program" Fosters Children's Development

The Foundation is committed to enhancing, amplifying, and unleashing the self-esteem, confidence, and potential of children. In June and December 2022, the Foundation conducted two sessions of the "Enlightenment Program", helping children dig deeper into their potential and nurture their self-confidence. During these events, a total of 518 children were acknowledged and honored with 8 awards, allowing them to further develop their strengths and talents.

The "Spiritual Light" Program Empowers Principals of Mountainous Schools

We are fully aware of the immense challenges confronted by principals of mountainous schools. In light of this, four qualified mid-level and high-level managers from H World Group participated in the "Spiritual Light" program, dedicating their free time to provide coaching lessons to seven primary school principals in Gansu and Guizhou. Through this initiative, they facilitated an analysis of the challenges encountered in student management, alleviating the burden on the faculty. Moreover, they offered suggestions and solutions to address issues related to their life and personal development.

Being Attentive to the Physical and Mental Well-being of Subsidized Students

The Foundation prioritizes the physical and mental well-being of the students we support. Our volunteer employees, who are trained in psychological counseling, offered one-year counseling sessions to two students grappling with depression. Through these sessions, our volunteers aided them in adjusting their mindset and facing life's challenges with resilience and courage.

In addition to promoting the “Literacy HanTing” online education support program, the Foundation consistently endeavors to broaden the range and reach of our charitable initiatives. Notable efforts include targeted assistance to underprivileged communities in Yunnan and collaborative endeavors with other departments of H World to provide support and care for children affected by autism. These actions exemplify our commitment to making a positive impact on society.

Case: Support to underprivileged groups in Yunnan

The Foundation is deeply committed to advocating for underprivileged communities and extending warmth and love through charitable donations. During the Reporting Period, we contributed a total of CNY 783,000 to the Rende Town First Primary School in Xundian Hui and Yi Autonomous County and the Special Education School in Luquan Yi and Miao Autonomous County. These funds were used to renovate education facilities, purchase psychological education materials, start the canteen, and upgrade the construction of the campus culture. Moreover, we purchased 129 sets of winter clothing for teachers and students in need, exemplifying our dedication to philanthropic efforts.



Donated Hardware and Facilities



Site of Winter Clothing Donations

Case: Care for autistic children

In October 2022, the Foundation collaborated with “H Rewards” to launch the “H Rewards Charity Program”. More than 190 million H Reward members were encouraged to donate money and participate in point-based auctions to purchase paintings created by students with autism from the Shanghai Feiye Special Art Education School. This event not only provided autistic children with a platform to showcase their skills but also fostered a greater sense of compassion and support from society at large.



A Visit to the Autism Education School



Point-bidding Event for Paintings

We not only devote significant resources to helping underprivileged groups and providing education for children but also embrace our social responsibilities with courage and conviction. Whenever necessary, we promptly respond to the needs of all parties and extend support and care to those who protect the city and serve in front-line positions.

Case: H World deploys rooms urgently to offer accommodation to delivery personnel

Due to the outbreak, the logistics operations in Shanghai experienced a severe shortage of delivery personnel. During the Reporting Period, JD.com sent out over 3,000 delivery personnel to Shanghai in order to meet the demands of the city's residents. To address the housing needs of the delivery personnel, we swiftly took action and used our hotel resources to provide them with accommodation services, complete with breakfast and snack packs. Approximately 1,000 guestrooms were made available for front-line delivery personnel, demonstrating our genuine care and support through concrete actions.



Approximately **1,000** guestrooms were made available for front-line delivery personnel



Group Photos of JD.com's Deliverymen and Our Hotel Staff

Case: H World safeguards the medical team by providing full logistic support

During the Reporting Period, medical teams frequently encountered challenges related to catering and accommodation in other towns when performing necessary treatments due to the outbreak. We actively supported front-line medical personnel by utilizing our accommodation resources.

For example, at the JI Hotel of Renmin Street in Changchun, three medical teams from Liaoning were accommodated. When conventional procurement channels were disrupted, the hotel staff worked overnight to clean rooms and assemble food supplies, prioritizing the needs of medical workers. Similarly, at the Ibis Hotel of the Convention and Exhibition Center in Changchun, medical teams from Nanchuan in Chongqing were hosted. In order to comply with the prevailing epidemic control regulations, medical workers were required to shower with hot water above 55 °C, surpassing the heating capacity of the hotel's water heaters. Consequently, the hotel activated an auxiliary heating system and assigned employees to oversee the entire heating process, ensuring that medical workers could complete their cleaning routines promptly and have ample time for rest.



JI Hotel of Renmin Street in Changchun: Group Photos of Medical Workers and Our Hotel Staff

Volunteer Services

We are dedicated to promoting a strong sense of community and contributing to society by actively encouraging our employees to engage in volunteer work.

Case: "Society Day" of Legacy DH

Legacy DH hotels organize the "Society Day" event at least once a year, aiming to encourage our staff members to actively participate in volunteer work and contribute to society. On "Society Day" of 2022, all properties organized special charitable events to extend warmth and care to society.

Staff in the Steigenberger Hotel in Bremen, Germany, prepared delicious food and personally delivered it to over 100 people in need. Opting for bicycles as the environmentally friendly mode of transportation, the volunteers not only provided nourishment but also engaged with the recipients, displaying a genuine concern for their well-being. Additionally, the volunteers coordinated donation activities to offer further assistance and support to the local community.

The Steigenberger Hotel in Leipzig, Germany, extended its support to Ukrainian refugees by donating blankets and other materials and offering physical assistance, along with providing food for several weeks.

At the Intercity Hotel in Berlin, Germany, a collaborative effort with local clinics resulted in the creation of a special Christmas tree for children in cancer wards to hang their written wishes. The hotel's employees promptly collected the wishes, purchased the desired toys and other gifts, and pleasantly surprised the children with their heartfelt presents.



Christmas Surprises Prepared by Volunteers

Appendix: Index of GRI Standards

Statement of use	H World has reported the information cited in this GRI content index for the period of 2022/1/1 – 2022/12/31 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI standard	Disclosure	Section
GRI 2: General Disclosures 2021		
2-1	Organizational details	H World at a Glance
2-2	Entities included in the organization’s sustainability reporting	About the Report
2-3	Reporting period, frequency and contact point	About the Report
2-6	Activities, value chain and other business relationships	H World at a Glance
2-7	Employees	3.1 Employment Management
2-9	Governance structure and composition	H World at a Glance
2-12	Role of the highest governance body in overseeing the management of impacts	H World at a Glance
2-14	Role of the highest Governance body in sustainability reporting	1.2 ESG Governance Structure
2-16	Communication of critical concerns	1.3 Communication with Stakeholders
2-22	Statement on the sustainable development strategy	1.1 Long-term Strategies for and Commitments to Sustainable Development
2-23	Policy commitments	H World at a Glance
2-24	Embedding policy commitments	H World at a Glance
2-26	Mechanisms for seeking advice and raising concerns	H World at a Glance
2-27	Compliance with laws and regulations	H World at a Glance

GRI standard	Disclosure	Section
2-28	Membership associations	H World at a Glance 2.4 Privacy Protection 3.1 Employment Management 5.2 Combating Climate Change
2-29	Approach to stakeholder engagement	1.3 Communication with Stakeholders
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	1.4 Materiality Assessment
3-2	List of material topics	1.4 Materiality Assessment
3-3	Management of material topics	1.4 Materiality Assessment
Economic		
GRI201: Economic Performance 2016		
201-2	Financial implications and other risks and opportunities due to climate change	5.2 Combating Climate Change
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	H World at a Glance
205-2	Communication and training about anti-corruption policies and procedures	H World at a Glance
Environmental		
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	5.1 Promotion of Green Operation
302-3	Energy intensity	5.1 Promotion of Green Operation
302-4	Reduction of energy consumption	5.1 Promotion of Green Operation
302-5	Reductions in energy requirements of products and services	5.1 Promotion of Green Operation

GRI standard	Disclosure	Section
GRI 303: Water and Effluents 2018		
303-3	Water withdrawal	5.1 Promotion of Green Operation
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	5.1 Promotion of Green Operation
305-2	Energy indirect (Scope 2) GHG emissions	5.1 Promotion of Green Operation
305-4	GHG emission intensity	5.1 Promotion of Green Operation
305-5	Reduction of GHG emissions	5.1 Promotion of Green Operation
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	5.1 Promotion of Green Operation
306-2	Management of significant waste-related impacts	5.1 Promotion of Green Operation
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	4.1 Responsible Supply Chain
308-2	Negative environmental impacts in the supply chain and actions taken	4.1 Responsible Supply Chain
Social		
GRI 401: Employment 2016		
401-1	New employees and employee turnover	3.1 Employment Management
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	3.3 Salaries and Benefits
GRI 403: Occupational Health and Safety 2018		
403-3	Occupational health services	3.4 Physical and Mental Health
403-5	Worker training on occupational health and safety	3.4 Physical and Mental Health
403-6	Promotion of worker health	3.4 Physical and Mental Health
403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	3.4 Physical and Mental Health

GRI standard		Disclosure	Section
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee		3.2 Employee Development
404-2	Programs for upgrading employee skills and transition assistance programs		3.2 Employee Development
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees		3.1 Employment Management
GRI 406: Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken		3.1 Employment Management
GRI 413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs		6. Giving Back to Society Actively
GRI 414: Supplier Social Assessment 2016			
414-1	New suppliers that were screened using social criteria		4.1 Responsible Supply Chain
414-2	Negative social impacts in the supply chain and actions taken		4.1 Responsible Supply Chain
GRI 416: Customer Health and Safety 2016			
416-1	Assessment of the health and safety impacts of product and service categories		2.2 Safety Assurance
GRI 417: Marketing and Labeling 2016			
417-1	Requirements for product and service information and labeling		2.1 Intelligent Development



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