



Sustainability Report FY24/25

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Message from the Chairman and Group Chief Executive Officer



Piyush Gupta
Chairman,
Mandai Wildlife Group



Mike Barclay
Chief Executive Officer,
Mandai Wildlife Group

We are pleased to share our second Sustainability Report. Building on the foundation laid in our inaugural edition, this report marks a step forward in our sustainability journey, introducing climate-related disclosures referenced to the Task Force on Climate-related Financial Disclosures (TCFD) framework. This marks an important step in strengthening transparency and resilience as we advance our sustainability journey.

Even as climate change intensifies globally, biodiversity protection remains central to our purpose. Climate shifts are accelerating species and habitat loss, while healthy ecosystems are essential for climate resilience. This interdependence strengthens the urgency for action. As a leading zoological institution, we safeguard biodiversity through science-based management, habitat protection and species recovery, while fostering coexistence between wildlife and people. Our triple bottom line of Planet, People and Performance continues to guide our actions and strategic priorities.

In FY24/25, we achieved significant milestones in biodiversity conservation. Through Mandai Nature, our conservation arm, we invested S\$4.9 million in projects across Southeast Asia, supported over 40 conservation programmes, and collaborated

with more than 30 conservation partners, benefiting 71,000 individuals economically. Key initiatives included publishing Asia’s first Langur Action Plan, expanding breeding facilities for southern river terrapins in Cambodia, and hosting the inaugural Mandai Research Symposium to advance wildlife science. Within Mandai Wildlife Reserve, we restored 1.6 hectares of degraded land and conducted biodiversity surveys that recorded over 117 species of herpetofauna, birds and butterflies. Our Wildlife Healthcare and Research Centre admitted 1,146 rescued animals for care and rehabilitation, and more than 80 species were bio-banked to support long-term conservation.

Education and engagement remain integral to our approach. We played a key role in the formation of the Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES) Global Youth Network and continued outreach programmes to inspire collective action for nature. By nurturing future conservation leaders and fostering public awareness, we strengthen the societal foundation for biodiversity protection.

Governance forms the foundation of our operations, guiding us to uphold the highest standards of ethical conduct and financial stewardship. Our evolution from a collection of parks to an integrated precinct is built on clear strategy, robust governance and a shared purpose to advance the well-being of wildlife.

In FY24/25, the Mandai Wildlife Reserve welcomed 4.5 million visitors and generated S\$195.1 million in revenue. The Mandai Rejuvenation Project advanced with the opening of Mandai Boardwalk and Rainforest Wild ASIA, Asia’s first adventure-based wildlife park, which offers immersive experiences harmonising recreation with conservation advocacy. Our collaboration with strategic partners strengthened outreach of our sustainable tourism strategy.

Beyond our precinct, our economic efforts continue to create shared value by linking conservation with sustainable livelihoods. Initiatives such as the Coffee and Primate Conservation Project in Indonesia exemplify how ethical sourcing can protect habitats while supporting local communities. These partnerships demonstrate that conservation and economic performance can coexist to deliver long-term benefits for ecosystems and people.

Mandai Wildlife Group is proud to lead regional efforts in biodiversity protection, setting benchmarks for conservation efforts and inspiring collective action. We invite you to explore this report and join us in shaping a better future — for our people, our guests, wildlife and the planet.

“Protecting biodiversity is not just a responsibility. It is our greatest opportunity for building a world where wildlife and people thrive together – ensuring healthy ecosystems that sustain life and build resilience against global challenges for generations to come.”

About Mandai Wildlife Group

Our Business

Mandai Park Holdings Pte. Ltd. is a privately owned organisation headquartered in Singapore comprising the following subsidiaries and related companies:

- Wildlife Reserves Singapore Pte. Ltd.
- Singapore Zoological Gardens
- Mandai Park Development Pte. Ltd.
- Mandai Resorts Pte. Ltd.
- Mandai Global Pte. Ltd.
- Sundaland Resorts Pte. Ltd.

The organisation, along with its subsidiaries, are collectively known as Mandai Wildlife Group.

Mandai Nature Fund Ltd. and Mandai Nature International Ltd. form Mandai Nature, the conservation arm of Mandai Wildlife Group.

Mandai Wildlife Group's Conservation Ethos

At Mandai Wildlife Group, our dedication to the planet is reflected in our purpose to build a world where people and wildlife thrive together. We are steadfast in protecting wildlife and their habitats, with biodiversity conservation being fundamental to our operations. Through advocacy and education, we aim to inspire collective action for a healthier world. Our vision is to create meaningful connections and experiences that inspire people to protect nature and wildlife.

We are the steward of the Mandai Wildlife Reserve, a unique wildlife and nature destination inside Singapore's Central Catchment Nature Reserve, and home to world-renowned wildlife parks. We provide a 'window into the wild', inspiring guests through the fascinating world of wildlife. The Group is committed to connecting people with wildlife and championing sustainable living, as well

as participating in and supporting conservation efforts to safeguard wildlife and their habitats. The actions and contributions of the Mandai family of entities and brands are also aligned to the United Nations (UN) Sustainable Development Goals (SDGs) and the SBTi Net-Zero standard.

Making an Impact Across the Region

Our conservation arm, Mandai Nature, focuses on protecting threatened species and ecosystems across Southeast Asia, working collaboratively with partners to drive science-based conservation and benefits for local communities. We provide funding and ex-situ support to form a holistic approach to biodiversity protection.

Mandai X, our growth accelerator arm, aims to spark, catalyse and accelerate innovative ventures in new domains that can facilitate growth and impact at scale.

The wildlife parks managed by the Group, namely Singapore Zoo, Night Safari, River Wonders and the newly opened Bird Paradise, are accredited by two of the top international regional zoo associations, European Association of Zoos and Aquaria (EAZA) and the Zoo and Aquarium Association of Australasia (ZAA). The Group is an active member of the Southeast Asian Zoo and Aquarium Association (SEAZA) and the World Association of Zoos and Aquariums (WAZA).

Joining Global Forces for Good

We are a member of the Global Sustainable Tourism Council (GSTC); the Global Compact Network Singapore (GCNS), which is the Singapore Chapter of UN Global Compact (UNGC); the Singapore Alliance for Sustainable Palm Oil (SASPO); the Roundtable for Sustainable Palm

Oil (RSPO); the Climate Action SG Alliance (CASA), as well as a founding member of the National Sustainable Procurement Roundtable (NSPR).

Purpose

Building A World Where People and Wildlife Thrive Together.

Vision

To create meaningful connections and experiences that inspire people to protect nature and wildlife.

Values



Excellence
We strive for the highest standards in all we do.



Integrity
We are honest and fair in all our dealings.



Teamwork
We achieve more together.



Care for Wildlife
We protect wildlife and provide excellent care for our animals.



Hospitality
We serve from the heart.



Sustainability
We embrace sustainable best practices.

About this Report

This Sustainability Report by the Mandai Wildlife Group is our second sustainability report that is published annually in conjunction with our Mandai Wildlife Group Yearbook. It covers the EESG principles, initiatives and performance of the Mandai Wildlife Group in the financial year (FY24/25) from 1 April 2024 to 31 March 2025.

Reporting Scope

The scope of this report includes Mandai Wildlife Group, Mandai Nature, and Mandai X. The report has been prepared with reference to the Global Reporting Initiative (GRI) Standards 2021 for disclosures of EESG data.

This report has included disclosures on climate-related risks and opportunities based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). By aligning our disclosures with GRI and TCFD, we seek to enhance the comparability, reliability, and relevance of our sustainability information for stakeholders. As a signatory to the UNGC, we adhere to the ten principles.

All sustainability data and information disclosed in this report relate to Mandai Wildlife Group, unless stated otherwise. While the EESG data presented has been reviewed internally, Mandai Wildlife Group is also exploring future considerations for external assurance when our sustainability reporting matures. Nonetheless, GHG emissions for Scope 1 and 2 in FY24/25 has been verified by a third-party auditor, Bureau Veritas Quality Assurance Pte Ltd, in accordance with the ISO 14064-1: 2018 standards.

This report should be read in conjunction with our [Yearbook 2024/25](#) here and [Mandai Nature's Impact Report 2025](#) here and other sustainability-related disclosures on our [website](#).

Feedback

As part of our ongoing commitment to sustainability and stakeholder engagement, we welcome all feedback and input from our stakeholders. We invite you to share your comments and feedback with us at sustainable.solutions@mandai.com



Sustainability

at Mandai Wildlife Group

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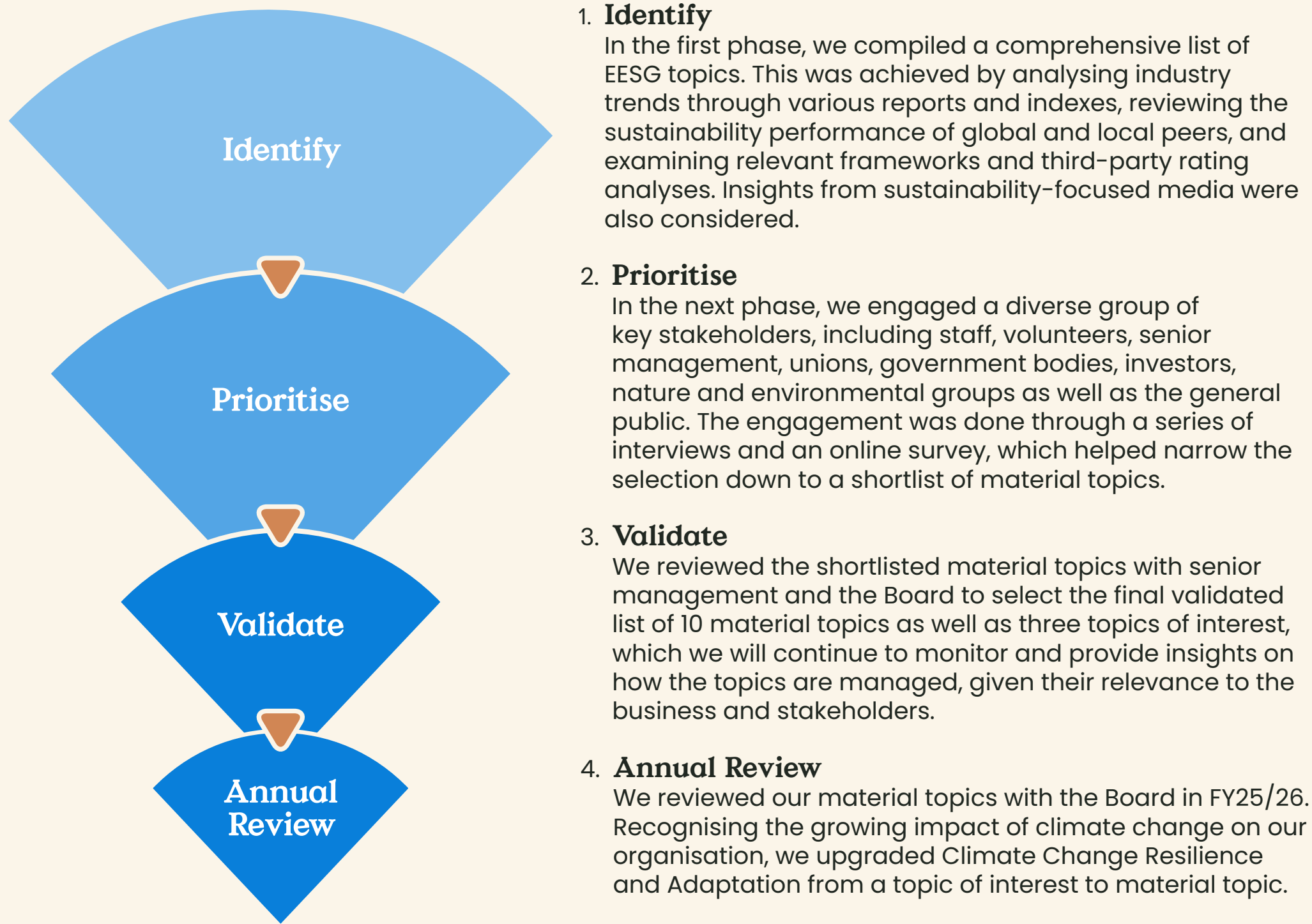
Kids exploring the Forest Floor zone of Rainforest Wild ASIA.

Materiality Assessment

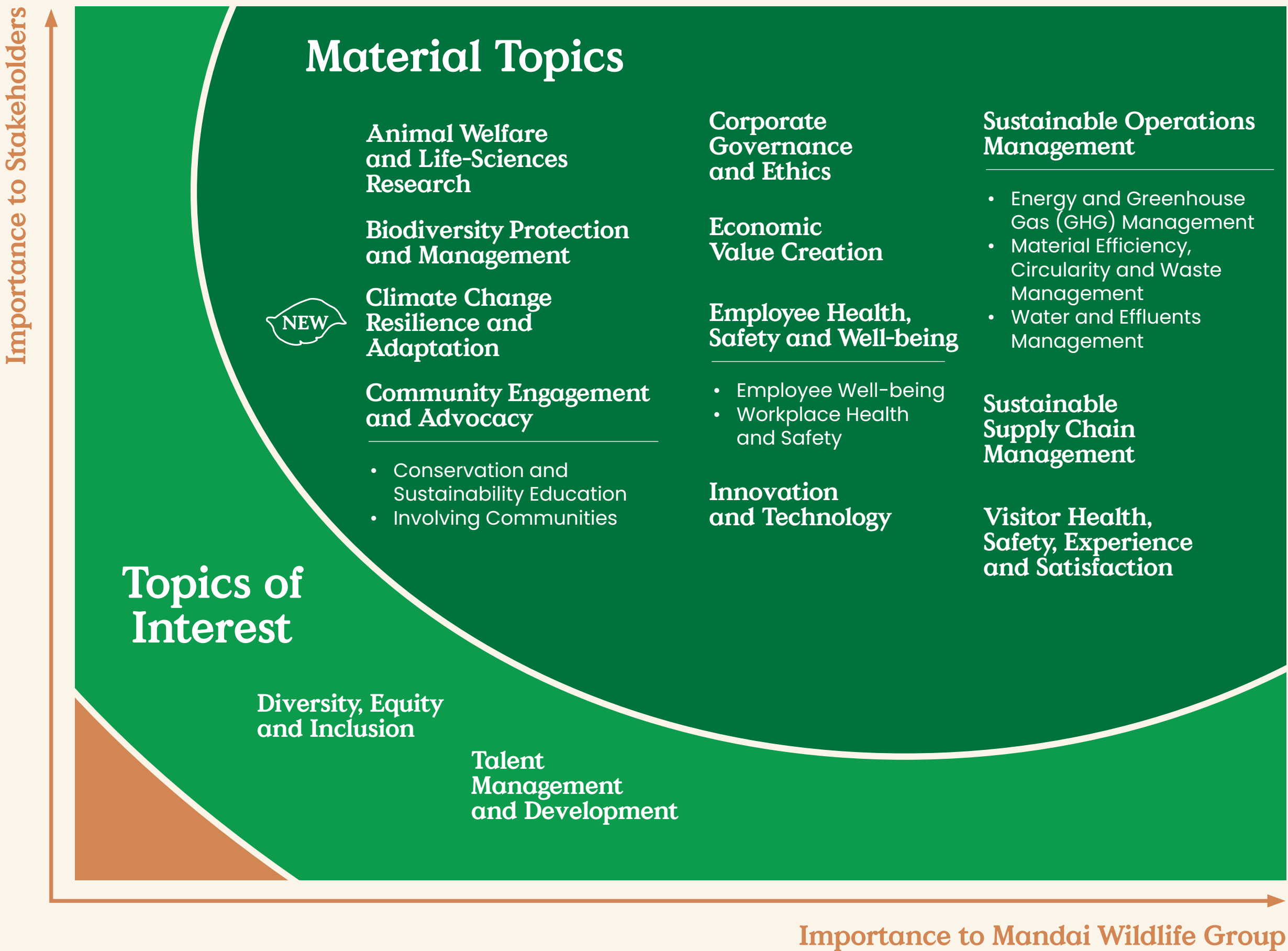
Materiality is a cornerstone of our approach to sustainability, enabling us to prioritise the risks and opportunities that enhance our resilience and long-term value creation. Our material EESG topics guide the Board and management in steering the organisation, shaping our governance, risk management, strategy and reporting processes. By focusing on materiality, we ensure that our sustainability disclosures are relevant to our stakeholders.

How We Selected Our Material Topics

We adopted the following three-phase process to review and select our material EESG topics in 2024. The material topics were reviewed in 2025 to ensure their relevance.



Mandai's Materiality Matrix



Note:
The material topics are ranked alphabetically and not in order of materiality results.
"Climate Change Resilience and Adaptation" has been moved from Topics of Interest into Material Topics.

Our Sustainability Framework

At Mandai Wildlife Group, our sustainability framework is anchored around the ‘3Ps’ – Planet, People and Performance, reflecting our sustainability commitments beyond conservation and our dedication to supporting the 10 Principles of the UNGC. We are committed to integrating the principles, which encompass human rights, labour, environment and anti-corruption, into our strategy, culture, and day-to-day operations of our organisation. Additionally, we engage in collaborative projects that advance the broader development goals of the United Nations.

Our sustainability efforts are strategically aligned with eight of the UN’s 17 SDGs that we believe we can make the most meaningful contributions to, given our areas of operation.

We support public accountability and transparency and commit to reporting our progress annually in accordance with the Global Compact Communication on Progress (CoP) policy. These include updates on the practical actions taken in the year on the four issue areas of human rights, labour, environment and anti-corruption, and the degree to which targets were met.

Our sustainability framework is not only a testament to our conservation ethos but also a blueprint for our contribution to the broader UN SDGs. By balancing the needs of Planet, People and Performance, Mandai Wildlife Group is creating a path towards a more sustainable future, fostering collaborative projects that advance national and global development.

Our Purpose:

Building a world where people and wildlife thrive together.

This is guided by our triple bottom line, strategic thrust and the management of our material topics.

Our 3Ps	Our Strategic Thrusts	Material Topics	SDGs
Planet	<ul style="list-style-type: none">Provide World-class Care For Our Living CollectionBe A Regional Leader In Environmental Sustainability & Conservation	<ol style="list-style-type: none">Biodiversity Protection and ManagementAnimal Welfare and Life-Sciences ResearchSustainable Operations ManagementClimate Change Resilience and Adaptation	<div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div><div>13 CLIMATE ACTION</div><div>14 LIFE BELOW WATER</div><div>15 LIFE ON LAND</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div>
People	<ul style="list-style-type: none">Apply Leading Organisation & HR PracticesForge A Strong National Love & Pride For Our Parks	<ol style="list-style-type: none">Community Engagement and AdvocacyVisitor Health, Safety, Experience and SatisfactionEmployee Health, Safety and Well-beingCorporate Governance and Ethics	<div><div>4 QUALITY EDUCATION</div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div><div>14 LIFE BELOW WATER</div><div>15 LIFE ON LAND</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div>
Performance	<ul style="list-style-type: none">Create Exceptional Guest ExperiencesEnsure Long-term Commercial Viability	<ol style="list-style-type: none">Economic Value CreationSustainable Supply Chain ManagementInnovation and Technology	<div><div>4 QUALITY EDUCATION</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div><div>14 LIFE BELOW WATER</div><div>15 LIFE ON LAND</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div>



We support social enterprises, such as The Animal Project that empowers abilities of persons with special needs.

Conducting Responsible Business

At Mandai Wildlife Group, we are committed to conducting business responsibly by adhering to all relevant laws and regulations and upholding internationally recognised human rights, including workers' rights. We are also committed to protecting the environment, public health, and safety. Our responsible business practices include actively combatting bribery, solicitation, extortion, and other forms of corruption, while maintaining transparent and fair tax practices. Additionally, we conduct due diligence to identify, prevent, mitigate, and address any potential negative impacts on the economy, the environment, and people, with particular attention to human rights.



Our staff understanding and updating their knowledge about biodiversity, in order to apply these principles in their work.

Embedding Policy Commitments

Our Sustainability Policy outlines the fundamental environmental sustainability principles underpinning our commitment to protecting people, wildlife and the planet. It ensures compliance with applicable regulations and laws. The Policy applies to anyone carrying out, participating in, or impacting the Mandai Wildlife Group's operations. As human-induced climate change accelerates biodiversity loss, we recognise our responsibility to operate sustainably. Our efforts focus on optimising and decarbonising our operations, while protecting and enhancing biodiversity and the environment within the Mandai Wildlife Reserve and across Southeast Asia.

SBTi is a corporate climate action organisation that enables companies to take decisive action against the climate crisis by aligning with climate science. It encourages stakeholders to commit to science-based targets that limit global warming to 1.5°C and achieve Net-Zero emissions. Our Net-Zero target has been approved by SBTi. It is important that our commitments translate as policies, guidelines and standard operating procedures (SOPs) that guide our teams throughout the organisation. Our staff can easily access these guidelines on the Group's intranet. They are also communicated during organisation-wide events.



We engage stakeholders regularly, including our partners and suppliers about our purpose and industry best practices.

Code of Conduct

Our operational standards are also communicated to all staff and suppliers through our Code of Conduct. All Board members and staff are briefed on our Code of Conduct and have to declare any conflicts of interest before joining the organisation. To prevent potential conflicts of interest from arising later, we issue regular reminders and require all Board members and staff to submit re-declarations periodically or when there are relevant changes. Additionally, anyone involved in procurement or hiring processes must declare any conflict of interest that emerge and recuse themselves from the approval or evaluation process.

Our suppliers play an important role in our mission to protect wildlife and we reflect this in our procurement of goods and services, valuing suppliers who are transparent, ethical and environmentally and socially responsible. We expect all suppliers to adhere to our Code of Conduct on Human Rights, the Environment and Ethical Dealings and to ensure their employees, sub-contractors, and service providers do the same. To uphold these standards, our whistle-blowing policy offers safe and confidential reporting channels for both staff and the public. This policy is available on Mandai Wildlife Group's website.

Precinct Overview and Sustainable Design Elements

Sustainable Design

To maximise resource efficiency, we maximise natural lighting, ventilation and recycle our wastewater, while making use of tree shades to keep the precinct cool for our guests.



The Mandai Wildlife Reserve is certified as a sustainable tourist destination under the **GSTC Destination criteria**.

We have also been acknowledged for sustainable practices through numerous awards across the years.



1. Enhancing Ecological Connectivity

The Mandai Wildlife Bridge is a dedicated wildlife crossing bridge linking forest fragments from either side of our precinct. The bridge foliage provides a continuous canopy, which gives safe passage to the wildlife inhabiting the forest. The surrounding buffer zones cushion wildlife and nature against the impact of development and operations and create thriving habitats for the native flora and fauna.

2. Greening our Transport

We deploy a fully electric bus fleet for our all-day shuttle bus service. This is equivalent to removing 78 cars from the road annually. Within our precinct, all our trams and buggies also operate electrically. Electric Vehicle (EV) chargers have been installed at all our car parks to encourage guests to adopt EVs.

3. From Trash to Treasure

Black Soldier Flies and Madagascar Hissing Cockroaches are used to compost raw food waste. The invertebrates are in turn used as animal feed, creating a circular waste management system. We also operate a food waste digester which has the capacity to convert two tonnes of food waste per day into liquid fertiliser that can be used to fertigate plants.

4. Closing the Water Loop

Our award-winning Wastewater Recycling Plants feature cutting-edge membrane bioreactors, ultraviolet treatment technology and chlorine disinfection methods that transform animal wastewater into high-quality, non-potable water. At River Wonders, our bio-bed filter at our manatee exhibit recycles 29,200 m³ of water annually.

5. Powered by the sun

We are progressively installing solar panels in all available and permissible rooftops in our precinct. To date, our solar installations have a generation capacity of 1,623 kWp, equivalent to powering 400 four-room HDB flats for a year.

Sustainability Highlights & Awards

Note: The list below shows highlights and key awards. For more information, please refer to Mandai Wildlife Group's [website](#).



Certified as a sustainable tourist destination under the GSTC Destination criteria.

Planet

	Recipient of the World Association of Zoos and Aquarium (WAZA) Environmental Sustainability Award 2024
	Attained SITES Silver certification for Bird Paradise and Mandai Wildlife WEST First certified project in Southeast Asia
	Mandai Wildlife Group has near, and long-term science-based emissions reduction targets approved with the SBTi. The SBTi has verified Mandai Wildlife Group's Net-Zero science based target by FY2050
	Attained the National Parks Board (NParks) Landscape Excellence Assessment Framework (LEAF) Platinum certification for Singapore Zoo, River Wonders, Night Safari, Bird Paradise and Mandai Wildlife WEST
	Attained Building and Construction Authority (BCA) Green Mark Platinum Awards were given to Penguin Cove at Bird Paradise, East Arrival Node, and Mandai Rainforest Resort. Additionally, the resort distinguished itself as the first hotel in Singapore to receive the BCA Green Mark Super Low Energy (Platinum) Award, recognising its exceptional energy-saving design.

People

	The Straits Times (Statista Singapore) Singapore's Best Employers 2024 Ranked #42 Included in this list for the third consecutive year
	Singapore's 100 Leading Graduate Employers 2023/2024 <ul style="list-style-type: none">• #11 in Overall Ranking• #1 in Hospitality, Leisure, and Tourism Sector Ranking• #5 in Scientific Research and Development Sector Ranking
	Accredited with the SG Enabling Mark (Silver) in recognition of its commitment to fostering inclusivity within the organisation
	Accredited with the Progressive Wage Mark in recognition of its commitment to progressive wages

Performance

	The Straits Times Singapore's Best Customer Service 2024/25 #1 in Amusement Park Experience – Bird Paradise
	Singapore Tourism Awards 2024 <ul style="list-style-type: none">• Outstanding Attraction Experience – Mandai Wildlife Reserve• Outstanding Marketing Idea – Take Off to Paradise, Mandai Wildlife Group
	Marketing Excellence Awards 2024 <ul style="list-style-type: none">• Gold in Excellence in Anniversary Marketing – Golden ZOObilee Celebration: Happy ZOObilee!, Singapore Zoo• Gold in Excellence in Social Media Marketing – The Great Flight, Mandai Wildlife Group• Gold in Urban Guerilla Marketing – Take Off to Paradise, Bird Paradise• Silver in Excellence in Launch Marketing – Take Off to Paradise, Bird Paradise• Bronze in Excellence in Digital Marketing – Your Wild Adventure, Mandai Wildlife Group
	The Drum Awards Marketing APAC 2024 Silver for Culture or Leisure category – Take Off to Paradise, Mandai Wildlife Group
	Markies Awards Silver for Most Creative Launch – Take Off to Paradise, Mandai Wildlife Group
	The Loyalty & Engagement Awards 2024 <ul style="list-style-type: none">• Gold for best Use of Technology – Ranger Buddies Quest, Mandai Wildlife Reserve• Silver for Best User Experience – Ranger Buddies Quest, Mandai Wildlife Reserve
	Mob-Ex Awards 2024 Best App Install Campaign – Mandai Wildlife Group, Mandai App Launch in Bird Paradise
	Tripadvisor Travellers' Choice Awards 2024 <ul style="list-style-type: none">• Singapore Zoo• River Wonders

Approach to Sustainability Governance

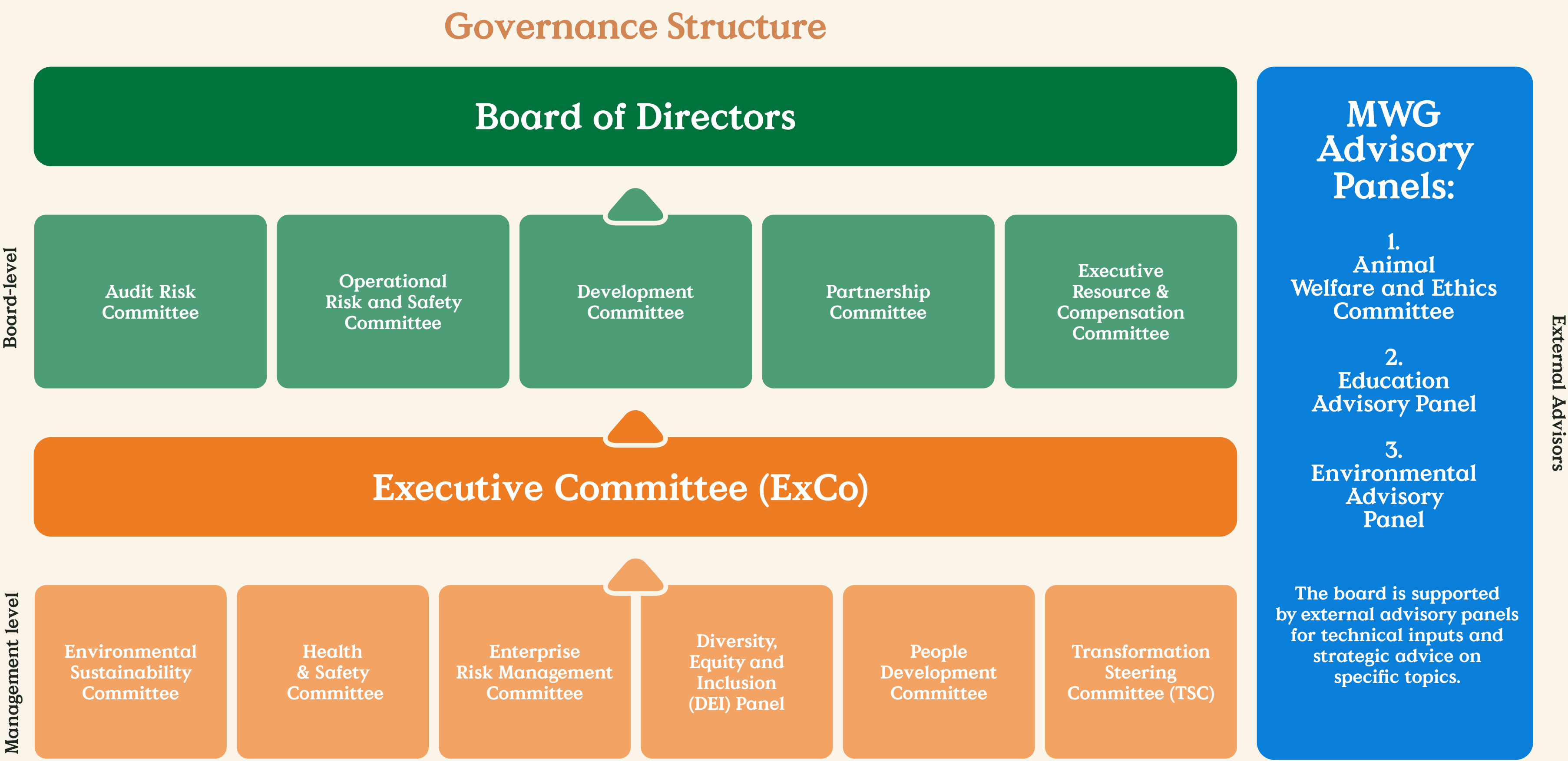
Internal governance processes, overseen by our Board, ensure ownership and accountability over our sustainability initiatives.

Board Oversight

The Board provides overall guidance and direction to management on Mandai Wildlife Group’s purpose, vision, strategies, policies and goals related to sustainable development.

As of 31 March 2025, the Board comprised 12 members, each of whom brings a wealth of experience to the Mandai Wildlife Group to guide the growth of its sustainability, education and conservation contributions in Singapore and across Southeast Asia.

Mandai Wildlife Group management updates the Board regularly on our sustainability progress, including decarbonisation status, key initiatives and attainment of sustainability targets, which are tracked in our corporate scorecard. The Board meets approximately once every two months to review the management’s reports as well as Mandai Wildlife Group’s overall environmental sustainability strategy, decarbonisation targets and EESG material topics. Board nomination and selection processes are conducted fairly and professionally and ensure that members have the relevant skills to contribute towards the attainment of our organisation’s goals.



Compensation Linked to Sustainability Goals

Our compensation framework is designed to foster a high-performance culture, where our employees are empowered to take ownership of their actions.

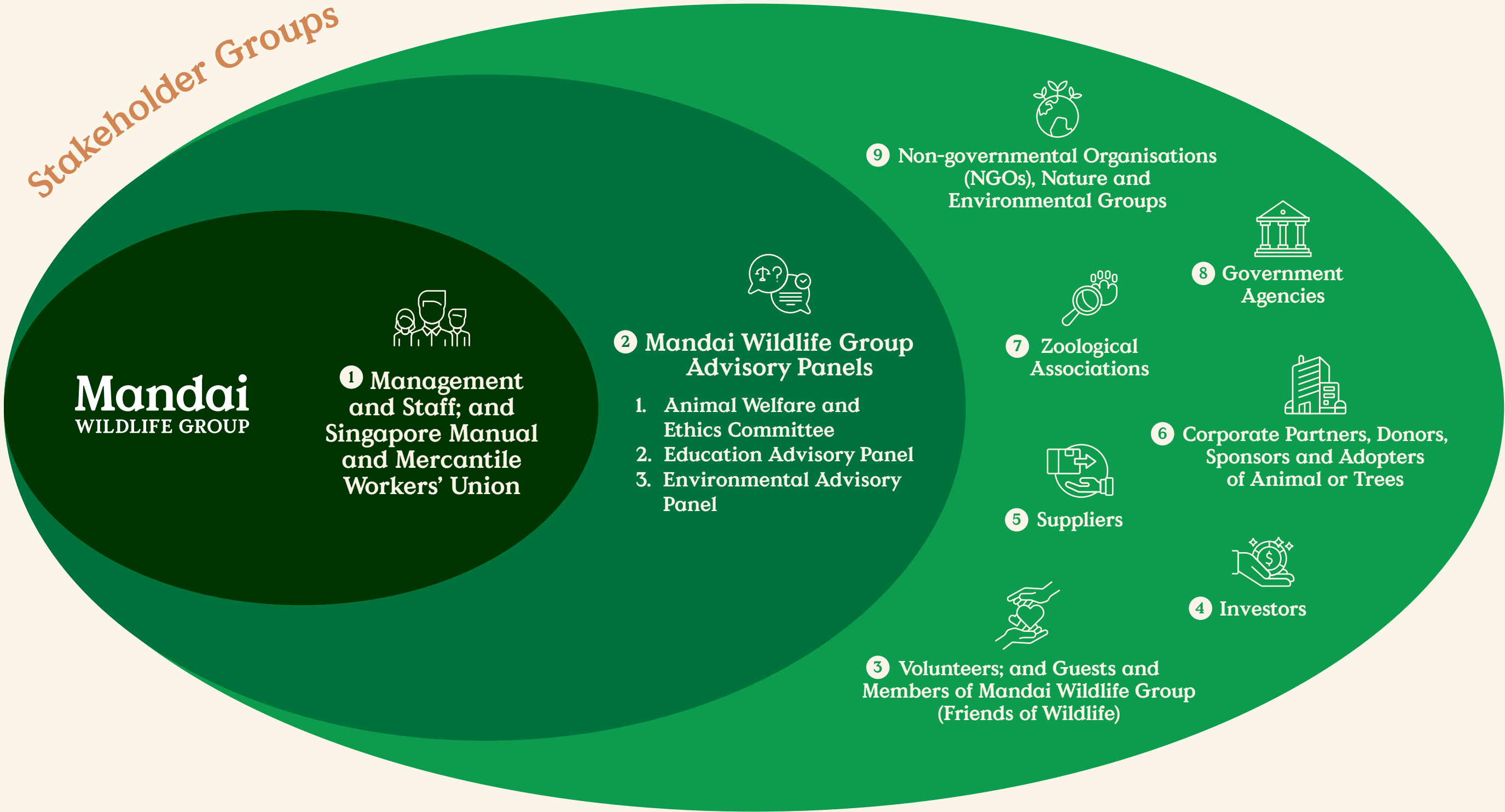
The variable component of our compensation framework is dependent on our corporate scorecard performance which includes environmental, social and financial goals. Employees are compensated accordingly when the organisation’s environmental, social and financial goals are met through their contributions.

Stakeholder Engagement

Our proactive engagement with key stakeholders is a strategic imperative that underpins our mission to operate responsibly and sustainably. We recognise that our stakeholders are integral to our success, and their input is crucial in steering our business towards practices that are not only ethical and environmentally conscious but also aligned with their values and expectations.

We define our key stakeholders as those who are most affected by our operations and those who have the potential to influence our business direction. By actively engaging with them, we seek to foster a transparent and mutually beneficial dialogue that not only informs us of their priorities but also allows us to anticipate and adapt to emerging trends and concerns. The insights gained from these interactions are instrumental in shaping our comprehension of the EESG aspects that hold significance for our organisation. This understanding is pivotal in establishing our strategic imperatives and it propels the development and execution of our sustainability commitments.

Stakeholder Groups



9 To identify opportunities for collaboration and share knowledge on common areas of interest through regular update meetings and working group discussions with NGOs, seeking collaboration to enhance sustainability and conservation efforts.

8 To ensure adherence to requirements and stay informed of relevant developments through regular update meetings with government agencies.

7 To ensure adherence to international animal welfare standards and exchange best practices on animal welfare and operations through frequent meetings with zoological associations, as well as through accreditation and audits as required.

6 To provide updates on developments and new offerings, identify collaboration opportunities, and gather feedback on service through engagement meetings, publications, and targeted events with corporate partners.

5 To identify opportunities for service quality improvements and collaboration, and to align on the Group’s Supplier Code of Conduct, Green Procurement, and Environmental, Health and Safety requirements through toolbox meetings and actively pursuing business and collaboration opportunities.

Purpose and Methods of Stakeholder Engagement

1 To ensure management and staff align with the organisation’s goals, feel purposeful in their roles, and have their well-being and development concerns represented. This is achieved through town halls, management meetings, employee surveys, and regular union sessions to consult on decisions impacting all employees.

2 To engage external experts’ advice on key business activities and operations through quarterly advisory panel meetings.

3 To ensure volunteers’ well-being concerns are represented to management and provide updates on developments to guests and members, while maintaining brand loyalty and gathering feedback through continuous engagement, surveys, social media, and engagement sessions.

4 To engage with investors to provide updates on strategic developments and business performance through regular meetings and focused communication channels that ensure clear and timely updates.



The Mandai Boardwalk is designed to be a haven for native wildlife, offering guests chance encounters with wildlife and stunning views across Upper Seletar Reservoir.

Planet

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Modern Conservation in Legacy Infrastructure

“We knew we had to find a smarter way to manage water usage, even in our older parks like Singapore Zoo and Night Safari. By combining data insights with on-ground solutions, we were able to uncover hidden inefficiencies and take targeted action. It’s incredibly rewarding to see the impact – not just in savings, but in how we’re protecting resources for the future.”

Rommel Nobio
Assistant Vice President, Facilities Management

Singapore Zoo at fifty-two years and Night Safari at thirty-one years are two of the oldest parks in the Mandai Wildlife Reserve. The age of these parks presented unique challenges when it comes to resource efficiency. Outdated infrastructure drawings and limited access to sub-mains, while keeping these parks operational every day of the year for guests and the animals under our care in these parks, are some of the challenges. Despite this, the Facilities Management team overcame these hurdles through careful planning and collaboration and found opportunities for sustainable transformation.

Rommel Nobio, Assistant Vice President of Facilities Management, led the successful initiative to install meters and motorised valves on potable water branch lines in these parks. This was inspired by consumption trends observed from their virtual utilities tracking system, which revealed unregistered water

usage even during park closures. By compartmentalising the water network and integrating metering devices into their monitoring platform, the Facilities Management team was able to pinpoint the anomalies and detect leaks remotely.

This initiative has delivered measurable results. Average daily water consumption has reduced significantly compared to pre-installation. This contributed to substantial cost savings for Mandai Wildlife Group of more than \$20,000 per month. Encouraged by this result, the team is continuing their search for suitable technologies to improve resource efficiency of the precinct.

Rommel’s story exemplifies how Mandai Wildlife Group continues to innovate within legacy systems, ensuring our parks remain resilient and environmentally responsible for generations to come.



Rommel Nobio (second from left) with his Facilities Management team at one of the potable water branch lines with the installed system.



Rommel Nobio utilising the virtual utilities tracking system to analyse consumption trends and opportunities for greater efficiency.





Facilities Management team inspecting the meter and motorised valve installed at one of the potable water branch lines.

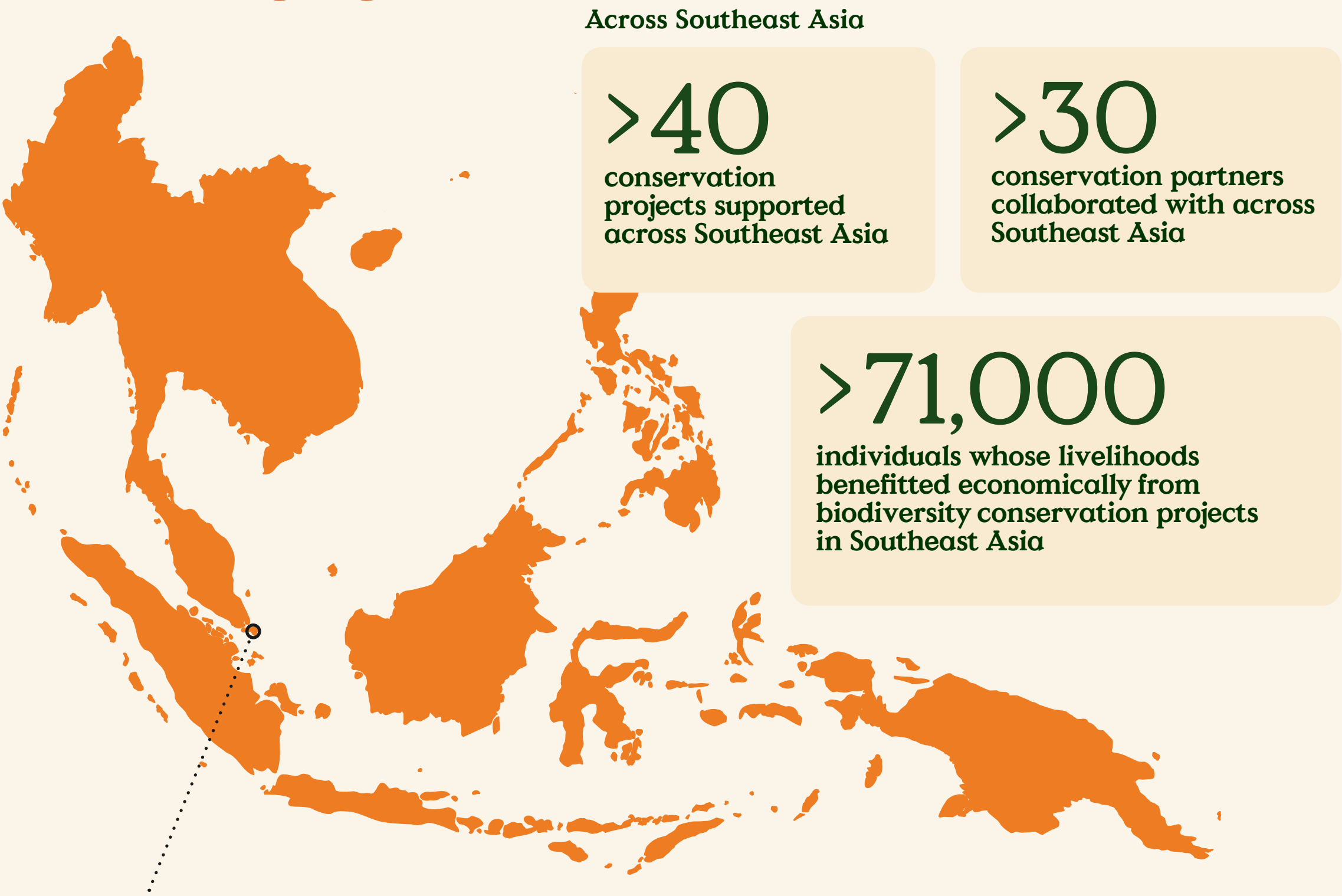
Biodiversity Protection and Management



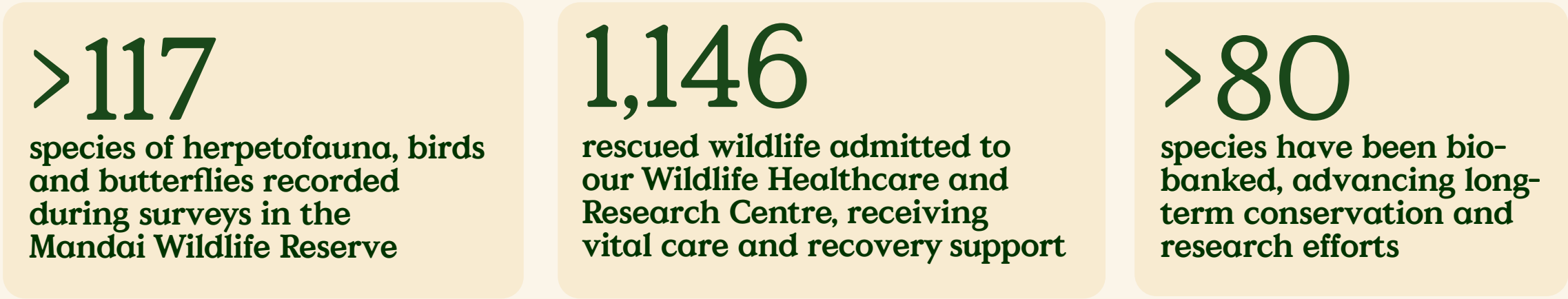
Mandai Wildlife Group is dedicated to conserving biodiversity by protecting habitats, restoring ecosystems, and driving species recovery. We are committed to building a world where wildlife and people thrive together through science-based management and responsible operations. Through conservation education and advocacy, we raise awareness and encourage collective action to protect wildlife and their natural environments.

Targets	Status
 Restore and enhance 2.7 hectares of degraded land within buffers, set-backs, and retained forests within the Mandai precinct by 2030	 As of FY24/25, 1.6 hectares have been restored

FY24/25 Highlights



In the Mandai Wildlife Reserve



Our Work In Biodiversity Matters

We Champion Biodiversity Conservation and Habitat Protection
We are committed to biodiversity conservation and habitat protection on an international scale. Growing threats from the illegal and unsustainable wildlife trade, climate change, and habitat destruction make evidence-based conservation more urgent than ever. To address these challenges, we are part of global zoo networks that maintain genetically diverse and sustainable animal populations in human care. Mandai Nature provides funding and conservation expertise for over 40 conservation projects spanning terrestrial and freshwater ecosystems in Southeast Asia, contributing directly to regional and global efforts to halt biodiversity loss. Please refer to [this link](#) to learn more about Mandai Nature’s projects.

We Mitigate the Environmental Impact of Wildlife Trade
Illegal and unsustainable wildlife trade is a major driver of species extinction and habitat destruction. Guided by our policy on the ‘Use and Trade of Wild Animals and Plant Products’ and our Green Procurement Policy, we prioritise responsible procurement sourcing and advocate for ethical, sustainable supply chains.

We Raise Awareness Through Conservation Education
Conservation education is central to our mission because raising awareness is key to inspiring action. Our programmes spotlight the devastating effects of illegal wildlife trade, habitat destruction and unsustainable consumption, encouraging people to take informed, practical actions. By engaging guests, schools and communities, we reinforce our commitment to conservation and empower individuals to make choices that protect wildlife and habitats.

Our Approach to Biodiversity Protection and Management

Driving Conservation Locally and Beyond

Mandai Nature, our conservation arm, is dedicated to advancing biodiversity conservation in Asia, with a focus on averting species extinction in Southeast Asia. We drive impact by delivering conservation programmes at scale in collaboration with partners, and by forming alliances to achieve critical conservation outcomes. By working collaboratively, we adopt comprehensive conservation strategies to achieve greater outcomes for species in our care and those in their natural habitats. In FY24/25, Mandai Nature invested \$4.9 million in biodiversity conservation efforts in Southeast Asia.

Advancing Species Conservation

We Participate In Global Managed Species Programmes

Achieving success in species conservation requires strong collaboration amongst zoos around the world. We participate in managed species programmes such as the Global Species Management Plan (GSMP) and the EAZA Ex-situ Programme (EEP), to maintain healthy, sustainable populations of animals in our care. This includes exchanges, donations, breeding loans and other ex-situ-managed breeding efforts guided by genetic compatibility. As part of these programmes, animals may be relocated to other accredited wildlife institutions to support population management. Each transfer is carried out following thorough due diligence to ensure the receiving institution upholds the highest standards of ethics, animal care and welfare, and responsible acquisition.



Mandai Nature, together with its local conservation partner, Wildlife Conservation Society (Cambodia), participating in the release of 20 southern river terrapins into the wild in July 2024. This is part of the opening ceremony of a new breeding facility in the Koh Kong Reptile Conservation Centre. Mandai Nature has been supporting conservation efforts of this species since 2012.

Safeguarding Species Diversity with Managed Breeding Programmes

Around 30% of the species in our wildlife parks are threatened with extinction due to pressures from the illegal wildlife trade, habitat loss and degradation. These threatened species require careful management under human care to ensure their long-term survival. Collecting individuals from the wild must be avoided to prevent further depletion of already vulnerable populations.

Mandai Wildlife Group participates in over 210 global managed species programmes, which ensure that the care, transfer and breeding of the species are carried out to the highest standards of animal welfare and husbandry. By maintaining genetically and demographically healthy populations, these programmes play a crucial role in safeguarding the future of many threatened species.

As a member of several zoo associations, including the European Association of Zoos and Aquaria (EAZA), Mandai Wildlife Group adheres to internationally recognised standards of animal care, ethics, and

conservation practices. We currently coordinate 13 managed species programmes and continue to contribute to new initiatives. For species not included in international programmes, we uphold the same high standards of care by managing local breeding programmes that consider local genetic diversity and population needs (see our [Yearbook](#) Annex for full list and details).

Tackling Southeast Asia's Illegal and Unsustainable Wildlife Trade

Wildlife trafficking remains one of the major threats to biodiversity in Southeast Asia, driving many species towards extinction. Mandai Nature has been working with partners like TRAFFIC Southeast Asia, a leading wildlife trade monitoring network, for over a decade to combat wildlife trafficking in the region. Mandai Nature also drives strategic efforts to tackle the illegal songbird trade through hosting the International Union for Conservation of Nature Species Survival Commission (IUCN SSC) Asian Songbird Trade Specialist Group, the first group of its kind dedicated to preventing the extinction of Asia's threatened songbirds.

Mandai Nature works with TRAFFIC, to draw attention to the trade of lesser-known threatened species and advocates for the role of regional zoos and aquariums in sourcing animals ethically and sustainably. Both organisations serve on the governing council of the IUCN SSC Asian Species Action Partnership (ASAP), a network of over 200 organisations dedicated to catalysing and accelerating action for Southeast Asia's most threatened species. Hosted by Mandai Nature, ASAP aims to ensure a future where wildlife thrives alongside people through collaboration and targeted conservation efforts in this diverse region.

In April 2024, Mandai Nature supported the formation of the Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES) Global Youth Network in Singapore. This platform connects youths worldwide to exchange ideas, develop leadership skills, and contribute meaningfully to global conversations on wildlife trade and conservation.

To mark the launch of this network, the inaugural CITES Youth Leadership Programme brought together 41 young leaders from over 30 countries in Singapore. Over four days, participants engaged in thought-provoking dialogues, hands-on workshops, and immersive experiences that set the foundation for this global youth movement.

Setting the Scene for Nature-based Solutions (NbS)

Mandai Nature is a member of the Southeast Asia Climate and Nature-based Solutions (SCeNe) Coalition, a partnership that supports the delivery of and investment in high-quality, triple-benefit, nature-based solutions across the region. Triple-benefit NbS are actions to protect, sustainably manage and restore ecosystems. They are designed to simultaneously combat climate change, conserve biodiversity and benefit local communities. The coalition has developed the NbS Tool, which aims to lower the barrier to entry for Frontline Organisations (FOs) to access climate finance from NbS projects, as well as to support investors to channel funds to FO-led projects. It is also developing an NbS Incubator programme to deliver scientific, regulatory, technical, technological, financial and business development support to FOs at various stages of project development.

Mandai Research Symposium 2024

The inaugural Mandai Research Symposium was held in June 2024 with the theme focused on protecting wildlife through science. About 150 primary and secondary students attended the session, where they learnt about Mandai Wildlife Group and Mandai Nature's research projects on wildlife health and conservation. Participants also attended a behind-the-scenes tour of the Avian Hospital and Avian Nutrition Centre at Bird Paradise, learning about avian healthcare and nutrition, as well as other conservation, animal care and sustainability efforts in the Mandai Wildlife Reserve.

Singapore Conservation Impact Grant

Mandai Nature's Singapore Conservation Impact Grant provides annual funding of S\$200,000 to support Singapore-based projects that prioritise contributions to a biodiverse, ecologically connected and biophilic City in Nature. In FY24/25, the grant has supported researchers in deepening their understanding of species including:

- Long-tailed macaques
- Songbirds
- Horseshoe crabs
- Wild shark and ray populations

Conducting Due Diligence on our Partner Institutions

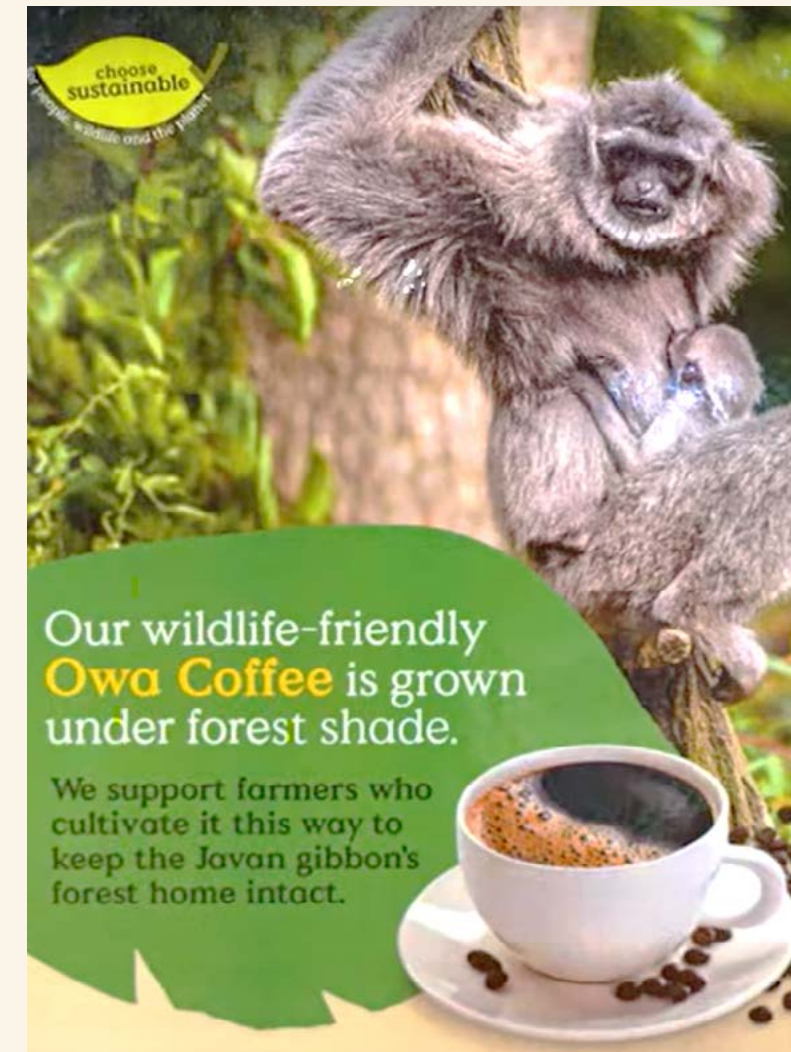
Our responsibility for the health and welfare of our animals does not stop when they leave us. Receiving institutions must have the necessary knowledge, resources and facilities to ensure the quality of life and welfare of the animals we send to them.

Transferring our exacting standards: Prior to any transfer, we review living spaces at the receiving institution through plans and photos, conduct site visits if necessary, and provide additional training to animal care staff to meet welfare standards. We require that receiving institutions care for and train animals using ethical methods, and we emphasise the importance of ethical and responsible animal care to guarantee the best possible outcomes for the animals involved.

We track the number of animals successfully acquired, transferred and released, monitoring progress to ensure positive outcomes for our conservation efforts.



Dr Sonja Luz, CEO of Mandai Nature, speaking at the Mandai Research Symposium.



Poster showcasing wildlife-friendly Owa coffee that is sold in the Mandai Wildlife Reserve's F&B outlets.

Supporting Ethical Trade

Mandai Wildlife Group is committed to promoting sustainable trade practices and supporting ethical markets in the use and trade of wild animals and plant products. This approach has a long-term positive economic impact by fostering sustainable trade practices, although it may initially restrict certain market activities, requiring short-term economic adjustments.

For us fighting the illegal, unsustainable, or unethical use and trade of wild animal and plant products entails we only buy, use, sell and serve certified sustainable wild plant products and actively engage in educating the public about the negative impacts of illegal wildlife trade while promoting the use of products that do not harm threatened species.

Buying Responsibly

We have in place responsible procurement practices aimed at reducing the environmental and social impacts of our supply chain. When we source from ethical suppliers, we widen the environmental impact of the work we do in the long-term but recognise the short-term impact of higher initial procurement costs due to the requirement for certified products. This includes maintaining detailed records on the use of wild animal and plant products, ensuring that no illegal, unsustainable, or unethical products enter our supply chain.

While we effectively manage the protection and stewardship of the forests and greenery within our parks, we also have an ethical responsibility to ensure that our procurement practices do not contribute to deforestation or the depletion of vegetation globally, nor negatively impact the livelihoods of farmers who produce the raw materials we rely on.

We continuously review our procurement practices to identify areas for improvement. Below are some of our current initiatives:

- 100% Certified Sustainable Palm Oil for all cooking oil used
- 100% sustainably-sourced seafood in our F&B outlets
- 100% sustainably-sourced tea for our beverage offerings
- Sustainably sourced paper-based products

For more information on our commitment to sustainable procurement, please refer to the chapter on Supply Chain Management.

The Origin of Our Owa Coffee

While working to conserve the Javan gibbon, we inadvertently discovered another meaningful project that has led to our staff and guests to enjoy wholesome coffee sourced directly from the Javan Highlands through.

Mandai Nature has been a long-time supporter of SwaraOwa, an Indonesia-based conservation organisation which spearheads efforts to conserve the Javan gibbon, natively named "Owa Java". This species is fast being driven out of its habitat by poaching and deforestation by local farmers to plant coffee. SwaraOwa set up the Coffee and Primate Conservation Project (CPCP), working with the local communities living near these forests, to cultivate coffee grown under the shade of canopies. In return for their commitment to conservation, Mandai Wildlife Group purchases between 25% and 40% of their annual coffee yield. By serving Owa Coffee in our F&B outlets, we guarantee the farmers a market.

This innovative partnership has not only helped safeguard the gibbons' habitat and provided communities a sustainable income, but also contributes to SwaraOwa's ongoing efforts to seek legal status for 50 km² of the Petungkriyono Forest as an Essential Ecosystem Area (EEA), which could potentially unveil new discoveries of rare wildlife species. A little awareness and advocacy can have a long-term, lasting impact.

Protecting Southeast Asia’s most threatened species

Through our conservation arm, Mandai Nature, we extend our impact across Southeast Asia. Together with partners, we drive species recovery for some of the region’s most threatened wildlife. Guided by the IUCN Species Survival Commission’s “Assess, Plan, Act” conservation framework, we strive to drive meaningful impact for wildlife, habitats and local communities.



Maroon langur. Credit: Chien Lee

Assess

Spearheading impact through an action plan for Asia’s langurs

Together with other conservation organisations, Mandai Nature published an action plan to protect Asia’s langurs in August 2024, the first-ever genus plan for a highly threatened group of Asian primates. The plan assessed key threats faced by 20 langurs across Southeast Asia, such as habitat loss, which can be addressed by proposing more robust protection of core habitats and restoring wildlife corridors. It also outlined key priorities and possible actions for the next decade, calling for unified efforts by conservationists, policymakers, communities and other stakeholders across Southeast Asia to prevent their extinction.



Coastal horseshoe crab. Credit: Republic Polytechnic

Plan

Securing a future for our shoreline neighbours

In June 2024, Mandai Nature co-facilitated a series of conservation planning sessions at the 5th International Horseshoe Crab Workshop in Singapore. This workshop was organised by the International Union for Conservation of Nature and Natural Resources Species Survival Commission (IUCN SSC) Horseshoe Crab Specialist Group and Nature Society Singapore. These discussions were convened to formulate a comprehensive conservation strategy for the coastal horseshoe crab, mangrove horseshoe crab, and tri-spine horseshoe crab. The event brought together over 100 species experts and conservation practitioners. For Mandai Wildlife Group, this initiative is especially significant as Singapore is home to two of these species – the mangrove horseshoe crab and the coastal horseshoe crab.



Southern river terrapin. Credit: WCS Cambodia

Act

Charting a path for the southern river terrapins

Mandai Nature has been supporting conservation efforts for the critically endangered southern river terrapin, also known as the Royal Turtle in Cambodia. Once thought to be extinct in the country, the species was rediscovered in 2001 in the Sre Ambel river. Since 2012, Mandai Nature has been supporting Wildlife Conservation Society (Cambodia)’s field efforts in population monitoring, nest protection and community outreach. To date, a total of 206 southern river terrapins have been released to the Sre Ambel river. Mandai Nature also supported the construction of the Koh Kong Reptile Conservation Centre, a breeding and head-starting facility which opened in 2017. 2024 marked the opening of a new breeding facility the centre, signifying an expansion of conservation efforts.

Protecting the Wild Residents of the Mandai Wildlife Reserve

Set within a verdant landscape and proximity to Singapore’s largest nature reserve, the Mandai Wildlife Reserve provides a vital habitat for native wildlife. To safeguard biodiversity for the long term, Mandai Wildlife Group and Mandai Nature work hand in hand on biodiversity management, ecological monitoring, and targeted conservation actions efforts across the precinct.

Biodiversity Surveys and Focal Species

In FY24/25, we organised five biodiversity surveys across the precinct to deepen understanding of local wild species. These surveys recorded 50 invertebrate species (including insects, spiders, snails and butterflies), 28 herptile species (5 snakes, 11 lizards and 12 amphibians) and 39 bird species, contributing to our long-term ecological database.

Mandai Focal Species

These wild species residing within the Mandai Wildlife Reserve have been identified as priority species for conservation and management:

- Bamboo bats
- Stingless bees
- Sunda pangolin
- Straw-headed bulbul
- Sunda colugo
- Long-tailed macaques

Creating Safe Passage For Wildlife

Completed in 2019, the Mandai Wildlife Bridge was the first project delivered under the Mandai Rejuvenation Project. Spanning 140 metres in length and up to 44 metres in width, the bridge reconnects forest fragments on either side of the Mandai Lake Road, enabling wildlife to move safely between habitats and strengthening ecological connectivity across the landscape.

Since its establishment, planted vegetation on the bridge has developed into a denser canopy that resembles the surrounding forest. As the habitat structure has become more complex, camera trap monitoring has recorded increase use by forest-dependent species such as lesser mousedeer and Sunda pangolin. More than 80 native vertebrate species have been recorded on the bridge to date, and together with other connectivity measures,



Biodiversity survey in the Mandai Wildlife Reserve.



Research Volunteers monitoring long-tailed macaques in the Mandai Wildlife Reserve.

it has contributed to a reduction in road mortality involving large land mammals along Mandai Lake Road.

Designing and Managing a Biodiversity-friendly Precinct

We recognised the need to design, develop and operate the precinct responsibly from the earliest stages of the Mandai Rejuvenation Project. A comprehensive Environmental Impact Assessment (EIA), continues to guide how we plan, build and manage the precinct to minimise impacts on biodiversity. Mitigation measures identified through the EIA are implemented and traced through our Environmental Management and Monitoring Plan (EMMP), with independent oversight from an Environmental Advisory Panel was convened to review progress and provide expert guidance.

Protected Buffer Areas

- 19% of our development area has been set aside as protected buffer zones where no construction or public access is permitted. These forested areas act as ecological cushions that reduce edge effects, limit disturbance from human activity, and support

wildlife movement between Mandai and the Central Catchment Nature Reserve. They include areas of mature secondary forest that harbours locally diverse native plant communities and locally threatened tree species.

Protecting Mature and Threatened Trees

- We aim to retain as many existing trees as possible within our development area, particularly large, mature specimens and locally threatened species. Protective measures during construction and regular monitoring help safeguard their health and maintain their ecological value.

Mandai Ecological Restoration Plan

- Our commitment extends beyond mitigation to ecological recovery. We aim to restore 2.7 ha of degraded areas within our buffer zones by FY2030, with 1.6 hectares already restored, enhancing biodiversity and strengthening wildlife connectivity across the Mandai landscape.

Biodiversity-sensitive Operations

- As Mandai precinct transitions from development towards operations for guests, biodiversity-sensitive practices are embedded into our day-to-day site management. Measures include strict waste protocols, trained wildlife rangers to reduce negative human-wildlife interactions, and training for staff and contractors on biodiversity awareness, wildlife encounter protocols, and incident reporting. These efforts ensure that day-to-day operations minimise disturbance to wildlife and reduce potential impacts on the surrounding natural environment.

Rescue, Rehabilitation and Release

- Beyond habitat protection and landscape connectivity, we directly support native wildlife through rescue, rehabilitation, and release efforts. In FY24/25, Mandai Wildlife Group’s Wildlife Healthcare and Research Centre admitted 1,146 rescued wild animals. These animals underwent comprehensive health assessments by our veterinary team to ensure suitability for release into the wild. Through this work, we support the conservation of native species and contribute to the recovery of wild populations in their natural habitats.

Animal Welfare and Life-Sciences Research



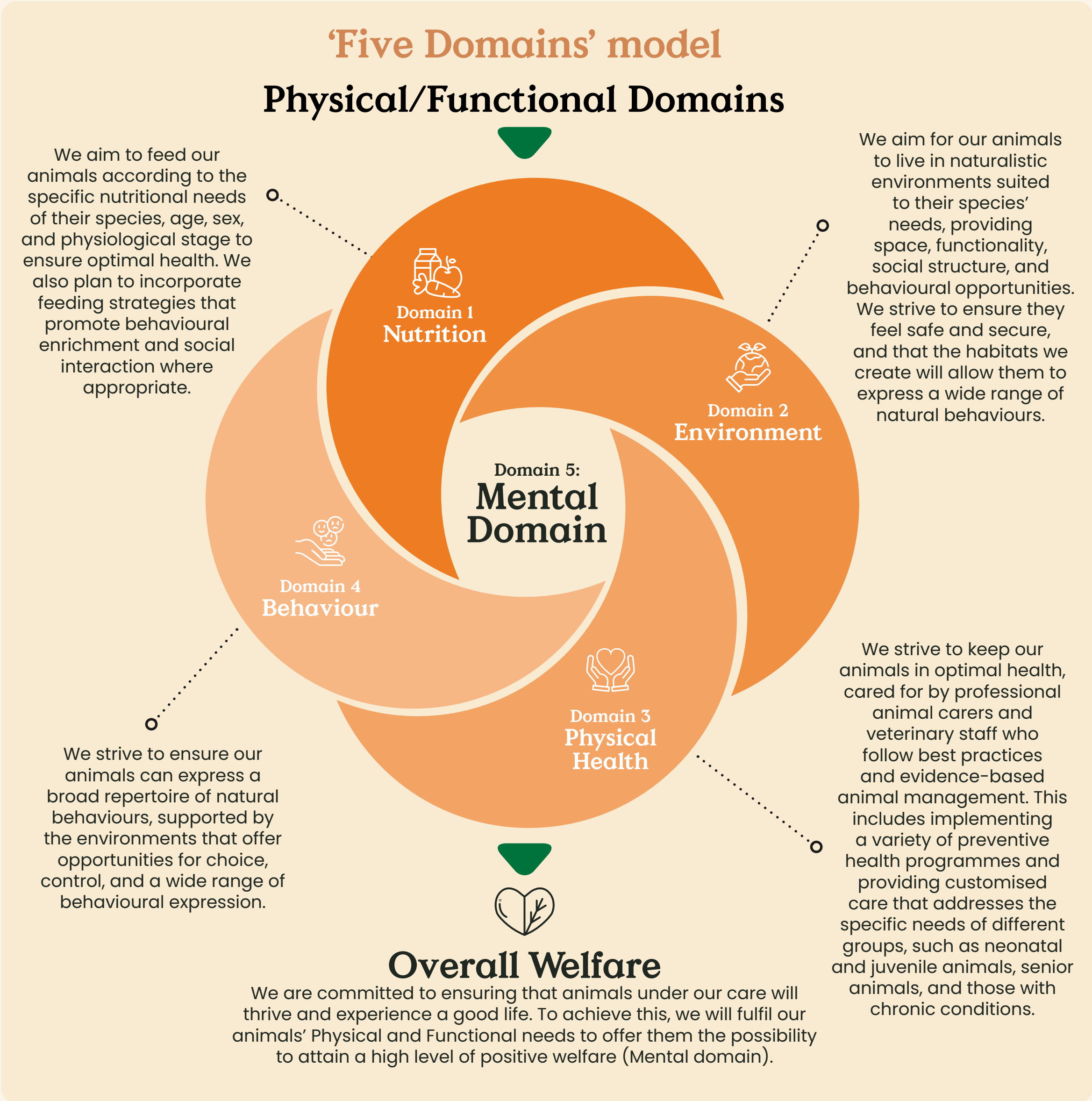
The management of animal welfare is crucial for the well-being of the animals in our care and vital in staying true to our Purpose and Vision. The welfare of our animals is also essential for conducting meaningful research that informs our conservation efforts. Our commitment to ethical animal welfare and life-sciences research is validated through extensive reporting and management practices.

Leading the Way

Mandai Wildlife Group places great emphasis on animal welfare and life-sciences research, integrating these critical areas into our operational sustainability initiatives.

Adopting International Best Practices in Animal Care

We adopt an evidence-based approach to animal welfare and life-sciences research that adheres to international best practices. Animal welfare, as defined by the World Association of Zoos and Aquariums, is “a state that is specific for every individual animal; it is how the animal experiences its own world and life through its association with pleasant experiences specific for that species such as vitality, affection, safety and excitement, or



FY24/25 Highlights

More than
19,748 specimens of animals across
925 animal species under our care,
30% of which are threatened in the wild

18 peer-reviewed journals published

Kagu

First-ever hatching of a kagu chick in Bird Paradise. Kagus are endangered and known for being difficult to breed under human care. This places Mandai Wildlife Group among the few zoological institutions worldwide to succeed.



Welcomed
958 births and hatchlings across
214 species

unpleasant experiences such as pain, hunger, fear, boredom, loneliness and frustration.” We strive to exceed regulatory requirements, ensuring that the enclosures – whether habitats, yards, or dens – where our animals live meet their specific needs for both physical and emotional well-being. We aim to ensure animals under our care experience the highest standards of animal care.

We Promote Ethical and Sustainable Animal Care Practices

We prioritise animal welfare and are guided by our animal welfare code, which is based on global best practices incorporating the ‘Five Domains’ Model, a science-based framework for assessing animal welfare around nutrition, environment, physical health, behaviour and mental well-being.

We Advocate Respect for Wildlife and Behaviour Change to Save Wildlife

Our animal presentations provide an opportunity for us to create awareness of the importance of conservation and advocate for the protection of wildlife.

This does not come at the expense of the wellbeing of the animals in our care. We employ positive reinforcement training methods that are respectful to our animals and promote their natural behaviours. Our engagement sessions take place in a safe environment for our animals and guests to have meaningful close encounters. Through these presentations, we aim to educate our guests on threatened species and highlight the importance of conservation efforts and the practical actions they can take to protect the environment and habitats of the animals in the wild.

Animal Welfare Assessment

Animal Welfare Assessment is a tool we use to monitor, understand, and improve the welfare of animals in our care. An assessment is used to:

1. Provide factual input for welfare-related management decisions, ensuring that actions are grounded in objective observations and data.
2. Offer unbiased insights into the welfare status of animals, supporting transparent and evidence-based decision-making.
3. Identify potential welfare risks within the facility, enabling proactive mitigation and continuous improvement.
4. Highlight areas of opportunity to enhance animal care, enrichment, and environmental design.
5. Improve communication and motivation among staff by aligning teams around shared welfare goals and clear observations.
6. Evaluate individual animal welfare status based on consistent and factual criteria, supporting tailored care strategies.
7. Assess the suitability and capability of infrastructure in meeting species-specific welfare needs.
8. Support staff training and development, using assessment outcomes to guide education on best practices in welfare monitoring and animal care.

Our Approach to Animal Welfare



Our Malayan tigers in their nature-inspired habitats of Rainforest Wild ASIA.

The welfare of our animals is of prime importance, and our passionate and dedicated team of animal management and healthcare professionals are committed to providing the highest standards of care for them. Our efforts are two-pronged, aiming to both prevent issues arising through the quality of our care and address issues as they arise through continual monitoring and improvement processes.

Enhancing the Welfare of Animals Under Our Care
We recognise the ethical responsibility of maintaining animals in our care and in mitigating the negative impacts on their well-being of living outside their natural environment. Our policies and programmes are designed to protect the welfare of our animals in the following areas of their care.

Nutrition

Our dedicated Wildlife Nutrition Team works closely with the Animal Care, Animal Behaviour & Programmes, Veterinary Healthcare Teams to plan our animals' diets to replicate their nutritional intake as closely as possible to that they would have access to in their natural habitats in the wild. Where certain animals require additional nutritional support, supplements are given. We review diets regularly and refine them as needed to maintain optimal nutritional intake.

Exhibit Design

We design our exhibits to offer animals opportunities for choice, control and the expression of natural behaviours. The designs of the exhibits also promote physical fitness



Training a Sri Lankan leopard for vaccination.

and psychological well-being of the inhabitants, with some exhibits housing multiple species to encourage inter-species interaction and to keep the animals socially engaged.

Enrichment Activities

All animals in our care follow an enrichment calendar to ensure that they are regularly engaged in diverse activities designed to offer new challenges and keep the animals alert and healthy. Activities are carefully tailored to the biology of each species and even the personality of the individual animals. Our Animal Care and Animal Behaviour & Programmes teams dedicates significant time and effort to designing enrichment activities to encourage natural behaviour and provide mental and physical stimulation.

Training for Cooperative Care

Our Animal Care, Animal Behaviour & Programmes and Veterinary Healthcare Teams puts in tremendous effort to train animals, through operant conditioning, to voluntarily participate in routine care and medical procedures. This reduces the need for physical restraint or anaesthesia, which can be stressful for both animals and caregivers. Over the years, we have steadily increased the number of animals successfully trained for voluntary participation, thanks to the close bonds that have been nurtured between the animals and their dedicated care team.

Veterinary Care

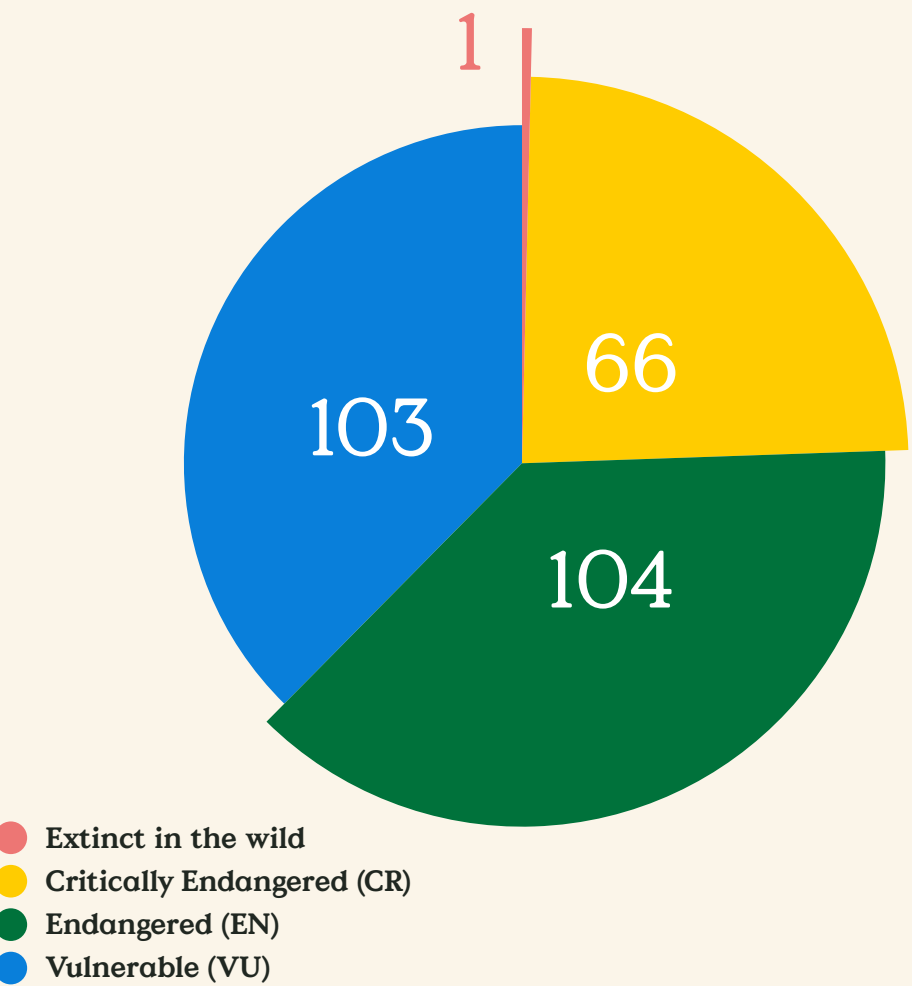
Health surveillance, preventive medicine and pathology are key components of our approach to providing the

best healthcare for our animals. The structured health monitoring programmes we have in place include regular vaccinations and parasite checks for mammals, reptiles and birds. Uniquely, we are also one of the few zoological institutions with a dedicated team of veterinary pathologists. By studying and diagnosing diseases in deceased animals, we gain insights that help improve care for the living. For complex cases, the Veterinary Team consults with specialists from our extensive network.

Conducting Due Diligence for Animal Transfers

We adhere to legal, ethical, sustainable and humane practices when acquiring or transferring animals under our care. Before any of our animals are transferred, we ensure the receiving institution possesses adequate knowledge and resources to provide for the animal's quality of life and welfare, providing additional training as needed. We also review plans and photographs of each animal's intended living spaces and conduct onsite visits, if necessary.

Number of Threatened Species Under Care in FY24/25





A Malayan tiger from Taipei Zoo.



A Northern Rockhopper Penguin "Pascale".



A Visayan spotted deer and its fawn.

Case study

The Importance of Zoological Exchanges in Conservation

Zoological exchanges play a vital role in global conservation efforts, enabling institutions to collaborate on breeding programs, enhance genetic diversity, and opportunities for life-sciences research. These exchanges have long-term goals to support

species survival and enrich educational and guest experiences, allowing guests to learn more about various species from different parts of the world. Our notable exchanges in FY24/25 include:

A pair of okapi from Antwerp Zoo, Belgium, arrived to support the launch of Rainforest Wild Africa. Recommended by the EAZA Ex Situ Programme (EEP), this transfer underscores the importance of coordinated efforts in preserving this rare species. The okapi's presence not only contributes to conservation but also introduces guests to a species they may never encounter otherwise.

Similarly, the Malayan tiger exchange between Taipei Zoo, Taiwan, Lumigny Safari Reserve, France and Mandai Wildlife Group exemplifies how international collaboration

can safeguard critically endangered species. With fewer than 120 individuals left in the wild, the creation of genetically diverse breeding pairs ensures a robust captive population and may contribute to possible future rewilding efforts.

In another heartwarming case, Northern Rockhopper Penguin "Pascale" rescued from the South Coast of Australia, joined us from Perth Zoo, Australia in Nov 2024. Perth Zoo had previously attempted to re-introduce her back to the wild, but these attempts were unsuccessful.

Here in Bird Paradise, she formed a quick friendship with "Pierre", our only other Northern Rockhopper Penguin who joined us earlier in Dec 2020, also rescued from the South Coast of Australia previously.

Their pairing not only offers hope for breeding success but also highlights the role of zoological institutions in providing refuge for animals unable to return to the wild.

Lastly, the transfer of a pair of Visayan spotted deer from Zoo Landau, Germany, led to the birth of a healthy fawn – an encouraging sign for the species' future.

These exchanges demonstrate how zoological institutions, through collaboration and shared expertise, contribute meaningfully to biodiversity conservation and sustainable animal management.

Case study

Bundles of Hope: Breeding Successes of Mandai Wildlife Group

In FY24/25, Mandai Wildlife Group welcomed the birth of 958 animals across 214 species, marking a significant achievement in its conservation efforts. 34 of these species are listed as threatened under the IUCN Red List, including critically endangered animals like the woylie and vulnerable species, such as the giant anteater and West Indian manatee.

These births are not incidental – they are the result of dedicated animal care, veterinary expertise, and strategic participation in international breeding programmes. Notable successes include the birth of proboscis monkeys, black-legged poison frog, and Malayan sambar deer, all contributing to the global conservation of these threatened species.

In the realm of amphibians, breakthroughs in breeding endangered golden mantella frogs were achieved by simulating natural seasonal changes and fine-tuning water parameters – resulting in the highest hatchling count in three years. These efforts demonstrate the team’s commitment to replicating wild conditions to support reproduction.

Mandai Wildlife Group also supports hand-rearing abandoned hatchlings, such as gentoo penguin chicks and golden parakeets, in controlled environments to ensure survival.

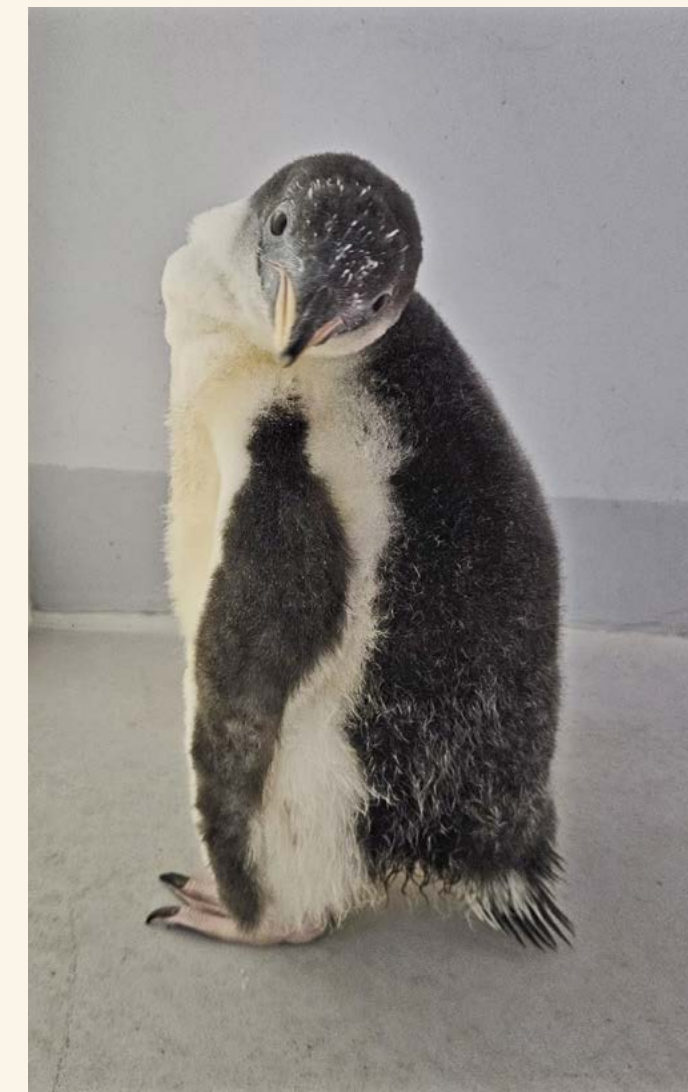
Each birth is a testament to Mandai’s holistic approach to conservation – combining science, care, and collaboration. These successes not only contribute to the sustainability of animal populations under our care but also raise public awareness about the plight of threatened species and the urgency of protecting wildlife.



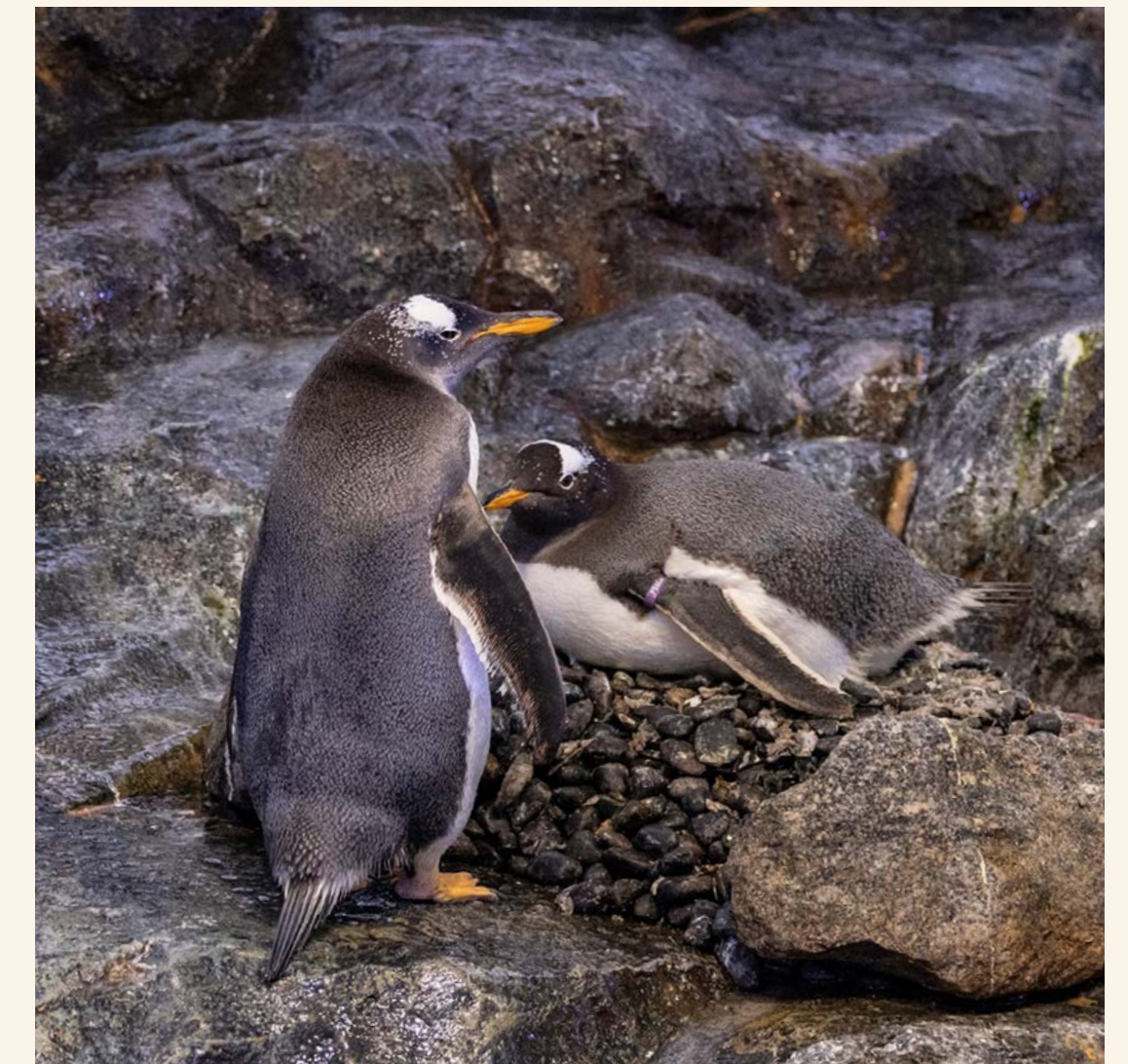
A proboscis monkey and its infant.



A Malayan sambar fawn.



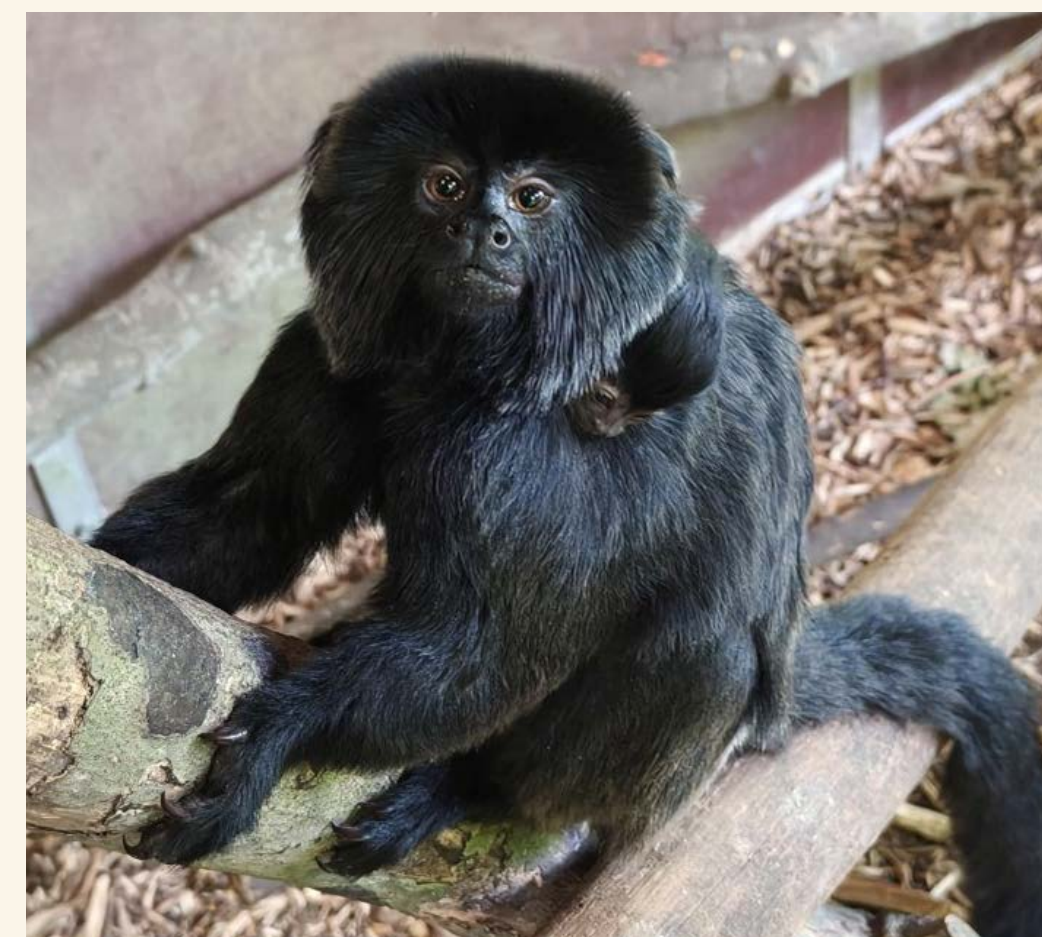
A gentoo penguin chick.



First-time gentoo penguin parents caring for their chicks.



A West Indian manatee and its calf.



A Goeldi's Monkey and its infant.



A gentoo penguin chick housed in a temperature-controlled brooder with a soft toy for warmth and comfort.

Sustainable Operations Management



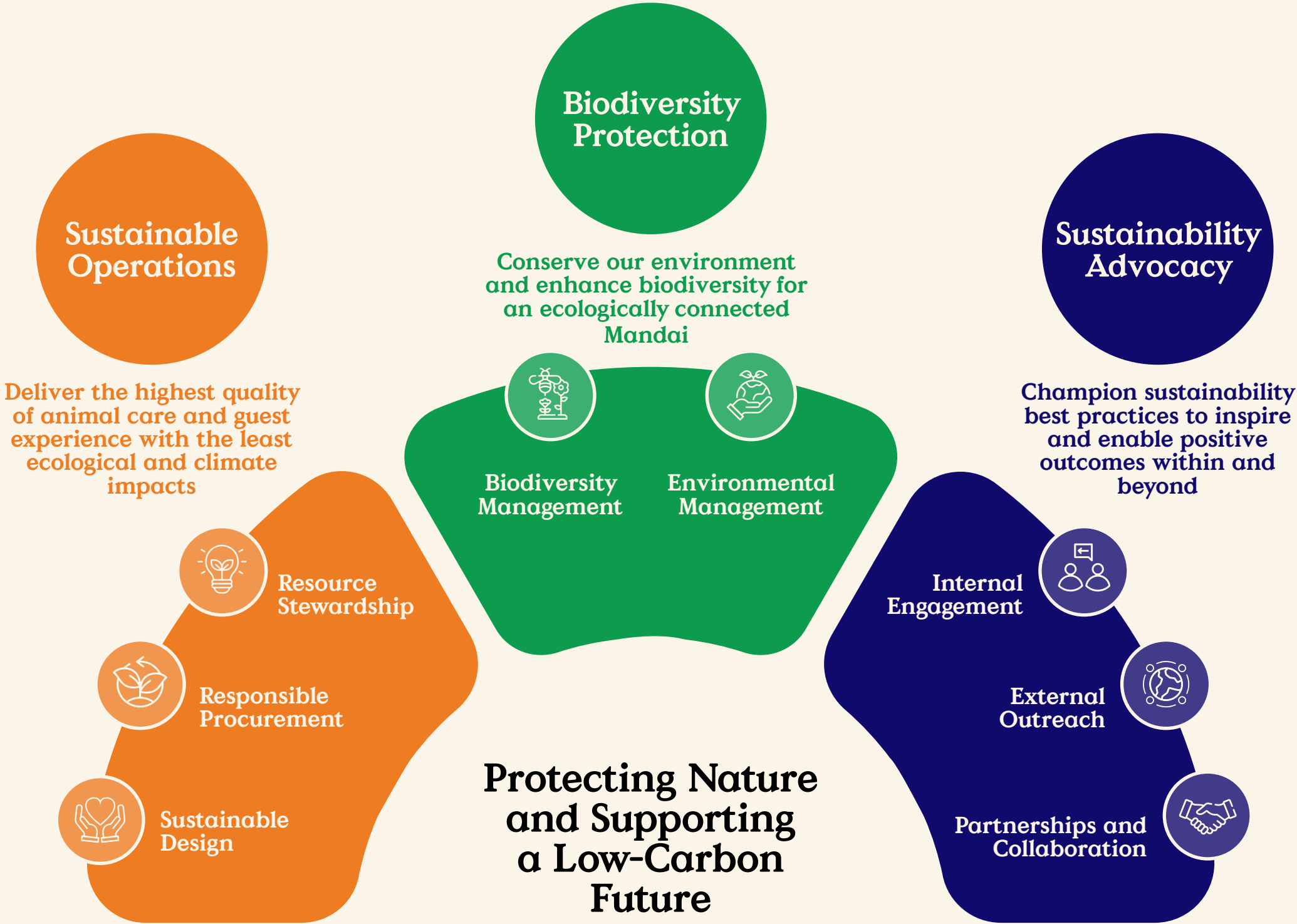
Operating Sustainably

Mandai Wildlife Group is dedicated to conservation of wildlife and the environment. As stewards of the planet, we are committed to lead by example in preserving the world for future generations and restoring a healthier planet by operating in an environmentally responsible manner. Guided by the SBTi Net-Zero standard, we are steadily progressing toward our goal of achieving Net-Zero emissions by 2050.

We are continually exploring innovative solutions to reduce, reuse and recycle in order to meet our sustainability goals, including action against climate change. Reducing our environmental impact and preventing biodiversity loss are top priorities. We promote practices that minimise environmental impact, optimise materials use, support a circular economy and manage waste effectively, both within the organisation and to the broader public.

The following section of this report highlights our sustainability initiatives in energy conservation, emissions reduction, waste reduction and water efficiency. These initiatives demonstrate the creative approaches we are employing to safeguard the planet for the future.

MWG Environmental Sustainability Strategy



How We Are Making It Happen

On the Road to Sustainable Energy, Water and Waste Management by 2030

Under our resource stewardship mandate, we have developed roadmaps for energy, water and waste to achieve 100% renewable energy by 2030 and reduce the intensity of potable water use in our existing wildlife parks by 25%. We are on track, reducing potable water

use intensity in FY24/25 by 36% from 2020 baseline in the existing wildlife parks at the Mandai Wildlife Reserve, through infrastructure upgrades and park-wide water metering to monitor usage and detect leaks.

While achieving zero-waste is a long-term objective, interim targets of 60% waste diversion rate from incineration by 2030 serve as milestones to keep us focused. Our waste strategy is based on the principles of firstly avoiding, then reducing, reusing, recycling and ultimately responsible disposal of waste. Additionally,

Attained the NParks Landscape Excellence Assessment Framework (LEAF) Platinum certification for Singapore Zoo, River Wonders, Night Safari, Bird Paradise and Mandai Wildlife WEST

Attained BCA Green Mark (Platinum) for Penguin Cove at Bird Paradise, Mandai Rainforest Resort, East Node and Indoor Attractions

Attained SITES Silver certification for Bird Paradise and Mandai Wildlife WEST. First certified project in Southeast Asia

it incorporates measures to encourage sustainable production and consumption, alongside effective waste and resource management. To reduce our carbon footprint further, we are electrifying our internal transportation system with a target to convert our internal fleet to electric or low-carbon vehicles by 2030. As of March 2025, we have electrified all trams and buggies and 80% of our vans, with plans to electrify the remaining fleet in the coming years.

Checks and Balances

We measure each milestone on our sustainability journey by considering the positive and negative impacts, implementing measures to mitigate any adverse effects now and in the future. Our **Environmental Sustainability Policy** guides our decisions and actions regarding resource use, energy and water conservation, waste reduction and environmental management. In line with this policy, we have developed an Environmental Sustainability Strategy that focused on three key areas: Sustainable Operations, Biodiversity Protection and Sustainability Advocacy, each driven by specific initiatives to advance our sustainability agenda.

Case study

Our Nature-inspired and Carbon-efficient Park

Rainforest Wild ASIA, Asia's first adventure based zoological park in a rainforest setting, opened its doors in March 2025.

This park celebrates the incredible rainforests of Southeast Asia. We designed this park to give everyone the chance to experience them up close.

Beyond the experience, Rainforest Wild ASIA also represents our commitment to sustainability where we incorporate resource efficiency and best practices in landscape design.



Habitats are designed to be naturalistic to encourage animals' natural behaviours and create immersive experiences for guests.

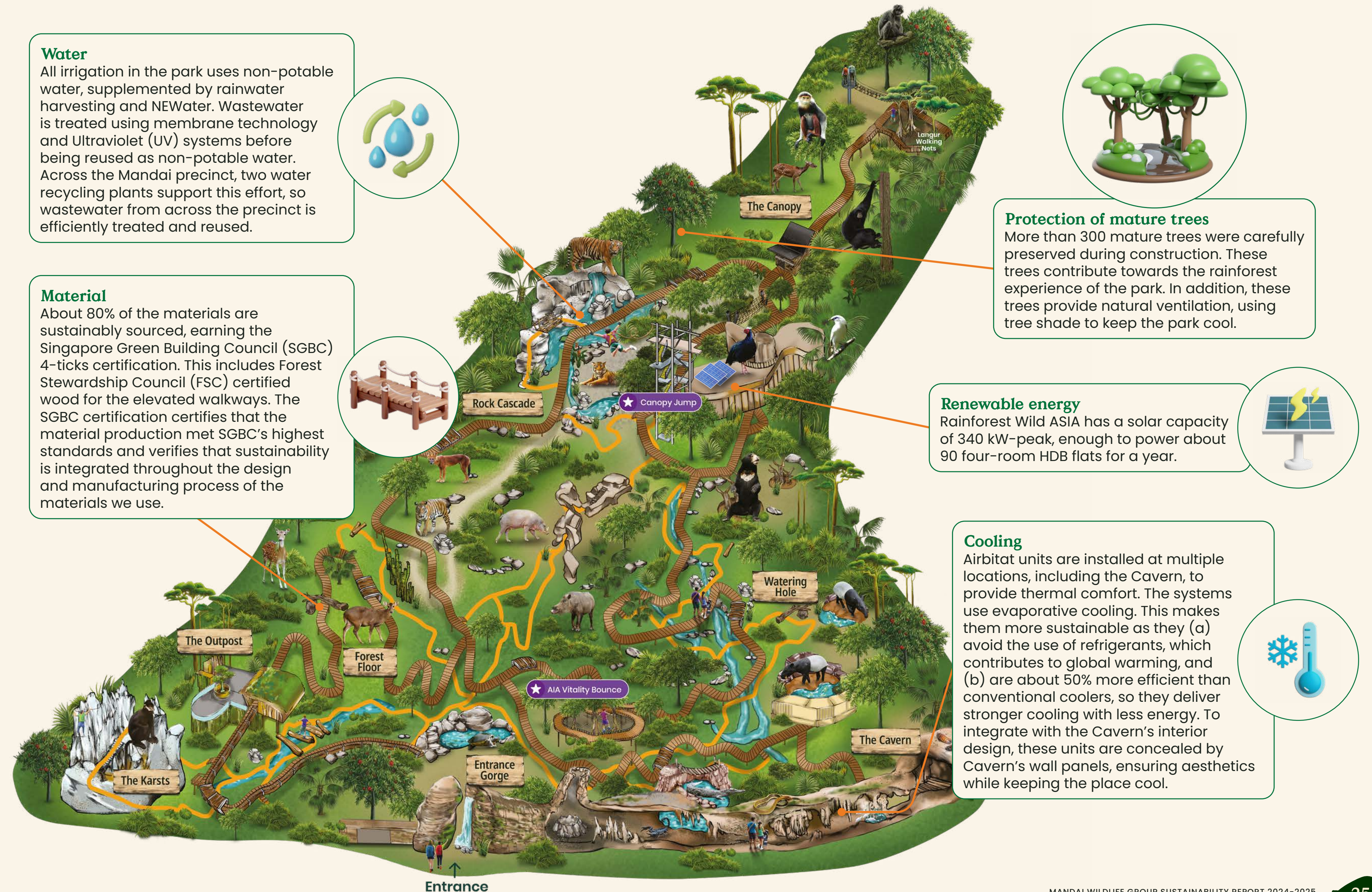
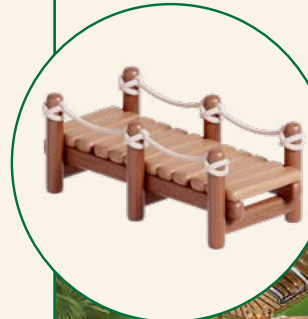
Water

All irrigation in the park uses non-potable water, supplemented by rainwater harvesting and NEWater. Wastewater is treated using membrane technology and Ultraviolet (UV) systems before being reused as non-potable water. Across the Mandai precinct, two water recycling plants support this effort, so wastewater from across the precinct is efficiently treated and reused.



Material

About 80% of the materials are sustainably sourced, earning the Singapore Green Building Council (SGBC) 4-ticks certification. This includes Forest Stewardship Council (FSC) certified wood for the elevated walkways. The SGBC certification certifies that the material production met SGBC's highest standards and verifies that sustainability is integrated throughout the design and manufacturing process of the materials we use.



Protection of mature trees

More than 300 mature trees were carefully preserved during construction. These trees contribute towards the rainforest experience of the park. In addition, these trees provide natural ventilation, using tree shade to keep the park cool.

Renewable energy

Rainforest Wild ASIA has a solar capacity of 340 kW-peak, enough to power about 90 four-room HDB flats for a year.



Cooling

Airbitat units are installed at multiple locations, including the Cavern, to provide thermal comfort. The systems use evaporative cooling. This makes them more sustainable as they (a) avoid the use of refrigerants, which contributes to global warming, and (b) are about 50% more efficient than conventional coolers, so they deliver stronger cooling with less energy. To integrate with the Cavern's interior design, these units are concealed by Cavern's wall panels, ensuring aesthetics while keeping the place cool.



Energy and Greenhouse Gas (GHG) Management

Towards Net-Zero

Mandai Wildlife Group is committed to achieving Net-Zero GHG emissions across our value chain by FY2050. As a zoological and conservation-focused organisation, we recognise the significant impact of human-induced climate change on biodiversity. We are dedicated to optimising and decarbonising our operations to combat climate change and conserve wildlife.

To guide our decarbonisation effort, we have set near- and long-term science-based emissions targets, approved by the SBTi in 2024. As part of this commitment, we will prioritise direct emissions reductions in alignment with climate science.

Please visit the SBTi [webpage](#) for more information about the initiative.



Progress against our decarbonisation efforts will be monitored and disclosed annually in our sustainability reports. Furthermore, to ensure the completeness and accuracy of our GHG inventory, the Group has engaged a third-party verifier to conduct an annual assurance on our GHG inventory using the ISO 14064-3:2019 standards since FY19/20. In FY24/25, our GHG inventory for Scope 1 and 2 has been verified as meeting the Requirements of ISO 14064-1:2019 and GHG Protocol by Bureau Veritas Quality Assurance Pte Ltd.

MWG's Commitments

Near-term

- Reduce absolute Scope 1 and 2 (market-based) GHG emissions by 68.9% by FY2030, using FY19/20 as the base year.
- Reduce Scope 3 GHG emissions by 51.6% per 1,000 visitors by FY2030, using FY21/22 as the base year.
- Increase the share of renewable electricity from 0% in FY2019 to 100% by FY2030.
- Commits to ensuring that 30% of its suppliers, by emissions from purchased goods, services, and upstream transportation and distribution, will have science-based targets by FY2028.

Long-term

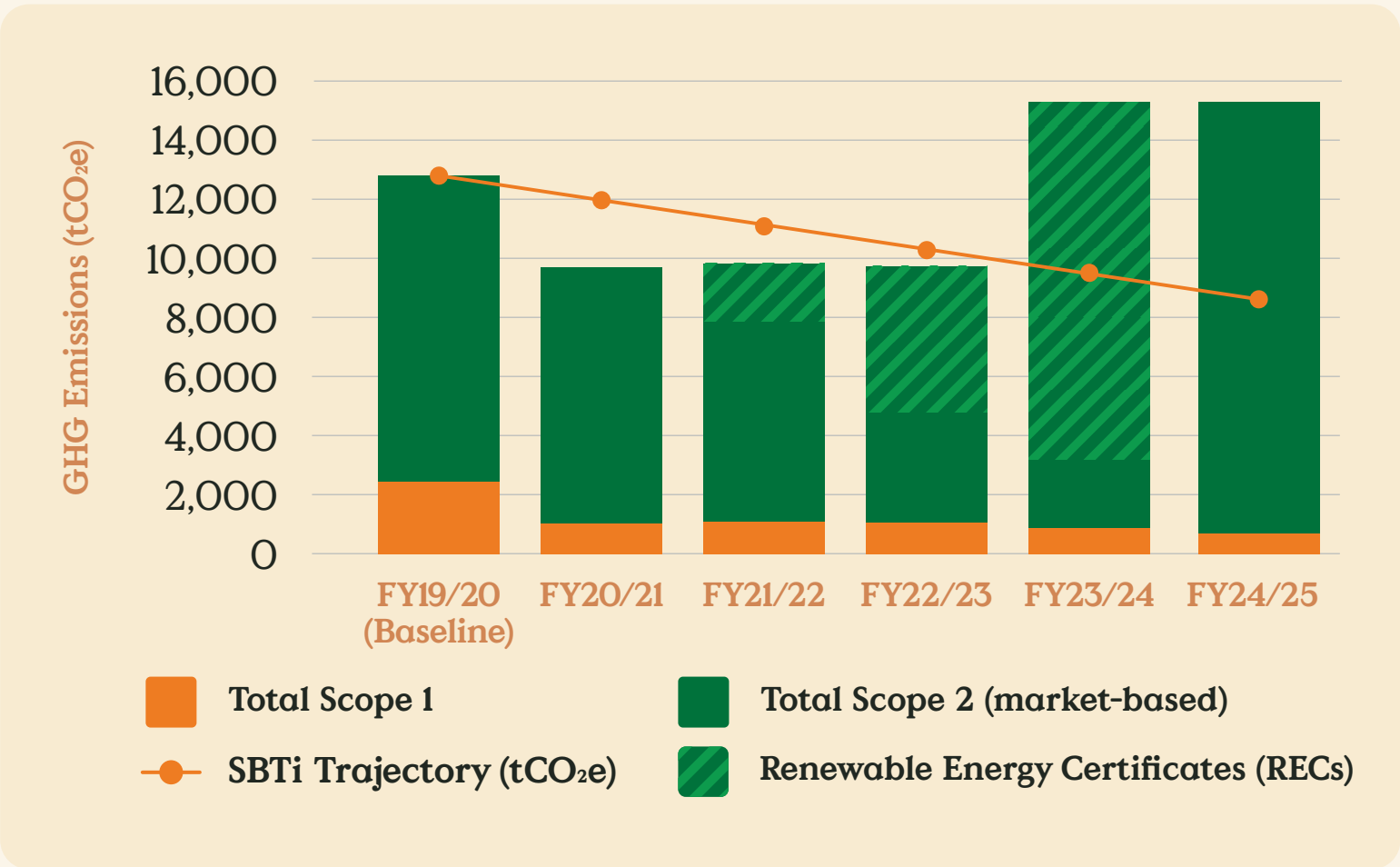
- Commits to reducing absolute Scope 1 and 2 (market-based) GHG emissions by 90% by FY2040, using FY19/20 as the base year.
- Commits to reducing Scope 3 GHG emissions by 97% per 1,000 visitors by FY2050, using FY21/22 as the base year.

A Clear Pathway to Emissions Reduction

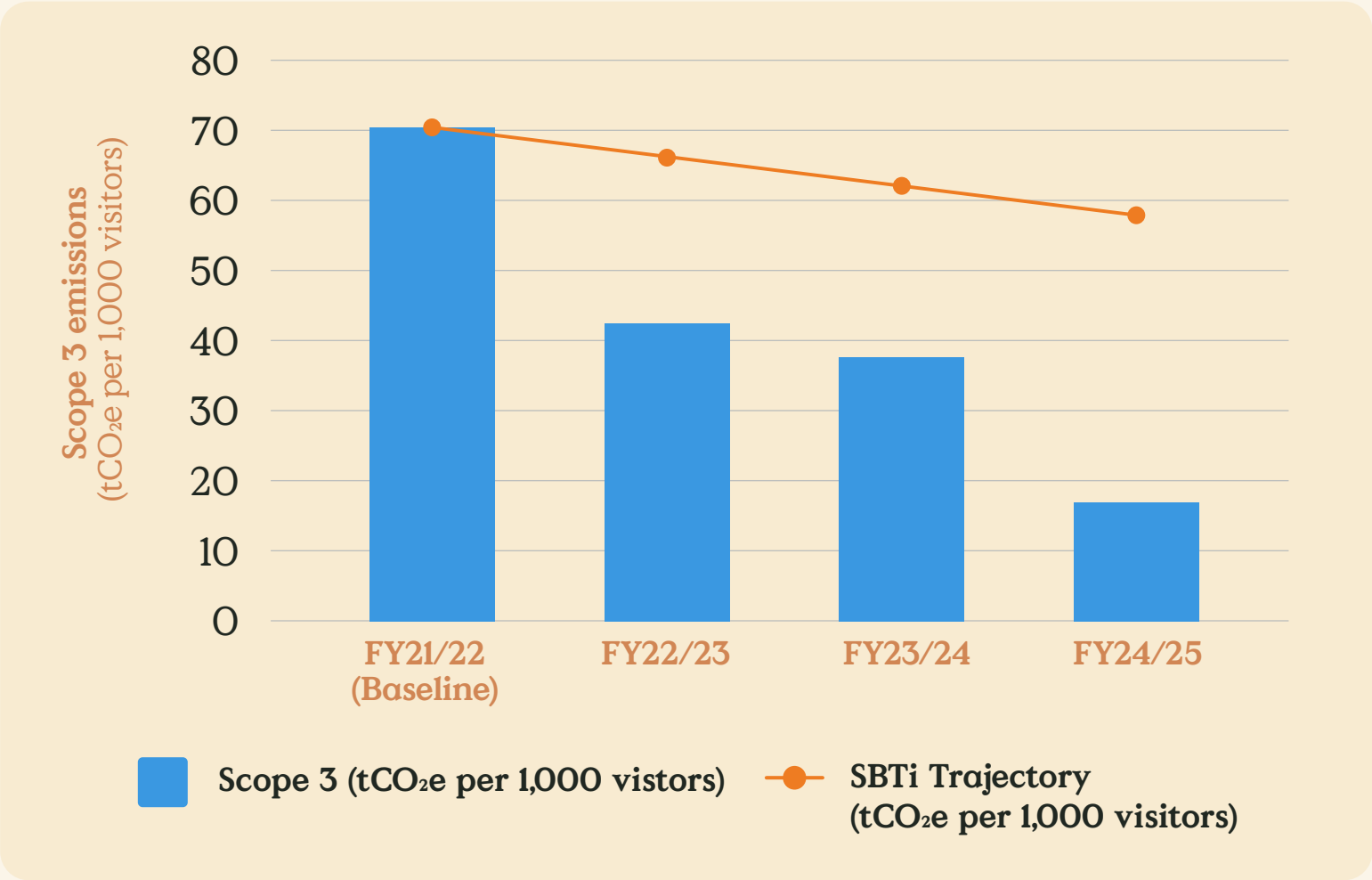
In 2022, we embarked on a journey to develop our roadmap to reduce GHG emissions in line with the SBTi, ensuring that our carbon reduction efforts are consistent with limiting global warming to 1.5°C above pre-industrial levels. Our carbon accounting framework enables us to actively track and assess our carbon footprint. Key progress indicators include GHG emissions reduction, renewable energy usage, water use intensity, waste diversion rates, and fleet electrification. By 2030, we aim to convert 100% of our internal fleet to electric or low-carbon vehicles and source all energy from renewables. This will be achieved through the phased installation of solar panels on all available rooftops and identifying other renewable energy sources.

Our Performance Against SBTi Targets

Scope 1 and 2 Progress Towards SBTi Targets



Scope 3 Progress Towards SBTi Targets



In FY24/25, we prioritised resource efficiency, progressively installing energy-saving systems and equipment across our older parks. In line with SBTi's focus on emission avoidance, we invested in low-emission infrastructure rather than purchasing Renewable Energy Certificates (RECs).

As we deploy more energy-efficient systems and equipment, we expect our Scope 1 and 2 emissions to decline over the coming years.

Our SBTi trajectory was developed based on GHG inventory of our older parks. With the opening of two new parks and Mandai Wildlife WEST from FY23/24 onwards, our Scope 1 and 2 emissions are above the trajectory. Moving forward, we will be reviewing our SBTi trajectory to account for these new developments.

Mandai Wildlife Group has achieved a significant and sustained reduction in Scope 3 emissions per 1,000 visitors since FY2021. In FY24/25, the Scope 3 emissions intensity fell by 52% compared to FY23/24, and by 75% from the FY20/21 baseline. These improvements reflect our ongoing efforts to enhance operational efficiency in areas such as water use and waste management, and to procure lower-carbon options where possible. This is also contributed by the reduction in construction activities as the Mandai Rejuvenation Project is nearing completion.

Mandai Wildlife Group GHG Inventory

In 2019, we established a carbon accounting framework to track our organisational emissions, which has progressively expanded to include Scope 1, 2 and all relevant Scope 3 categories, in accordance with the GHG Protocol. Our GHG emissions consolidation approach is from an operational control perspective, encompassing the operation of five parks (Singapore Zoo, River Wonders, Night Safari, Bird Paradise and Rainforest Wild ASIA) and Mandai Wildlife WEST, activities from Mandai X (our Group’s venture division), the development of new parks and the management of non-operational parks such as Jurong Bird Park.

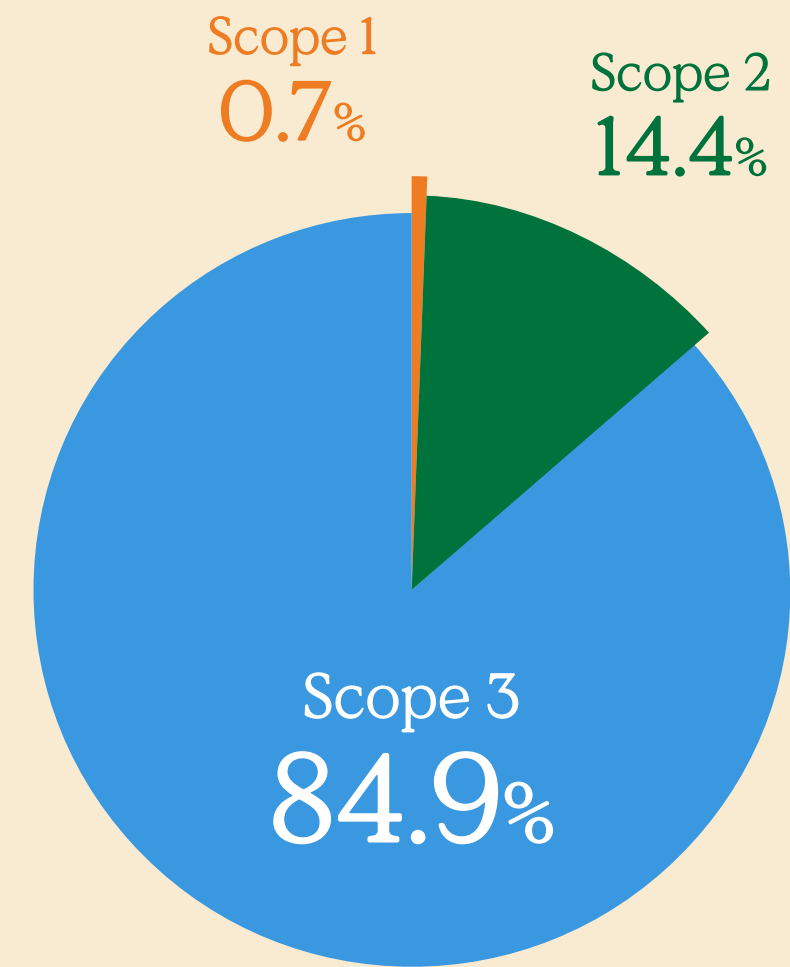
We have selected FY19/20 as the baseline year for Scope 1 and 2 emissions and FY21/22 for Scope 3 emissions. FY19/20 was selected for Scope 1 and 2 as it reflects the most recent business-as-usual year before the COVID-19 pandemic. FY21/22 was chosen for Scope 3 due to the availability of reliable data sources for more accurate emission estimates. Mandai Wildlife Group is committed to accurately tracking our decarbonisation progress against these baselines. If significant changes occur that affect our baseline GHG emissions by more than 5% cumulatively, we will recalculate our baseline and subsequent years’ emissions. Some scenarios include:

- a. Changes in organisational structure, such as mergers, acquisitions, and divestitures.
- b. Modifications in the methodology for calculating the baseline emission inventory, such as the release of emission factors more pertinent to our operations (for e.g., local emission factors) or updated emission factors.
- c. Identification of a significant error or a series of cumulative errors that can be deemed as material when combined together.

According to the GHG Protocol guidelines, recalculations are not required in the following scenarios:

- a. For facilities that did not exist in the baseline year.
- b. For natural business growth or decline.
- c. For changes in outsourcing/insourcing activities, if accounted for under Scope 2 and/or Scope 3.

Breakdown of Total GHG Emissions for FY24/25



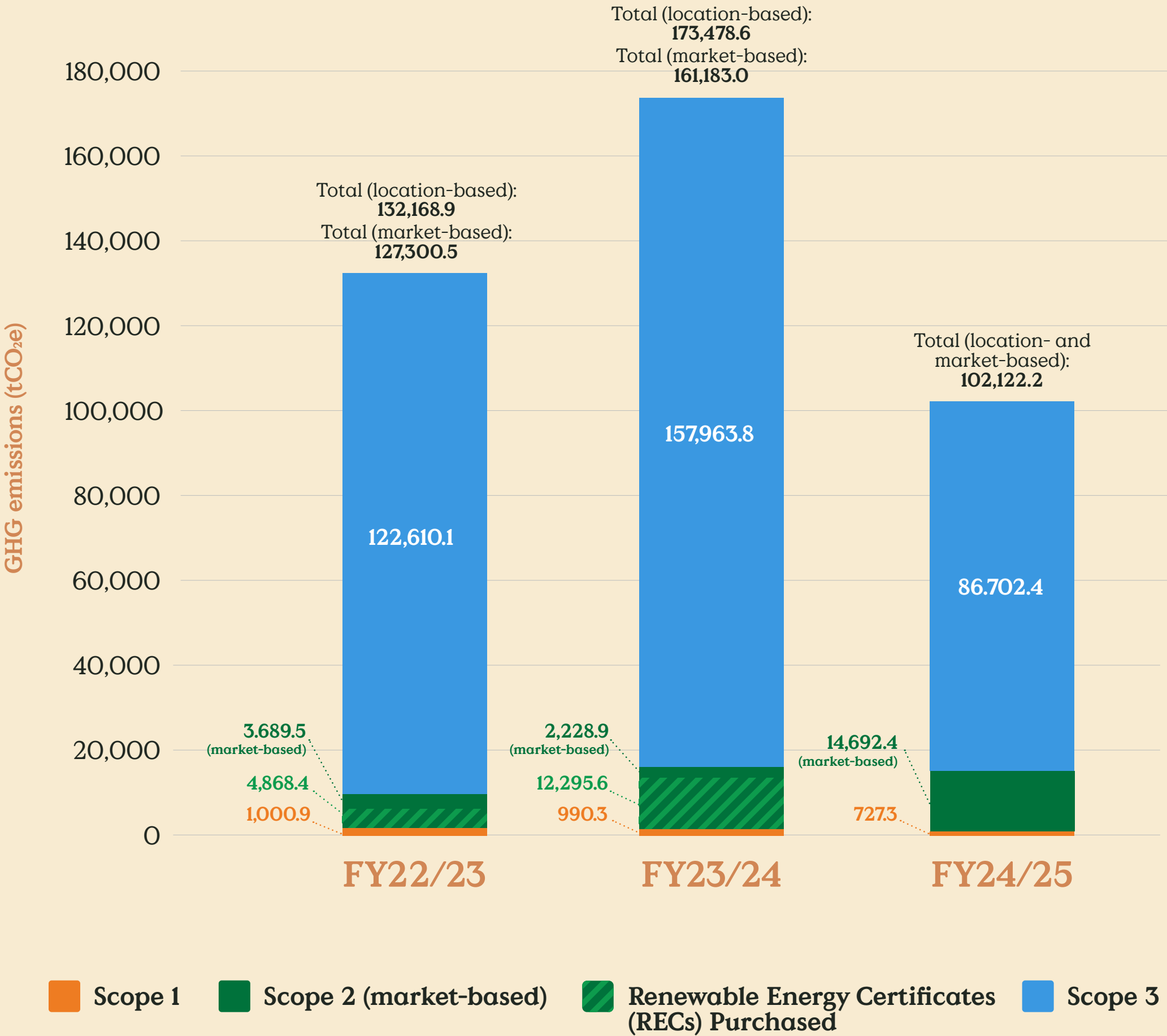
GHG Emissions Performance for FY24/25

Mandai Wildlife Group’s total GHG emissions (Scope 1, 2 and relevant Scope 3) for FY24/25 was 102,122.2 tCO₂e. Scope 3 emissions accounted for 84.9% of the total, followed by Scope 2 (14.4%) and Scope 1 (0.7%).

Scope 1 and 2 emissions totalled 15,419.6 tCO₂e, remaining comparable to the previous year but 21% higher than the FY19/20 baseline (12,789.1 tCO₂e). This increase is due to opening of Bird Paradise, Rainforest Wild ASIA and Mandai Wildlife WEST in recent years.

Total Scope 3 emissions for FY24/25 were 86,702.4 tCO₂e. Our Scope 3 emission intensity decreased by 75% from 70.28 tCO₂e per 1,000 visitors in FY21/22 (our baseline year) to 17.33 tCO₂e per 1,000 visitors in FY24/25.

Total Scope 1, 2 and 3 Emissions (tCO₂e)



Scope 1 and 2 Emissions

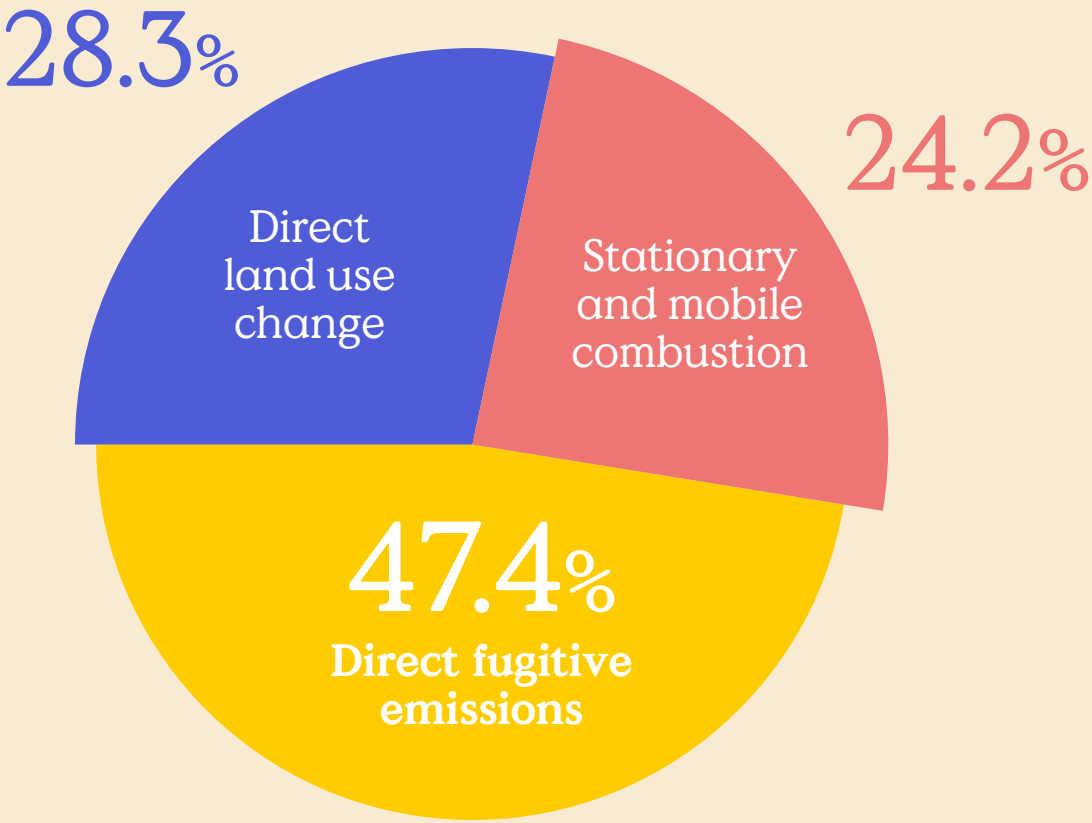
During FY24/25, our Scope 1 emissions decreased by 36% to 727.3 tCO₂e compared to the previous year, driven largely by our progressive switch to refrigerants with lower global warming potential.

Total electricity consumption stood at 37,278.7 MWh, remaining comparable to the previous year despite the opening of Rainforest Wild ASIA in the last quarter of FY24/25.

On-site solar generation rose by 57% from 699 MWh to 1,617 MWh following the commissioning of our largest solar installation at the Mandai Wildlife WEST car park. With this, on-site solar generation contributed to 4.3% of our total electricity consumption in FY24/25.

As we continue to prioritise energy efficiency upgrades and solar installations across the precinct, no Renewable Energy Certificates (RECs) were purchased in FY24/25.

Breakdown of Scope 1 Emissions in FY24/25



Scope 3 Emissions

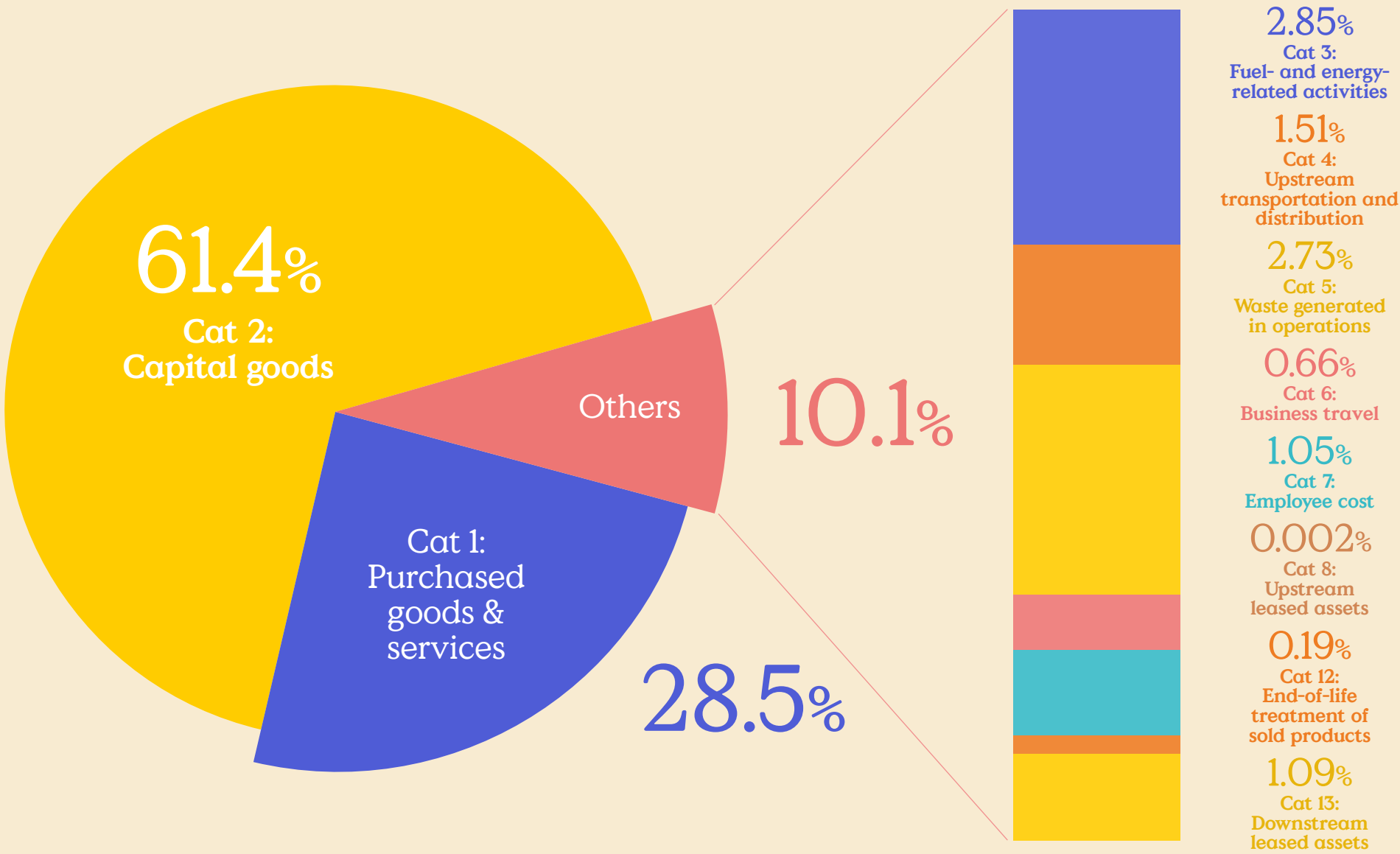
In FY24/25, total Scope 3 emissions across all relevant categories amounted to 86.702.4 tCO₂e with Category 2: Capital Goods accounting for about 61% of the total.

Overall, Scope 3 emissions fell by 45% compared to the previous year, primarily due to adoption of resource efficiency initiatives that reduce water use and waste generation, and by procuring low-carbon alternatives,

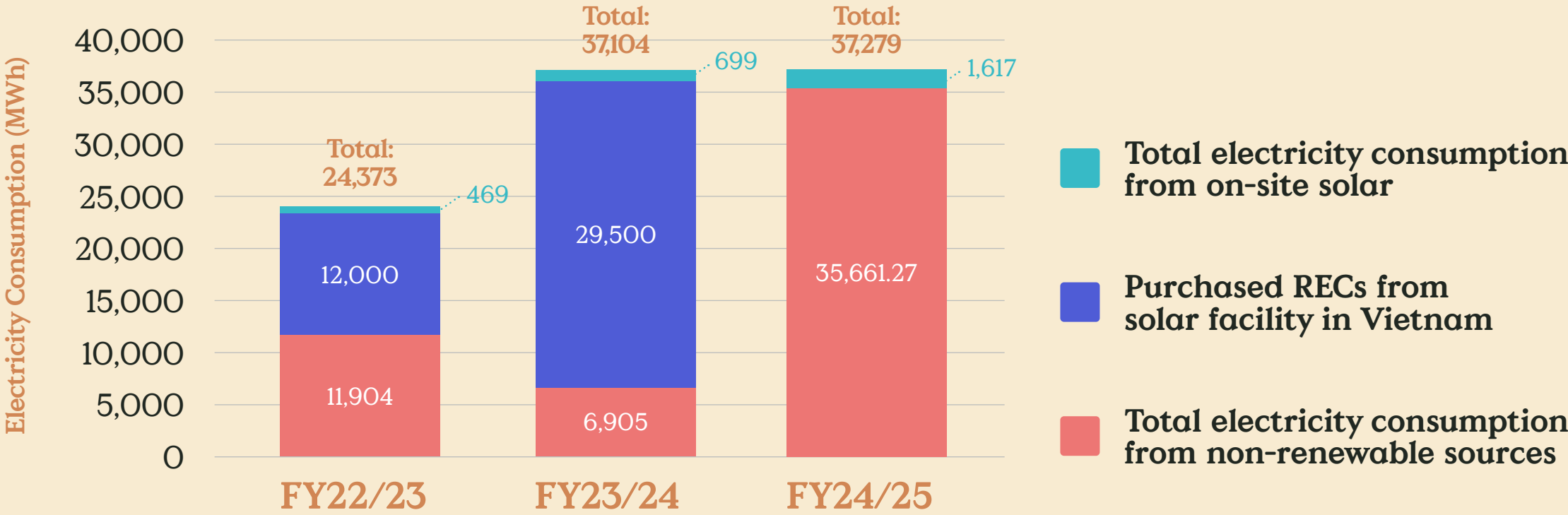
such as the transition to a fully electric shuttle bus fleet, and reduction in construction activities as the Mandai Rejuvenation Project is nearing completion.

As a result, we achieved a substantial reduction of 75% reduction in Scope 3 emissions intensity per 1,000 visitors compared to our FY21/22 SBTi baseline. Our Scope 3 intensity of 17.3 tCO₂e per 1,000 visitors achieved in FY24/25 is 70% lower than the SBTi trajectory target for FY24/25.

Breakdown of Scope 3 Emissions in FY24/25




Total Electricity Consumption




Energy and Emission Initiatives

Targets	Status
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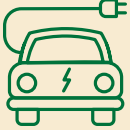


100% renewable electricity through a combination of on-site solar generation, Purchased RECs and/or Virtual Power-Purchase Agreement (VPPA) by 2030




On track

Increased on-site solar generation to 4% and leveraging other off-site renewable sources to meet target



100% of our internal fleet will consist of EVs or those with low-carbon emission fuels by 2030



On track

All trams, buggies and 80% of our vans used in our parks have been electrified

Installation of solar panels
We are progressively installing on-site solar panels on all suitable rooftops across our new and existing parks. In FY24/25, we operationalised our largest solar installation at the Mandai Wildlife WEST carpark. The system features innovative bi-facial panels, which captures sunlight from both sides, and lightweight aluminium structures that optimise energy generation and installation efficiency, maximising solar output within the available space.



FY24/25 Highlights

Added **971.8kWp** of solar generation capacity at Mandai Wildlife WEST multi-storey carpark – our first solar installation featuring bi-facial panels that generate energy from both the top and underside of each panel

Total installed capacity of **1,623kWp** equivalent to powering approximately **430** HDB 4-room flats for a year



Airbitats.



Thermal hybrid aircon installed in precinct.



Motion sensor lights.

Capacities of existing installations across Mandai*:

Location	No. of panels	Total generation capacity (kWp)
Mandai Wildlife EAST	686	367.01
Quarantine Building	77	41.20
Bird Paradise	249	140.7
Mandai Wildlife WEST	178	102.4
Mandai Wildlife WEST multi-storey carpark (Newly added in FY24/25)	1,690	971.75
Total	2,880	1,623

*Solar installation at Rainforest Wild ASIA was operationalised after FY24/25 ended.

Improving Energy Efficiency in Older Parks
We are progressively installing energy-efficient systems in our older parks to reduce energy consumption. These include thermal hybrid air-conditioning systems, which utilise heat from the sun to support the air conditioners’ compressors, and motion-sensor lighting to minimise unnecessary energy use.

Phasing Out Beef Products to Reduce Carbon Emissions
To lower GHG emissions from our Mandai Wildlife Group-operated F&B outlets, we stopped selling beef products in 2022. Although beef made up only 2% of total F&B sales, it accounted for 14% of related carbon emissions. Additionally, we have ensured that at least 20% of menu options are plant-based to encourage more sustainable food offerings.

Development of the Sustainable Design Guidelines
We developed Sustainable Design Guidelines to guide all future projects, ensuring environmental sustainability principles are integrated into the planning, design, and construction of new developments.

Tenant Sustainability Requirements
We encourage tenants to adopt sustainable practices through our Sustainability Requirements for Fit-out, aligning their operations with Mandai Wildlife Group’s broader environmental and sustainability commitments.

Case study

Moving towards a Fully Electric Transport Fleet

In line with our vision to incorporate sustainability in every guest touchpoint, Mandai Wildlife Group transitioned our entire shuttle bus fleet from diesel buses to electric in June 2024. This makes us one of the few local organisations – and the first amongst local tourist attractions – with a fully electric bus fleet.

Operating between the Mandai Wildlife Reserve and Khatib MRT station, the new fleet reduces carbon emissions equivalent to removing about 78 cars from the road, marking a significant milestone in cutting our Scope 3 transported-related emissions.

Beyond environmental benefits, the buses offer a quieter, smoother ride and are designed for accessibility with space for wheelchairs and strollers.

In FY24/25, we have also expanded our internal fleet with additional electric vans.



Passengers boarding the electric shuttle buses.



Family-friendly and accessibility features in our shuttle buses.



Spacious interior of the new buses enhances guest comfort.



Above and right: Our latest electric vans.





Material Efficiency, Circularity and Waste Management



The global impacts of decades of disposable consumption are increasingly evident. The waste management strategies we implement today are informed by past experiences, aimed to ensure that our actions are timely and effective.

We are committed to diverting 60% of waste from incineration by 2030. Our waste management strategy follows a hierarchy of avoiding, reducing, reusing, recycling and responsibly disposing of waste. We strive to extend our impact by engaging the local community in waste reduction initiatives and educating on sustainable waste management practices.

Targets	Status
<div></div> <div>Achieve a 60% waste diversion rate from incineration by 2030</div>	<div></div> <div>On track 24%</div>



Partnering our tenant UnPackt to promote 'ugly' food.



Staff engagement campaign to share about waste reduction and recycling.



Timber from Mandai precinct is upcycled into new furniture.



Timber from Mandai precinct is upcycled into new furniture.

FY24/25 Highlights

Increased our recycling rate to around

24%
for our operational parks*, from
22%
in the previous FY



Conducted multiple staff campaigns to promote recycling and waste reduction

Achieved a

22% reduction in waste generation intensity, from
0.82 kg/guest (FY23/24)
↓ to
0.64 kg/guest

While pursuing our waste management goals, we recognise the logistical and financial challenges of implementing new systems. Nonetheless, we remain committed to developing innovative solutions to minimise and repurpose waste.

*Waste and visitorship data in this section cover Singapore Zoo, River Wonders, Night Safari, Bird Paradise, and Mandai Wildlife WEST. Data from Rainforest Wild ASIA are excluded as it was in its first year of operations and will be included in subsequent years.

Waste Performance

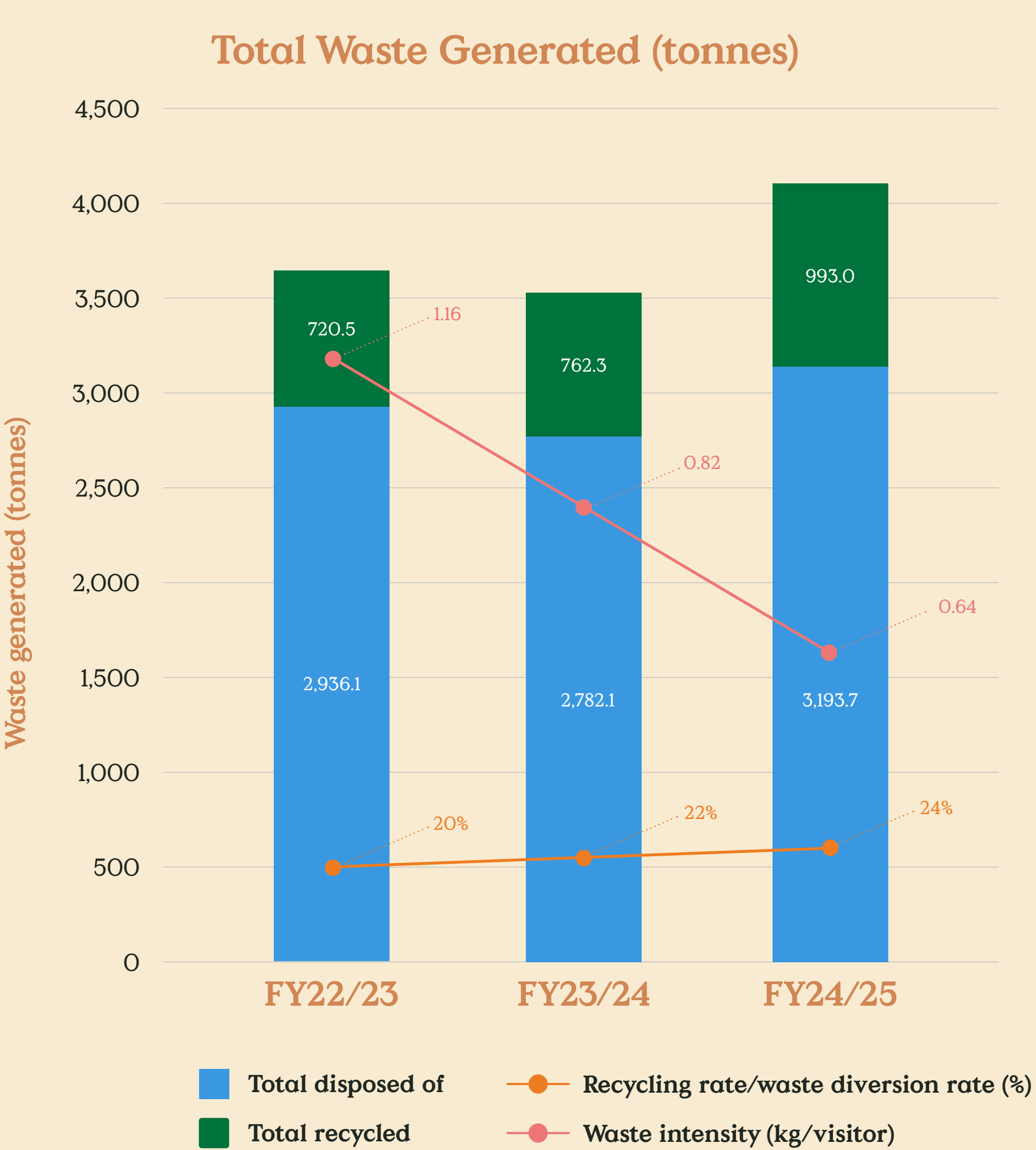
In FY24/25, we generated 4,187 tonnes of waste, comprising 3,194 tonnes disposed of and 993 tonnes recycled, achieving a 24% recycling rate, up from 22% in FY23/24. Waste generation intensity also improved to 0.64 kg per visitor, down from 0.82 kg per visitor the previous year.

These results reflect our continued progress in enhancing waste management and recycling efforts. Moving forward, we aim to further increase our recycling rate and reduce waste per visitor, reinforcing our commitment to environmental stewardship and sustainable operations.

Breakdown of Total Waste Disposed and Recycled in FY24/25

Breakdown of Waste Disposed (tonnes)		
General Waste	2,424.0	75.9%
Animal Dung	769.7	24.1%
Total Waste Disposed	3,193.7	100%

Breakdown of Waste Recycled (tonnes)		
Horticulture	841.1	84.7%
Cardboard	93.1	9.4%
Commingled Recyclables	4.9	0.5%
Food Waste	53.7	5.4%
Asset Disposal	0.2	0.0%
Total Waste Recycled	993.0	100%



Waste Management Initiatives

Data-driven Waste Management

In 2023, we conducted a Waste Profiling and Waste Service Journey Mapping exercise to analyse waste generated across our precinct. The insights gathered have informed our waste management strategy and guided the development of targeted action plans, which continued to be implemented in FY24/25.



Poster of our RecyClean campaign for staff.



Partnering SCDF to repurpose used fire hoses.



Mandai Upcycles section in retail stores.



Madagascan Hissing Cockroaches composting our raw food waste.

Vermicomposting and Reuse of Food and Horticultural Waste

We use Black Soldier Flies and Madagascan Hissing Cockroaches to compost raw food waste from our F&B kitchens and animal feed waste, creating a closed-loop system where the invertebrates are in turn used as animal feed. Additionally, our food waste digester converts up to two tonnes of food waste per day into liquid fertiliser. We also repurpose leftover browse and horticultural waste as mulch and animal bedding in addition to upcycling other waste streams and recyclables.

No Single-use Plastics and Promoting Reusable Alternatives

Since 2022, we have eliminated single use, guest-facing plastic items – such as bottled drinks, cups and carrier bags – from all Mandai Wildlife Group-operated F&B and retail outlets.



Upcycling used fire hoses from SCDF for animals' enrichment.

To maintain a positive guest experience and promote sustainable habits, we provide environmentally-friendly alternatives. Guests are encouraged to refill their bottles at water dispensers, and dine-in guests are served with reusable tableware. For our retail outlets, we partnered with Waste2Wear, a company that specialises in sustainable textile solutions to produce shopping bags made entirely from recycled plastics recovered from discarded fridges and household appliances.

Staff Campaigns

In FY24/25, we ran several staff campaigns to promote recycling and waste reduction, including a two-month long Recycle Clean (RecyClean) Challenge. Through interactive activities and games, the campaign shared recycling knowledge and tips with our staff. As staff gained recycling knowledge through bite-sized infographics and participated in the activities, such as interacting with the Bloobin AI chatbot developed by the National Environment Agency (NEA), vouchers were given to staff who participated actively. Over 140 employees received vouchers for their active participation, reinforcing our collective commitment to sustainable practices.

Partnerships to promote circularity

We continued to collaborate with partners to advance circular practices through reuse and recycling initiatives. Notably, the Singapore Civil Defence Force donated decommissioned fire hoses, which we repurposed into enrichment tools for animals under our care. Together with our tenant UnPackt, we hosted a farmers' market promoting "ugly" food to raise awareness of food waste reduction.

Water and Effluents Management

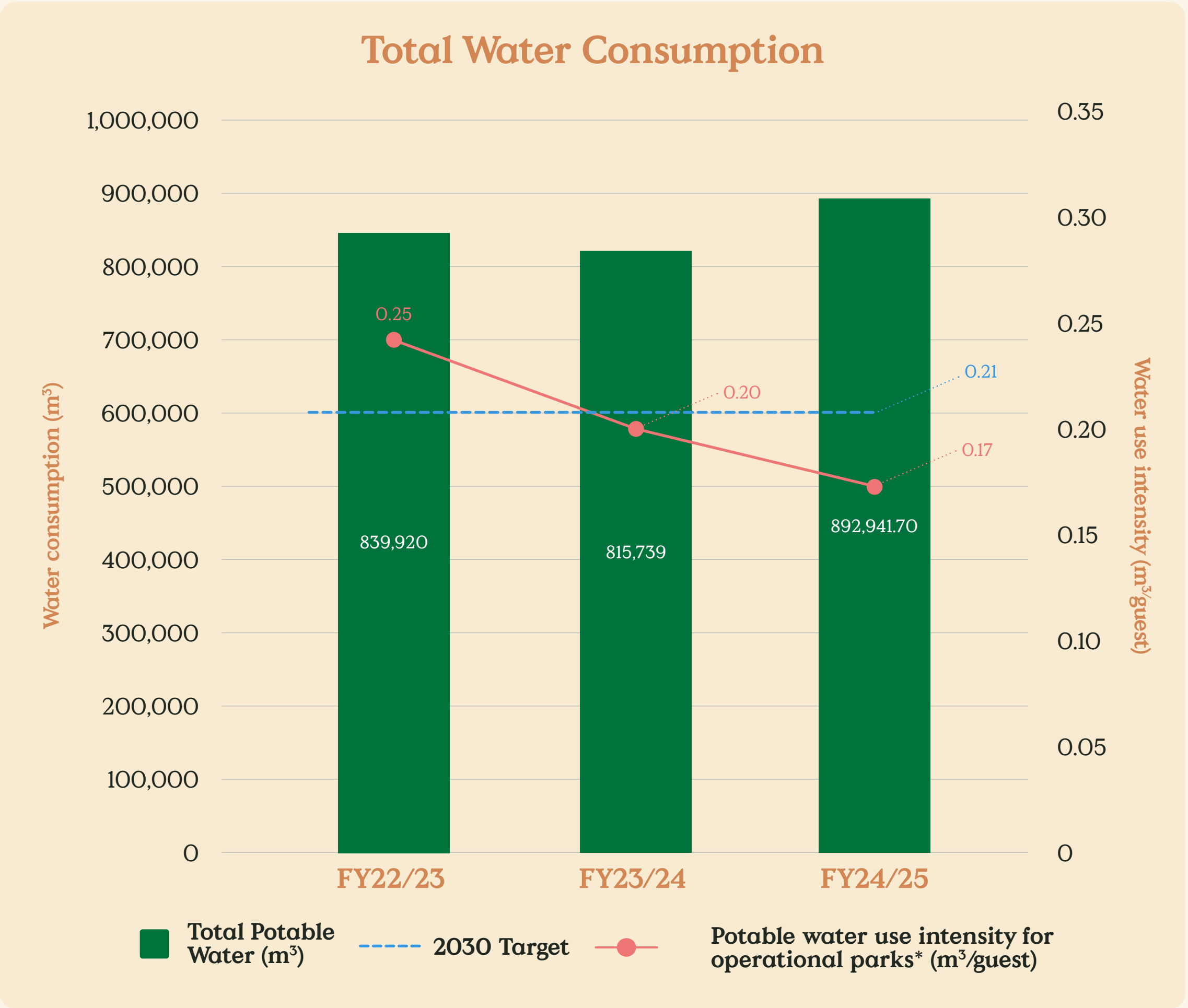


Water is the lifeblood of all living systems, vital for sustaining life and preserving the delicate balance of ecosystems. At Mandai Wildlife Group, responsible water management is essential not only to safeguard the health of the diverse species in our care but also to protect the surrounding natural habitats. As stewards of conservation, we are committed to sustainable practices that reduce our water footprint, ensuring the resilience and long-term viability of our operations.

Taking a Multi-Pronged Approach
Our water management strategy focuses on reducing consumption, increasing recycling, and maintaining high water quality. Through innovative initiatives like water recycling and rainwater harvesting, we integrate efficiency and sustainability into every aspect of our operations.



Water Performance

In FY24/25, our total potable water consumption reached 892,942 m³, a 9% increase from 815,739 m³ in FY23/24. However, our potable water use intensity improved to 0.17 m³/guest, a 18% improvement from 0.20 m³/guest in FY23/24. We continue to implement suitable water efficiency practices and systems to optimise our water usage, even as we welcome more guests into our precinct.



FY24/25 Highlights

Achieved an **18%** reduction in potable water use intensity in our operational parks* from **0.20 m³/guest** (FY23/24) ↓ to **0.17 m³/guest**

Target	Status
 Potable water use intensity for our operational parks* reduced by 25% from 2020 baseline by 2030 (Target: 0.21 m ³ /guest)	 On track 0.17 m³/guest <small>Note: While we have met our initial goal, we continue to judiciously manage our water consumption to ensure that this trend is sustained over the long run.</small>

*Water data used in this section cover Singapore Zoo, River Wonders, Night Safari, Bird Paradise and Mandai Wildlife WEST. Data from Rainforest Wild ASIA are excluded as it was in its first year of operations and will be included in the subsequent years.

Water and Effluents Management initiatives



The rainwater harvesting system at Penguin Cove which collects and stores water for plants.



Wastewater from our manatees’ tank in recycled using a bio-bed filter with special plants.

Improving Water Efficiency in Older Parks
We are progressively installing water-efficient systems and improving leak detection to reduce water usage in our older parks.

Harvesting Rainwater in Rainforest Wild ASIA and Bird Paradise
Rainwater is collected from the rooftops of Sentinel Foodhall in Rainforest Wild ASIA and Ocean Network Express Penguin Cove in Bird Paradise and channelled into an underground tank designed for storage and reuse in irrigation and floor washing. This system is expected to meet about 5% of our total water demand.

Manatee Water Recovery System
To maintain water quality in the manatee habitat at River Wonders, we utilise a bio-bed filter system which recycles wastewater from the manatee tank using plants like pandan and alligator-flag grown in the bio-bed to remove contaminants in the water while providing natural shelter for bees and dragonflies. Annually, this system recycles 30,000 m³ of water, a significant proportion of our total annual water savings.

Responsible Water Use in our New Parks
Non-potable water, including rainwater, recycled wastewater, and NEWater supplies 49% of the irrigation needs at our new parks. Native and adaptive vegetation further reduces the need for irrigation and maintenance.

Advanced Wastewater Recycling
We have two Wastewater Recycling Plants that utilise cutting-edge membrane bioreactors, ultraviolet treatment and chlorine disinfection to convert wastewater into high-quality, non-potable water used in our precinct. These advanced facilities reduce our reliance on potable water and is expected to supply 21% of our water needs in the long-term.



The advanced wastewater recycling plant transforms animal wastewater into high-quality, non-potable water for park use.



An aerial view of our wastewater recycling plant.

Climate Change Resilience and Adaptation

We recognise the wide-ranging impacts of climate change on our operations, ecosystems, and long-term sustainability. To strengthen resilience and adapt to its effects, we actively identify, assess, and respond to climate-related risks and opportunities.

Our Approach towards Managing Climate Change Impacts

Step 1

Identify

We conducted a scenario analysis to identify potential climate risks, based on climate scenarios using publicly available scientific and policy resources. These resources included, among others, Singapore’s Third National Climate Change Study (V3 Report) produced by the Meteorological Service Singapore, Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) produced by the IPCC and stakeholder surveys. Two key scenarios (SSP1-2.6 and SSP2-4.5, as defined IPCC Sixth Assessment Report) were selected to guide our analysis:



SSP1-2.6
“Paris-aligned”: Assumes a strong global focus on sustainability, with emissions reaching net zero after 2050.

Risks considered:
Stringent climate policies and carbon pricing, rapid technological innovation, and shifting consumer demands toward low-carbon products and services.



SSP2-4.5
“Business-as-usual”: Assumes a gradual decline in emissions post-2050, without reaching net zero by 2100.

Risks considered:
Localised and severe impacts from extreme weather events (e.g. flooding, droughts, heatwaves), moderately stringent climate policies, and carbon pricing.

Step 2

Assess

Using the identified scenarios, we evaluated the potential impacts of these scenarios on our business, infrastructure, and financial performance.

This included:



Physical risks
can be acute (e.g. sudden storms) or chronic (i.e. longer-term shifts in climate patterns), resulting in either interruption of operations and damage in assets (direct impact) or disruption to supply chains (indirect impact)



Transition risks
are business-related risks that follow societal and economic shifts toward a low-carbon and more climate-friendly future.

This includes regulatory changes, reputational pressures, and market shifts.



Opportunities
for operational efficiency, innovation, and new business opportunities.

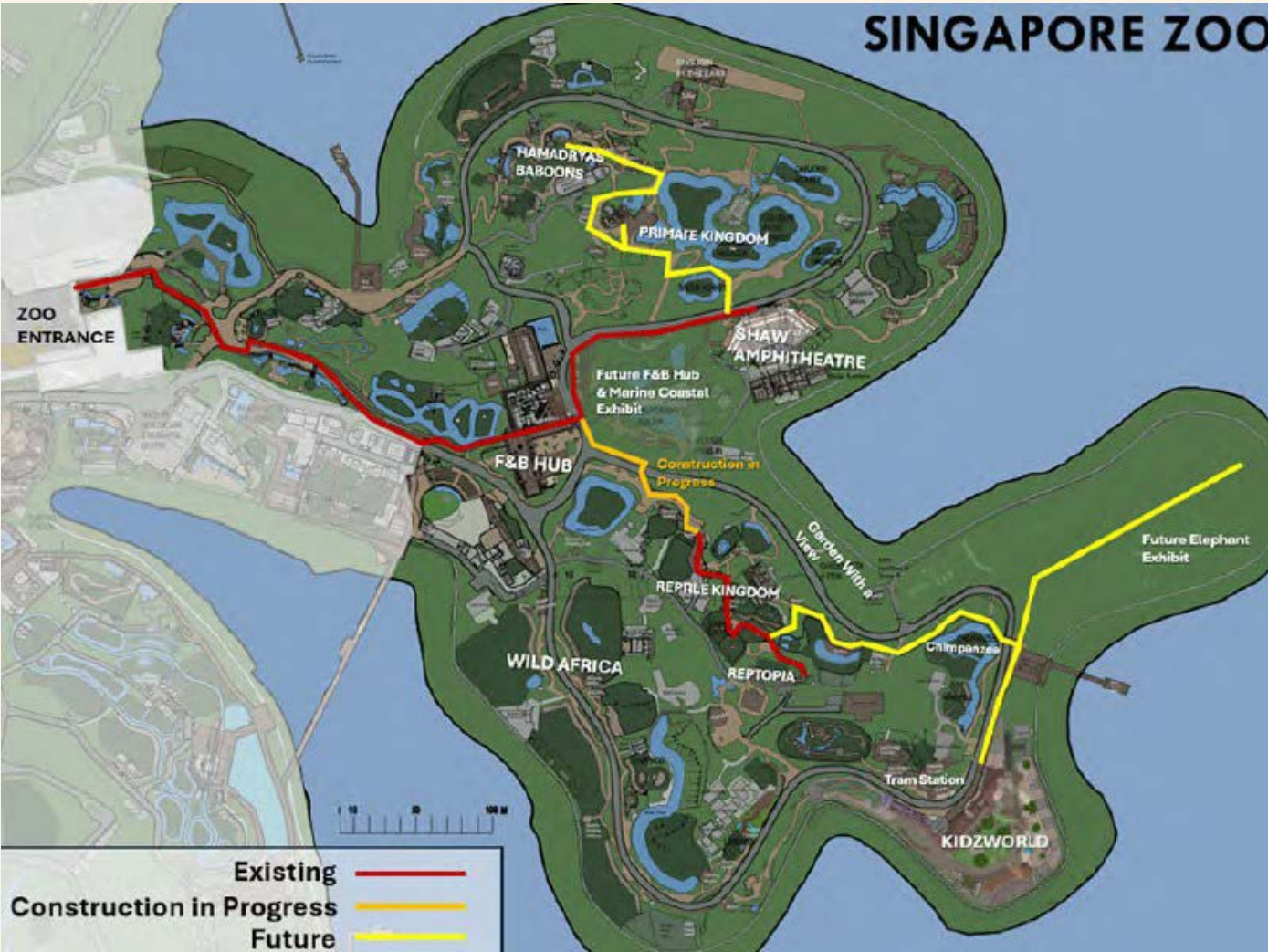
Step 3

Integrate

To ensure climate risks are considered in all major decisions and embedded across the organisation, we integrated climate-change related indicators into our Enterprise Risk Management (ERM) Framework with a dedicated risk card. These climate-change related indicators are monitored regularly. This allows us to align our risk assessments with strategic goals and enhance cross-functional collaboration to mitigate these risks.



Solar in Rainforest Wild Asia cavern.



Sheltered walkways will be progressively installed to ensure guests have a positive experience regardless of the weather.

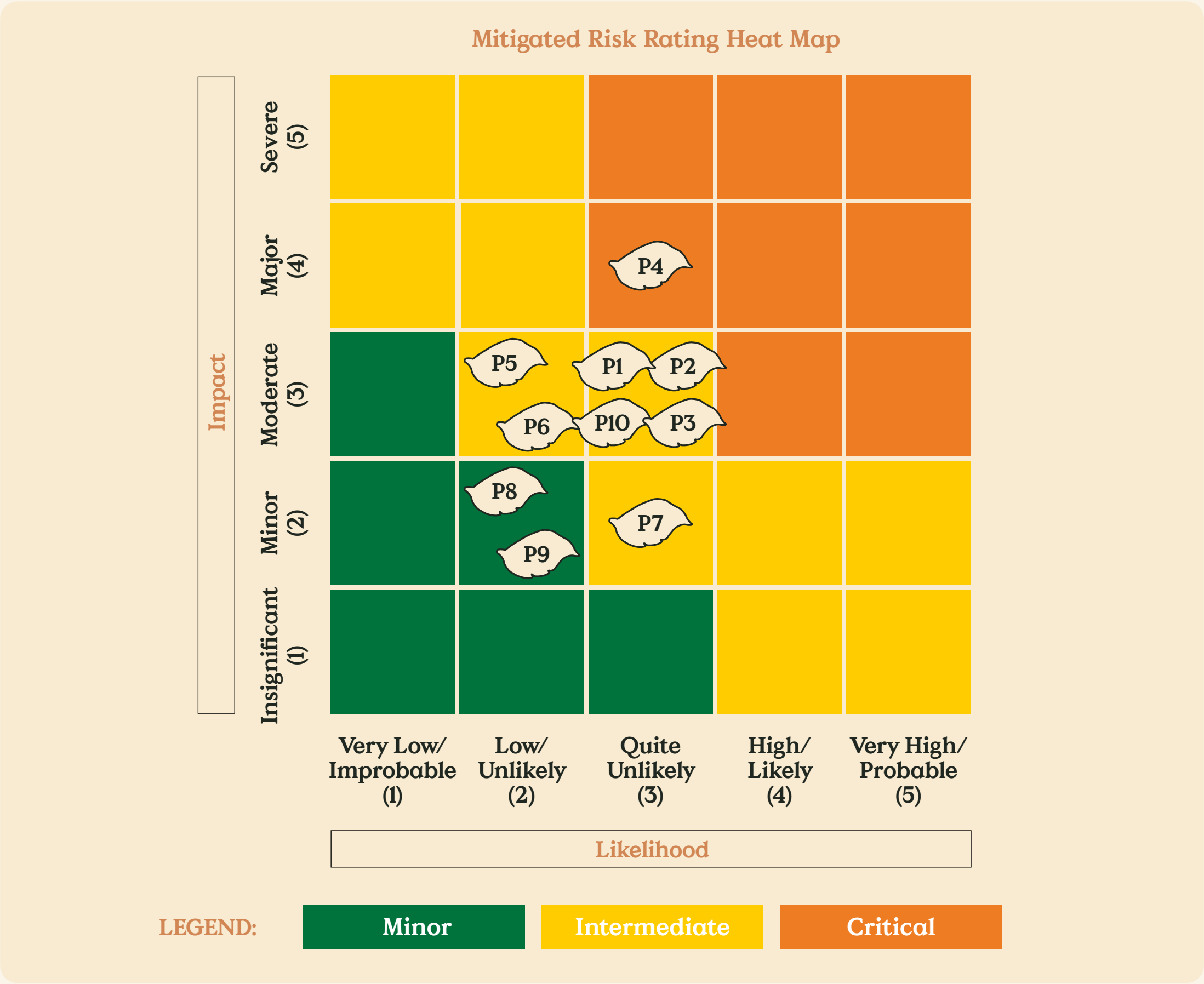


Weather-proofing our precinct with more sheltered walkways.

Strategy

Key findings from our scenario analysis are summarised below:

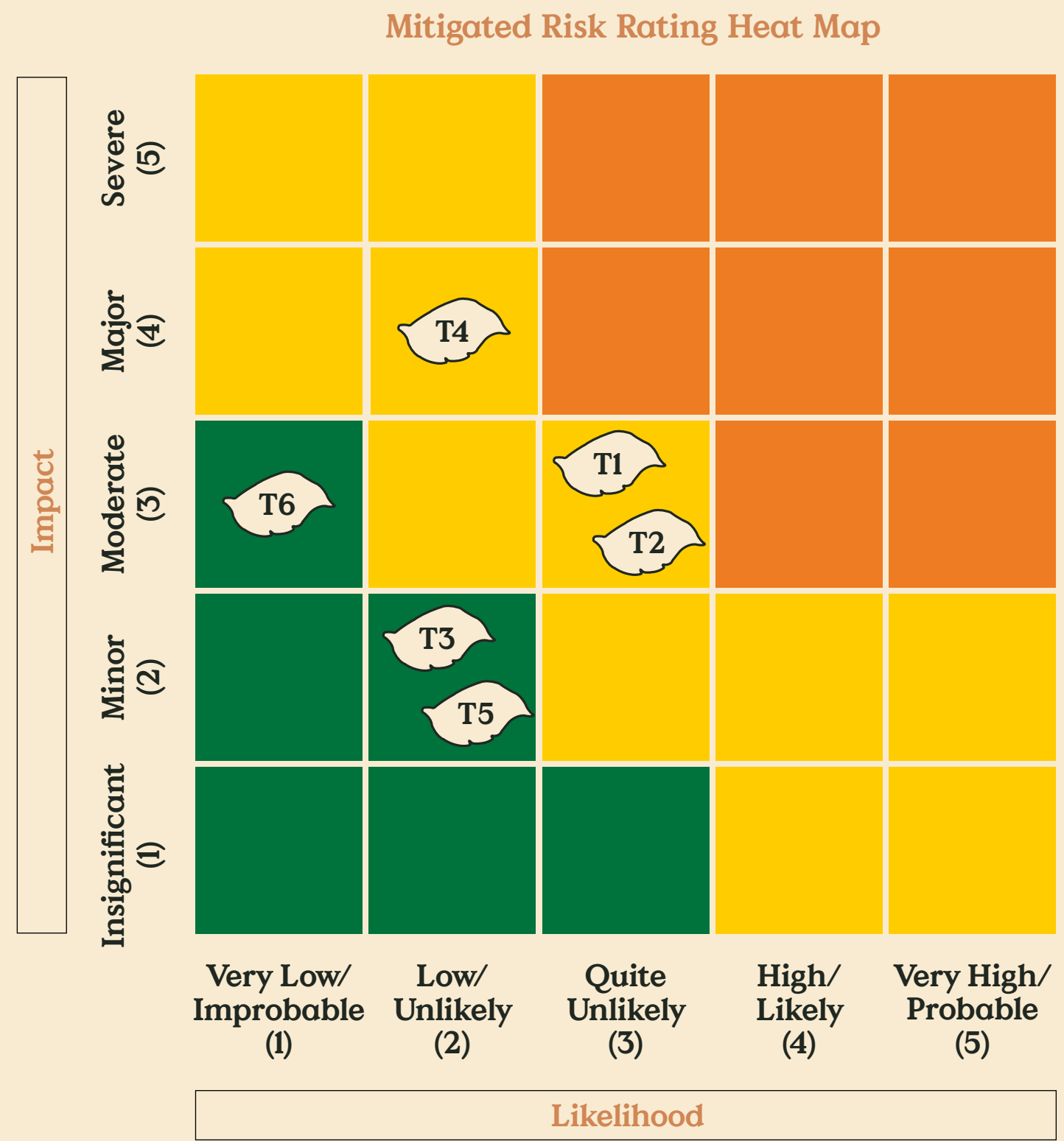
Physical risks identified



ID	Theme	Risk
P1	Heat stress and thermal discomfort	Heat injuries to staff and animals under our care due to prolonged exposure to high heat stress
P2	Heat stress and thermal discomfort	Lower park visitorship due to increased thermal discomfort and increase in rainfall intensity
P3	Heat stress and thermal discomfort	Lower staff productivity due to extreme weather conditions (for outdoor work)
P4	Increased cooling loads	Higher temperature resulting in higher cooling loads
P5	Flash flood	Flash flooding resulting in buildings, equipment damage, soil erosion and water ponding issues
P6	Dry spells	Prolonged dry spell resulting in increased cost of maintenance (plants, animal care, etc)
P7	Tree failures	Stronger wind resulting in tree incidents. affecting adjacent buildings, structures, animals and people
P8	Supply chain	Supply chain disruption due to climate change
P9	Food production	Food security for animals (availability and price)
P10	Water cost	Increasing cost of water due to climate change

Physical risks ratings are based on SSP2-4.5, which presented the worst-case scenario for physical risks to us due to higher frequency and intensity of extreme weather events.

Transition risks identified



LEGEND: Minor Intermediate Critical

ID	Risk	
T1		Higher cost of utilities due to carbon tax
T2		Mandate/advancement in low carbon technology/equipment resulting in need for early replacement
T3		Non-compliance with environmental regulations
T4		Loss in revenue due to increase in sustainable alternatives beyond MWR
T5		Exposure to risk of greenwashing accusations
T6		Consumer boycotting MWG brand due to business relationship with companies accused of greenwashing

Transition risks ratings are based on SSP1-2.6, which presented the worst-case scenario for transition risks to us due to more stringent regulations, policies and expectations towards climate change mitigation.

Opportunities

Climate change will continue to affect us in the years ahead, but it also presents opportunities to strengthen our business. By improving resource efficiency and tapping into the rising demand for sustainable tourism, we can build greater resilience to its impacts.



Solar panels in our carparks.

Enhancing Resource Efficiency in our Operations

In our older parks, Mandai Wildlife Group is progressively retrofitting and replacing outdated systems with more energy-efficient models. This approach allows us to evaluate the performance of different technologies within our precinct’s environment. Building on successful pilots that demonstrated energy savings, we are rolling out motion-sensor lighting and thermal hybrid air conditioners, which harness solar heat to reduce electricity use by compressors. To manage fluctuating electricity costs, we are also expanding solar panel installations across all suitable rooftops in the precinct. Although some of these solutions require higher upfront investment, financial analyses show that long-term savings outweigh the initial costs.



Hosting the IAAPA Sustainability Summit in Rainforest Wild ASIA.

A Destination for Sustainable Event

As organisations increasingly seek venues that align with their ESG goals, Mandai Wildlife Group stands out with its strong sustainability credentials. In 2025, we were honoured to host the International Association of Amusement Parks and Attractions (IAAPA) Sustainability Summit, welcoming industry leaders, experts, and policymakers from the region. Participants were treated to an exclusive tour of Rainforest Wild Asia to showcase its innovative green features. With rising demand for sustainable event venues, we are well-placed to meet this need.






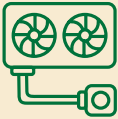



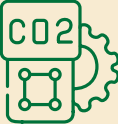


We offer sustainable menu items within our precinct.

Sustainable Food & Beverage (F&B) and Retail Choices

Meat production is a major source of carbon emissions, and we are responding by offering more creative plant-based meal options for eco-conscious guests. Through these choices, we hope to show that sustainable living can be simple and enjoyable, with small actions – like a meal – adding up to meaningful climate impact. We have launched a new line of wearable products at Rainforest Wild ASIA’s merchandise shop, featuring Climate-Cool fabric better suited for tropical weather. The apparels range from shirts to activewear and are made of natural fibres for comfort and ease of movement. In view of rising temperatures, the new product line represents an opportunity to enhance comfort.

Risk Management

Following the scenario analysis, we integrated climate-change related indicators and identified mitigation measures to manage risks and opportunities due to climate change. These are the risk indicators and mitigation measures for the key risks.

Type	Risk	Mitigation
<div><p>Physical</p></div>	<div><p>Overall</p></div>	<ul style="list-style-type: none">Quarterly monitoring and reporting of electricity and water consumption to Enterprise Risk Management Committee (ERMC)Building awareness of the Mandai Wildlife Reserve as an all-weather destination
	<div><p>Heat stress and thermal discomfort</p></div>	<ul style="list-style-type: none">Implement Safe Work Procedures (SWP) for heat stressUse Wet Bulb Globe Temperature (WBGT) readings as a reference point for monitoring and guiding heat-related safety measuresProgressively construct more sheltered walkways and increase greenery to provide natural shade and cooling
	<div><p>Increased cooling loads</p></div>	<ul style="list-style-type: none">Progressively retrofit with energy efficient cooling systems, such as thermal hybrid air conditioners and Airbitats
	<div><p>Water cost</p></div>	<ul style="list-style-type: none">Progressively install systems to enhance water efficiency, such as meters and motorised valves in potable water branch lines
<div><p>Transition</p></div>	<div><p>Higher cost of utilities due to carbon tax</p></div>	<ul style="list-style-type: none">Progressively installing solar panels across all available and permissible rooftops across the precinctProgressively retrofit with energy efficient cooling systems
	<div><p>Mandate/advancement in low carbon technology/equipment resulting in need for early replacement</p></div>	<ul style="list-style-type: none">Conduct financial analysis of the capital cost and cost savings to justify procurement of resource efficient systems
	<div><p>Loss in revenue due to increase in sustainable alternatives beyond MWR</p></div>	<ul style="list-style-type: none">Benchmark across credible sustainability standardsObtain certification from reputable bodies, such as GSTC, NParks' LEAF certification and BCA's Greenmark
	<div><p>Exposure to risk of greenwashing accusations</p></div>	



Appreciating our volunteers through regular engagement events.

People

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From Knowledge to Impact: Rachel's Upskilling Journey

“Working at the breeding centre has grown my passion in avian breeding and conservation for species. The opportunity to further my education has been both enriching and empowering. Not only has it deepened my expertise, but it has also reinforced my commitment to conservation. I am very grateful for the support that made this journey possible.”

Rachel Lee
Keeper, Avian Breeding and Research Centre

Talent is the backbone and driving force behind every successful organisation, turning vision into reality. At Mandai Wildlife Group, we believe that empowering our employees with opportunities for continuous learning is key to driving both personal growth and organisational impact. Through our education and upskilling initiatives, our staff are encouraged to pursue further studies that expand their knowledge and strengthen their contribution to conservation and sustainability.

One such story is that of Rachel Lee, a keeper at the Avian Breeding and Research Centre at Bird Paradise. Her work focuses on breeding avian species with conservation value and maintaining a sustainable population within the park. Driven by her passion for biodiversity conservation, Rachel pursued a master's degree in Biodiversity Conservation and Nature-based Climate Solutions, sponsored by Mandai Wildlife Group.

“Working with species of conservation value made me realise that habitat loss is a common and pressing threat. This motivated me to explore broader, nature-based conservation strategies through further study,”

explains Rachel. As part of her programme, Rachel completed an internship with Mandai Nature, where she worked on tracking and monitoring the wild population of the critically endangered straw-headed bulbul within the Mandai precinct. “This experience provided me with deeper insights into the species’ natural history and improved my understanding of their requirements.”

Rachel explained how her work has benefitted from this programme. “Through this programme, it has strengthened my scientific foundation and equipped me with valuable research skills, including data collection and analysis software. I look forward to applying this scientific knowledge to enhance breeding success through improved data driven decision-making.”

Rachel's story is an example of how Mandai Wildlife Group nurtures talent from within. Through our upskilling initiatives, we are not only investing in professional development but also cultivating champions of biodiversity and sustainability for the future.



Rachel Lee (third from left) with her team.



Rachel Lee (left) with her team mate.



Rachel Lee conducting a field survey during her internship.

Community Engagement and Advocacy



As a wildlife organisation, we are in a unique position to educate our guests on the importance of conservation, and to advocate for more sustainable choices. In moving towards our vision to create meaningful connections and experiences that inspire people to protect nature and wildlife, we commit to raising awareness about the moral and ethical considerations of the animals in our care. We emphasise the importance of animal conservation and seek to inspire public action through education on pressing conservation issues.

Recognising that conservation and sustainability are intricately linked and critical in mitigating threats to climate change, we encourage our employees, guests and the public to adopt green lifestyles. We do so by raising awareness, curating educational programmes, information, and resources to learn about sustainability.

To ensure our message is spread across the community, we are dedicated to making our parks accessible to all. We believe that everyone deserves a chance to foster a connection with nature and wildlife. By making our spaces inclusive, we create opportunities for people of all abilities and backgrounds to experience the unique joy of learning about animals and the importance of conservation.

Why What We Do Matters

Our unique position as an organisation engaged in biodiversity conservation and the care of animals allows us to extend our advocacy for sustainability beyond our parks, inspiring guests to embrace a more sustainable way of life. Conservation education is woven into every interaction with our Group, designed to inspire action for a healthier world. Our work aligns with the UN SDGs, ensuring that we are helping to shape a more sustainable future for all.

Managing Biodiversity
As global trends increasingly focus on the loss of biodiversity, and nature becomes a key area of focus to build resilience to climate change and enhance adaptability, managing biodiversity is more important than ever. We emphasise the significance of protecting biodiversity and managing natural resources as key components of our advocacy and educational initiatives.

Educating the Community on Conservation
Community involvement is integral to our conservation education strategy. Through active engagement, we aim to educate citizens about the importance of biodiversity, aligning with the Nature pillar of the Singapore Green Plan. Our commitment to using this platform to build public awareness and advocate for conservation underscores the importance of education in fostering sustainable practices.

FY24/25 Highlights

Reached out to a record

345,000

school visitors, park guests and members of the public with conservation and sustainability messaging

49

environmental sustainability talks, tours and campaigns hosted at the Mandai Wildlife Reserve, reaching out to

>3,100

people

40,000+

beneficiaries from various Social Service Agencies enjoyed complimentary admission and tailored programming at our parks

We welcomed


1,000+

guests from various Social Service Agencies for Mandai Gives Back at Bird Paradise

Our World Pangolin Day campaign engaged

400+

guests to raise awareness about pangolins, a Critically Endangered native mammal species in Singapore



Refreshed interpretives across the precinct and grew our digital education channels, such as our **So Sus** video series

Curated activities for the 2nd edition of Go Green SG programme organised by the Ministry of Sustainability and the Environment.

Engaged

400+

participants through 4 unique activities

Launched **Mandai is Wild about SG** and **Celebrating our Grands** campaigns to connect local communities while nurturing deeper appreciation for nature



Our animal presentations aim to educate and inspire guests with a deeper appreciation for our planet's biodiversity.



We engage students from various schools regularly to spread our conservation and sustainability messages.

How We Advocate for Our Causes

Our greatest advocates are our employees as they see first-hand what needs to be done to preserve our animals and their habitats. The Mandai Environmental Sustainability Strategy is embedded in employee engagement through sustainability-themed workshops, ground-up initiatives and refresher courses on innovations and best practices. Such reach-out helps extend the advocacy on green and sustainable living beyond our employees to business stakeholders, as well as visitors and the public. Through various touchpoints, we are able to communicate the importance of conservation and environmental sustainability and associated calls to action.

Animal Presentations Foster a Deeper Understanding

One of those touchpoints is our daily animal presentations to guests. Our Animal Presentations Training Policy is rooted in principles that prioritise respect and education. These presentations not only entertain, but also showcase natural behaviours of animals. We aim for guests to foster a deeper appreciation of conservation and inspire them to take steps towards protecting wildlife.

In FY24/25, we launched a new presentation in the Singapore Zoo, titled "Into the Wild". This showcases how animals, such as Ring-tailed Lemur and Indian Crested Porcupines, have adapted to survive and thrive in their natural habitats despite challenges like habitat loss and wildlife trade.

Advocacy Within Singapore's Education Community

We believe that the vision of a healthier planet can only be realised through society's collective commitment, and it starts with our children and youths. We have redoubled our advocacy for protecting wildlife and living sustainably through innovative programming, campaigns and outreach activities across a variety of communication channels, including the national education system. Working closely with preschool anchor operators and the Ministry of Education and Institutes of Higher Learning, we co-create curricula, work attachments and other learning opportunities to spread our message to more students. Our aim is to nurture a new generation of eco-stewards committed to a biodiverse world and a sustainable future.

Our Education Advisory Panel

We do this with support from our Education Advisory Panel, composed of external experts from various specialised educational fields, including outdoor education, special needs education, mother tongue language instruction and early childhood education. The panel is supported by the Deputy Chief Executive Officer of Mandai Wildlife Group and the Vice President of Education, who also serves as the secretariat.

Together, the members provide strategic guidance to enhance the Group's reputation as a "Living Classroom for All". Meeting every six months, the panel's role is to ensure that our educational offerings are aligned with best practices, with the goal of nurturing future-ready citizens to be advocates for sustainability, wildlife conservation and climate action. Additionally, the panel serves as a platform for members to exchange insights on innovative teaching methods and emerging educational trends.



Partnering schools in our education campaigns in Bird Paradise.

Sustainability Messaging Across Our Precinct

Refreshing our Interpretives

Our interpretives across the precinct, are regularly refreshed to update our educational content. As part of the enhancement, we added interactive features to foster stronger engagement of our educational messages. Some of the prominent updated interpretives include the series about our conservation efforts in the entrance of River Wonders and one about sustainable palm oil in the Orangutan exhibit of Singapore Zoo.

Choose Sustainable

Since January 2024, we have adopted the “Choose Sustainable” icon and tagline across the Mandai Wildlife Reserve to unify our sustainability messaging. Our interpretives, animal presentations, as well as signages in our F&B and retail outlets included this tagline as a call to action to encourage guests to make sustainable choices wherever possible.

World Pangolin Day campaign

To raise awareness and support for conservation of Sunda Pangolins, a critically endangered native mammal in Singapore, we organised a two-day World Pangolin Day campaign in February 2025. Through interactive activities, such as a digital trail, awareness booth, and keeper talks, over 400 guests were engaged by our staff and volunteers. The campaign aimed to educate the public on pangolin ecology, threats, and Mandai’s conservation efforts, while inspiring action such as driving cautiously near forested areas and reporting injured pangolins. Post-event surveys showed significant increases in guest awareness, care, and intention to support pangolin conservation. The initiative successfully strengthened public connection to wildlife with participants indicating 20% increase in awareness about pangolins and 14% indicating increased inspiration to take action for pangolins.



Our refreshed interpretives are interactive to foster stronger engagement of our educational messages.



Our video series engages the public outside of our precinct.



Our guest engagement efforts as part of World Pangolin Day.

Sustainability Messaging Outside of Our Precinct

Mandai Wildlife Group has expanded our public engagement efforts through digital platforms, to raise awareness about conservation and sustainability. Since August 2022, the Education Content Team has consistently produced long-form videos on our YouTube channel. As of March 2025, we have seen a 156% increase in subscribers and over 27 million total views.

A key initiative is the So Sus video series, which showcases Mandai’s sustainability projects – from food waste management using hissing cockroaches to promoting ugly vegetables to combat food waste. These episodes are shared across various mediums, including YouTube, Facebook, and Instagram, making our education content accessible and engaging to a wider audience.

Our #AskMandaiAnything series has also been featured in TikTok’s dedicated Science, Technology, Engineering and Math (STEM) feed in Singapore that was launched in 2025. Through this avenue, we bring conservation topics accessible and exciting while fostering deeper engagement.

This digital strategy has successfully broadened our reach, deepened public understanding of environmental issues, and inspired more people to support sustainable practices. By leveraging digital media, we aim to continue our educational outreach beyond the boundaries of our precinct.

Community Engagement

Promoting an Inclusive Mandai

We ensure our precinct is accessible to every segment of the community. In FY24/25, we welcomed over 40,000 beneficiaries from 334 Social Service Agencies into our parks with complimentary admissions. We have been developing resources and training our staff to better cater to guests with special needs.

To better cater to guests with special needs, we collaborated with Special Education (SPED) educators and caregivers to co-create tailored guides and resources to meet the needs of neurodiverse learners. These resources include practical tools like social scripts, sensory maps, and hands-on activities, designed to make learning journeys engaging and accessible for SPED students.

Mandai is Wild about SG campaign

Mandai Wildlife Group’s Mandai is Wild About SG campaign aims to deepen engagement and benefit the local community, while nurturing a deeper appreciation for nature. Through collaborations with organisations like Families for Life and other community groups and corporate partners, it provides greater access to the nature-inspired experiences at the Mandai Wildlife Reserve. The launch event saw over 1,000 family members, who bonded over a movie screening and at interactive learning stations on wildlife and nature.

In conjunction with this campaign, a month-long campaign “Celebrating our Grands” was launched with a series of family-friendly activities to strengthen intergenerational bonding. A key highlight is a family trail that lets families discover how Bird Paradise’s avian residents like the King Penguins and Papuan Hornbills demonstrate core family values such as love, care and commitment. These efforts align with our vision to be a welcoming space for families and a catalyst for shared memories while raising conservation awareness.

Mandai Gives Back

Mandai Gives Back is our annual event where we invite beneficiaries from various Social Service Agencies to one of our parks for day of curated activities. In our 2024 edition, we partnered UOB’s Heartbeat Programme to invite close to 1,000 children, families and migrant workers from various



Launch of our partnership with POSB to champion lifelong financial and environmental stewardship.



Mr Masagos Zulkifli, Minister for Social and Family Development and Second Minister for Health (second from right) at the launch of Celebrating our Grands.



Soft toy restoration workshop in River Wonders, as part of our curated activity for Go Green SG campaign.



Volunteers at our Mandai Gives Back event.

Social Service Agencies to Bird Paradise. Beneficiaries enjoyed a day of fun with guided explorations around the park, an exclusive animal presentation and hands-on activities.

Supporting Go Green SG campaign by the Ministry of Sustainability and the Environment

We continued our support for the second edition of Go Green SG, an initiative by the Ministry of Sustainability and the Environment. In FY24/25, we curated new sustainability-themed experiences for both guests and staff that were unique to us, including an upcycling workshop for animal enrichment tools, biodiversity surveys and soft toy repairs. Over 400 participants attended these activities.

Piloting the Mandai Action for Wildlife Programme

Launched in 2025, the Mandai Action for Wildlife Programme empowers students to become eco-stewards through hands-on conservation projects. Supported by Amazon Web Services, the pilot engaged eight primary and secondary schools and 10 preschools, addressing real wildlife challenges such as reducing animal-vehicle collisions, mitigating human-wildlife conflict, and protecting lesser-known native species. This programme is unique in its action-based approach—students not only learn about conservation but actively design and implement solutions with guidance from our wildlife experts and educators. Through learning journeys, mentorship, and skills-building workshops, participants experience first-hand how their efforts contribute to Singapore’s biodiversity protection.

Financial Literacy Partnership with POSB

In December 2024, Mandai Wildlife Group and POSB launched a multi-year initiative that integrates financial literacy with sustainability education. This collaboration equips children and families with money management skills while inspiring them to adopt sustainable lifestyle habits.

POSB’s financial literacy curriculum has been embedded into our parks, Singapore Zoo, Bird Paradise, and River Wonders. Guests can learn through interactive activities, and the Super Saver Mission booklet, which weaves together money management tips with fun animal facts and conservation messages.

Visitor Health, Safety, Experience and Satisfaction



At Mandai Wildlife Group, ensuring a safe and enjoyable experience for all visitors – and the animals in our care – is central to our operations. Our goal is to create a welcoming environment that enhances guest satisfaction and deepen their connection with nature.

By integrating community participation into the visitor experience, we embed our educational efforts within Singapore’s social fabric, fostering greater awareness and shared responsibility for wildlife and the environment. This holistic approach not only elevates the guest experience but also supports our sustainability and risk management strategies, both essential for maintaining steady visitation and ensuring the long-term financial resilience of the organisation.

The Importance of Guest Safety and Experience
Visitor health and safety are fundamental to our success and form a cornerstone of our operational framework. The quality of the guest experience, and their overall satisfaction, are directly linked to the sustainability of our business. We recognise the the need to align with global trends in sustainable tourism and to create meaningful, inclusive experiences that cater to all visitors, including children, seniors, and persons with disabilities.

The Group is deeply committed to providing a safe and enjoyable experience for every visitor, as well as for the animals in our care. Our attractions continue to draw both local and international tourists, contributing significantly to Singapore’s tourism landscape. Ensuring that we meet the diverse needs of our guests is embedded in our park designs, infrastructure and service standards – allowing us to uphold our reputation as a world-class wildlife and nature destination.



We curate unique experiences for our guests.



Guests attending a Keepers Talk in Bird Paradise.



Guests enjoying activities in River Wonders.

FY24/25 Highlights

Guest Satisfaction Score achieved in FY24/25

The Mandai Wildlife Reserve was awarded **Outstanding Attraction Experience** at the Singapore Tourism Awards 2024

#1 in Amusement Park Experience – Bird Paradise
Rated by The Straits Times Singapore’s Best Customer Service 2024/25

Enhancing Visitor Experience and Satisfaction
Our strategy for enhancing visitor experience and satisfaction is anchored in a clear principle: Every Guest Leaves Inspired. This guiding ethos drives our commitment to creating meaningful and memorable encounters that connect every guest with nature and wildlife, while delivering five-star experience throughout their visit.

We aspire for each inspired guest to become an advocate for conservation – taking action to protect wildlife and encouraging others to do so too.

Guest-centricity

Guest-centricity is at the core of everything we do. Group Insights plays a pivotal role in amplifying the voices of our guests by analysing feedback and reporting key sentiments across the organisation. Regular updates are presented at management meetings chaired by Group CEO, as well as operation meetings chaired by Deputy CEO and Chief Life Sciences Officer, enabling a deeper understanding of guest needs and expectations.

All guest-related metrics and targets are reviewed and approved by management to ensure alignment with organisational priorities. The insights shared by Group Insights inform and empower the Guest Experience Management (GEM) team to conduct Guest Experience Enhancement Workshops, driving continuous improvements across our parks. Both Group Insights and the GEM are integral parts of the Transformation and Growth Division, which is led by the Deputy CEO of Transformation and Growth.

Offering New Experiences in our Older Parks

Regularly updating exhibits and guest areas in our older parks ensures they remain relevant, engaging and aligned with guest expectations. Modernised spaces also reflect evolving best practices in animal welfare, education, and sustainability.

In FY24/25, we completed several enhancement projects, including the Pangolin Trail in Night Safari and the Animal Behaviour and Enrichment Centre at Singapore Zoo. We are also progressively adding sheltered walkways across our precinct, allowing our guests to enjoy our parks in all weather conditions.

Beyond infrastructure, we continually refresh guest activities – from presentations and token feeding sessions to wildlife-themed dining experiences – to maintain excitement and engagement throughout every visit.

A Tailored and Customised Experience for Every Guest

We adopt a tiered approach to offer premium, paid experiences for guests seeking closer wildlife encounters or more adventurous experiences. This approach allows us to personalise and customise offerings to suit the diverse needs, interests and preferences of our guests – ensuring memorable and meaningful experiences for all.



We curate unique experiences for our guests.

Guest Satisfaction Survey

The Guest Satisfaction Survey is a key instrument we use to regularly gauge guest satisfaction and understand their overall experience. This survey enables us to understand guest profiles, identifies the main drivers of satisfaction, and highlights areas for improvements. By capturing guest perceptions across our offerings, the survey enables us address service gaps and enhance the visitor experience. In this fiscal year, our Guest Satisfaction Score achieved an impressive 89%, marking a 2% improvement from the previous year.

Social Listening Tool

Our Social Listening tool enables us to monitor and analyse online conversations surrounding our brand and offerings, uncovering emerging trends and topics that matter to our target audience. This proactive approach helps us anticipate market shifts and evolving consumer behaviours. Our social media team conducts daily social listening to stay closely connected to our audience – tracking brand-related discussions, identifying trends, and managing potential issues or crisis alerts.

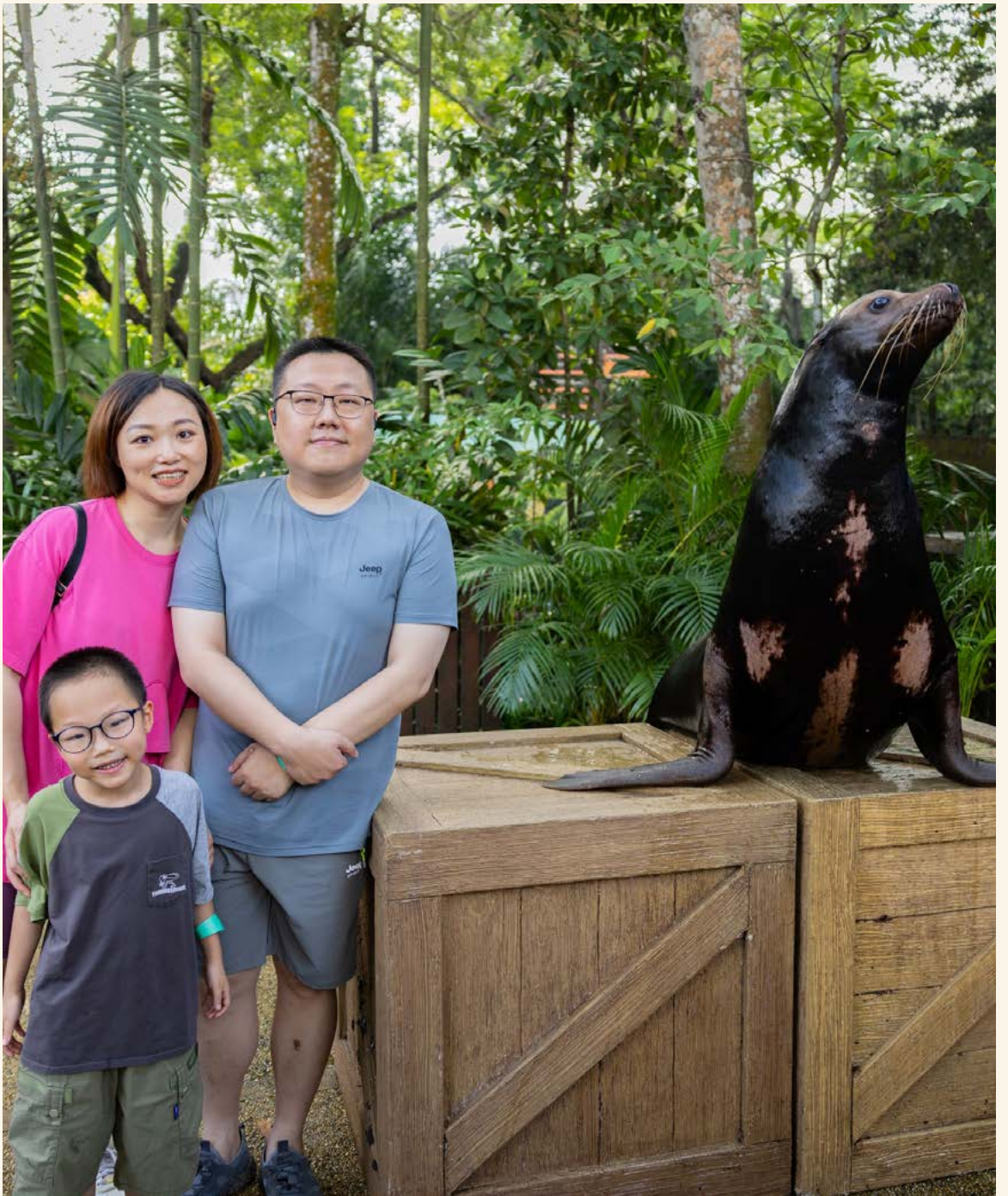


Our elevated walkways in Rainforest Wild ASIA are universally designed and cater to different mobility needs.

Enhancing Inclusiveness in Design

Designed with inclusivity at its core, our precinct ensures that everyone can fully experience and enjoy its offerings. Public areas – including the newly opened Mandai Boardwalk – are freely accessible without paid admission, allowing all guests to connect with nature within the precinct.

Universal design principles are integrated throughout, featuring nursing rooms and changing stations for families, hearing enhancement facilities at key locations and Braille signages for visually impaired guests. Wide, sheltered walkways enable smooth access for those using prams, trolleys, or wheelchairs. In addition, complimentary wheelchairs are available for seniors and persons with disabilities to enhance comfort and accessibility.



We create new experiences in the older parks for our guests.

Employee Health, Safety and Well-being



Employee Well-being

The well-being of the animals under our care is only as strong as the well-being of those that care for them, which is why we are deeply committed to ensuring the welfare of our employees. We firmly believe that fostering employee well-being is crucial not only for their personal and professional growth but also for their overall physical, mental, and emotional health. We achieve this by cultivating their passions and potential through mentoring, coaching, and development programmes.

Strengthening Sustainability Through Employee Care

Creating a positive workplace environment strengthens our overall sustainability efforts. We recognise global trends that emphasise employee health, safety and satisfaction as key components of corporate responsibility and sustainability.

We believe that when our employees feel engaged with us, they become our best ambassadors for our organisational's purpose and deliver positive experiences for our guests and stakeholders.



Activities for our staff during our annual Learning Festival.

Generous Employee Benefits

Our CARElephant Programme is a comprehensive workplace initiative aimed at enhancing employee health and fostering a supportive environment that prioritises well-being. The programme offers a range of benefits, including health insurance, medical reimbursement, and financial aid, as well as an Employee Assistance Programme to support mental health. In addition, staff have access to engagement activities, interest groups, and a dedicated staff gym, ensuring a holistic approach to their physical, mental, and emotional well-being.

Our remuneration package offers a range of additional benefits, including competitive leave entitlements, complimentary staff meals and transport, discounts at selected retail, F&B outlets, and free admission to our parks for employees and their loved ones. Additionally, staff can participate in our volunteer keeper programme. Our staff volunteers can join the Animal Care teams to have first-hand experience in looking after animals in our care.



Poster for our Volunteer Keeper programme.

Building Employee Capabilities

Since July 2023, the Competency-Based Pay (CBP) progression scheme was introduced to complement the development programme for our keepers and animal presenters. The CBP progression scheme is motivational because it directly ties our employee's compensation to their skills, knowledge, and achievements. CBP creates a clear and structured pathway for career advancement, giving employees a tangible goal.

Collective Agreement with Staff Unions

Our staff are represented by the Singapore Manual & Mercantile Workers' Union (SMMWU) or Attractions, Resorts and Entertainment Union (AREU). Our relationship with the two unions was renewed with the signing of Collective Agreements, which saw enhancements made to staff benefits in the areas of Retirement and Re-employment, Paternity Leave, Health & Wellness, and the incorporation of a new Company Training Committee. The current agreements are effective till December 2026.

FY24/25 Highlights



Included in The Straits Times Singapore's Best Employers List for the 3rd consecutive year

Ranked **#42**, up from #66 in the previous FY



#1 ranking in Hospitality, Leisure, and Tourism Sector of Singapore's 100 Leading Graduate Employers

Pulse surveys in FY24/25 saw our employee experience score at

75% with attrition dropping from **12% → 9%**

Our Accreditations



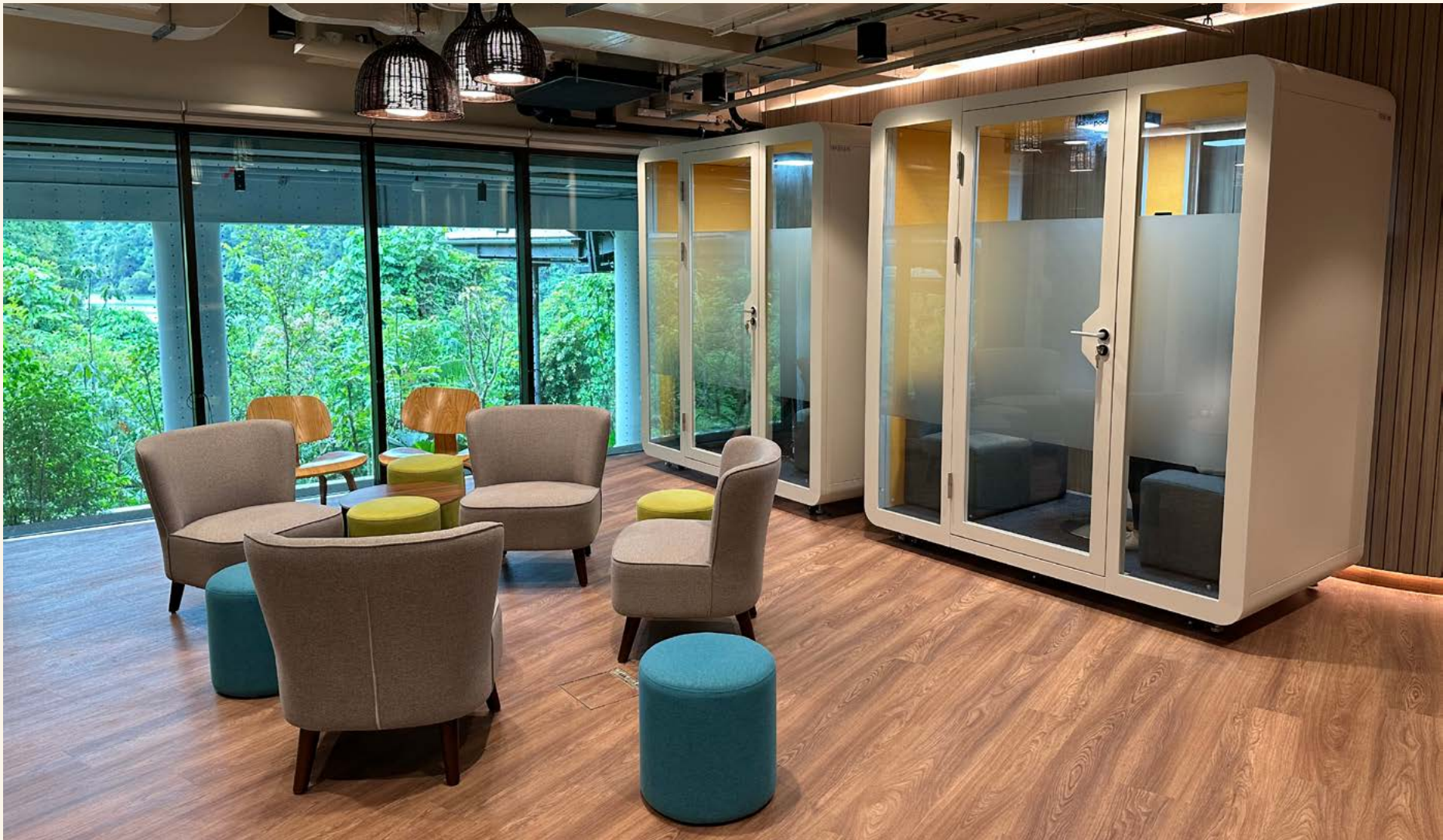
Progressive Wage Mark by the Ministry of Manpower (MOM) in recognition of progressive wages that we and our contractors pay to employees covered under the respective Sectoral or Occupational Progressive Wage Models



Enabling Mark (Silver) by SG Enable in recognition of our exemplary practices and outcomes in disability-inclusive employment

Best Employer Award 2025
Mandai Wildlife Group was ranked 42nd on the Singapore Best Employers 2025 list. This marks the third time we are honoured as one of Singapore’s Best Employers. This is a testament to our continued commitment to fostering a positive work environment and reflects our focus on staff development, well-being, and the role we play in nature conservation.

Our new nest – Our New Corporate Office
Our new corporate office opened in February 2025. It enhances employee well-being and engagement through a flexible workspace designed to support collaboration. With thoughtful layouts, including desks with adjustable height, and nature-inspired design, the upgraded facilities foster creativity, connection to nature, and a stronger sense of purpose.



Left and above: Collaborative spaces and private meeting pods in our new corporate office.



Water parades are conducted as part of measures to mitigate heat stress.

Workplace Health and Safety

Workplace safety is a top priority at Mandai Wildlife Group, as it directly influences employee well-being, productivity, and morale. A strong safety culture fosters trust, loyalty, and helps attract and retain talent.

Employee Safety

We uphold stringent safety policies and comply with all regulatory and industry standards. Our Health & Safety Management System is overseen by the Operational Risk and Safety Committee (ORSC), a Board sub-committee. Day-to-day initiatives and performance monitoring are managed by the Safety & Security Committee (S&SC), chaired by the Chief Park Operations Officer. This working group meets monthly and includes representatives from various business units to ensure effective implementation of safety protocols.

Operationally, we conduct regular site walkthroughs, safety inspections, and engage staff to identify emerging risks. Safety dialogues are integrated into daily briefings to reinforce awareness. These efforts led to improved safety performance in FY24/25, with 106 workplace injuries recorded – four major and 102 minor – resulting in a workplace injury rate of 6.3 per 100 staff, a 33% reduction from FY23/24. We remain committed to achieving a zero-injury rate.

Contractor Safety

We maintain structured contractor safety management procedures across all projects. Contractors must comply with our Health and Safety standards, aligned with national regulations and industry best practices. Regular site inspections are conducted to ensure compliance and identify hazards. Non-conformances are documented with clear follow-up actions. We also emphasise pre-engagement evaluations, including verification of contractors’ bizSAFE certification, safety track records, and competency. Safety briefings and toolbox meetings are conducted to reinforce

awareness and accountability. These procedures have strengthened contractor accountability and upheld consistent safety standards across our dynamic work environment.

Proactive Heat Stress Management

With climate projections showing Singapore could experience up to 351 very hot days annually by end-century, Mandai Wildlife Group proactively implemented a Safe Work Procedure (SWP) for heat stress. Using Wet Bulb Globe Temperature (WBGT) data from the National Environment Agency (NEA) and Meteorological Services Singapore (MSS), we introduced hourly rest breaks in shaded or air-conditioned areas, and suspended non-essential outdoor work whenever WBGT readings reach $\geq 33^{\circ}\text{C}$, in line with the “High Heat Stress Level” threshold. Vulnerable staff – such as the elderly, expectant mothers, and those with health conditions – receive adjusted duties. These measures reflect our early preparedness to safeguard staff well-being amid climate change.



Ergonomic working desks in our new corporate office.



Diversity, Equity and Inclusion



Our teams are diverse and inclusive, and we value the differences each individual brings to the organisation.

Fostering a Harmonious and Safe Workplace
Our Diversity, Equity, and Inclusion (DEI) policy was introduced in June 2021. As we advance in this journey, we remain committed to creating a harmonious, safe, and inclusive environment where every employee feels respected and valued. To reinforce this, we organise regular workplace harassment workshops to raise awareness of what constitutes harassment and to equip staff with the skills to effectively support affected individuals.

Our goal is to continue this programme for all staff, deepening awareness, fostering a culture of respect, and ensuring robust support across the organisation.



Mandai FesDival celebrates diversity and inclusion, fostering respect for individual differences among staff.

Leading an Inclusive Team
As part of our LEAD in Conversation leadership development series, we partnered with SG Enable to empower people managers to champion inclusivity. The session this year featured Ms. Lily Yip, a passionate advocate for inclusive education, and included heartfelt sharing from differently abled colleagues. This authentic dialogue illuminated the lived experiences of Persons with Disabilities and those working alongside them, highlighting the emotional and positive impact of our inclusive culture. The initiative reflects our commitment to equipping leaders with the knowledge and empathy needed to foster inclusive workplaces, inspiring purposeful leadership that embraces diversity and empowers individuals of all abilities.



Our workplaces are universally designed to support employment for persons with disabilities.

Providing Disability-inclusive Employment
In 2021, we embarked on our journey to become an inclusive employer, collaborating with Delta Senior School on vocation mapping to design internship and employment opportunities for special needs youths. Through our collective efforts over the years, we have expanded our partnerships to include institutions such as Delta Senior School, Project Dignity and Spectra Secondary School to provide opportunities to persons with disabilities. Through continued dialogues with these institutions, we collaboratively identified internships and job roles suitable for them. As of FY24/25, we have integrated over 10 persons with disabilities into our workforce.

Talent Management and Development

At Mandai Wildlife Group, people development is our top priority, equipping employees with the skills and knowledge necessary to reach their full potential and future-proof our business. We measure our success through a corporate key performance indicator that tracks training activities, aiming for at least 90% of staff to complete three learning activities annually. In FY24/25, we surpassed this goal, with 97% of our employees participating in at least three learning activities. On average, each employee completed 10 training activities throughout the year.



Our programmes aim to groom staff for leadership positions and help them build effective teams.

Building Leaders and a Culture of Continuous Learning
 We have leadership development programmes tailored to different leadership levels, reinforcing our philosophy that all leaders are here to inspire, empower, and engage their teams.

In FY24/25, we launched the Supervisory Essential Programme. This course uses simulations, gamification, and real-world scenarios to transform supervisors into confident, trust-building leaders. This programme has empowered 135 supervisors to be more effective.

Building on our staff's core skills is equally important. Every year, we sponsor our staff for continuing education to achieve higher qualifications. In addition to qualification sponsorship, we encourage participation in global zoological conferences and workshops, enabling staff to exchange insights and learn from industry peers.



Our inaugural STRATalk was organised to communicate our strategic direction across the organisation.

STRATalk – Aligning Strategy with Purpose
 Launched in FY24/25, STRATalk is Mandai Wildlife Group's strategic alignment workshop designed to communicate our evolving direction as we transition from operating parks to operating an entire precinct with multiple wildlife experiences. Through multiple sessions, senior management shared key priorities and business updates, fostering open dialogue and deeper engagement. This initiative reinforces our collective commitment to purpose and vision, helping employees understand their role in shaping our future. STRATalk marks the beginning of a sustained effort to build strategic clarity, empower teams, and cultivate a shared sense of purpose across the organisation.



Wellness workshops for our staff during our CARElephant Wellness Festival.

Caring Through Wellness – Supporting Mental Health
 In October 2024, Mandai Wildlife Group marked World Mental Health Day with a vibrant series of wellness initiatives, reinforcing our commitment to holistic staff wellbeing as part of talent management. Activities included a Wellness Marketplace featuring sustainable products, an Open Mic Night with our in-house band Mandai Learns to Rock, and yoga sessions led by employees. Partnering with the Samaritans of Singapore, we introduced the "Be a Samaritan" programme, encouraging empathy and mental resilience. A specially curated menu with special ingredients, such as wolfberry, was served as part of the complimentary staff lunch. These efforts foster a supportive culture where employees feel valued, connected, and empowered.

Case study

Beyond Borders: Sponsored Overseas Conservation Trips for Staff

“Being on the ground in Cambodia to support the conservation of the royal turtle was a powerful reminder that protecting biodiversity is not just about saving species – it is about preserving the heritage, ecosystems, and future we all share.”

Moh Ai Wei

Manager, Transformation Office reflecting on her experience from the trip

To enable staff, including corporate staff with less direct interactions with animals to understand first-hand how Mandai Wildlife Group supports conservation projects across Southeast Asia, we sponsor employees to participate in overseas projects regularly.

Mandai Wildlife Group has supported the Wildlife Conservation Society (WCS) Cambodia for over a decade, contributing to efforts that protect some of the country’s most critically endangered species. This included Southern River Terrapin and the Siamese Crocodile, both species under severe threat from habitat loss, sand trenching, and illegal fishing.

In 2025, six staff from diverse teams, including Park Operations and the Transformation Office participated in

a field trip to Koh Kong and Sre Ambel provinces in Cambodia to support conservation work directly.

During the trip, our staffs participated in habitat assessments, community engagement activities and species monitoring efforts. These hands-on experiences provided valuable insights into the challenges and opportunities of conservation work in the animals’ habitats, reinforcing the importance of science-based approaches and community involvement in protecting biodiversity.

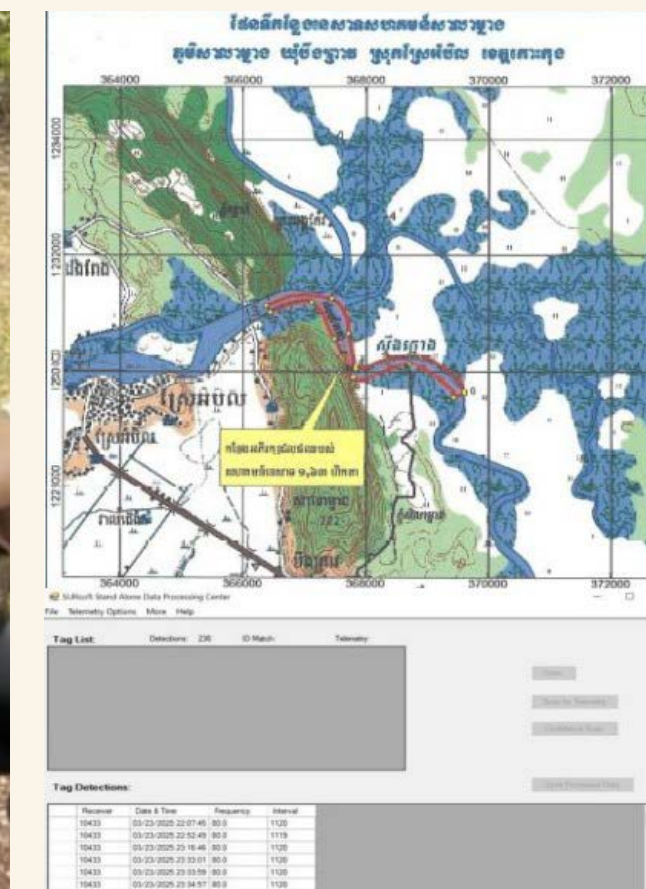
Beyond technical learning, our staff fostered cross-functional collaboration and personal connection to our organisation’s purpose. This ensures that we continue to nurture a workforce that is engaged and inspired in our purpose.



Participants of the trip.



Leveraging technology for species monitoring, such as drones which are less invasive.



Supporting data collection and understanding challenges faced in conservation work.

Corporate Governance and Ethics



At Mandai Wildlife Group, strong corporate governance is central to our purpose of building a world where people and wildlife thrive together. Upholding the highest standards of integrity and ethical conduct is essential not only to maintain stakeholder trust but also to ensure the long-term sustainability of the wildlife and ecosystems we protect. Our governance framework underpins our global partnerships and conservation efforts, reinforcing our commitment to transparency, accountability, and anti-corruption as we work towards a sustainable future for both people and wildlife.

Our Approach

All Board members and staff are required to declare any conflict of interest yearly and are briefed on our Code of Conduct, which is reviewed annually to ensure continued effectiveness. Our policies are updated through an annual review process. These practices enable us to conduct our business with the utmost integrity, fostering stakeholder trust and laying a strong foundation for long-term success.



Whistleblowing Policy
Our Whistleblowing Policy, endorsed by the Board and Senior Management, fosters a culture of integrity and accountability. We provide confidential channels for both internal and external stakeholders to report misconduct without fear of retaliation. This policy is communicated through various platforms, including our corporate intranet and website, to ensure widespread awareness. Details regarding reporting channels for staff and the public are readily available on Mandai’s website, reinforcing our commitment to transparency and ethical conduct.

Gift Policy
Our Gift Policy reinforces our stance against bribery, prohibiting any gifts, hospitality, or expenses that could unduly influence business decisions. Employees are required to make annual declarations around conflicts of interest, reinforcing our commitment to ethical conduct.

A Zero-tolerance Approach to Corruption
We maintain a zero-tolerance approach to corruption, underscored by mandatory one-time anti-corruption and integrity training for all employees. This training underscores our commitment to fostering a culture

FY24/25 Highlights

ZERO incidents of corruption recorded

where integrity is paramount, ensuring that every employee understands their role in maintaining these standards. To maintain robust and effective anti-corruption practice, we monitor our compliance programme through ad hoc reviews and internal employee self-evaluations. Our anti-corruption compliance programme is robust, subject to yearly policy reviews, and the last HR audit in May 2024 confirmed adherence to our high standards. There have been no new incidents of corruption in FY24/25. For two historical cases arising in 2016 and 2018 respectively, legal proceedings have been completed for one with the other expected to complete by end-2025. Our staff are reminded of our organisation’s zero-tolerance approach to corruption and the channels they may report any suspected misconduct.

Our anti-corruption practices extend to our external partners, where we expect the highest standards of ethical and lawful conduct. Suppliers, personnel, agents, and subcontractors must fully comply with all legal and contractual obligations. We strictly prohibit any conduct, including the offer or receipt of gifts, hospitality, or expenses, that could influence business transactions. Any breach of these standards, as determined by us, will be considered a material breach, allowing for immediate contract termination.

By adhering to these principles, we build trust with our stakeholders and establish a sustainable foundation for long-term success, ensuring our positive impact on wildlife conservation and sustainability is enduring.

Performance

In this section

- 57 Economic Value Creation
- 60 Sustainable Supply Chain Management
- 64 Innovation and Technology

Choose your *wild*

Minister for Sustainability and the Environment and Minister-in-charge of Trade Relations, Ms Grace Fu (fourth from left) at the opening of Rainforest Wild ASIA.

Sustainability as a Bridge: Mandai Wildlife Group and JTB's Collaboration

“We’re delighted when Japanese guests leave the Mandai Wildlife Reserve not just with fond memories of animals, but a deeper understanding of our conservation mission. Sustainability isn’t just a theme – it’s a meaningful bridge that connects cultures, inspires action, and creates shared value.”

Sayaka Noguchi
Senior Manager, Sales & Experience Development

Mandai Wildlife Group aims to promote sustainable tourism through strategic partnerships – one standout example being its collaboration with Japan’s largest travel agency, JTB Corp. Managed by Sayaka Noguchi from the International Sales & Experience Development team, this partnership illustrates how sustainability can unlock new business opportunities while fostering cultural and environmental awareness.

Over the years, Mandai Wildlife Group and JTB have built a strong relationship, which naturally evolved into a formal Memorandum of Understanding (MoU) in 2024. This MoU reflects both organisations’ shared commitment to sustainability. It aims to promote the Mandai Wildlife Reserve to Japanese travellers – not just as a tourist attraction, but also as a destination that promotes sustainable practices.

This vision has come to life through several initiatives. Mandai Wildlife Group is featured in JTB’s travel brochures as a sustainability-focused organisation. For student groups, MWG offers engaging sustainability talks tailored to junior high and high school audiences. The annual

“JTB Animal Night” event introduced a specially curated sustainable menu featuring plant-based food items and our wildlife-friendly Owa coffee, with educational panels highlighting sustainable food choices.

Through the JTB Brighter Earth Project, participants joined an activity in the Mandai precinct to learn about invasive species management. These efforts have deepened understanding and led to meaningful outcomes, such as JTB’s adoption of Suria the orangutan at Singapore Zoo.

Noguchi shared that Japanese travellers value sustainability and enjoy hands-on activities. Her advice to others seeking opportunities through sustainability: “Design programmes that offer deeper meaning and mutual benefit. We’re delighted when guests leave the Mandai Wildlife Reserve with a stronger appreciation for our conservation mission.”

Noguchi’s efforts showcase how sustainability can drive conservation, education, and cross-cultural connection to work towards a better world.



Sayaka Noguchi.



Sayaka Noguchi (first from left) at a JTB Brighter Earth Project event in 2024.



A menu with sustainable ingredients was specially curated for the JTB Animal Night event.

Economic Value Creation



Our Approach

The Mandai Rejuvenation Project
The Mandai Rejuvenation Project is an ambitious initiative aimed at transforming the Mandai Wildlife Reserve into a leading nature and wildlife destination, with a focus on inclusion, sustainability, and integration. Attractions that have opened include the Bird Paradise and Mandai Wildlife WEST.

In this FY, we opened Mandai Wildlife EAST in December 2024, Mandai Boardwalk in January 2025 and Rainforest Wild ASIA in March 2025.

- **Mandai Wildlife EAST** is our new gateway to Singapore Zoo, Night Safari and River Wonders, as well as upcoming attractions, such as Curiosity Cove and Exploria. This freely accessible space offers playgrounds and dining options for guests to enjoy.
- **Mandai Boardwalk** is a universally-designed public space with a 3.3km path along the Upper Seletar Reservoir. It offers stunning views across the reservoir and allows guests to encounter native wildlife living in the area.



Our newest park, Rainforest Wild ASIA, offers new experiences for guests.

- **Rainforest Wild ASIA** is Asia’s first adventure-based wildlife park. This park is home to 29 animal species, including new-to-Singapore species like the threatened François’ langur and the Philippine spotted deer. It is designed to allow guests to choose their level of adventure as they explore an immersive rainforest setting and witness how different animals thrive in distinct rainforest settings. The unique concept of this park includes (a) universally designed elevated walkways that cater to guests with diverse mobility needs, (b) forest treks crossing over boulder steps, logs and streams or take a combination of both routes, as well as adventurous activities, such as the Canopy Jump for guests to enjoy a simulated free fall from either the 13- or 20-metre platform.

The Mandai Master Plan
The Mandai Master Plan is our proactive approach to ensure our existing parks continue to captivate our guests alongside our new developments by rejuvenating our in-park experiences. During the FY, we unveiled new attractions – Pangolin Trail in Night Safari and the Animal Behaviour and Enrichment Centre in Singapore Zoo. We are developing a new Marine Coastal Exhibit in the Singapore Zoo. This will offer new experiences for guests to learn about the Californian sea lions and African penguins, and new dining experiences in the zoo.

Mandai X
Leveraging over 50 years of Mandai Wildlife Group’s experience in inspiring people to value and protect nature, Mandai X aims to spark, catalyse, and accelerate

FY24/25 Highlights

\$195,100,000
revenue in FY24/25

4,500,000
visitors to our precinct

59% of merchandise sold through our retail outlets were sustainable

 **Singapore Tourism Awards 2024**
• Outstanding Attraction Experience – Mandai Wildlife Reserve
• Outstanding Marketing Idea – Take Off to Paradise, Mandai Wildlife Group

 **Tripadvisor Travellers' Choice Awards 2024**
• Singapore Zoo
• River Wonders

Opened 2 New Attractions
• **Mandai Boardwalk**
• **Rainforest Wild ASIA**

innovative ventures in new domains to drive growth and impact at scale. By harnessing humanity’s collective power through these ventures, Mandai X enables and empowers communities and companies to make better choices that address daily needs while contributing to a better world.



Our Easter Eggs-travaganza at Bird Paradise is filled with interesting avian-themed activities.



Our Lunar New Year themed activities focus on educating guests about snakes, the zodiac animal of the year.



Above and below: We partnered with PEANUTS for our Festive Wild-erland campaign.

Wildlife-Inspired Campaigns

Mandai Wildlife Group's in-park campaigns through FY24/25 exemplify how conservation-driven experiences can generate economic value while deepening public engagement with wildlife. Each campaign was thoughtfully designed to celebrate animal under our care and conservation efforts, resulting in meaningful learning for guests.

The Night Safari's 30th Anniversary celebration was a series of 30 curated activities, including the launch of the Pangolin Trail and Bull Elephant

exhibit. Guests explored the park's rich history through the Shh-ecret Digital Trail and enjoyed exclusive animal encounters, reinforcing the park's legacy as the world's first nocturnal wildlife park.

At Singapore Zoo and River Wonders, the Zoolympix Challenge invited families to test their physical abilities against animals' natural abilities, fostering appreciation for biodiversity through interactive play. Meanwhile, Bird Paradise's Meet the Flock campaign spotlighted different bird species monthly, supported by

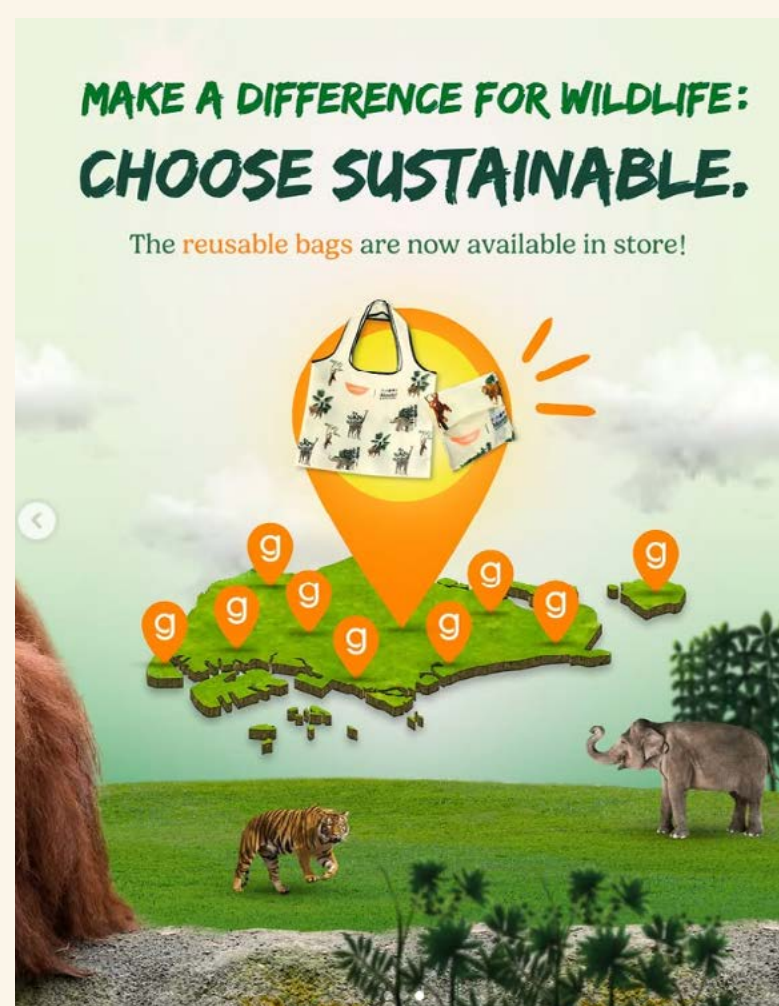
keeper talks and guest-led activities like "Spot & Snap."

Seasonal highlights such as Festive Wild-erland with Snoopy and the Easter Eggs-travaganza blended entertainment with education, attracting strong participation and driving revenue through themed glamping and merchandise. These campaigns showcase our commitment to creating immersive, wildlife-inspired experiences that support both conservation awareness and sustainable economic growth.





We curate events for our corporate partners so they can better understand our purpose and work.



We partner with like-minded organisations to advocate for our purpose.

Partnering with Organisations

Through our Partnership with Organisations programme, we collaborate with corporations to help them achieve their corporate social responsibility goals with maximum impact. This includes brand activation in front of an international audience, employee and beneficiary engagement in enriching hands-on programmes. Our partners' support contribute towards Mandai Wildlife Group's conservation efforts. This includes adoption of animals, sponsoring of education programmes for children of various beneficiaries.

For example, to encourage native wildlife to thrive in our parks, we plant native species that provide food and shelter for the animals. Corporates, including Corteva, Daikin Airconditioning Singapore, Schneider Electric, and OTS Holdings, not only sponsored saplings of various native plant species but also mobilised their staff for tree planting, contributing to habitat enhancement for native wildlife.

We engage with our partners regularly and curate behind-the-scenes experiences where they can participate in animal care activities or conservation efforts, such as tree planting in the Mandai precinct.



The Mandai Upcycles section in our retail stores serves as collection points for soft toys to be upcycled.

Strategic Outreach to boost International Tourism

Mandai Wildlife Group has actively expanded its international outreach through strategic collaborations and targeted campaigns to drive tourist attendance. Partnering with leading travel platforms such as Ctrip, Klook, WAUG, KKday, and Meituan, we launched seasonal promotions across key markets including Greater China, Southeast Asia, and Korea. These campaigns, aligned with peak travel periods, featured bundled offers and digital engagement tools to enhance visibility and conversion.

Collaborations with airlines, such as Asiana further amplified reach, offering exclusive deals across all parks. The results have been promising – campaigns from April to September 2024 sold over 42,000 tickets. These efforts contributed to a strong recovery in international attendance compared to pre-pandemic levels, demonstrating the effectiveness of multi-channel engagement and regional partnerships.



PVC fabric and glow-in-the-dark ropes from a photography exhibition at Bird Paradise were upcycled and sold as attractive accessories in our retail stores.



We partnered with PEANUTS for our Festive Wild-erland campaign.

Sustainable Retail

Mandai Wildlife Group's sustainable retail strategy aligns environmental responsibility with economic opportunity. In FY24/25, 59% of merchandise sold was certified sustainable, including products made from recycled materials and upcycled exhibition components. This year, we collaborated with well-known consumable brands like Irwins to launch their first to market fish skin snacks made with RSPO palm oil and T-play to bring in Rainforest Alliance Certified Tea. Initiatives also extended to working with brands like Re-store and Allegro to showcase and introduce souvenirs and stationery made from discarded textiles and paper waste.

These efforts not only reduce waste and promote conscious consumption, but also contribute meaningfully to retail revenue – proving that sustainability-focused retail is both impactful and commercially viable.


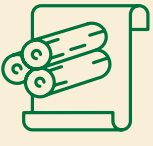


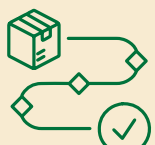

Sustainable Supply Chain Management



Our purpose of building a world where people and wildlife thrive together drives our commitment to sustainable procurement. By prioritising responsible sourcing practices throughout our supply chain, we aim to protect the natural world while fostering meaningful partnerships with suppliers and stakeholders. This not only supports global conservation efforts but also reflects our vision of creating connections that inspire action to protect nature.

Sustainable procurement drives responsible growth by embedding environmental, social, and ethical considerations into every sourcing decision while contributing to the Singapore Green Plan 2030. Through our participation in National Sustainable Procurement Roundtable (NSPR), we work closely with our suppliers to adopt responsible practices and strengthen our collective capacity to build sustainable, nature-positive supply chains.

By aligning our procurement strategies with our purpose and vision, we continue to lead in advancing both environmental stewardship and Singapore’s broader sustainability goals. Together with our partners, we are building a future where people and wildlife can coexist and thrive in harmony.

Targets	Status
 Source sustainable, recycled or Forest Stewardship Council (FSC)-certified paper-based products only by 2025	 As of March 2025, 97% of our Mandai-produced paper-based products were from FSC-certified or recycled sources, keeping us on track towards our 100% target by 2025
 Have all our seafood and tea sourced solely from sustainable sources by 2030	 All seafood used by our F&B is sustainably sourced from internationally and locally certified sources. All tea served is Rainforest Alliance Certified, ensuring responsible farming practices
 Increase sustainably-sourced goods and services across more categories	 All eggs used by our F&B is sourced locally All buses used for our full-day shuttle bus service are electric buses



Guests can enjoy a delicious, sustainably sourced meal in our F&B outlets.

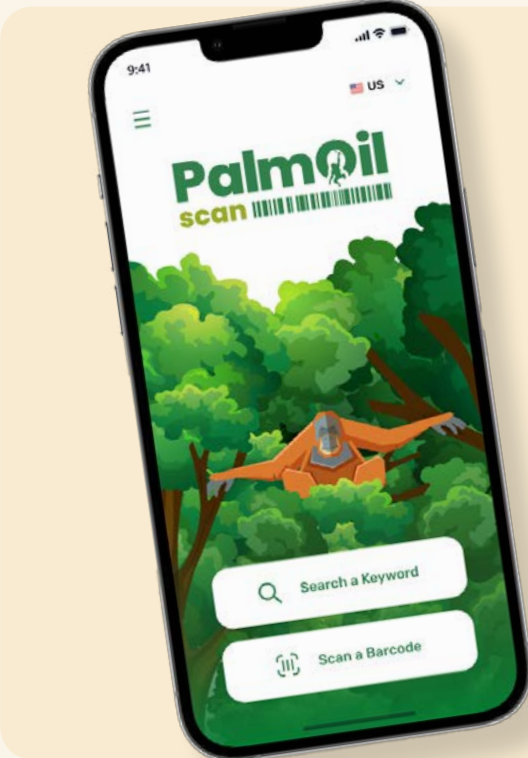
Driving Sustainable Procurement Practices

Launched in June 2019, our Green Procurement Policy guides how we source responsibly and integrate sustainability into purchasing decisions. It sets clear expectations for our preference for responsibly sourced products and embeds sustainability criteria into tender specifications wherever possible. In creating this policy, we analysed key spending areas and developed Sustainable Procurement Roadmaps to guide procurement decisions based on environmental impact.

- We work with our supply chain to secure sustainable

FY24/25 Highlights

Launched the **Green Excellence Programme** in partnership with Singapore Manufacturing Federation



Activated the Singapore edition of the WAZA Palm Oil Scan App

products, source locally and reduce packaging used in deliveries, where feasible. To date, we have established sustainability criteria for over 20 product categories, ranging from wood and paper products to food-related categories such as seafood, tea and palm oil

- We also encourage sustainable consumer choices across our parks’ F&B and retail outlets. Key initiatives include:
 - ◊ Removing beef from all Mandai-operated F&B outlets and
 - ◊ Sourcing eggs from local farms that are certified SG GAP.



Sustainably-sourced meals in our F&B outlets, with educational interpretatives advocating their benefits to guests.



Sustainable plush toys in our retail outlets.

Sourcing Sustainable Products

As part of our ongoing commitment to responsible procurement, we continue to strengthen sustainable sourcing across our operations:

- **100% CSPO-certified cooking oil:** Since 2017, all F&B outlets have used CSPO-certified cooking oil, and are working to track palm oil use across our wildlife parks to support our transition to fully CSPO-certified products.
- **100% Sustainable Seafood:** All seafood is sourced from certified sustainable fisheries or aquaculture farms, aligned with the Singapore Green Plan's 30 by 30 target, and certified under the SFA's Good Aquaculture Practices.
- **100% Sustainable Tea:** All tea served is Rainforest Alliance Certified, supporting environmentally responsible farming and farmer livelihoods.
- **100% local eggs:** All eggs are sourced from local farms certified under Singapore Food Agency's Singapore Good Agricultural Practice (SG GAP), supporting the Singapore Green Plan's 30 by 30 target.

This structured approach ensures our procurement aligns with our conservation values, supporting the environment while promoting ethical sourcing, and build resilient supply chains that benefit people and nature.

Combatting Illegal, Unsustainable and Unethical Trade in Wildlife Products

Illegal, unsustainable or unethical wildlife trade threatens species survival. We remain committed to preventing such practices through our Use and Trade of Wild Animal and Plant Products Policy:

- We will maintain records on use of wild animal and plant products.
- We will not purchase, use, sell, or serve products from wild animal species.
- We will purchase, use, sell or serve only certified sustainable wild plant products.
- We will continuously promote conservation-friendly products that support the protection of threatened wild animals and plants.
- We will continuously educate the public about illegal, unsustainable or unethical wildlife trade through our outreach efforts within and outside our parks.
- We will continuously engage with partners and work towards reducing illegal wildlife trade.

Responsible Procurement Structure at Mandai Wildlife Group

STRICTLY NO
wildlife products

MUST
be sustainably
sourced

ENCOURAGED
to be sustainably
sourced

Mandai prohibits illegal and unsustainable trade of wild animal and plant products, including parts and derivatives

- Palm Oil
- Wood-Pulp
- Seafood
- Eggs
- Plastics
- Tea
- LED
- Trams



- Wooden Furniture
- Fruits & Vegetables
- Chicken
- Coffee
- Animal Feed
- Cocoa
- Soy
- Uniform
- Retail
- Plush Toy
- Shuttle Bus



Purchasing Practices

Our procurement approach is grounded in responsibility and integrity, prioritising partnerships with ethical and sustainable suppliers. While certified products may incur higher upfront costs, they deliver long-term environmental and social value.

We maintain strict oversight to ensure our supply chain is free from illicit, ecologically harmful, or unethically sourced products. Our practices aim to minimise environmental degradation by promoting sustainable resource use, even as we manage potential short-term disruptions during transitions.

We do not purchase, use, sell, or serve products derived from wild animal species unless they are verified from reputable, certified sustainable sources. Socially, our procurement supports community well-being through ethical sourcing. We actively engage suppliers – across both food and non-food categories, to ensure compliance with our sustainability standards and our commitment to protecting wildlife.

Our Responsible Procurement Policy mandates that no product procured by Mandai Wildlife Group should negatively impact wildlife. We work closely with suppliers to address risks such as deforestation linked to palm oil and wood pulp, or unethical labour practices in the production of cocoa, coffee, and tea.

Through collaboration and capacity-building, we help suppliers towards more sustainable practices.

Socially Sustainable Merchandise

We partner The Animal Project, a social enterprise that supports artists with special needs, ensuring they earn from every item sold. In our retail spaces, we also minimise waste by using upcycled wood for display labels and recycled cardboard for decorations and standees.

Feeding Our Animals Sustainably

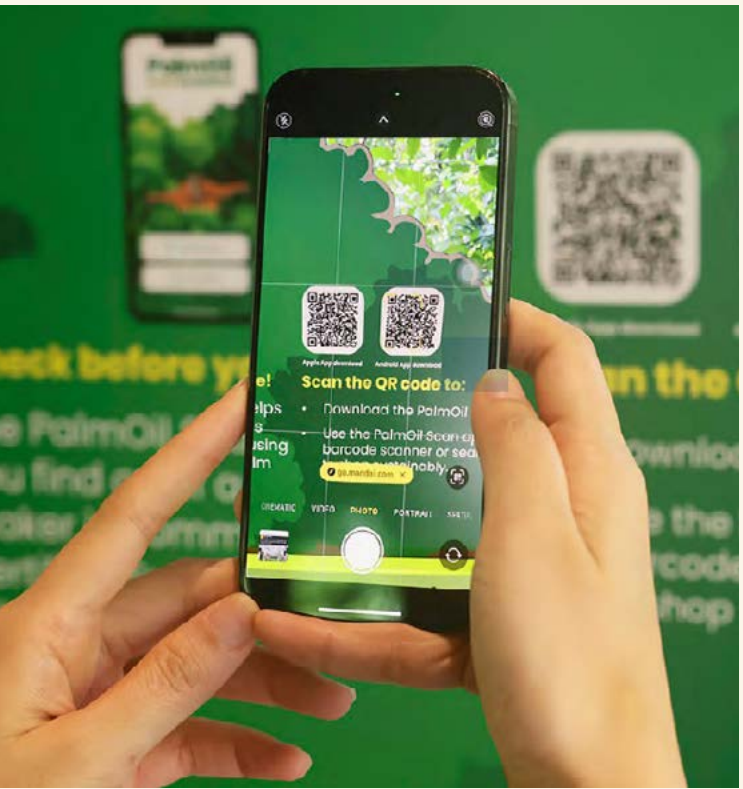
We diversify and source for more sustainable alternatives for our animal feed, supporting local produce where possible. To reduce food waste,



The Animal Project is a social enterprise that supports artists with special needs.



The Mandai-exclusive potato chips is developed through our collaboration with Irvins.



Our volunteers enhanced the WAZA (World Association of Zoos and Aquariums) palm oil scan app.

we also use “ugly greens” – vegetables rejected for cosmetic reasons but equally nutritious – for animal feed, demonstrating our commitment to circular and responsible sourcing.

Evolving our Palm Oil Commitment Responsibly

Mandai Wildlife Group advocates for the responsible use of certified sustainable palm oil (CSPO), recognising that unsustainable palm oil production contributes to deforestation and the loss of vital wildlife habitats.

We had committed to achieving 100% CSPO use across all our operations by 2025. While this goal has been met for cooking oil, sourcing CSPO-certified ingredients across all food and beverage products remains challenging.

Despite proactive efforts – such as revising tidbit selections, sourcing ready-to-eat alternatives, and engaging suppliers – some items including frozen pre-fried foods, still contain non-certified palm oil due to limited market availability.

Recognising these supply constraints, we have refined our target to better reflect on-ground realities affirming our commitment to sustainability. Moving forward, we will continue to:

- Source and advocate for products containing certified sustainable palm oil and its derivatives;
- Supporting industry-wide transformation towards more responsible practices.

Activating Singapore edition of the WAZA Palm Oil Scan App

As part of our advocacy, we launched the Singapore edition of the WAZA Palm Oil Scan App, developed with global zoological partners to promote certified sustainable palm oil.

The app enables consumers in Singapore to scan the to scan product barcodes and identify producers committed to sustainable palm oil sourcing, empowering more responsible consumer choices.

Case study

Empowering Suppliers, Driving Collective Change: Building a Community for Decarbonisation Knowledge Sharing

In January 2025, Mandai Wildlife Group partnered with the Singapore Manufacturing Federation (SMF) to launch the Green Excellence Programme – a strategic initiative helping local small and medium-sized enterprises (SMEs) measure and reduce their carbon emissions. By empowering suppliers, we extend our decarbonisation impact across our value chain, creating a multiplier effect for collective climate action.

The programme also supports SMEs in seizing opportunities within the growing green economy, as many serve as suppliers to larger companies obligated to comply with sustainability regulations.

Key components of this programme include:

- **Training:** Introductory sessions covering sustainability trends and tools for companies to assess their sustainability readiness.
- **Advisory Support:** On-site visits and customised action plans, including Scope 1 and 2 emissions calculation tools.
- **Recognition:** Companies completing the programme receive the Green Excellence for Business (G.E.B) or Green Excellence for Manufacturing (G.E.M) Bronze Mark, with opportunities to progress to Silver and Gold through implementation of high-impact strategies.
- **Further Implementation Support:** Access to subsidised consultancy guidance to prioritise initiatives, such as carbon footprint analysis, energy management, and environmental policy development.

To date, four suppliers across a diverse service sectors have joined the programme, with strong interest from others.

This initiative builds on Mandai Wildlife Group's longstanding efforts to empower suppliers towards low-carbon operations. Since co-founding the National Sustainable Procurement Roundtable (NSPR) in 2019, we have actively advanced responsible sourcing. In 2024, we co-authored "A Supplier's Guide to Sustainability" with NSPR to provide SMEs with practical tools and guidance on best practices to accelerate their sustainability journey.



SMF's President Mr. Lennon Tan and Mandai Wildlife Group's Group CEO Mr. Mike Barclay launch the programme at a MOU signing ceremony.



Representatives from our suppliers detail their journeys to sustainability with support from the programme.



Attendees at the launch of the Green Excellence Programme.

Innovation and Technology



In line with our purpose of building a world where people and wildlife thrive together, and our vision to create meaningful connections that inspire people to protect nature, we remain committed to enhancing visitor engagement and advancing our conservation mission. We have prioritised the integration of cutting-edge technology into the visitor experience. By leveraging innovative solutions, we aim to create immersive and educational experiences that resonate with our guests while simultaneously increasing operational efficiency.

Our approach to innovation extends beyond internal operations, as we actively collaborate with startups and other organisations to co-solve challenges and drive conservation efforts forward. These partnerships support



Brainstorming session for our teams to identify problem statements and develop technology solutions.

FY24/25 Highlights

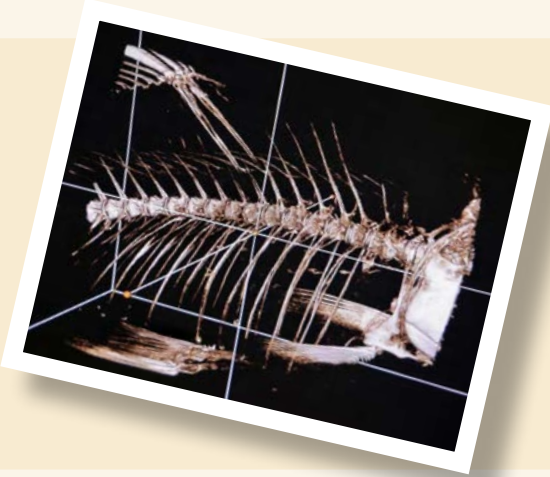
Piloted the deployment of outdoor, all-terrain Autonomous Mobile Robots in Mandai precinct



our vision of fostering deeper connections between people and wildlife, making every interaction an opportunity to inspire care for the natural world.

A key focus of our innovation strategy is on developing early-stage initiatives, fostering partnerships and professional exchanges that have a meaningful impact on conservation and animal care. By exploring new technological avenues and fostering these collaborations, we continue to push the boundaries of what is possible, ensuring that our efforts not only enhance the visitor experience but also contribute to the broader goal of preserving wildlife and their habitats for future generations.

Conducted our first-ever CT scan on a fish



The Loyalty & Engagement Awards 2024

- **Gold for best Use of Technology**
– Ranger Buddies Quest, Mandai Wildlife Reserve
- **Silver for Best User Experience**
– Ranger Buddies Quest, Mandai Wildlife Reserve

Our Approach

Our strategic approach to innovation and technology is vital for several reasons. We tackle challenges head-on and foster early-stage innovation to transform into a smart precinct where technology is embraced to champion our triple bottom line of, Planet (conservation, animal care and sustainability), People (staff experience and productivity), and Performance (guest experience and revenue) goals. Our Transformation Office is dedicated to establishing Mandai Wildlife Group as a global leader in accelerating and incubating innovative solutions in the attractions and zoological domains. This dedication is a testament to our resolve to employ state-of-the-art solutions in tackling pressing environmental issues. We established three Transformation Project Committees (TPCs), with each committee focusing on People, Performance and Planet respectively. Regular meetings

of these three TPCs are instrumental in shaping our strategy. These committees strategise, prioritise, allocate resources, and assess project potentials and outcomes, ensuring that our efforts add significant value where it matters most.

Furthermore, we recognise innovation and technology as key enablers for growth in visitor numbers, which supports our financial sustainability and contributes to the broader economic value creation of the organisation. By embracing these advancements, we ensure that our mission of conservation and education continues to thrive in an increasingly digital world.

Embracing Generative Artificial Intelligence (AI)

Mandai Wildlife Group is integrating Generative AI to streamline internal processes and reap Generative AI's significant productivity benefits. These efforts are guided by our AI Council. Over the past FY, the council has convened 10 times to actively develop our AI strategy – assessing the AI landscape and its impact on us, guiding the development of emerging AI projects and overseeing the AI Governance Framework. This framework, published in July 2024, is a significant document to guide us in implementing AI responsibly. We have successfully deployed a Generative AI chatbot to assist our HR teams in answering frequently asked questions related to our Mandai HR policies, and there are multiple other tracks piloting the use of Generative AI in their respective workstreams, such as content generation and translation.

MyProject100k

Mandai Wildlife Group's MyProject100k was launched to improve operational efficiency and enhance staff satisfaction at work, with a target of achieving 100,000 hours of time savings. Through 14 brainstorming workshops involving 28 departments and 144 staff, the project tackled 37 problem statements. By end of FY24/25, this initiative identified over 100,000 hours of time savings, – in streamlining workflows ranging from refunds, recruitment, and reporting of long-tailed macaques within the precinct among others.

Transformative Partnerships

The Transformation Office works closely with the Infocomm Media Development Authority (IMDA) and Singapore Tourism Board's (STB) multiple event outreach in the innovation technology space to lookout for the right tech solvers for our problem statements. In collaboration with IMDA, we have launched the IMDA/Mandai Living Innovation Lab to further our open innovation and industry engagements in areas such as autonomous machines, sustainability, Augmented Reality (AR) and Virtual Reality (VR) technologies, etc.

The Transformation Project Committee monitors progress through monthly meetings, where project charters, project descriptions, and action plans are documented to maintain consistency.

Scaling Innovation through our Open Innovation Platform (OIP)

Mandai Wildlife Group recognises that innovation must be actively cultivated to deliver meaningful impact. Through our OIP with IMDA, we engage start-ups and tech partners to co-develop solutions that address operational and conservation challenges. Each project is assessed based on its potential to deliver productivity gains, daily utility, and strategic value – ensuring that innovation is both purposeful and scalable.

Since its launch in FY22/23, the OIP has generated multiple solutions that enhance animal care, conservation outcomes, and operational efficiency. These innovations reflect our commitment to leveraging technology responsibly to support our mission.

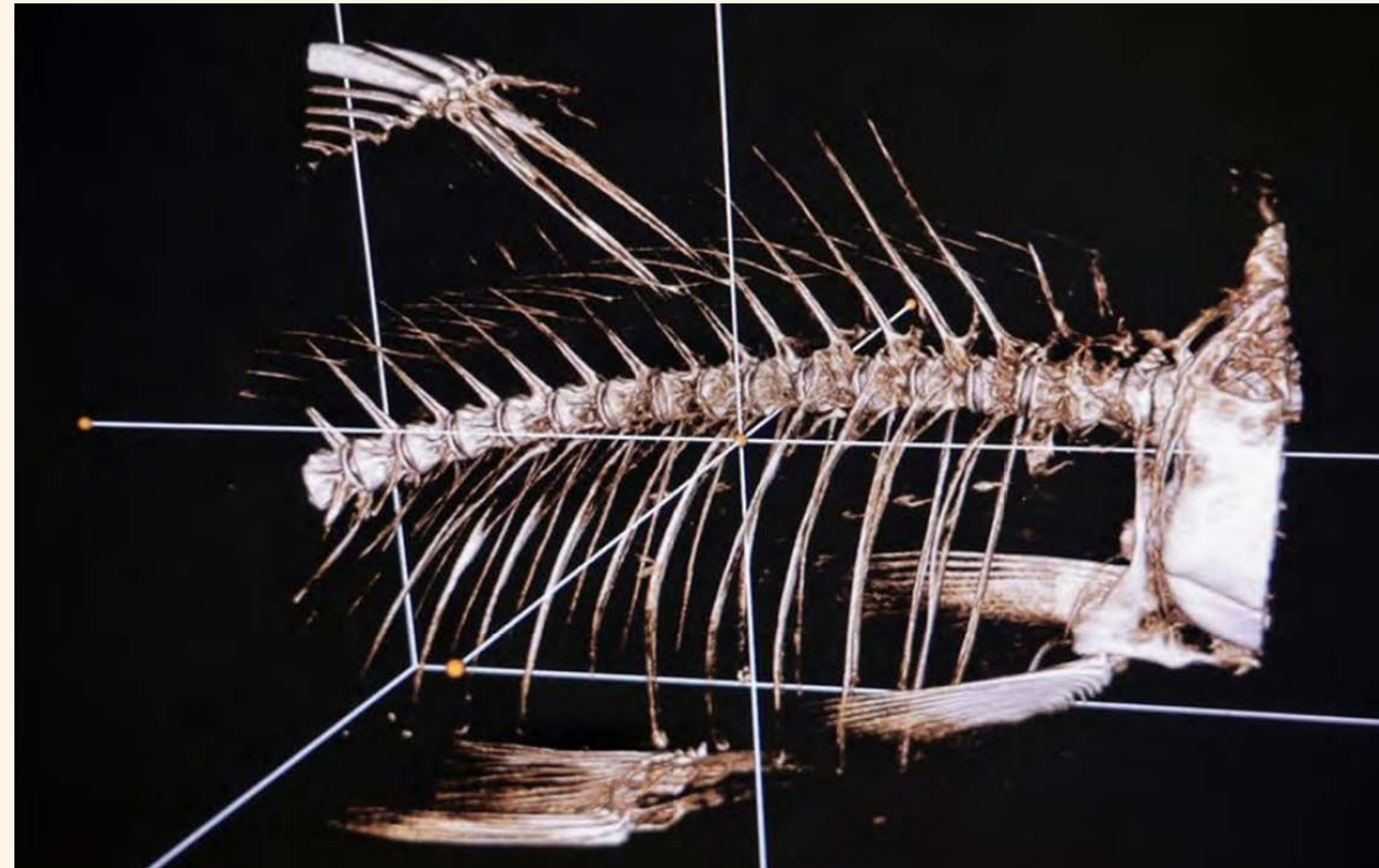
- **Smart Animal Activity Devices at Rainforest Wild ASIA**

In collaboration with a tech provider, we prototyped and deployed 42 smart enrichment devices across 11 habitats across Rainforest Wild ASIA, benefiting nine species including the Malayan tiger, sun bear and Francois Langur. This is a years-long project that scaled up from Proof of Concepts in FY22/23.

These deployed devices now simulate natural behaviours through sensory cues and dispense food on scheduled intervals. Built for outdoor durability and remotely controlled, they improve animal well-being, our keepers' productivity, and guest engagement.

- **Automated Animal Body Condition Scoring**

In FY24/25, we adopted an automated body condition scoring app to support preventive healthcare. By interpreting photo submissions, the system eliminates human bias and manual documentation, producing consistent evaluations that uplift animal care standards. This innovation enhances diagnostic accuracy and operational efficiency, aligning with Mandai's commitment to responsible technology adoption in support of animal welfare.



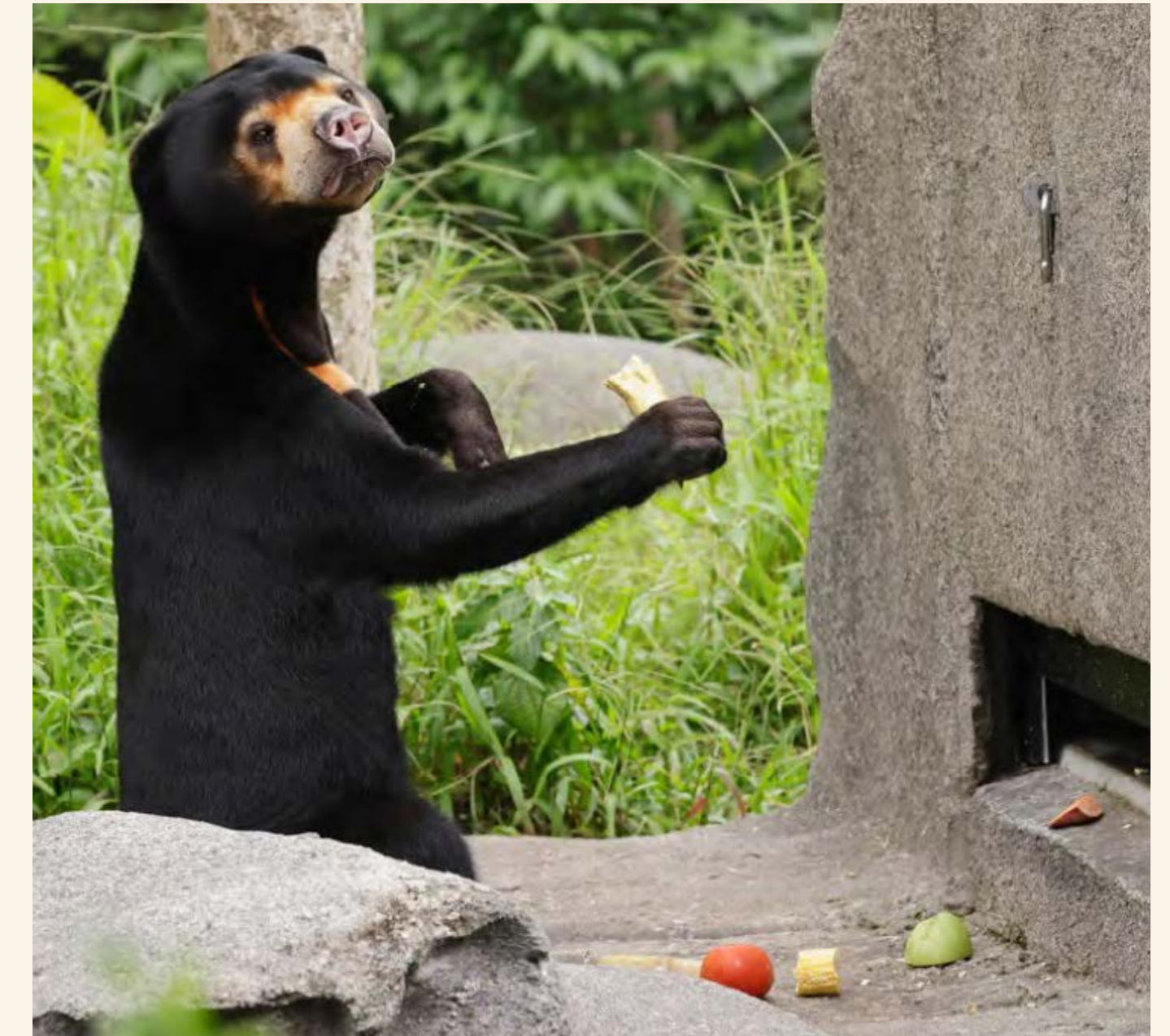
An image from our first CT scan on a fish.



The smart nestbox is equipped with multisensory monitoring, night vision and intelligent behaviour detection.



Bearded pigs feeding on chopped vegetables and fruits dispensed automatically by an animal activity device.



Automated feeder devices are installed in our animal habitats to encourage foraging and exploratory behaviours.

- **Smart Nestboxes for Avian Care**

Smart nestboxes enable keepers to monitor breeding activity without disturbing parent birds. Equipped with sensors and real-time alert systems, they detect the presence of eggs and chicks, track behavioural patterns, and flag abnormalities. This reduces manual monitoring time and supports effective population management – especially critical for sensitive or endangered bird species. The technology enhances breeding success while minimising stress, contributing to our conservation goals.

Enhancing Diagnostics for Animals under Our Care

Mandai Wildlife Group conducted its first CT scan on a fish – a bala shark showing abnormal swimming behaviour in River Wonders. The scan took just 45 seconds, with the entire process completed in under 40 minutes. This rapid, non-invasive imaging enabled accurate diagnosis of a soft tissue injury, allowing timely treatment. The innovation showcases how advanced diagnostics can improve welfare of animals under our care.



Mandai Wildlife Group and IMDA management with autonomous robots.



Concierge Autonomous Mobile Robot.



Working teams with autonomous robots.



Surveillance Autonomous Mobile Robot.



Delivery Autonomous Mobile Robot.

Case study

Tech meets Nature: Transforming Operations with Robots

In a significant step to establish the Mandai Wildlife Reserve as a living laboratory for innovation, Mandai Wildlife Group partnered the Infocomm Media Development Authority (IMDA) to pilot the deployment of outdoor, all-terrain Autonomous Mobile Robots (AMRs) in the precinct. While many AMRs today are designed for flat roads or concrete pavements, this pilot will explore the potential for AMRs to navigate challenging outdoor environments, such as uneven terrains and areas exposed to varying weather conditions. To adapt to the precinct's unique environment, customisations have been made to the existing AMR models, including larger, toughened wheels to navigate diverse and rugged terrains, and weather-resistant casing to operate smoothly in adverse weather conditions.

These AMRs are specially selected to address specific operational needs such as streamlining logistics, reducing manual labour for repetitive tasks and freeing up employees to focus on higher-value roles such as animal care and guest engagement. This approach not only enhances operational efficiency but also contributes to a more sustainable workforce model.

The pilot, commenced in early 2025, features three specialised AMRs, which will be complemented by teleoperations for remote management:

- Key components of this programme include:
- Concierge AMR: Assisting guests with wayfinding and itinerary recommendations.
 - Delivery AMR: Transporting animal feed across Bird Paradise, saving an estimated 1,200 manhours annually.
 - Surveillance AMR: Enhancing safety through advanced monitoring and real-time alerts.

Insights from the trial will inform large-scale adoption of robotics across industries, supporting Singapore's ambition to be a smart nation.



Appendix

Data & Reporting Frameworks

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The Cavern at Rainforest Wild ASIA.

Appendix: Data & Reporting Frameworks

Definitions and Methodology

This section details definitions, methodologies and data boundaries otherwise not already specified, applied to the sustainability performance data disclosed in our sustainability report. They are made with reference to the GRI 2021 Standards and the reporting guidance set out in the respective GRI topic-specific disclosures. The GRI topic-specific disclosures covered are listed out in the GRI Content Index of this report.

Sustainability at MWG	
Approach to Sustainability Governance	<p>To effectively steer Mandai Wildlife Group towards its strategic objectives, a robust governance structure is essential, comprising board committees, management-level committees, and external advisory panels, each with distinct responsibilities that collectively ensure oversight, strategic alignment, and informed decision-making.</p> <p>Our Board Committees The following Board committees have been set up, each chaired by internal directors unless otherwise stated:</p> <ul style="list-style-type: none">• Audit Risk Committee: The Internal Audit department reports to the Group CEO and Audit and Risk Committee so that critical issues are deliberated fairly and confidentially.• Operational Risk and Safety Committee: Responsible for reviewing the Group’s approach to managing material operational risks. This includes assessing the strategy, policies, and procedures for identifying, measuring, reporting, and mitigating risks, while ensuring compliance with relevant laws and regulations. Any significant findings and recommendations are reported to the Board.• Development Committee: Assists the Board in fulfilling its responsibilities of overseeing the development of the Mandai Precinct, monitoring the Project’s progress, ensuring timely, cost-effective, and quality development, and reports to the Board. It approves key contractors, consultants and operators from a pre-approved shortlist, ensuring process integrity and policy compliance.• Partnership Committee: Oversees Partnerships entered into by Mandai Wildlife Group and provides oversight, guidance, recommendations and support to the Board on the identification and cultivation of prospective partnerships and the formulation of partnership strategies. The Partnership Committee also provides governance oversight of partnerships to ensure that appropriate guidelines and policies are adhered to, to ensure transparency and ethical behaviour.• Executive Resources & Compensation Committee: Assists the Board to nurture and cultivate a strong and motivated team of Board and Management members that will drive and build upon the strategic vision of the company. Its main responsibilities include Board Nomination, Leadership Development and Succession Planning, and oversight on the remuneration of the Board and Senior management. <p>Management-Level Committees</p> <ul style="list-style-type: none">• Executive Committee (ExCo): The ExCo is the highest decision-making body at management level, comprising the Group CEO, DCEOs, Chiefs and selected Heads of Department. It makes decisions on organisation-wide EESG-level topics and regularly provides the Board significant sustainability updates.• Environmental Sustainability Committee: Comprising of the Group CEO, DCEOs and senior management with responsibilities in environmental sustainability, the committee meets every quarter to discuss and approve environment-related sustainability issues and tracks progress of sustainability targets in our corporate scorecard. It sets and reviews Environmental Sustainability strategies and endorses workplans. The committee also serves as a forum to enhance Mandai Wildlife Group’s collective knowledge and competencies in all matters related to Environmental Sustainability.• People Development Committee: Responsible for identifying and addressing the training and development needs of employees, ensuring that the workforce is equipped with the skills and knowledge necessary to meet current and future challenges. The committee also oversees the creation and implementation of comprehensive development programmes, career advancement opportunities, and initiatives aimed at enhancing employee engagement and satisfaction.

Definitions and Methodology

Sustainability at MWG

Approach to Sustainability Governance

- **Diversity, Equity and Inclusion (DEI) Panel:** Responsible for creating a harmonious workplace through respect for diversity, promoting equitable access, and ensuring a fair, inclusive, and culturally safe environment for all. The DEI Panel provides advice, guidance and resources to enhance DEI best practices.
- **Health & Safety Committee:** Responsible for reviewing and monitoring health and safety policies, procedures, and practices set by the Operational Risk and Safety Committee. This includes promoting a safe and healthy working environment, ensuring compliance with health and safety regulations and standards, and identifying and managing health and safety risks.
- **Enterprise Risk Management Committee:** Responsible for serving as the risk management governing body, providing direction and oversight to the identification, assessment, monitoring, management, and reporting of risks. It reports to the Audit Risk Committee on the adequacy and effectiveness of the Enterprise Risk Management framework, policies and resources employed to identify, manage and report risks relating to the company's activities. The Committee is chaired by the Group CEO and comprises Chiefs and Senior Vice Presidents.
- **Transformation Steering Committee (TSC):** Responsible for the strategic guidance and oversight of transformation initiatives. The TSC is tasked to develop strategies that integrate the 3Ps into the corporate vision, prioritising projects based on their potential impact and alignment with organisational goals and allocating resources effectively. The TSC also assesses project potentials and outcomes, ensuring that each initiative delivers significant value and contributes positively to Mandai Wildlife Group's long-term objectives.
- **Transformation Project Committee (TPC):** Oversees the day-to-day management and monitoring of transformation projects to ensure consistent progress through monthly meetings where project charters, descriptions, and action plans are thoroughly documented. The TPC is also tasked to develop clear action plans, ensure compliance with internal policies, and provide regular reports on projects to the TSC and other stakeholders, thereby facilitating informed decision-making and continuous improvement.

External Advisory Panels

- **Environmental Advisory Panel:** The panel comprises external experts from the scientific community, academia, nature groups and the private sector. They advise on environmental issues for the Mandai Rejuvenation Project and guide development plans to achieve good environmental stewardship. The panel guides the implementation of mitigation measures set out in the Environmental Impact Assessment (EIA) report. These are documented in an Environmental Management and Monitoring Plan (EMMP) and reviewed in consultation with the relevant government agencies on an on-going basis. The panel monitors and reviews the application and efficacy of the measures set out in the design, construction and operation of the project and, if and when required, provides oversight and guidance on corrective actions, which may include modifications to the EMMP.
- **Animal Welfare and Ethics Committee (AWEC):** The AWEC is composed of members from diverse backgrounds to ensure a balanced perspective on animal welfare and ethics at the Mandai Wildlife Reserve. The Committee, which convenes at least annually, includes veterinary professionals, wildlife care experts, and independent community representatives. Its primary role is to maintain high welfare standards, advise on best practices, review management plans, and evaluate research proposals, ensuring all aspects of animal care meet ethical guidelines. AWEC also responds to welfare-related complaints, recommends measures for managing welfare issues, and conducts regular inspections of facilities.
- **Education Advisory Panel:** The panel comprises external experts from specialised educational fields, including outdoor education, special needs education and engagement, mother tongue languages, and early childhood education. The panel provides strategic advice to strengthen Mandai Wildlife Group's positioning as a Living Classroom for All. It guides the alignment of the Group's educational offerings to best practices in education, aiming to nurture future-ready citizens who champion sustainability, wildlife conservation, and climate action. The panel convenes every six months and is supported by the DCEO of Mandai Wildlife Group and the Vice President, Education of Mandai Wildlife Group, who serves as the secretariat.

Definitions and Methodology

Planet Pillar	
Sustainable Operations Management	
Energy and Greenhouse Gas (GHG) Management	
Energy Consumption	<ul style="list-style-type: none">• Boundary: Unless otherwise stated, emission boundary includes the operation of five parks (Singapore Zoo, River Wonders, Night Safari, Rainforest Wild ASIA, Bird Paradise and Mandai Wildlife WEST), activities from Mandai X as well as development activities of Mandai Park Development.• Fuel Consumption Definition: Total fuel consumed within the group. Unless otherwise stated, this relates to diesel, petrol and LPG consumption from vehicles and equipment owned or used in offices and locations of which Mandai Wildlife Group operates.• Electricity Consumption Definition: Total electricity consumed within the group, expressed in megawatt hour (MWh). Unless otherwise stated, this relates to the purchased electricity consumption in offices and locations of which Mandai Wildlife Group operates.• Renewable Energy Consumption: Total renewable energy consumed in offices and locations of which Mandai Wildlife Group operates expressed in MWh. This includes solar energy generation at Mandai Wildlife Group operations.• Methodology: The direct energy consumption from fuel was calculated using the consumed fuel volume used multiplied by the density of fuel and energy density of the fuel.
Greenhouse Gas (GHG) Emissions	<p>Mandai Wildlife Group adopts the use of the GHG Protocol Corporate Accounting and Reporting Standard as well as the ISO 14064-1 standard and accounts for its direct (Scope 1), energy indirect (Scope 2), and value-chain indirect (Scope 3) GHG emissions using operational control as the basis for consolidation.</p> <p>Since FY19/20, Mandai Wildlife Group has obtained external limited assurance to verify its GHG emissions in accordance with ISO 14064-3:2019. However, this excludes the GHG emissions from non-operational parks i.e. Jurong Bird Park and the development activities of Mandai Park Development, which are only included in the verification exercise from FY23/24 onwards.</p> <ul style="list-style-type: none">• GHG Definition: GHG emissions refer to gas that contributes to the greenhouse effect by absorbing infrared radiation. Where available, Carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O) were included in the GHG emissions calculation and expressed in carbon dioxide equivalents (CO₂e).• Boundary: Unless otherwise stated, emission boundary includes the operation of five parks (Singapore Zoo, River Wonders, Night Safari, Rainforest Wild ASIA and Bird Paradise), Mandai Wildlife WEST, activities from Mandai X, our venture division but excludes development activities of Mandai Park Development as per ISO 14064 certification.

Definitions and Methodology

Planet Pillar				
Sustainable Operations Management				
Energy and Greenhouse Gas (GHG) Management				
Greenhouse Gas (GHG) Emissions	The following table details the definition, boundaries and sources of emission factors for each GHG emission source mapped against the ISO 14064-1 and GHG protocol categories.			
	ISO 14064-1 Category	GHG Protocol	Definition and Boundaries	Source of Emission Factors
	Category 1: Direct GHG emissions or removals components	Scope 1 – Direct GHG Emissions	<p>Definition and Boundary: Direct GHG emissions from vehicles and equipment owned by the Mandai Wildlife Group, expressed in tonnes of carbon dioxide equivalent (tCO₂e). This also includes fugitive emissions in anthropogenic systems and FLAG emissions from direct land use change.</p> <ul style="list-style-type: none">Liquefied Petroleum Gas (LPG) used in Mandai Wildlife Group’s kitchens.Fuel used by petrol-driven machinery and diesel-based equipment, such as horticulture equipment and grass cutters.Fuel used by company owned commercial vehicles (vans and lorries).Fugitive emissions from the operation of the Mandai Wildlife Reserve’s Wastewater Recycling Plant and food waste digester.Fugitive emissions from refrigerant top-ups for:<ul style="list-style-type: none">Air-conditioning and chillers of indoor spaces, buildings and officesFridges and walk-in chiller rooms at Animal Kitchen, Back-of-Houses, Hospital and F&B OutletsFire Suppressant Systems in data centres and kitchensChillers for Life Support SystemsEmissions from change in land use from Mandai Rejuvenation Project <p>List of Data Exclusions from the GHG Inventory:</p> <ul style="list-style-type: none">Refrigerant top up for domestic fridgesPotential carbon removals from the Mandai Wildlife BridgeGHG emissions from enteric fermentation were excluded as our animal collection is part of our ex-situ conservation efforts, as part of our mission to protect wildlife.GHG emissions from animal waste fermentation were as animal waste is collected daily and disposed off-site. Emissions from the disposal of animal waste was included in Scope 3 Cat 5: Operation Waste Disposed.GHG emissions from use of medical gases (Isoflurane) during animal surgeries were excluded as it is assumed that there is no significant leakage into the atmosphere during inhalation and storage.GHG emissions from fertilisers were excluded because there is no use of chemical fertilisers in MWG’s operating parks.GHG emissions from pesticide used were excluded as the volume of pesticides used are minimal, less than 1% of total emissions.	<ul style="list-style-type: none">IPCC Sixth Assessment Report Working Group I, 2021 (AR6)2006 IPCC Guidelines for National Greenhouse Gas Inventories2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas InventoriesUK Department for Energy Security & Net Zero: Greenhouse gas reporting: conversion factors 2023United States Environmental Protection Agency (US EPA), 2024, Emission Factors for Greenhouse Gas InventoriesChevron (Singapore) Safety Data Sheets for Unleaded Gasoline and Diesel Gas OilHsein, et al., 2019, Life cycle assessment of water supply in Singapore – A water-scarce urban city with multiple water sources.A*Star Singapore Institute of Manufacturing Technology, Deloitte and Temasek – Environmental Impact of Key Food Items in Singapore

Definitions and Methodology

Planet Pillar															
Sustainable Operations Management															
Energy and Greenhouse Gas (GHG) Management															
Greenhouse Gas (GHG) Emissions	The following table details the definition, boundaries and sources of emission factors for each GHG emission source mapped against the ISO 14064-1 and GHG protocol categories.														
	ISO 14064-1 Category	GHG Protocol	Definition and Boundaries	Source of Emission Factors											
	Category 2: Indirect GHG emissions due to imported energy	Scope 2 – Energy Indirect GHG Emissions	<p>Definition and Boundary: Indirect GHG emissions that result from the generation of purchased electricity consumed in Mandai Wildlife Group’s premises excluding recharges from tenants, expressed in tonnes of carbon dioxide equivalent (tCO₂e).</p> <p>We have adopted a location-based and market-based approach for our Scope 2 GHG emissions in accordance with the GHG Protocol Scope 2 Guidance. Through this approach, we aim to provide more accurate emissions quantifications by accounting for different contractual instruments and enhancing the precision of emissions factors, including methods to account for renewable energy certificates (RECs).</p> <p>All RECs sourced are in line with the requirements of the Singapore Standards (SS) 673: Code of Practice for Renewable Energy Certificates.</p>	<p>GHG emissions were calculated using the grid emissions factors (GEF) sourced from the Singapore Energy Statistics, the Energy Market Authority’s (EMA) annual publication on energy statistics in Singapore.</p> <p>The following table details the GEF values (in kgCO₂/kWh) used for the reporting years.</p> <table><tr><th>Year</th><th>Emission factor (kgCO₂/kWh)</th><th>Published year</th></tr><tr><td>FY24/25</td><td>0.412</td><td>EMA published in 2024</td></tr><tr><td>FY23/24</td><td>0.417</td><td>EMA published in 2023</td></tr><tr><td>FY22/23</td><td>0.406</td><td>EMA published in 2022</td></tr></table>	Year	Emission factor (kgCO ₂ /kWh)	Published year	FY24/25	0.412	EMA published in 2024	FY23/24	0.417	EMA published in 2023	FY22/23	0.406
Year	Emission factor (kgCO ₂ /kWh)	Published year													
FY24/25	0.412	EMA published in 2024													
FY23/24	0.417	EMA published in 2023													
FY22/23	0.406	EMA published in 2022													
	Category 3: Indirect GHG emissions due to transport	Scope 3 Cat 4: Upstream Transport and Distribution	<p>Definition and Boundary: Emissions from the following transport sources:</p> <ul style="list-style-type: none">a. Land transport for delivery of goods from local warehouse to Mandai Wildlife Group premisesb. International air travel for animal collection, including both imported and exported animalsc. External bus services chartered by Mandai Wildlife Group for guests and staff’s night transportd. Transport of waste from Mandai Wildlife Group premises to waste disposal sites <p>Methodology and Assumptions Used:</p> <ul style="list-style-type: none">• Fuel-based method for a, c and d• Distance-based method for b	<ul style="list-style-type: none">• UK Department for Energy Security & Net Zero: Greenhouse gas reporting: conversion factors 2023• Land Transport Authority, Fuel Cost Calculator											

Definitions and Methodology

Planet Pillar				
Sustainable Operations Management				
Energy and Greenhouse Gas (GHG) Management				
Greenhouse Gas (GHG) Emissions	The following table details the definition, boundaries and sources of emission factors for each GHG emission source mapped against the ISO 14064-1 and GHG protocol categories.			
	ISO 14064-1 Category	GHG Protocol	Definition and Boundaries	Source of Emission Factors
	Category 3: Indirect GHG emissions due to transport	Scope 3 Cat 6: Staff Business Travel	Definition and Boundary: Emissions from International air travel for Mandai Wildlife Group’s staff for business trips Methodology and Assumptions Used: Distance-based method for air-travel	<ul style="list-style-type: none">UK Department for Energy Security & Net Zero: Greenhouse gas reporting: conversion factors 2023
		Scope 3 Cat 7: Staff Commuting	Definition and Boundary: Emissions from employees travelling to and from main work location. Methodology and Assumptions Used: Distance-based method	<ul style="list-style-type: none">Singapore Emission Factors RegistryRevised 1996 IPCC Guidelines for National Greenhouse Gas Inventories: Reference Manual
		Scope 3 Cat 9: Downstream Transport and Distribution	Reason for Exclusion: GHG emissions from Scope 3 Cat 9 (estimated) excluded because it was assessed to be less than 1% of total inventory. Small scale e-commerce activities started in October 2021. In FY24/25, a total of 2,127 orders were delivered across Singapore.	
	Category 4: Indirect GHG caused by products used by the organisation	Scope 3 Cat 1: Purchased Goods and Services	Definition and Boundary: Emissions from the goods and services procured to support Mandai Wildlife Group’s business operations within our identified operational boundaries. Methodology and Assumptions Used: Average-data method and Spend-based method	<ul style="list-style-type: none">US EPA Supply Chain GHG Emissions Factors for US Commodities and Industries (v1.2)Life cycle assessment of water supply in Singapore — A water-scarce urban city with multiple water sources, by Hsien et al. 2019Singapore Emission Factors RegistryFood and Agricultural Organisation(FAO), FAOSTAT
		Scope 3 Cat 2: Capital Goods		
		Scope 3 Cat 3: Fuel and Energy-Related Activities	Definition and Boundary: Emissions related to the production of fuels and energy purchased and consumed. Methodology and Assumptions Used: Average-data method	<ul style="list-style-type: none">UK Department for Energy Security & Net Zero: Greenhouse gas reporting: conversion factors 2021The Singapore Energy Statistics, the Energy Market Authority’s (EMA) annual publication on energy statistics in Singapore

Definitions and Methodology

Planet Pillar				
Sustainable Operations Management				
Energy and Greenhouse Gas (GHG) Management				
Greenhouse Gas (GHG) Emissions	The following table details the definition, boundaries and sources of emission factors for each GHG emission source mapped against the ISO 14064-1 and GHG protocol categories.			
	ISO 14064-1 Category	GHG Protocol	Definition and Boundaries	Source of Emission Factors
	Category 4: Indirect GHG caused by products used by the organisation	Scope 3 Cat 5: Operation Waste Disposed	Definition and Boundary: Waste collected from MWG’s premises, including leased warehouse facility in an external location Methodology and Assumptions Used: Average data method	<ul style="list-style-type: none">National Environment Agency, 2022, Singapore’s Fifth National Communication and Fifth Biennial Update Report
		Scope 3 Cat 8: Upstream Leased Assets	Definition and Boundary: Scope 1 and 2 emissions from leased office space. Methodology and Assumptions Used: Lessor-specific method	<ul style="list-style-type: none">Refer to Scope 1 and 2 sources
	Category 5: Indirect GHG emissions associated with the use of the organisation’s products	Scope 3 Cat 10: Processing of Sold Products	Reason for Exclusion: Not relevant to Mandai Wildlife Group as we do not have sold intermediate products.	
		Scope 3 Cat 11: Use of Sold Products	Reason for Exclusion: Assessed to be immaterial to MWG as less than 1% of MWG’s sold products lead to emissions. Examples of such products are souvenirs that require electricity or battery to operate.	
		Scope 3 Cat 12: End of Life Treatment of Sold Products	Definition and Boundary: Emissions due to disposal of Mandai Wildlife Group’s sold products. These are items sold from its retail outlets and other out-of-park venues, including souvenirs, apparel, and toys. Methodology and Assumptions Used: Average-data method	<ul style="list-style-type: none">National Environment Agency, 2022, Singapore’s Fifth National Communication and Fifth Biennial Update Report
		Scope 3 Cat 13: Downstream Leased Assets	Definition and Boundary: Scope 1 and 2 emissions from tenants. Tenants who did not submit information per data request were excluded from the GHG inventory. We plan to engage them more closely in FY25/26 to obtain the information required. Methodology and Assumptions Used: Asset-specific method	<ul style="list-style-type: none">Refer to Scope 1 and 2 sources

Definitions and Methodology

Planet Pillar					
Sustainable Operations Management					
Energy and Greenhouse Gas (GHG) Management					
Greenhouse Gas (GHG) Emissions	The following table details the definition, boundaries and sources of emission factors for each GHG emission source mapped against the ISO 14064-1 and GHG protocol categories.				
	ISO 14064-1 Category	GHG Protocol	Definition and Boundaries		Source of Emission Factors
	Category 5: Indirect GHG emissions associated with the use of the organisation’s products	Scope 3 Cat 14: Franchises	Reason for Exclusion: MWG does not have existing franchises.		
		Scope 3 Cat 15: Investments	Reason for Exclusion: MWG does not have existing investments.		
	Category 6: Indirect GHG emissions from other sources	NA	–		–
Material Efficiency, Circularity and Waste Management					
Waste	<ul style="list-style-type: none">• Boundary: Consumption includes the operation of five parks (Singapore Zoo, River Wonders, Night Safari, Rainforest Wild ASIA, Bird Paradise and Mandai Wildlife WEST) and activities from Mandai X.• Definition of Waste Generated: Total waste generated from Mandai Wildlife Group premises that directs to recovery and disposal.<ul style="list-style-type: none">◊ Categories of Recycled Waste: Paper, cardboard, horticulture garden waste, wood from pruning and electronic waste.◊ Non-Hazardous Waste: This includes general waste, food waste, and animal dung, which do not pose a significant risk to health or the environment.◊ Hazardous Waste: In Mandai Wildlife Group, it includes animal carcasses, which require special handling and disposal procedures due to potential health risks.• Methodology for Calculating Waste Intensity: Derived by taking the total waste generated divided by the total number of visitors for the reporting year.				
Water and Effluents Management					
Water and Effluents	<ul style="list-style-type: none">• Boundary: Consumption includes the operation of five parks (Singapore Zoo, River Wonders, Night Safari, Rainforest Wild ASIA, Bird Paradise and Mandai Wildlife WEST) and activities from Mandai X.• Water Consumption Definition: Water used by an organisation such that it is no longer available for use by the ecosystem or local community in the reporting period.• Potable Water Definition: Potable water is defined as water that is safe for human consumption, sourced exclusively from a third-party supplier, the Public Utilities Board (PUB).• NEWater Definition: NEWater is a high-grade reclaimed water produced by further purifying treated used water through advanced membrane technologies and ultra-violet disinfection, making it safe for a range of uses.• Methodology for Calculating Water Intensity: Derived by taking the total water consumed divided by the total number of visitors for the reporting year.				

Definitions and Methodology

People Pillar	
Employee Health, Safety and Well-being	
Employment Type and Contract	<ul style="list-style-type: none">• Employee Definition: An individual who is in an employment relationship with Mandai Wildlife Group according to the respective national laws or legislations. All employee data relates to the year's headcount as at 31 March 2025.• Boundary: Total employees reported covers Mandai Wildlife Group's operations including the operation of five parks (Singapore Zoo, River Wonders, Night Safari, Rainforest Wild ASIA, Bird Paradise and Mandai Wildlife WEST), activities from Mandai X as well as development activities of Mandai Park Development.• Permanent Full-Time Definition: An employee whose working hours are defined according to national legislation and practice regarding working time. Based on Singapore's Employment Act by MOM, a full-time employee is an individual required under his/her contract of service to work for not less than 35 hours a week.• Contract Definition: A contract with an employee, for full-time or part-time work, for an indeterminate period.
Parental Leave	<ul style="list-style-type: none">• Parental Leave Definition: Leave granted to male and female employees on the grounds of the birth of a child. This includes maternity, paternity, shared parental leave and childcare leave.• Return to Work Rate Methodology: Number of employees who returned to work after parental leave ended, over number of employees who took parental leave, expressed as a percentage.• Retention Rate Methodology: Number of employees who returned to work after parental leave ended and who were still employed 7 months after their return to work, over number of employees who took parental leave, expressed as a percentage.• Boundary: Return to work rate and retention rates reported follow the same boundary as Employment Type.
Workplace Health and Safety	
Work-Related Incidents and Injuries	<ul style="list-style-type: none">• Work-Related Incidents Definition: An unexpected and unplanned occurrence arising out of or in the course of work that could or does result in injury or ill health or death. As per MOM's definition, it could also be a Dangerous Occurrence, an Occupational Disease or:<ul style="list-style-type: none">◊ Traffic accidents that happen at the workplace or in the course of work, e.g. a traffic accident while commuting to work on company transport.◊ Accidents that are incidental to or from work, e.g. slipping and falling within the workplace but when not performing official work duties.◊ Conditions of a medical nature, such as heart attacks or strokes, that may be triggered by work. <p>This definition is based on ISO 45001:2018 and MOM's Guidelines.</p> <ul style="list-style-type: none">• Boundary: The coverage for occupational incidents includes all employees and workers who are non-employees at Mandai Wildlife Group premises.• Definition of a Workers Who Is a Non-Employee: An individual whose work, or workplace, is controlled by Mandai Wildlife Group. This includes contractors for conservancy and security services.• Definition of Major Injuries: As per MOM's definition, non-fatal injuries which are more severe in nature. These include amputation, blindness, deafness, paralysis, crushing, fractures and dislocations: head, back, chest, neck and hip, exposure to electric current, asphyxia/drowning, burns with more than 20 days of medical leave, concussion with more than 20 days of medical leave, mosquito borne diseases with more than 20 days of medical leave, virus outbreak with more than 20 days of medical leave.• Definition of Minor Injuries: As per MOM's definition, minor injuries refer to non-severe injuries with any instance of medical leave or light duties.• Methodology for Calculating Workplace Injury Rate: Number of Major and Minor Injuries / No. of staff x 100• Methodology for Calculating Guest Incident Frequency Rate: Number of Guest Incidents / No. of attendance x 100,000

Data Tables

Planet Pillar						
Material Topic: Animal Welfare and Life-Sciences Research						
Mandai Wildlife Group Breeding Programmes (GRI 304-4)						
	FY22/23		FY23/24		FY24/25	
	Species	Specimen	Species	Specimen	Species	Specimen
Total animal collection	963	21,938	941	22,126	925	19,748
Total Threatened species <i>*Threatened species include animals that are Extinct In The Wild; Critically Endangered; Endangered and Vulnerable, classification is based on The IUCN Red List Threatened Species.</i>	262	3,759	272	3,833	274	4,594
Extinct in the wild	1	3	1	3	1	2
Critically endangered (CR)	62	560	64	546	66	638
Endangered (EN)	98	2,448	102	2,407	104	3,066
Vulnerable (VU)	101	748	105	877	103	888
Near threatened (NT)	65	1,028	62	983	67	1,065
Least concern (LC)	532	10,402	535	11,759	562	12,733
Non Evaluated (NE) & Data Deficient (DD)	104	6,749	72	5,551	22	1,356
Total Number of Managed Species and Number of Animals Born						
	FY22/23		FY23/24		FY23/24	
Total number of managed species	162		151		214	
Number of animals born	834		1,126		958	

Data Tables

Material Topic: Animal Welfare and Life-Sciences Research			
Total Number of Peer-reviewed Journals Published			
	FY22/23	FY23/24	FY24/25
Number of peer-reviewed journals published	15	19	18
Material Topic: Sustainable Operations Management			
Emissions Performance (GRI 305-1, 305-2, 305-3, 305-4)			
	FY22/23	FY23/24	FY24/25
Direct GHG Emissions			
Scope 1 emissions (tCO ₂ e)	1,000.9	990.3	727.3
Indirect GHG Emissions from Imported Energy			
Scope 2 – Location-based (tCO ₂ e)	8,557.9	14,524.5	14,692.4
Scope 2 – Market-based (tCO ₂ e)	3689.5	2,228.9	-
Other Indirect GHG Emissions			
Scope 3 emissions (tCO ₂ e)	122,610.1	157,963.8	86,702.4
Scope 3 emissions intensity (tCO ₂ e / per guest)	42.4	36.0	17.3
Indirect GHG Emissions from Transportation			
Cat 4: Upstream Transport & Distribution	763.6	862.1	1,311.8
Cat 6: Staff Business Travel	197.9	679.9	574.9
Cat 7: Staff Commuting	570.3	681.3	909.3
Indirect GHG Emissions from Products Used by Organisation			
Cat 1: Purchased Goods and Services (including FLAG Emissions from Food & Feed)	24,972.2	20,024.1	24,703.3
Cat 2: Capital Goods	92,490.8	130,276.9	53,253.3

Data Tables

Material Topic: Sustainable Operations Management			
Emissions Performance (GRI 305-1, 305-2, 305-3, 305-4)			
	FY22/23	FY23/24	FY24/25
Indirect GHG Emissions from Products Used by Organisation			
Cat 3: Fuel and Energy-related Activities	1,386.1	2,120.5	2,474.0
Cat 5: Operation Waste Disposed	2,030.4	2,466.7	2,367.3
Cat 8: Upstream Leased Assets	N/A	1.1	1.6
Indirect GHG Emissions Associated with the Use of Products from the Organisation			
Cat 12: End of Life Treatment of Sold Products	130.6	180.8	166.8
Cat 13: Downstream Leased Assets	68.2	670.4	945.3
Total Scope 1, 2 and 3 Emissions			
Total - Location-based (tCO ₂ e)	132,168.9	173,478.6	102,122.2
Total - Market-based (tCO ₂ e)	127,300.5	161,183.0	102,122.2
Emissions Performance (GRI 305-1, 305-2, 305-3, 305-4)			
	FY22/23	FY23/24	FY24/25
Total energy consumption (MWh)	24,918.3	37,893.0	37,278.7
Total fuel consumption from non-renewable sources (MWh)	545.3	789.0	-
Energy Performance (GRI 302-1)			
	FY22/23	FY23/24	FY24/25
Total electricity consumption (MWh)	24,373	37,104	37,278.7
Total electricity consumption from non-renewable sources (MWh)	11,904	6,905	35,661.3
Total electricity consumption from renewable sources (MWh)	469	699	1,617.4
Purchased Renewable Energy Certificates (RECs) from solar facility in Vietnam (MWh)	12,000	29,500	-

Data Tables

Material Topic: Sustainable Operations Management			
Waste Performance (GRI 306-3, 306-4, 306-5)			
	FY22/23	FY23/24	FY24/25
Total Waste Generated (tonnes) ¹	3,656.6	3,544.4	4,186.7
Waste Intensity (kg/Visitor)	1.16	0.82	0.64
Total waste disposed (tonnes)	2,936.1	2,782.1	3,193.7
General Waste	2,110.9	2,048.8	2,424.0
Animal Dung	825.2	733.3	769.7
Total waste recycled (tonnes)	720.5	762.3	993.0
Cardboard	33.2	40.6	93.1
Commingled Recyclables	10.0	7.2	4.9
Horticulture	677.3	714.5	841.1
Waste Performance (GRI 306-3, 306-4, 306-5)			
	FY22/23	FY23/24	FY24/25
Non-hazardous waste (tonnes)	3,656.6	3,544.4	4,186.7
Non-hazardous waste incinerated	2,936.1	2,782.1	3,193.7
Non-hazardous waste recycled	720.5	762.3	993.0
Hazardous waste (tonnes)	5.4	7.4	193.2
Hazardous waste incinerated	5.4	7.4	193.2
Hazardous waste recycled	0	0	-
Water Performance (GRI 303-5)			
	FY22/23	FY23/24	FY24/25
Potable water (m³)	839,920	815,739	892,941.7
NEWater (m³)	130,280	89,759	153,819.9

¹ Refers to total non-hazardous waste only.

Data Tables

People Pillar			
Material Topic: Employee Health, Safety and Well-being			
Breakdown of Employees by Employment Type as of 31 Mar 2025 (GRI 2-7)			
Employment Type	Female	Male	Grand Total
Permanent (Full Time)	673	781	1,454
Contract	41	32	73
Grand Total	714	813	1,527
Breakdown by Employment Type/Entity/Gender as of 31 Mar 2025 (GRI 2-7)			
Entities/ Employment Type	Female	Male	Grand Total
Mandai Global	21	18	39
Permanent (Full Time)	18	17	35
Contract	3	1	4
Mandai Park Development	53	42	95
Permanent (Full Time)	36	30	66
Contract	17	12	29
MPD Operations	140	204	344
Permanent (Full Time)	138	201	339
Contract	2	3	5

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Data Tables

Material Topic: Employee Health, Safety and Well-being			
Breakdown by Employment Type/Entity/Gender as of 31 Mar 2025 (GRI 2-7)			
Entities/ Employment Type	Female	Male	Grand Total
S'pore Zoological Gardens	500	549	1,049
Permanent (Full Time)	481	533	1,014
Contract	19	16	35
Grand Total	714	813	1,527
Material Topic: Employee Health, Safety and Well-being			
Parental Leave (Period : 1 Jan 2024 – 31 Dec 2024) (GRI 401-3)			
	Female	Male	Grand Total
Parental Leave Usage (1 Jan 2024 – 31 Dec 2024)	18	27	45
Total number of employees that returned to work, after Parental Active as of 1 Jan 2025	18	27	45
Total number of employees that returned to work, after 7 months Active as of 31 Jul 2025	16	26	42
% Return to work (as of 1 Jan 2025)	100%		
% Retention Rate (as of 31 Jul 2025)	93%		
Work-related Injuries (GRI 403-9)			
Indicators for Employees	FY22/23	FY23/24	FY24/25
Workplace Injuries	103	142	106
Major Injuries	5	8	4
Minor Injuries	98	134	102
Workplace Injury Rate	8.1	9.4	6.3
Major Injury Rate	0.4	0.5	0.2

Data Tables

Material Topic: Employee Health, Safety and Well-being			
Work-related Injuries (GRI 403-9)			
Indicators for Employees	FY22/23	FY23/24	FY24/25
Minor Injury Rate	7.8	8.8	6.1
Man-day Lost	458	565	542
Indicators for Injuries in Development Operations	FY22/23	FY23/24	FY24/25
Major	0	1	-
Minor	0	2	-
Indicators for Guests	FY22/23	FY23/24	FY24/25
All Parks			
Frequency Rate	-	19	13
Number of Incidents	-	848	585
Major Injury Rate	0.4	0.5	0.02
Minor Injury Rate	7.8	8.8	13.0
Topics of Interest: Diversity, Equity and Inclusion			
Diversity of Governance Bodies (GRI 405-1)	Female	Male	Grand Total
Total number of board members	33%	66%	12
	Under 30 years old	30 - 50 years old	Above 50 years old
Board members (Age group)	0%	8%	92%
	Executive	Independent	From minority or vulnerable groups
Board members (Age group)	8%	92%	25%

GRI Content Index

GRI Standards Disclosures	Mandai Wildlife Group has reported the information cited in this GRI Content Index for the period 1 April 2023 to 31 March 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI Standards Disclosures		References and / or Explanation	Page Number
GRI 2: General Disclosures 2021			
The Organisation and its Reporting Practices			
2-1	Organisation details	About Mandai Wildlife Group & About this Report	4
2-2	Entities included in the organisation’s sustainability reporting	About Mandai Wildlife Group & About this Report	4
2-3	Reporting period, frequency and contact point	About Mandai Wildlife Group & About this Report	4
2-4	Restatements of information	Not applicable, as this is Mandai Wildlife Group’s inaugural sustainability report.	-
2-5	External Assurance	About Mandai Wildlife Group & About this Report; Energy and Greenhouse Gas (GHG) Management	4, 26-30
Activities and Workers			
2-6	Activities, value chain, and other business relationships	About Mandai Wildlife Group & About this Report; Sustainable Supply Chain Management	4, 60-63
2-7	Employees	Data Tables	77-83
2-8	Workers who are not employees	Not disclosed because information incomplete with limited coverage of workers.	-
Governance			
2-9	Governance structure and composition	Sustainability Governance	11
2-10	Nomination and selection of the highest governance body	Not disclosed due to confidentiality considerations.	-
2-11	Chair of the highest governance body	Sustainability Governance	11
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance	11

GRI Content Index

GRI Standards Disclosures		References and / or Explanation	Page Number
GRI 2: General Disclosures 2021			
Governance			
2-13	Delegation of responsibility for managing impacts	Sustainability Governance	11
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance	11
2-15	Conflicts of interest	Sustainability Framework	7-8
2-16	Communication of critical concerns	Sustainability Governance	11
2-17	Collective knowledge of the highest governance body	Not disclosed due to confidentiality considerations.	-
2-18	Evaluation of the performance of the highest governance body	Not disclosed due to confidentiality considerations.	-
2-19	Remuneration policies	Not disclosed due to confidentiality considerations.	-
2-20	Process to determine remuneration	Not disclosed due to confidentiality considerations.	-
2-21	Annual total compensation ratio	Not disclosed due to confidentiality considerations.	-
Strategy, Policies and Practices			
2-22	Statement on sustainable development strategy	Message from the Acting Chairman and GCEO; Sustainability Framework	3, 7-8
2-23	Policy commitments	Sustainability Framework; shown throughout the report	7-8
2-24	Embedding policy commitments	Sustainability Framework; shown throughout the report	7-8
2-25	Processes to remediate negative impacts	Sustainability Framework	7-8
2-26	Mechanisms for seeking advice and raising concerns	Sustainability Framework	7-8
2-27	Compliance with laws and regulations	<p>Mandai Wildlife Group is committed to complying with all applicable laws and regulations set forth by the Singapore Government. We continuously monitor and ensure adherence to these legal requirements through robust internal controls and regular audits.</p> <p>There were no material instances of non-compliance with laws and regulations in this context during the reporting year.</p>	-

GRI Content Index

GRI Standards Disclosures		References and / or Explanation	Page Number
GRI 2: General Disclosures 2021			
Stakeholder Engagement			
2-28	Membership associations	About Mandai Wildlife Group & About this Report	4
2-29	Approach to stakeholder engagement	Stakeholder Engagement	12
2-30	Collective bargaining agreements	Employee Well-being	49-50
Material Topics			
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Materiality Assessment	6
3-2	List of material topics	Materiality Assessment	6

Topic-Specific Disclosures			
GRI Standards Disclosures		References and / or Explanation	Page Number
Planet Pillar			
Material Topic: Biodiversity Protection and Management			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Biodiversity Protection and Management	15-19
GRI 304: Biodiversity 2016			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity Protection and Management; Animal Welfare and Life-Sciences Research	15-23
304-2	Significant impacts of activities, products and services on biodiversity	Biodiversity Protection and Management; Animal Welfare and Life-Sciences Research	15-23
304-3	Habitats protected or restored	Biodiversity Protection and Management; Animal Welfare and Life-Sciences Research	15-23
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity Protection and Management; Animal Welfare and Life-Sciences Research; Data Tables	15-23, 77-83

GRI Content Index

Topic-Specific Disclosures			
GRI Standards Disclosures		References and / or Explanation	Page Number
Material Topic: Animal Welfare and Life-Sciences Research			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Animal Welfare and Life-Sciences Research	20-23
Material Topic: Sustainable Operations Management			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Sustainable Operations Management	24
GRI 302: Energy 2016			
302-1	Energy consumption within the organisation	Energy and Greenhouse Gas (GHG) Management; Data Tables	26-30, 77-83
302-4	Reduction of energy consumption	Energy and Greenhouse Gas (GHG) Management	26-30
GRI 303: Water and Effluents 2018			
303-1	Interactions with water as a shared resource	Water and Effluents Management	34-35
303-2	Management of water discharge-related impacts	Water and Effluents Management	34-35
303-5	Water consumption	Water and Effluents Management; Data Tables	34-35, 77-83
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Energy and Greenhouse Gas (GHG) Management; Data Tables	26-30, 77-83
305-2	Energy indirect (Scope 2) GHG emissions	Energy and Greenhouse Gas (GHG) Management; Data Tables	26-30, 77-83
305-3	Other indirect (Scope 3) GHG emissions	Energy and Greenhouse Gas (GHG) Management; Data Tables	26-30, 77-83
305-4	GHG emissions intensity	Energy and Greenhouse Gas (GHG) Management; Data Tables	26-30, 77-83
305-5	Reduction of GHG emissions	Energy and Greenhouse Gas (GHG) Management	26-30

GRI Content Index

Topic-Specific Disclosures			
GRI Standards Disclosures		References and / or Explanation	Page Number
Material Topic: Sustainable Operations Management			
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	Material Efficiency, Circularity and Waste Management	31-33
306-2	Management of significant waste-related impacts	Material Efficiency, Circularity and Waste Management	31-33
306-3	Waste generated	Material Efficiency, Circularity and Waste Management; Data Tables	31-33, 77-83
306-4	Waste diverted from disposal	Material Efficiency, Circularity and Waste Management; Data Tables	31-33, 77-83
306-5	Waste directed to disposal	Material Efficiency, Circularity and Waste Management; Data Tables	31-33, 77-83
People Pillar			
Material Topic: Community Engagement and Advocacy			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Community Engagement and Advocacy	43-46
Material Topic: Visitor Health, Safety, Experience and Satisfaction			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Visitor Health, Safety, Experience and Satisfaction	47-48
Material Topic: Employee Health, Safety and Well-Being			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Employee Health, Safety and Well-being	49-50
GRI 401: Employment 2016			
401-3	Parental leave	Data Tables	77-83

GRI Content Index

Topic-Specific Disclosures			
GRI Standards Disclosures		References and / or Explanation	Page Number
Material Topic: Employee Health, Safety and Well-Being			
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	Workplace Health and Safety	50
403-2	Hazard identification, risk assessment, and incident investigation	Workplace Health and Safety	50
403-3	Occupational health services	Workplace Health and Safety	50
403-4	Worker participation, consultation, and communication on occupational health and safety	Workplace Health and Safety	50
403-5	Worker training on occupational health and safety	Workplace Health and Safety	50
403-6	Promotion of worker health	Employee Well-being	49-50
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Workplace Health and Safety	50
403-8	Workers covered by an occupational health and safety management system	Workplace Health and Safety	50
403-9	Work-related injuries	Workplace Health and Safety; Data Tables	50, 77-83
Topic of Interest: Diversity, Equity and Inclusion			
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	Data Tables	77-83
Topic of Interest: Talent Management and Development			
GRI 404: Training and Education 2016			
404-2	Programmes for upgrading employee skills and transition assistance programmes	Talent Management and Development	52
Material Topic: Corporate Governance and Ethics			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Corporate Governance and Ethics	54

GRI Content Index

Topic-Specific Disclosures			
GRI Standards Disclosures		References and / or Explanation	Page Number
Material Topic: Corporate Governance and Ethics			
GRI 205: Anti-Corruption 2016			
205-1	Operations assessed for risks related to corruption	Corporate Governance and Ethics	54
205-2	Communication and training about anti-corruption policies and procedures	Corporate Governance and Ethics	54
205-3	Confirmed incidents of corruption and actions taken	Corporate Governance and Ethics	54
Performance Pillar			
Material Topic: Economic Value Creation			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Economic Value Creation	57-59
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	Economic Value Creation	57-59
Material Topic: Sustainable Supply Chain Management			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Sustainable Supply Chain Management	60-63
Material Topic: Innovation and Technology			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Innovation and Technology	64-66

TCFD Content Index

Recommended Disclosures		References and Response	Page Number
Governance	a. Describe the board’s oversight of climate-related risks and opportunities.	Approach to Sustainability Governance	11
	b. Describe management’s role in assessing and managing climate-related risks and opportunities.	Appendix: Definitions of Committees mentioned in Approach to Sustainability Governance	68-69
Strategy	a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	Climate Change Resilience and Adaptation	37-39
	b. Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning.		
	c. Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.		
Risk Management	a. Describe the organisation’s processes for identifying and assessing climate-related risks.	Climate Change Resilience and Adaptation	36, 40
	b. Describe the organisation’s processes for managing climate-related risks.		
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management.		
Metrics and Targets	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Sustainable Operations Management: Energy and Greenhouse Gas (GHG) Management	26-30
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.		
	c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.		



Mandai

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