ANA MANDARA
CAM RANH

Ana Mandara Cam Ranh
Sustainability Management Plan 2025 - 2027

Introduction

Ana Mandara Cam Ranh is located along the majestic coastline of Bai Dai Beach in Cam Ranh Bay, just a stone's throw from Cam Ranh International Airport and a 30-minute drive from Nha Trang Center. The resort is easily accessible by direct international flights to and from Asia's major cities and within Vietnam. Nestled along the stunning coastline of Cam Ranh Bay, Ana Mandara Cam Ranh proudly upholds a legacy of genuine Vietnamese warmth and personalized service as a trailblazer in Vietnam's luxury hospitality. Embracing sustainability and enriching experiences, the brand honors Vietnamese traditions while evolving to meet modern needs.

The resort features 176 beautifully crafted Villas, Sky Villas, Rooms, and Suites, providing picturesque views and exceptional privacy in unparalleled natural surroundings. Guests can enjoy two distinct dining experiences with local and international cuisine, a holistic spa and wellness center, and bespoke meeting and event facilities for any occasion. At Ana Mandara Resort Cam Ranh, discover a unique blend of secluded serenity, elegant informality, and warm Vietnamese hospitality, where every detail is crafted to provide an exceptional stay.

We view sustainability not as a goal but a journey—one that embraces cultural preservation, environmental stewardship, and social contribution.

Purpose

Since its opening in July 2022, Ana Mandara Cam Ranh Resort under the leadership of the Board of Directors has been actively involved in the participation of sustainable practices through various activities & initiatives.

The last year 2024 we achieved the below:

- Installation of chiller system for the whole hotel rooms, we do not use the normal air conditioner with the refrigerant which is harmful for Ozone layer
- Removed 100% of all single-use plastic from guest villas.
- Only electric vehicles are used for internal transportation within the resort.
- Revised purchasing policy to favor local and domestic suppliers, where only ~10% of food produce is imported.
- Revised restaurant menus to include a variety of vegetarian & vegan dishes as well as favoring organic or biodynamic wines in all beverage menus.

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- Established thorough preventative maintenance programs for all areas of the resort.
- Established & conducted various trainings to improve awareness of occupational health and safety.
- Reviewed the recruitment process with the aim of increasing the percentage of workforce from the local surrounding areas.
- Provided and conducted training opportunities in all areas of operation for the resort team.
- Have signed memorandums of understanding with local educational institutes and vocational training schools to provide career opportunities to the local population.
- Engaged in environmental protection activities of the local association
- A monthly Green Day is conducted to remove ocean debris from the beach

Our Sustainability Management Plan (SMP) aims to provide a structured roadmap for achieving our environmental and social goals while enhancing guest satisfaction and operational excellence. It is reviewed annually by the Green Team, and quarterly performance updates are shared with stakeholders.

Vision

We are committed to creating a positive and sustainable impact wherever we do business by being sustainable leaders in the hospitality industry bearing in mind the natural environment, sociocultural environment, quality of life as well as health and safety-related issues.
Guided by our sustainability management plan (SMP) and under the key focus areas outlined below, we aim to pursue our goals set out for the future and become more sustainable in all areas of business.

I. Environmental – to be actively involved in conserving resources, reducing pollution, and conserving biodiversity, ecosystems, and landscapes.
II. Socio-cultural – to display corporate social responsibility by actively partaking in community development, providing local employment, prioritizing fair trade, respecting local communities, and seeking dialog.
III. Quality – to create a sustainable business that benefits its team members, customers, business partners, owners, and other stakeholders by exceeding guest's expectations through a company culture that embraces quality.
IV. Health & Safety – to ensure that guests, team members, and our local communities can be comfortable, safe, and secure in our environment.

Mission:

We are committed to conserving our natural resources and improving our environment. Our goal is to reduce our carbon footprint by utilizing sustainable practices in all aspects of our operations. We strive to be a responsible environmental leader in the hospitality industry. We are implementingaggressive green initiatives, promoting conservation programs at each level

of operation, and raising awareness among guests and team members to care for their surrounding community and environment.

Goals

The long-term goals (Appendix 3) are outlined as part of the Sustainability Management Plan. Understanding that it's a continuous process, where the SMP is to be refreshed and updated annually as well as used both internally and externally in all departments as a guide to employees and externally for the Head office and owners, including:

- Environmental: Reduce energy and water usage per guest night; implement 100% plastic-free operations; preserve marine biodiversity
- Sociocultural: Support local artisans and farmers; provide career development for the local workforce; promote Vietnamese cultural heritage
- Quality: Maintain high guest satisfaction; engage in continuous service improvements
- Health & Safety: Ensure a safe and hygienic environment for guests and employees; provide regular training and drills

This Policy applies across the Company. We will strive for sustainability in all areas of operations. Its implementation is the responsibility of and commitment of everyone – that is, Owners, Executives and Team Members, working together on the continuous improvement of our sustainability performance through the ongoing development of skills, knowledge, and applications.

The policy is endorsed by the General Manager and the executive team and will be reviewed annually by the Company's Green Committee (the " Green Team").

The Green Team comprises a team of departmental leaders, who bring broad functional expertise to address all aspects of our business to best serve our stakeholders and the community as outlined in Appendix 1.

Overview

A - Sustainable Management

The following assessment is to establish the status of sustainability at Ana Mandara Cam Ranh Resort to set clear targets and actions for the future.

A1 Sustainability Management

Sustainability messages and practices are embedded across all departments through internal communication, workshops, and on-site activations. Daily briefings and digital signage reinforce eco-conscious behavior.A.2 Legal Compliance

Ana Mandara Cam Ranh Resort is licensed according to Vietnamese Law and in compliance with all relevant international or local government legislations, encompassing

health, safety, labor, and environmental and or insurance policies for the protection of guests, staff, and company assets, all of which are up to date and in line with legal requirements

A.3 Employee Training

Departmental training is set up and recorded monthly. Induction is provided for all joining team members who cover all aspects of the company, its culture, policy and procedures, dos, and don'ts as well as an introduction to sustainability.

Our team is the key members who are trained and responsible for ensuring the correct training courses take place for all employees in safety and security.

A.4 Customer Satisfaction

We pride ourselves on our culture of commitment to quality, guests' desires and needs are observed and collected through personal contact wherever possible both prior to arrival and during their stay.

On departure guests receive an online questionnaire which allows us to obtain feedback on their stay, this in turn is quantified and used as a training tool for each department and provides real-time feedback on our services, be this accommodation, recreation, food, spa, and environment.

A.5 Accuracy of Promotional Materials

All communication is channeled through our Marketing & Communication Department and considers local and cultural norms and regulations. Dissatisfaction is monitored throughout our various feedback channels and acted upon.

Sustainability claims are supported with data and aligned with the resort's performance. Misleading content is strictly avoided.

A.6 Local Zoning, design, and construction

(a) Ana Mandara Cam Ranh was developed with environmental consciousness from its inception. More than 80% of the resort's construction materials are non-baked and primarily natural, sourced locally from within the region. Landscape design was prioritized during the planning phase and uses 100% native and tropical plants, creating an immersive natural experience throughout the resort. An on-site water bottling plant that further purifies water through reverse osmosis and eliminates the use of plastic water bottles in the resort.

b) All landscape lighting is set at low levels to preserve dark skies, nature, and conserve energy.It also creates a sense of privacy and romance, these lights are on timers again, helping to further conserve energy.

c) Air-conditioning in guests' villas is turned off when not occupied and set at 25 Degrees for guest arrival. All AC Units are split-leveland serviced regularly to ensure performance standards. Open-air spaces operate with standard fans, closed public areas, restaurants, spa, and offices maintain moderate temperatures and are turned off when

not occupied.

Facilities for guests with limited mobility are provided to ensure they experience comfort and personalized service during their stay. Although the resort's natural terrain poses limitations, accessibility is supported through the dedicated employee care. A.7 Interpretation:

As a five-star resort, we have guests from many nationalities, the first language spoken is Vietnamese, followed by English. Our team members in turn are learning more languages to be able to communicate to the many different nationalities and provide high standards of communication.

A.8 Communications Strategy

We aim to communicate our sustainable initiatives and activities with our guests and external clients through various means:

- Publishing on internal notice boards our website and various media agencies in key cities around the world.
- Our in-room QR Code & TV system
- Invitations to guests to take part in cleaning the beach and other activities.
- Organization of monthly events for our team members, to encourage the sustainability message being brought back home.
- Collaboration & interaction with local government bodies

A.9 Health and safety

We follow strict environmental, health, and safety laws, regulations, and procedures to conserve and protect the environment and create a workplace where we bring the best out of our team members whilst avoiding the risk of injury.

- Team members are trained appropriately to make them aware of the health and safety issues while working and guests are made aware of hazards by using appropriate forms of communication.
- Preventative maintenance program is in place and followed through.
- Periodical (at least quarterly) water checks are carried out and recorded in the key locations including all water sources & discharge locations.
- Team members are trained on how to handle hazardous chemicals and the correct dosage.
- Fire drills are carried out yearly and monthly checks on firefighting equipment are in place.
- Electric buggy driving lessons are provided, and skills are assessed before issuing golf car licenses.
- Kitchen staff are trained on how to use the cleaning equipment and have monthly audits on standards above government requirements and in line with Government department
- Emergency policies are in place and the team is confident to act as required.

- Guest safety is ensured through various precautions and information available to guests.
- We do not allow bringing outside food and beverages into the resort.

B - Social/Economic

B.1 Community Development

- Ana Mandara Cam Ranh Resort works closely with the local community. Over 90% of our current employees come from Khanh Hoa province and surrounding areas. We actively support a variety of local initiatives, including free English classes, collaborative beach and environmental clean-up campaigns, and environmental awareness workshops for primary school children in nearby villages. These activities aim to foster a culture of environmental responsibility and lifelong learning.Our Human resources department is working together with various associations and vocational training schools to create a channel for training in Ana Mandara Cam Ranh Resort, and to generate a better understanding of the hotel business in the local community and how it can impact their future.
- Ana Mandara Cam Ranh Resort is surrounded by fishing villages, and we support our local community by buying fresh fish for the resort and promoting the local market tour to our guests for better understanding the local life and local products
- Most of our excursions available to guests involve the local community, crafts, food markets, cultural sites, and lifestyle experiences. We have guided tours to these special locations where they can immerse into the lives of the local people and minor ethnic groups in Khanh Hoa.

B.2 Local Employment

Ana Mandara Cam Ranh Resort currently employs 284 Staff who are Vietnamese and only 2 expats. A majority number of team members are Khanh Hoa residences and others from the vicinity provinces in Central Vietnam. We aim to further develop local talent as part of our long-term plans.

B.3 Fair Trade

While Fairtrade certifications are not widely used in Vietnam our purchasing Policy at Ana Mandara Cam Ranh encompasses the following principles:

- Support and work closely with the local community for Fish, Vegetables, Fruits, and other available goods & services.
- Prioritizing organic and seasonal products
- Sourcing of local craftsmen to repair and re-build our furniture, and fabrics for uniforms.
- Sourcing consumables domestically through local suppliers. Wherever possible
- Transparent sourcing policy that respects traditional methods

B.4 Local Entrepreneurs

Ana Mandara Cam Ranh supports local entrepreneurs through its purchasing policy, raw materials, seafood, vegetables, and fruits we continue to work together with our local partners. Our Guests are encouraged to try the local seafood restaurants and purchase the local arts and crafts, creating small business entrepreneurs on our doorstep.

We also hire local music bands to perform in some of our events with Vietnamese traditional instruments.

B.5 Respect local Population

The resort's architectural design prioritizes harmony with the natural landscape and community sensibilities. With a low-density building structure, subdued lighting schemes, and noise-sensitive zoning, the resort ensures minimal disruption to the environment and local residents while maintaining privacy and tranquility for guests.

Ana Mandara Cam Ranh is committed to fostering mutual respect between guests, staff, and the surrounding community. As part of this commitment, the resort conducts regular **Cultural Awareness Training Programs** for team members, which include:

- Understanding Vietnamese values, etiquette, and local customs
- Sensitization on guest interaction across cultures
- Modules on respecting the traditions of local ethnic minorities in Khanh Hoa
- Guidelines for respectful dress, communication, and behavior during work and excursions
- Role-play and situational training for handling culturally sensitive scenarios

These training sessions are integrated into the staff induction program and are refreshed quarterly to ensure relevance and consistency.

For guests, cultural appreciation is encouraged through:

- In-room materials introducing Vietnamese culture and dos & don’ts
- Weekly cultural meetups led by local staff sharing heritage stories
- Invitations to participate in local celebrations or traditional activities

B.6 Exploitation

Ana Mandara Cam Ranh is committed to maintaining a workplace free from all forms of exploitation, including forced labor, child labor, discrimination, and harassment. Our policies strictly adhere to the Vietnamese Labor Law and uphold international human rights principles.

A clearly defined Code of Behavior is communicated across all levels of the organization. Programs are in place to ensure that management, staff, guests, and community stakeholders

understand, recognize, and uphold ethical standards of conduct. These include:

- Staff induction training and annual refreshers on labor rights and ethical behavior
- Guest-facing materials that outline respectful and responsible conduct
- Community partnership agreements that reinforce fair trade and ethical collaboration

Any violations are subject to immediate review and corrective action through our internal grievance and compliance mechanisms. Transparency, fairness, and dignity remain central to our approach.

B.7 Equitable Hiring

Ana Mandara Cam Ranh Resort's recruitment policy addresses and or promotes equality, applicants are not subjected to any discrimination, and recruitment is based on, competence, qualification, and experience. Ana Mandara Cam Ranh follows Vietnamese Labor Law, employment conditions, and minimum wages are all in line with Trade Union requirements. Ana Mandara Cam Ranh employs mostly local team members, currently almost evenly split between men and women

B.8 Employee protection

Ana Mandara Cam Ranh ensures that all salaries and benefits are compliant with labor and government regulations. Mandatory social insurance and medical coverage are provided, meeting all legal standards. Employees work a 5.5-day week, with 1.5 days off and entitlement to public holidays. Salaries are disbursed at the end of each month via direct bank transfer. Service charge distribution, adhering to applicable regulations, is conducted fairly and equitably among all local team members.

B.9 Basic Services

The activities of Ana Mandara Cam Ranh have not in any way impacted the environment or the surrounding neighborhood, in reverse they have provided important employment and opportunity for many families in this province. Right of way is granted to local residences where required.

C - Cultural Heritage

Ana Mandara Cam Ranh Resort is situated in the province of Khanh Hoa. The province is home to great natural diversity and 35 ethnic groups.Each scene at Ana Mandara Cam Ranh is thoughtfully curated to reflect the poetic beauty of Central Vietnam, from golden sand dunes to the gentle curves of ocean waves and the conical hat—an iconic symbol of Vietnamese salt farmers.

C.1 Code of Behavior: Guests are provided with welcome kits that include guidelines on Vietnamese etiquette and customs. Weekly Vietnamese sessions help guests better understand and respectfully engage with local culture, traditions, and community norms.C.2

Historical Artefacts: While the resort does not house ancient relics, cultural motifs are deeply embedded into its design language. Key features include handcrafted Cham sculptures created using traditional techniques from clay and salt, as well as restored antique furnishings such as carved wooden platforms and traditional beds that evoke historical memory and artisan heritage.

C.3 Protection of Sites: From its early planning phase, the resort was developed with deep respect for its cultural and environmental context. Construction was carefully planned to avoid culturally sensitive zones, and sustainable landscaping ensures minimal disruption to local ecosystems. Collaborations with local artisans and cultural advisors ensure that intangible heritage is honored in all operational aspects.

C.4 Incorporation of Culture: Local architecture and culture guide the resort operations in all aspects of operation from the architecture, and service offerings to food and beverage selection.

D – Environmental

D.1 Conserving Resources.

- Our purchasing policy outlines various sustainable goals to ensure resources are conserved through different approaches. Suppliers are registered and follow the trading laws of Vietnam. Some local suppliers are sole proprietorships (like farmers, and fishermen) and still do business the old-fashioned way according to local culture, we aim to help them adapt to new business models.
- Food & beverage menus favor local produce wherever available, imported food and beverages are to be substituted for locally available products where the quality and availability allows to do so. Natural and biodegradable packaging is used wherever possible.
- Water and electricity consumption is measured & recorded in line with our environmental due diligence efforts. Our light system is LED light with a timer. The water filtration can produce 800 liters per day.
- We achieved 37.4% occupancy in 2023 and 61.3% occupancy in 2024, we forecast the energy consumption will increase by 64%, however, our consumption in 2024 only increased by 26% compared to 2023. That meant saving an average of 38% of the energy expenses.

D.2 Reducing Pollution

We aim to reduce greenhouse gas emissions as part of our sustainability goals for 2025 by:

- Substituting energy needs with renewable energy sources.
- Treating and testing wastewater above the required government standards to be safely used for our organic gardens.
- Conducting yearly environment assessment reports to identify possible challenges with

a 3rd party provider.

- Analysis of waste audits outlined as part of our environmental due diligence to explore options for sustainable waste management in the absence of existing infrastructure.
- Reducing print collateral in all operational areas in favor of electronic collaterals.
- Recycle & reuse policies to increase the diversion to landfill.
- Food waste collection is provided to local farmers.
- Replacing harmful substances with certified products where available

D.3 Conserving Biodiversity, Ecosystems, and Landscapes

- Ana Mandara Cam Ranh is committed to preserving and enhancing the natural landscape of Bai Dai Beach, a region rich in tropical biodiversity. During development, more than 90% of the original terrain was preserved, with native vegetation carefully protected and reintegrated into the resort's design.
- The entire landscape comprises tropical and native flora that require minimal irrigation and attract local birds and butterflies. The resort avoids the use of chemical fertilizers and pesticides, instead using organic compost and natural repellents prepared on-site.
- The coastal dunes and greenery surrounding the resort are monitored to prevent erosion and maintain soil health, contributing to the stability of the local ecosystem.
- Guests are educated on the importance of biodiversity through guided nature walks, informative signage, and participation in eco-activities such as tree planting or beach vegetation care, reinforcing a shared responsibility in protecting the area’s natural beauty.

Sustainability Management Plan

Ana Mandara Cam Ranh Resort is committed to fostering a culture of environmental responsibility throughout our organization. We empower our team members, suppliers, partners, and guests to embrace sustainable practices in all their activities. This commitment is communicated through training, and promotional materials, and integrated into our services. We strive for measurable sustainability outcomes via defined standards and benchmarks embedded within our policies.

I – Environmental

We support Ana Mandara Cam Ranh's commitment to developing business while respecting the planet in all our endeavors by:

- Prioritizing the development & deployment of environmental initiatives that help to meet the set objectives and track our environmental performance through appropriate indicators.

- Raising awareness among customers and stakeholders and responding to their growing expectations regarding environmental concerns.
- Assisting our team members to integrate resource conservation measures into their day-to-day lives, both in and outside of the work environment.
- Leveraging the support of suppliers and local communities to pool efficiencies.

Conserving resources by

- Considering the notion of total cost & resource consumption for all projects.
- Prioritizing renewable energy sources wherever feasible.
- Promoting the use of products that are respectful of resource consumption.
- Producing our entire water needs through our system of sustainable deep wells.
- Involving teams at all levels to identify areas to where consumption can be reduced.

Reduction of consumables by

- Implementing structures that entice all stakeholders to act thoughtfully reducing the consumption of single-use plastics or non-recyclable goods.
- Rethinking the operational needs and options favoring technology over paper-based solutions

Manage waste by

- Auditing our waste output and contractors.
- Lobbying local governments to improve available infrastructure.
- Considering further investments to self-provide the missing infrastructure.
- Promoting the ideologies of recycling, composting, and reusing.

Protect Biodiversity by

Raising awareness of the importance of biodiversity and the impact of harmful chemicals.

- Promoting landscape management practices that follow the principles of organic farming with only native plants.
- Partnering with experts in their respective fields to expand our rich fauna and flora.

II – Socio-cultural

We want to play an active role in society to aid in the development of local communities by means of engagement, support, employment opportunities, and education.
Developing communities by

- Sourcing locally.
- Supporting local development initiatives.
- Encouraging guests to visit local areas and interact with its inhabitants.
- Forging partnerships and lasting, mutually beneficial relationships in the local community.

Supporting livelihoods by

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- Acting upon the fair-trade principles.
- Promoting local employment at all levels
- Ensuring policies and procedures are always in line with local requirements.
- Providing above legally required benefits and protection to our team members

III – Quality

We strive to exceed expectations and create an atmosphere of ultimate relaxation and cultural discovery by:

- Measuring & analyzing feedback from both guests and team members on a regular basis.
- Providing training & tools to ensure our quality standards are always met.
- Nurturing a culture of excellence.
- Upkeeping regular preventative maintenance efforts.
- Continually reviewing and improving based on newly obtained information

IV – Health & Safety

We aim to provide a safe place of work and accommodation by:

- Ensuring all laws & regulations are followed.
- Providing guests with access to information on the established emergency protocols.
- Maintaining regular training that covers occupational health & safety, natural disasters, and other crisis protocols.
- Ensuring cleanliness standards are reflective of our image and in line with internationally recognized systems.
- Maintaining all equipment in line with required standards set out by manufacturers, suppliers, or internal policies.

We are committed to constantly improving and evolving our sustainability efforts, working with dedicated partners across the industry who will help us grow our knowledge of how to make Bai Dai and the local community even more sustainable

Le Dai Hai
General Manager