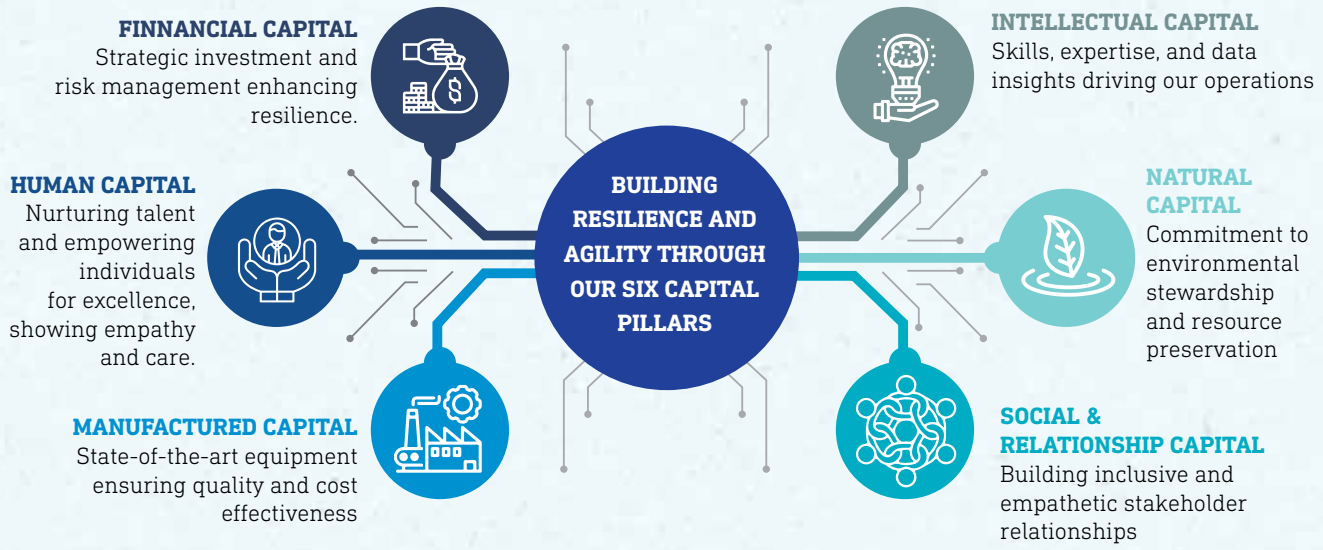


SIX CAPITAL REPORTS

Our expertise in hospitality stems from how we harness and enhance our diverse capitals. By blending exceptional guest experiences with sound financial insight, we create lasting value for our stakeholders, driving sustainable growth while delivering meaningful impact through thoughtful use of our resources.





FINANCIAL CAPITAL

We have strategically leveraged equity, internal accruals and debt to unlock the full potential of our financial resources. Through prudent financial management, we optimise operations, enhance stakeholder value and propel sustainable growth ensuring our financial decisions consistently support long-term success and resilience

Value Delivered

BDT **2,683.17** M
Revenue

BDT **1,525.41** M
Profit after Tax

Tk. **5.18**
Earnings per
share

Tk. **1.6**
Proposed dividend
per share

“AA+” rating
by CRISL

SDG Relevance



Material Matters Served

- Prudent liquidity management
- Sound capital allocation
- Reduction in debt and cost of debt
- Expand profitability levers
- Reduce fixed and variable costs

Impact on other Capitals

The financial capital is affected by the use of all other capitals, that is, if we increase our input in manufactured, human, and intellectual capital there will be an outflow in financial capital in the short run. On the other hand, appropriate investment in these three capitals has positive impact on the financial capital as well as on its outcome in the long run. As UHRPLC has always utilized financial capital keeping an eye to achieve long term growth, reflection can be seen in the stable financial performance indicators of the Company.

Associated Risks & Risk Management Practices

Cost management:

Cost management is a high priority and we work on every opportunity to optimise operational costs. During the year 2024-25, we reduced most of our line costs due to effective cost optimisation initiatives that especially enabled the variable expense structure to fairly align to the prevailing business situation. While cost management was a focus, we ensured we meet our regular obligations on a timely basis.

Cash flow management:

We maintain strict discipline in our cash management practices. This culture is evidenced in our relatively stable net operating capital cycle, ranging between 120-180 days in the past five years. Streamlined working capital management has helped us control our debt profile.

Way Forward

We will continue to look at enhancing margins and profitability specially on the back of our product & service premiumization focus.

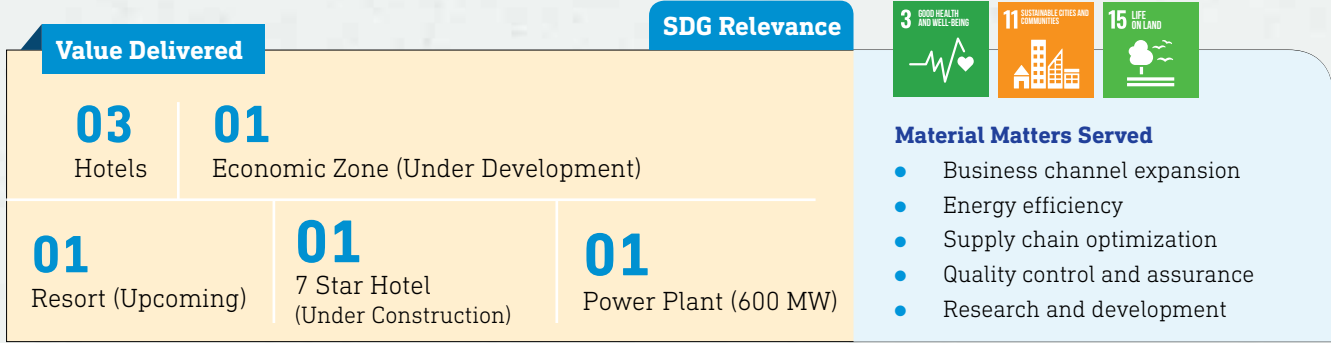
We will continue to prioritize balance sheet management with a greater reliance on internal accruals to fund our working capital and other financial needs.

All our financial decisions will be taken from a long term perspective which we believe is the best route to sustainable shareholder value creation.



MANUFACTURED CAPITAL

Over the years, our portfolio of hotels and properties has grown significantly. By continually finetuning our investment approach, we have not only enhanced profitability but also unlocked promising avenues for future returns firmly positioning ourselves for sustained success and long-term value creation.



Impact on other Capitals

Investing in manufactured capital may negatively impact financial capital in the short term, especially as we enhance digital services. However, these investments will have long-term benefits, increasing financial capital, enriching intellectual capital, retaining skilled talent, and strengthening social and relationship capital. Therefore, mindful investment in manufactured capital is crucial.

Associated Risks & Risk Management Practices

Energy-efficient technologies:

Sustainability is a growing priority for us, driving investment in energy efficient infrastructure and practices. We are adopting energy-efficient equipments to reduce energy consumption, minimize carbon emissions and lower our operational costs.

Wide distribution network and logistics control:

In addition to the advanced manufacturing technologies, our manufactured capital also encompasses our distribution network and logistics capabilities that ensures efficient and time-bound delivery of our products to customers around the country.

Logistics control:

A near-direct logistics control allows us to have end-to-end visibility and control over our entire supply chain management process. By managing a fleet of vehicles through our contracted logistics partners, coordinating transportation routes and optimizing delivery schedules, we ensure on-time deliveries, reduce transportation costs and enhance dealer fulfillment and customer satisfaction.

Way Forward

We will focus on satisfactory customer service through our product & service, which is a key strategy for us.

Towards this end, we will ensure consistent investment in plant maintenance and asset upgradation.

Focus on minimization of fixed and variable costs.



INTELLECTUAL CAPITAL

Our intellectual assets span a rich tapestry of iconic brands, bespoke services and refined operating procedures, anchored by our Learning and Development. Complemented by our cherished trademarks and a suite of forward-thinking digital initiatives, we continue to deepen engagement and cultivate lasting relationships with our stakeholders.

Value Delivered

37

New products/Service launched for customer

56

New Dealership addition

93.1%

Average Guest Satisfaction

Gold Award

11th ICSB National Award for Corporate Governance Excellence-2023

Bronze Award

24th ICAB National Award for best presented Annual Report 2023

SDG Relevance



Material Matters Served

- Royalty
- Research & Development
- Technological Innovation

Impact on other Capitals

Intellectual capital is closely linked to both human and financial capital. A positive inflow of intellectual capital results from two things, one is the outflow of financial capital, that is, by making investments in technology or training. The other is the inflow of skilled human capital, which in turn has a significant positive effect on social and relationship capital. Intellectual capital plays a crucial role in building a strong brand reputation.

Associated Risks & Risk Management Practice

Strategic & reputational risk are major risks associated with intellectual capital. Ineffective strategy as well as inefficient implementation of strategies regarding intellectual capital can have financial cost. On the other hand, if corporate governance becomes volatile it will pose reputational risk which will incur financial loss. To mitigate these risks, UHRPLC consciously safeguards its core values, that is, uphold good governance practice and set strategies according to the current & future industry scenario.

Way Forward

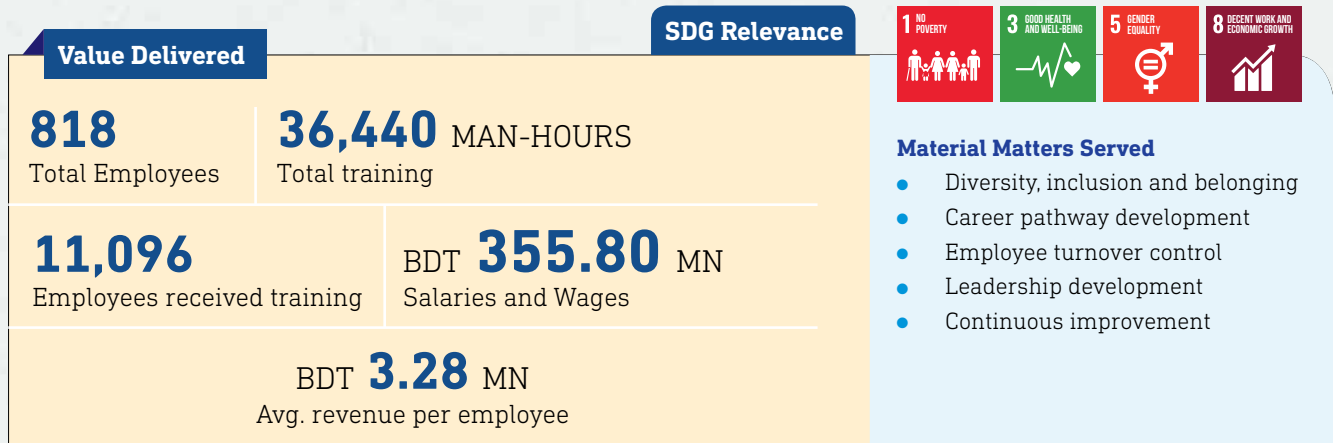
We will continue to bring product and services to the market according to the customers' needs which will make hospitality business convenient and accessible to all.

Corporate governance is one of our key strengths and we are committed to upholding these values so that they are consistently reflected by all employees.



HUMAN CAPITAL

Our people are the cornerstone of our success. We create a culture of excellence that empowers every team member, values their contributions and supports their journey towards realising their fullest potential. Through an environment that cultivates talent, sparks innovation and inspires purpose, we continue to shape a workforce that drives meaningful progress.



Impact on other Capitals

Investment in human capital has a short run outflow from financial capital. But effective investment always brings in positive inflow in all other capitals. So, selecting & training right group of employees is crucial for the overall benefit of the hotel. Unique Hotel & Resorts PLC has cautiously recruited & placed the right person at right place that has made the Hotel to be recognized as one of the best employers in the hospitality industry.

Associated Risks & Risk Management Practices

Human capital is a vital asset for any business organization, and for a Hotel, maintaining ethical and responsible human resources is essential. Failure to do so can lead to risks such as fraud and data breaches, which, if recurring, can cause significant reputational damage. To ensure sustainability and retain the trust of stakeholders, it is crucial for a hotel to effectively mitigate these risks. Unique Hotel is widely recognized for its strong governance and risk management practices. By adopting a zero-tolerance stance toward noncompliance as set by the Board and senior management, it is reflected in both our financial stability and our corporate culture

Way Forward

We will continue to provide high-quality learning and training programs.	Employee retention and new onboarding will remain a top priority.	KPI planning will be a focus area to improve the culture of performance and productivity.	Through recruiting right people, we will ensure a sustainable workforce that can be developed into future leadership roles.
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SOCIAL AND RELATIONSHIP CAPITAL

We actively engage with consumers, suppliers, communities and the wider public to promote collective well-being. Through open collaboration and a focus towards transparency, we go beyond expectations, driving meaningful change and uplifting the communities we serve. In doing so, we cultivate lasting partnerships rooted in shared values.



Impact on other Capitals

Investing in social & relationship capital has a short run out flow of financial capital. But there is a ripple effect in the long run in all of the remaining capitals through increase of the inflow of financial capital, human capital, intellectual capital as well as natural capital to some extent. This intangible capital can be harnessed to maintain the stability of the business entity.

Associated Risks & Risk Management Practice

Social & relationship capital is prone to reputational risk. To mitigate such risk, UHRPLC has complaint management cell for customers & mechanism for redressal for investors. Also, our business activities are aligned with the guidelines of our regulators that ensures there is no regulatory breach. To avoid overlapping of CSR expenditure in all segments and ensuring transparency, UHRPLC has a well-defined framework that is guided by the regulatory guidelines.

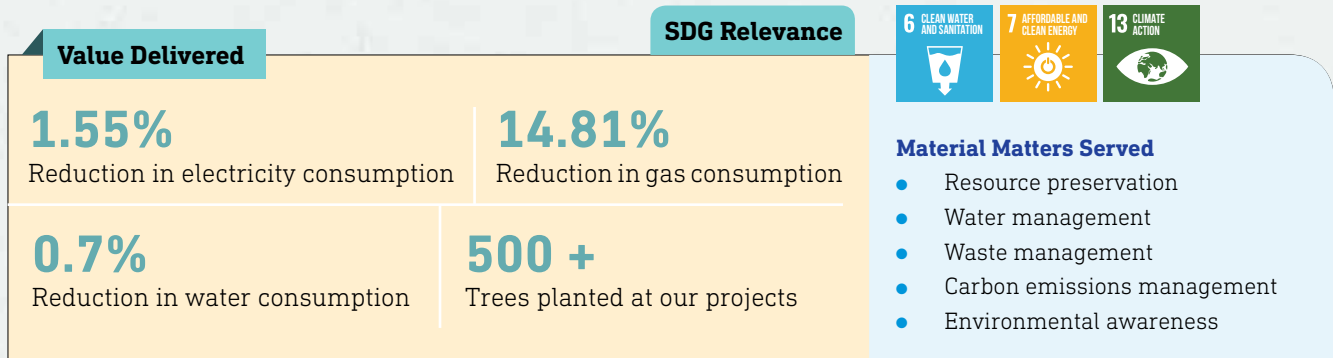
Way Forward

<p>We will work upon building mutually-beneficial partnerships with all our stakeholders.</p>	<p>Employees are a key part of our social and relationship capital and we will continue to lay thrust on employee engagement and retention.</p>	<p>We will also further develop our market strategies so that we remain as the preferred Company of choice for all their needs and expectations.</p>	<p>We will drive innovation, efficiency and value delivery.</p>
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NATURAL CAPITAL

We recognise our duty to safeguard natural resources and are working towards reducing our environmental impact. By adopting sustainable practices, we not only improve resource efficiency but also shrink our ecological footprint. Embracing renewable energy, streamlining waste management, championing recycling and prioritising reuse are at the heart of our approach to responsible stewardship.



Impact on other Capitals

Investing in preserving natural capital has a long term benefit for the organization that penetrates through financial, intellectual, human and social and relationship capital. On the other hand, manufactured and natural capital are negatively related, so it is crucial to invest carefully in manufactured capital.

Associated Risks & Risk Management Practice

Environmental risk is posed by mismanagement of natural capital. Not only environmental risk, financing in projects or business entities that pose serious threat towards our environment also raises reputational risk as it makes a Company unethical and irresponsible in the eye of stakeholders. To reduce such risks, UHRPLC has Sustainable hospitality/ Environmental & Social Risk Management (ESRM) Policy in place and a dedicated team to monitor overall financing. Also, our 8R approach to sustainability i.e. reduce, reuse, recycle, responsibility, respond, renew, refine and refuse lies at the core of managing environmental risks.

Way Forward

