



**SINGAPORELAND**

SUSTAINABILITY REPORT  
2025



## GLOSSARY

<b>ABC</b>	- Anti-Bribery and Corruption	<b>IFRS</b>	- International Financial Reporting Standards	<b>SGX</b>	- Singapore Exchange
<b>AEI</b>	- Asset Enhancement Initiative	<b>ISSB</b>	- International Sustainability Standards Board	<b>SGX-ST</b>	- Singapore Exchange Securities Trading Limited
<b>AHU</b>	- Air Handling Units	<b>HVAC</b>	- Heating, Ventilation, and Air Conditioning	<b>SGXRegCo</b>	- Singapore Exchange Regulation
<b>AR</b>	- Annual Report	<b>LED</b>	- Light-emitting Diode	<b>SISEU</b>	- Singapore Industrial and Services Employees' Union
<b>ARC</b>	- Audit and Risk Committee	<b>LHV</b>	- Lower Heating Value	<b>SLT</b>	- Singapore Land Tower
<b>BCA</b>	- Building and Construction Authority	<b>MOM</b>	- Ministry of Manpower	<b>SOP</b>	- Standard Operating Procedures
<b>BMS</b>	- Building Management Services	<b>NEA</b>	- National Environment Agency	<b>SR</b>	- Sustainability Report
<b>CBA</b>	- Collective Bargaining Agreements	<b>ODS</b>	- Ozone Depleting Substances	<b>SSC</b>	- Sustainability Steering Committee
<b>CEO</b>	- Chief Executive Officer	<b>OHS</b>	- Occupational Health and Safety	<b>SWC</b>	- Sustainability Working Committee
<b>CERT</b>	- Company Emergency Response Teams	<b>OHSMS</b>	- Occupational Health and Safety Management Systems	<b>SWG</b>	- Sustainability Working Group
<b>CPF</b>	- Central Provident Fund	<b>PDPA</b>	- Personal Data Protection Act	<b>TAFEP</b>	- Tripartite Alliance for Fair Employment Practices
<b>CSR</b>	- Corporate Social Responsibility	<b>PDPC</b>	- Personal Data Protection Commission	<b>TCFD</b>	- Task Force on Climate-related Financial Disclosures
<b>CTP</b>	- Climate Transition Plan	<b>PPE</b>	- Personal Protective Equipment	<b>UIC</b>	- United Industrial Corporation
<b>DEI</b>	- Diversity, Equity and Inclusion	<b>PPVC</b>	- Prefabricated Prefinished Volumetric Construction	<b>UICT</b>	- UIC Technologies Pte Ltd
<b>DPO</b>	- Data Protection Officer	<b>PSSCOC</b>	- Public Sector Standard Conditions of Contract	<b>UN</b>	- United Nations
<b>e-waste</b>	- Electronic Waste	<b>PUB</b>	- Public Utilities Board	<b>URA</b>	- Urban Redevelopment Authority
<b>EMA</b>	- Energy Market Authority	<b>RMC</b>	- Risk Management Committee	<b>USE</b>	- Union of Security Employees
<b>EMS</b>	- Environmental Management System	<b>REDAS</b>	- Real Estate Developers' Association of Singapore	<b>UVGI</b>	- Ultra-Violet Germicidal Irradiation
<b>EUI</b>	- Energy Use Intensity	<b>SASB</b>	- Sustainability Accounting Standards Board	<b>VAPT</b>	- Vulnerability Assessments and Penetration Tests
<b>ERM</b>	- Enterprise Risk Management	<b>SCOC</b>	- Supplier Code of Conduct	<b>WSH</b>	- Workplace Safety and Health
<b>ESG</b>	- Environmental, Social and Governance	<b>SDGs</b>	- Sustainable Development Goals	<b>WSQ</b>	- Workforce Skills Qualifications
<b>EV</b>	- Electric Vehicle	<b>SGBC</b>	- Singapore Green Building Council		
<b>GFA</b>	- Gross Floor Area				
<b>GHG</b>	- Greenhouse Gas				
<b>GRI</b>	- Global Reporting Initiative				
<b>HR</b>	- Human Resources				

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# ABOUT THIS REPORT

## CORPORATE PROFILE

Singapore Land Group Limited (“SingLand” or the “Company”, together with our information technology subsidiary, the “Group”), is a premier real estate company listed and headquartered in Singapore since 1971.

The Group works across a diversified portfolio that includes commercial offices, retail properties, residential developments, hotels, and information technology (IT) services. Through an extensive portfolio of prime commercial assets in Singapore and investment properties in Australia, China and the United Kingdom, SingLand owns 3.9 million square feet of office space and 1.2 million square feet of retail space. For further insights into the Group’s business endeavours, please refer to SingLand’s Annual Report 2025 (“AR 2025”) or visit our corporate website at [www.singaporeland.com](http://www.singaporeland.com).

We are distinguished by our ambition to create inclusive environments that respect the highest sustainability standards and elevate communities towards a better future.

SingLand is a subsidiary of UOL Group Limited (“UOL Group”). Together, we leverage each other’s strengths to drive sustainable growth for our stakeholders.



## OUR CORPORATE PURPOSE

### ELEVATE COMMUNITIES, INSPIRE THE FUTURE

We aspire to be a force for good by stewarding our planet responsibly and creating lasting positive impact for future generations through the spaces we create.

## OUR VALUES



### PEOPLE AND PLANET

Sustainability is at the heart of all we do



### WE, NOT I

We achieve more when we work together



### ADAPT TO THRIVE

Being innovative and agile is how we succeed



### ALWAYS BE LEARNING

We stay curious and embrace a future-forward mindset

## ABOUT THIS REPORT

### REPORT SCOPE

This is the 9<sup>th</sup> annual sustainability report released by the Group. Unless explicitly mentioned otherwise, the information presented in this report pertains to the financial year spanning from 1 January to 31 December 2025 ("FY 2025").

The report focuses on our commitments, governance, policies, and performance in managing the Group's Environmental, Social and Governance ("ESG") impact in 2025.

In alignment with International Financial Reporting Standards ("IFRS") S1, the entities covered in this report correspond to the same reporting entities as those covered in the related financial statements. Please refer to SingLand's AR 2025 for the full list of entities. However, most of these entities neither own buildings nor have headcount due to the business nature, hence there are no environmental or social metrics to disclose. Accordingly, this year's report will focus on the following assets<sup>1</sup>:

- SingLand's corporate office.
- The Group's commercial, retail and hospitality portfolio which comprises Singapore Land Tower ("SLT"), Tampines Plaza 1, Tampines Plaza 2, The Gateway, UIC Building, The Clifford at Raffles Place ("The Clifford")<sup>2</sup>, Marina Square, West Mall, Pan Pacific Singapore<sup>3</sup>, PARKROYAL COLLECTION Marina Bay<sup>3</sup>, and Westin Tianjin<sup>3</sup>. Additionally, we report on the Group's share of SGX Centre.
- UIC Technologies ("UICT"), our information technology subsidiary.

For UIC Building, the data reported pertains exclusively to the office building and office common areas, unless specified otherwise.

Since 2023, the report for UICT has been separated from the property business report for clarity. Please refer to the *Information Technology Business* section for further details.

As a subsidiary of UOL Group, our operational data has been integrated into UOL Group's sustainability report this year. Our Sustainability Report provides comprehensive disclosures on our sustainability initiatives beyond operational data.

### REPORTING STANDARDS AND FRAMEWORKS

The report has been prepared in alignment with IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information, with applicable transitional reliefs adopted. As this is the first year applying standards from the International Sustainability Standards Board ("ISSB"), SingLand has applied the climate-first transition relief under IFRS S1 and therefore discloses information only on climate-related risks and opportunities in accordance with IFRS S2, applying IFRS S1 to the extent that it relates to climate-related disclosures. In addition, SingLand has further enhanced our Climate-related Disclosures section as part of our continued commitment to improve transparency. In the previous year, this section aligned with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"). For the first time, this year's report has been prepared in alignment with the IFRS S2 Climate-related Disclosures. With this being our first year adopting ISSB standards, comparative data for certain properties is not available as the data collection process for certain entities only commenced this year. We will be applying the transition relief accordingly.

In addition, this report has been prepared in accordance with the Global Reporting Initiative ("GRI") Universal Standards 2021 and includes consideration of the GRI G4 Construction and Real Estate Sector Disclosures. The GRI Standards was adopted as it is internationally recognised and provides a common framework for organisations to communicate their ESG performance in a comparable and transparent manner, meeting the needs of a wide range of stakeholders. Information from prior year(s) previously reported with reference to the GRI Standards is presented to support comparability. While the prior year data was not compiled using the ISSB reporting requirements, the requirements of GRI 305 and IFRS S2 are highly aligned in terms of Greenhouse Gas ("GHG") emissions reporting, as highlighted in the Interoperability Guide jointly published by GRI and the IFRS Foundation. The report also complies with the requirements of the Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Rules (711A and 711B) and Practice Note 7.6 Sustainability Reporting Guide.

Lastly, this report aligns with the Sustainability Accounting Standards Board ("SASB") Real Estate Sustainability Accounting Standard. Definitions and sources of data measurements are indicated in Appendix B. SASB Standards have been integrated into the IFRS Sustainability Disclosure Standards by serving as the foundation for IFRS S2's industry based guidance, ensuring sector specific climate and sustainability disclosures. In line with our commitment to global sustainability, this report also highlights our efforts and achievements in contributing to the United Nations ("UN") Sustainable Development Goals ("SDGs").

<sup>1</sup> The subsidiaries reported in the 2025 Sustainability Report ("SR 2025") are Aquamarina Hotel Private Limited, Hotel Marina City Private Limited, SingLand West Mall Pte. Ltd., SingLand Gateway Limited, Marina Centre Holdings Private Limited, SingLand SGX Pte. Ltd., SingLand Tower Pte. Ltd., SingLand TP1 Pte. Ltd., SingLand TP2 Pte. Ltd., SingLand Clifford Limited, SingLand Management Services Pte. Ltd, UIC Asian Computer Services Pte Ltd, UIC Jintravel (Tianjin) Co Ltd, UIC Technologies Pte Ltd, SingLand UIC Pte. Ltd..

<sup>2</sup> Undergoing redevelopment since January 2023, with demolition starting in April 2023.

<sup>3</sup> Pan Pacific Singapore, PARKROYAL COLLECTION Marina Bay, and Westin Tianjin have been included in this year's reporting of Environmental metrics following alignment on the definition of operational control with UOL Group and confirmation of SingLand's operational control over these properties. The other sustainability aspects of these three hotels will be included in the following year. Pan Pacific Singapore and PARKROYAL COLLECTION Marina Bay are reported under the sub-category of "Hotels", and Westin Tianjin is reported under the sub-category of "Overseas Assets".

## ABOUT THIS REPORT

### RESTATEMENT

This year, we have disclosed corrections to the 2025 training hour target for SingLand employees. Please refer to page 85 for information about the restatement.

### REPORT REVIEW AND ASSURANCE

In accordance with the listing rules set forth by SGX, the Group has conducted an internal review of the key aspects of the SR 2025 to ensure the adequacy and effectiveness of SingLand's internal controls over sustainability reporting processes.

SingLand remains committed to enhancing the credibility of our sustainability reporting by seeking external assurance. PricewaterhouseCoopers LLP has provided independent assurance for the specific sustainability data incorporated in this report. For a comprehensive understanding of the detailed sustainability data, kindly refer to the Independent Limited Assurance Report available on page 107.

### LINK TO OTHER RELEVANT REPORTS

The SR 2025 should be read in conjunction with our AR 2025 for a comprehensive overview of our ESG performance. The AR 2025 is available on our website, [www.singaporeland.com](http://www.singaporeland.com).

Our past sustainability reports are also accessible on the same website.

### FEEDBACK

For feedback and suggestions, please write to [sustainability@singaporeland.com](mailto:sustainability@singaporeland.com).

## CEO'S STATEMENT

### Dear Stakeholders,

The call to advance a more sustainable future has never been clearer or more urgent. In 2025, the world continued to face the realities of climate change, with global temperatures hovering near record highs and extreme weather events disrupting lives and economies across continents. At the same time, geopolitical tensions in the Middle East have driven volatility in global energy markets, with implications for fuel prices, electricity costs and operating expenses.

At the 2025 UN Climate Change Conference, discussions focused on accelerating climate action and highlighted the increasingly important role that the private sector plays in implementation. This further strengthens our resolve to advance towards our sustainability goals while aligning ourselves with both global and national agendas.

### STRENGTHENING ESG INTEGRITY

This year marks a significant milestone as we publish our first sustainability report aligned with the ISSB standards, reflecting our proactive approach to future reporting requirements as well as regulatory and stakeholder expectations. We recognise that alignment to such global reporting standards not only provides a structured approach to transparency but also empowers us with insights for SingLand's long-term strategy.

As part of our efforts to ensure the accuracy and relevance of our sustainability approach, we also undertook a joint review of our material topics with our parent company UOL Group in 2025. A refreshed materiality assessment informed by perspectives from internal and external stakeholders reaffirmed that our prioritised topics are consistent with stakeholder expectations and the Group's long-term strategic priorities.

### ADVANCING ENVIRONMENTAL PERFORMANCE

As a Group, we have refreshed our environmental targets and are committed to reducing 76.8% of Scope 1 and 2 emissions intensity by 2035, aligned with UOL Group. These updated targets were also developed in line with Singapore's plan to achieve net-zero emissions by 2050.

With all our Singapore properties having attained Green Mark certification since 2023, we are well placed to progress our transition to a low-carbon future. Building on this, 2025 saw The Gateway and SGX Centre 2 attain the BCA Green Mark Platinum Super Low Energy rating following initiatives to optimise energy performance. These efforts support and advance the next wave of Singapore's green building movement where best-in-class energy efficiencies and management strategies are being encouraged.

We recognise that taking a systematic approach to environmental stewardship is crucial for achieving our broader environmental ambitions. Beyond optimising energy efficiency, we also strengthened our environmental management framework and attained the ISO 14001 certification for the successful implementation of an Environmental Management System at all our Singapore properties.

We also expanded electric vehicle charging points across our buildings to encourage tenants and shoppers to adopt low-carbon modes of transport, in line with Singapore's target to have all vehicles run on cleaner energy by 2040<sup>4</sup>. This complements ongoing efforts in smart metering and district cooling and reinforces our belief in leveraging ecosystem partnerships to achieve our long-term sustainability goals.

### DRIVING MEANINGFUL CHANGE IN COMMUNITIES

In 2025, we deepened our community impact efforts under SingLand Elevates through a diverse range of initiatives spanning donations and volunteering activations.

<sup>4</sup> <https://www.greenplan.gov.sg/targets/>

## CEO'S STATEMENT

A key highlight was the establishment of a S\$1 million Donor Impact Fund with The Majurity Trust to support communities, including seniors, at-risk youths, persons with disabilities and migrant workers. The donation, to be disbursed over the course of three years, would focus on supporting solutions that would positively impact these communities.

Complementing our financial contributions, our volunteers actively engaged in meaningful programmes ranging from festive celebrations and outings for seniors to the distribution of care packs to migrant workers and creative workshops for students with disabilities.

Partnering with tenants for good is also key to our community impact journey. With this in mind, we collected nearly 1,400 toys through a toy donation drive for Food from the Heart held at our properties to benefit children from low-income families. Partnerships with tenants at Singapore Land Tower also led to micro-job opportunities for youths with special needs. Growing these partnerships will continue to be important for amplifying impact as we work towards fostering stronger, more resilient communities.

### PRIORITISING OUR PEOPLE

Our people are central to our success and we remain committed to prioritising their safety, health and well-being. Subsequent to the implementation of an ISO 45001-certified Occupational Health and Safety management system in 2024, SingLand achieved bizSAFE Star certification by the WSH Council in 2025, underscoring our strong commitment to creating a safe and healthy environment for our employees and those who work in our buildings.

Guided by insights gained through an employee survey conducted in 2024, we launched a series of new initiatives that takes a holistic approach to employee development and well-being. This includes the introduction of enhanced employee benefits to support personal wellness and a mentoring programme. An online learning platform was also rolled out to support continuous learning among our employees.

It is heartening that our efforts to cultivate a supportive work environment were recognised when we debuted on the *Singapore's Best Employers 2025* (The Straits Times/ Statista) list at 47<sup>th</sup> position out of 250 employers.

### SHAPING A RESILIENT AND SUSTAINABLE TOMORROW

We operate in a landscape where global uncertainties and climate impacts are increasingly shaping business realities. In navigating this business environment, sustainability is not just a responsibility but a strategic imperative that drives long-term value, resilience and growth. With this, we remain steadfast in forging a future where environmental responsibility, social progress, and sound governance converge to create lasting impact.

On behalf of the Board of Directors and the management team, we thank all stakeholders for your trust and partnership as we continue to Elevate Communities and Inspire the Future.

**Jonathan Eu**  
*Chief Executive Officer*  
May 2026

# SUSTAINABILITY HIGHLIGHTS



## ENVIRONMENTAL

### REFRESHED ENVIRONMENTAL TARGETS

- Reduce 76.8% of Scope 1 and 2 emissions intensity by 2035, aligned to our parent company UOL Group

### INTEGRATING SUSTAINABILITY ACROSS OUR BUSINESS



#### All office buildings certified Green Mark Platinum or higher

- Green Mark Platinum Super Low Energy certification for The Gateway and SGX Centre 2
- 100% Green Mark certification for all Singapore buildings since 2023



#### ISO 14001:2015 - certified

for successful implementation of Environmental Management System for Singapore properties



#### Partnership with SP Group

to increase EV charging points at our properties, encouraging tenants and shoppers to adopt low-carbon modes of transport



## SOCIAL

### PUTTING PEOPLE FIRST



Debuted on Singapore's Best Employers 2025 (The Straits Times/ Statista) ranking at 47<sup>th</sup> position



6-stars Highest rating by EXPIScore for excellence in customer experience



Obtained bizSAFE Star certification for Workplace Safety & Health Management System excellence



53% of senior management were women

54 hours of training on average per SingLand employee

### DEEPENING COMMUNITY IMPACT



# \$1 million

committed through a Donor Impact Fund with The Majurity Trust

Supporting seniors, at-risk youths, persons with disabilities and migrant workers



## GOVERNANCE

### COMMITMENT TO STRONG GOVERNANCE



Improved ranking to 27<sup>th</sup> place in the Singapore Governance and Transparency Index



Zero reportable data breaches



100% participation and pass rate for quarterly Cybersecurity Training

### DRIVING COLLABORATIVE INITIATIVES



Championing collaborative contracting practices for The Clifford redevelopment project

# SUSTAINABILITY COMMITMENT AND APPROACH

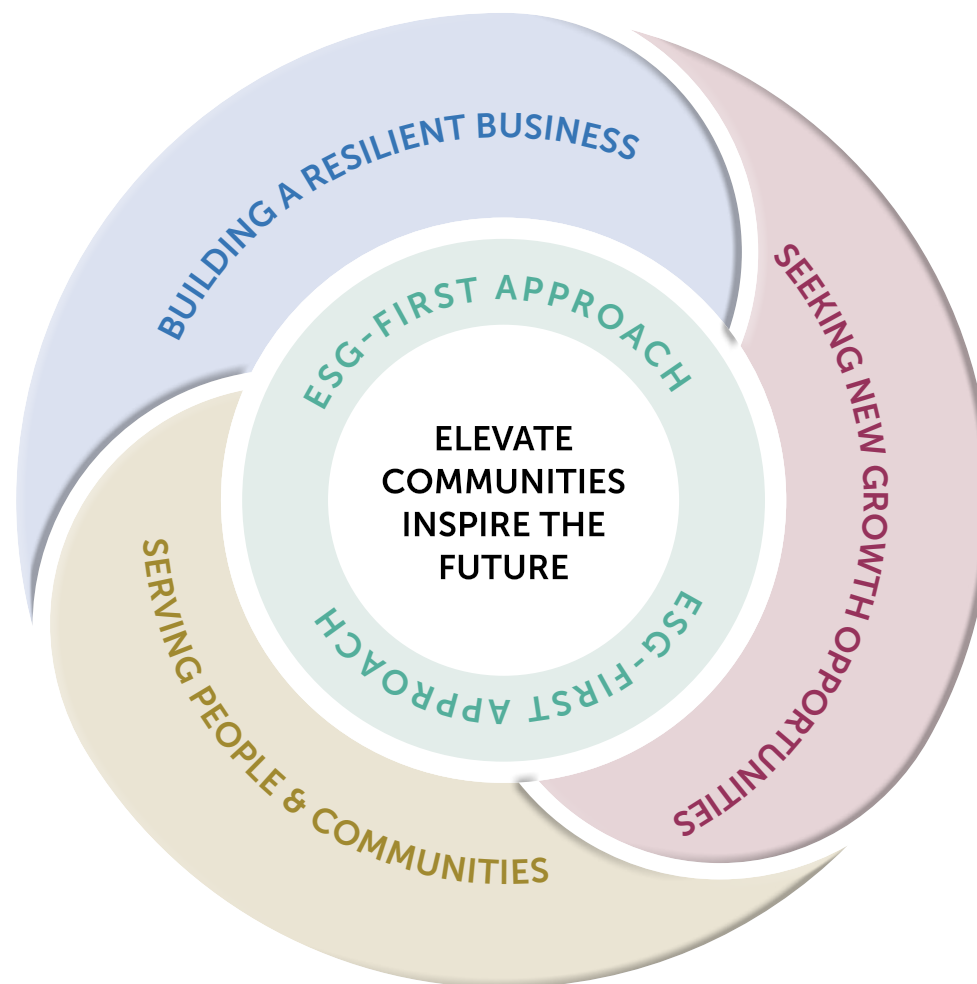
## BOARD STATEMENT

At SingLand, sustainability matters are integral to our strategic business plans. The SingLand Board is committed to advancing the Group's legacy as a premier real estate developer that uplifts communities and inspires future generations. This commitment underscores SingLand's dedication not only to effective sustainability performance management but also to the enduring impact of our real estate business on communities and the broader society.

In collaboration with the Sustainability Steering Committee ("SSC"), the Board provides strategic oversight and ensures the effective management and monitoring of SingLand's sustainability-related matters. This includes conducting regular reviews of SingLand's environmental, social and governance ("ESG") performance, alongside reviewing and approving the Group's annual sustainability report.

The Sustainability Working Group ("SWG"), established in 2022, comprises selected Board members, the SSC, and designated management representatives. In 2024, the SWG reviewed the Group's material ESG factors, which the Board approved. This review was carried out to ensure that the Group's material ESG factors remain pertinent.




The Board remains steadfast in its dedication to fostering collaboration with management and all stakeholders to cultivate a sustainable business that positively impacts our environment and society.



# SUSTAINABILITY COMMITMENT AND APPROACH

## SUSTAINABILITY FRAMEWORK

SingLand's Sustainability Framework, together with our material topics, guides and ensures a comprehensive and integrated approach to sustainability across key aspects of our operations – *Corporate, Development, and Assets and Investments*.

THEME	CORPORATE OUR HEADQUARTERS AND STAFF	DEVELOPMENT PROJECTS THAT WE DESIGN AND DELIVER	ASSETS AND INVESTMENTS PROPERTIES WE OWN AND/OR MANAGE
 <b>ENVIRONMENTAL</b>	<ul style="list-style-type: none"> <li>• Energy consumption</li> <li>• GHG emissions</li> <li>• Water use</li> <li>• Waste management</li> <li>• Responsible procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Energy consumption</li> <li>• GHG emissions</li> <li>• Water use</li> <li>• Waste management</li> <li>• Sustainability certification</li> <li>• Responsible procurement</li> <li>• Biodiversity impact</li> </ul>	<ul style="list-style-type: none"> <li>• Energy consumption</li> <li>• GHG emissions</li> <li>• Water use</li> <li>• Waste management</li> <li>• Portfolio improvement targets</li> <li>• Biodiversity impact</li> </ul>
 <b>SOCIAL</b>	<ul style="list-style-type: none"> <li>• Employee health and safety</li> <li>• Employee learning and development</li> <li>• Employee well-being</li> <li>• Diversity, equity and inclusion</li> <li>• Corporate philanthropy and volunteering initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Worker health and safety</li> <li>• Worker welfare and well-being</li> <li>• Community outreach, education and support</li> <li>• Social value in design, construction and operation</li> </ul>	<ul style="list-style-type: none"> <li>• Tenant health and well-being</li> <li>• Tenant engagement programmes</li> <li>• Tenant satisfaction survey</li> <li>• Community engagement</li> <li>• Social risk assessment</li> </ul>
 <b>GOVERNANCE</b>	<ul style="list-style-type: none"> <li>• Stakeholder rights</li> <li>• Risk management</li> <li>• Policies and processes</li> <li>• Disclosure and reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Health and safety policies</li> <li>• Due diligence and ESG policies</li> <li>• Procurement and construction policies</li> </ul>	<ul style="list-style-type: none"> <li>• ESG-specific requirements in lease contracts</li> <li>• Building certifications</li> </ul>

# SUSTAINABILITY COMMITMENT AND APPROACH

## SUSTAINABILITY GOVERNANCE STRUCTURE

SingLand adopts an integrated governance structure that fosters a collective commitment to ESG factors. The Group’s sustainability governance structure permeates functions and seniority, ensuring that sustainability is integrated at both strategic and operational levels.

The Audit and Risk Committee (“ARC”) oversees the Group’s ESG risk management and performance at the Board level. It monitors the measures implemented to address the Group’s key ESG risks and manage ESG impacts related to our material topics. Additionally, the ARC oversees the identification and management of the Group’s ESG metrics and performance against targets.

SingLand’s Board holds ultimate responsibility for addressing the Group’s sustainability matters, encompassing climate-related risks and opportunities. All our directors participated in training on sustainability matters, as prescribed by SGX.

The Board collaborates closely with SingLand’s management to:

- Formulate the Group’s ESG strategy and ensure integration into decision-making processes.
- Identify the Group’s material ESG issues related to SingLand’s impacts on the environment, economy, and people.
- Establish and oversee the setting of pertinent ESG goals and targets.
- Monitor and assess the Group’s ESG progress and performance.

Sustainability issues play a critical role in how SingLand’s business strategies and policies are shaped. As such, the Board takes into consideration the effective management of climate-related risks and opportunities, environmental and social impacts, as well as governance processes that influence the Group’s Enterprise Risk Management (“ERM”). Further details on the Group’s ERM can be found in the AR 2025 *Corporate Governance Report*.

To ensure the ARC remains informed about relevant sustainability matters, the SSC, chaired by SingLand’s CEO and comprising representatives of SingLand’s senior management from corporate and business functions, provides quarterly updates to the ARC. Four sustainability update meetings were convened with the ARC in 2025. Topics discussed include:

Sustainability Strategy:

- Supplier Code of Conduct

Sustainability Reporting:

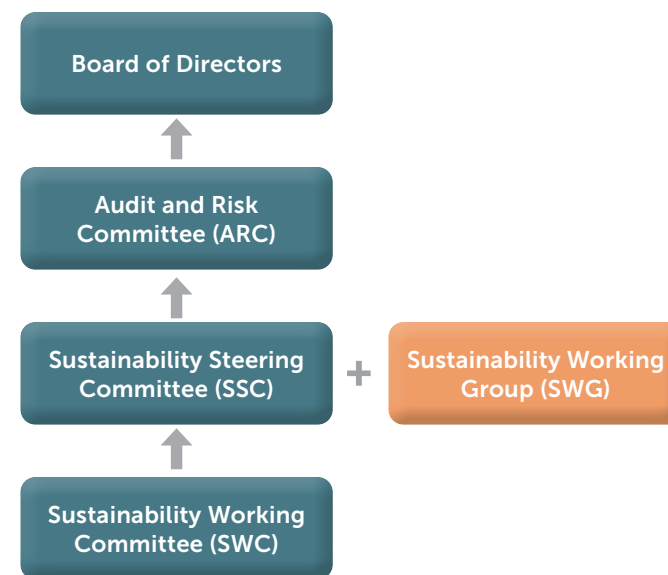
- SingLand’s sustainability reporting standards and framework, including updates on climate reporting requirements in Singapore
- Review of metrics and targets including for Energy and GHG Emissions, Water, Waste, Health and Safety, and Training
- Scope and observations from external assurance

When necessary, the ARC chair will convene the SWG to facilitate more in-depth discussions on ESG matters. The SWG comprises the SSC and selected representatives from SingLand’s Board and management as required based on the specific topic.

Supporting the SSC is the Sustainability Working Committee (“SWC”), consisting of representatives from various business units and functions. The SWC contributes to and validates ESG performance data for reporting and provides feedback from stakeholders such as employees, customers and the public. This input helps management define, refine, and prioritise sustainability topics and initiatives.

SingLand’s CEO represents the Group within UOL Group’s Sustainability Coordinating Committee (“UOL SCC”), and actively participates in strategic discussions to ensure SingLand’s sustainability progress is aligned with UOL Group’s overall direction.

SingLand’s sustainability governance is embedded within its broader corporate governance framework. Further details are available in the AR 2025 *Corporate Governance Report*.



# SUSTAINABILITY COMMITMENT AND APPROACH

## STAKEHOLDER ENGAGEMENT

Understanding our stakeholders' diverse interests is essential for creating long-term value. We define stakeholders as those who have a significant impact on or a vested interest in our operations. Through ongoing engagement, we remain responsive to evolving expectations and the insights gathered are carefully integrated into the Group's strategies and policies.

To align the stakeholder engagement process between SingLand and UOL Group, we have refined our stakeholder groups in 2025 to ensure greater consistency across both entities.

Stakeholder	Our Commitment	Purpose of Engagement	Engagement and Response
<b>Business Partners<sup>5</sup></b>	To cultivate fair, collaborative and mutually beneficial relationships with all our business partners to drive shared success and positive outcomes.	<b>Contractors, Suppliers and Contract Staff</b> <ul style="list-style-type: none"> <li>Responsible business conduct</li> <li>Recognition for good performance</li> <li>Health and safety</li> <li>Product and service quality</li> </ul>	<b>Contractors, Suppliers and Contract Staff</b> <ul style="list-style-type: none"> <li>Robust tender processes with transparent tender evaluation criteria</li> <li>Adoption of collaborative contracting practices where possible</li> <li>Supplier Code of Conduct signed and acknowledged by suppliers as part of the onboarding or renewal process</li> <li>Regular coordination meetings</li> <li>Monitoring of safety performance through site meetings</li> <li>Achieved bizSAFE Star certification and obtained ISO 45001 certification for Occupational Health and Safety Management Systems across all our commercial properties in Singapore</li> <li>Sharing and adoption of workplace safety and health best practices</li> <li>Reporting and investigation of workplace incidents to address lessons learnt</li> <li>Direct feedback channel with building management office for open discussions</li> </ul>
		<b>Consultants and Architects</b> <ul style="list-style-type: none"> <li>Responsible business conduct</li> <li>Innovation, productivity and design excellence</li> <li>Product and service quality</li> </ul>	<b>Consultant and Architects</b> <ul style="list-style-type: none"> <li>Regular review and coordination meetings</li> </ul>
		<b>Industry Bodies</b> <ul style="list-style-type: none"> <li>Alignment with industry standards</li> <li>Knowledge sharing and research collaboration</li> <li>Thought leadership and advocacy</li> <li>Capacity building and skills development</li> </ul>	<b>Industry Bodies</b> <ul style="list-style-type: none"> <li>Member of Real Estate Developers' Association of Singapore, Singapore Green Building Council and Urban Land Institute, Singapore.</li> <li>Knowledge-sharing engagements with industry peers and schools</li> <li>Publications</li> <li>Networking events</li> </ul>

<sup>5</sup> Business Partners now comprises Contractors, Contract Staff, Suppliers, Consultants, Architects and Industry Bodies, with Industry Bodies included as a new addition.

## SUSTAINABILITY COMMITMENT AND APPROACH

Stakeholder	Our Commitment	Purpose of Engagement	Engagement and Response
<b>Customers</b>	To deliver quality, innovative and sustainable products and services that meet customers' aspirations, foster long-term relationships and create meaningful and memorable experiences across all touchpoints.	<b>Tenants</b> <ul style="list-style-type: none"> <li>Sustainable facilities management</li> <li>Safe and conducive environment</li> <li>Tenant performance and satisfaction</li> <li>Strategic updates and communication</li> </ul>	<b>Tenants</b> <ul style="list-style-type: none"> <li>Asset enhancements and upgrading for commercial office and retail portfolio under management</li> <li>100% Green Mark certification of our Singapore buildings</li> <li>Signatory to Singapore Built Environment Embodied Carbon Pledge</li> <li>Roll-out of fit-out guidelines to tenants</li> <li>Provision of recycling facilities at all properties and food waste digesters at Singapore malls</li> <li>Harnessing of digital tools to improve tenant experience</li> <li>Tenant engagement activities</li> <li>Annual Report and Sustainability Report</li> <li>Email circulars, phone communication and town halls as necessary</li> </ul>
		<b>Shoppers</b> <ul style="list-style-type: none"> <li>Tenant mix and mall offerings</li> <li>Facilities and amenities</li> <li>Events and shopper engagement</li> </ul>	<b>Shoppers</b> <ul style="list-style-type: none"> <li>Asset enhancement initiatives and periodic refurbishment of mall amenities</li> <li>Nursing/ family rooms</li> <li>Wheelchair access</li> <li>Regular atrium events, fairs and exhibitions</li> <li>Customer service counters manned full-time during mall operating hours</li> <li>Email and phone feedback channels</li> <li>Shopper apps and loyalty programmes</li> <li>Social media</li> <li>Customer feedback channels</li> </ul>
<b>Communities</b>	To create inclusive urban spaces and support the well-being of the communities in which we operate	<ul style="list-style-type: none"> <li>Public safety and community's well-being</li> <li>Responsible corporate citizen</li> <li>Awareness and advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Community impact initiatives including corporate philanthropy and volunteerism under SingLand Elevates</li> <li>Collaboration with government agencies and community partners</li> <li>Partnership with tenants for volunteering and charitable initiatives where appropriate</li> <li>Active member of Marina Central pilot Business Improvement District and Raffles Place Alliance to contribute to community and placemaking efforts</li> <li>Corporate website, social media and public engagement channels</li> </ul>

## SUSTAINABILITY COMMITMENT AND APPROACH

Stakeholder	Our Commitment	Purpose of Engagement	Engagement and Response
<b>Employees</b>	To foster a safe, inclusive and engaging work environment that empowers employees to grow and perform at their best and contribute to our long-term business success.	<ul style="list-style-type: none"> <li>• Corporate direction and career growth</li> <li>• Learning and development</li> <li>• Remuneration and benefits</li> <li>• Responsible employment practices</li> <li>• Health, safety and well-being</li> </ul>	<ul style="list-style-type: none"> <li>• Regular town halls fronted by senior leadership team</li> <li>• Monthly management operations meetings</li> <li>• Annual performance appraisals</li> <li>• Company-sponsored workshops and courses</li> <li>• Leadership Acceleration Programme</li> <li>• Women Inspired to Thrive – Initiative to support female employees</li> <li>• Wellness programmes, including confidential professional counselling services</li> <li>• Employee engagement initiatives, including company-wide social events</li> <li>• Employee engagement survey</li> <li>• Long service awards</li> <li>• Enhanced flexible work arrangement policy</li> <li>• Whistleblowing policy and channel communicated to staff during onboarding and available on the Company's website</li> </ul>
<b>Investors and Analysts<sup>6</sup></b>	To generate long-term value and sustainable returns while maintaining strong, transparent relationships with investors and analysts.	<ul style="list-style-type: none"> <li>• Group strategy for growth and value creation</li> <li>• Transparency and timely information</li> <li>• Corporate governance</li> <li>• Alignment with reporting practices</li> <li>• ESG targets and disclosures</li> <li>• Financial and sustainability-related reporting standards</li> </ul>	<ul style="list-style-type: none"> <li>• Annual General Meeting</li> <li>• Extraordinary General Meetings</li> <li>• Annual Report and Sustainability Report</li> <li>• Half-yearly release of financial results and publication of additional material updates on the SGX website</li> <li>• Publications, media releases and statements</li> <li>• Risk management policies and financial controls</li> <li>• Social Media</li> </ul>
<b>Regulators</b>	To work closely with government agencies to ensure our business practices comply with laws and regulations, uphold societal and national interests and incorporate relevant best practices.	<ul style="list-style-type: none"> <li>• Transparent and timely regulatory communication</li> <li>• Prompt resolution of issues</li> <li>• Alignment with national sustainability building objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Report and Sustainability Report</li> <li>• Engagement with public agencies and statutory bodies as required</li> <li>• Tracking and reporting of sustainability targets</li> </ul>

<sup>6</sup> Following peer analysis, Investors and Analysts were also added as a stakeholder group.

# SUSTAINABILITY COMMITMENT AND APPROACH

## VALUE CHAIN MANAGEMENT

Engaging key stakeholders enables us to create a positive impact across the industry value chain, extending beyond our core business activities. The stakeholders involved may vary at each stage of development, depending on factors such as project type and location-specific conditions.

For 2025, we have reviewed the involvement of each stakeholder group along the value chain and applied a scoring matrix that considered their level of involvement, frequency of engagement and concerns raised. This scoring informed the weightages assigned to each stakeholder group when analysing their responses in the materiality assessment.

	Acquisition	Planning and Design	Building and Construction	Asset Management and Facility Management
Key Stakeholders	<ul style="list-style-type: none"> <li>• Business Partners</li> <li>• Employees</li> <li>• Customers</li> <li>• Investors and Analysts</li> </ul>	<ul style="list-style-type: none"> <li>• Business Partners</li> <li>• Employees</li> <li>• Customers</li> <li>• Communities</li> <li>• Investors and Analysts</li> <li>• Regulators</li> </ul>	<ul style="list-style-type: none"> <li>• Business Partners</li> <li>• Employees</li> <li>• Customers</li> <li>• Investors and Analysts</li> <li>• Regulators</li> </ul>	<ul style="list-style-type: none"> <li>• Business Partners</li> <li>• Employees</li> <li>• Customers</li> <li>• Investors and Analysts</li> <li>• Regulators</li> </ul>

# SUSTAINABILITY COMMITMENT AND APPROACH

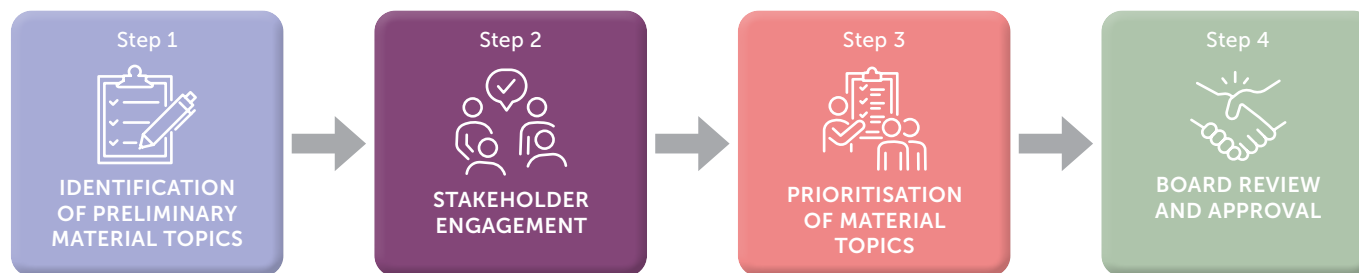
## MATERIALITY ASSESSMENT

SingLand’s materiality assessment follows a four-step approach to identify the topics that represent the most significant impacts our business has on the economy, environment and people. In determining these topics, we also consider peer benchmarking, the SASB Real Estate Accounting Standard and both existing and emerging ESG issues relevant to Singapore’s built environment sector.

In 2024, we reviewed and updated our material ESG topics together with our parent company UOL Group in preparation for ISSB-aligned reporting. This exercise identified “Responsible Sourcing and Supply Chain” as a new material topic and updated “Data Protection” to “Cybersecurity and Data Privacy” to reflect the Group’s strengthened focus on digital resilience and cybersecurity.

In 2025, as part of our continued efforts to align with GRI and ISSB requirements, SingLand jointly conducted a materiality assessment survey with UOL Group to evaluate and prioritise 10 ESG topics based on both impact and financial materiality. This survey engaged 248 internal and external stakeholders across contractors, non-profit community groups, tenants, shoppers, investors, regulators and employees. The results were presented to and validated by the UOL SSC, ensuring that the prioritised material topics reflect stakeholder perspectives and remain aligned with UOL Group’s strategic direction. In the same year, we also refined the material topic “Local Communities” to “Community Stewardship” to reinforce the expanded scope and depth of our community engagement efforts.

### MATERIALITY ASSESSMENT PROCESS



## SINGLAND’S MATERIAL ESG TOPICS



### ENVIRONMENTAL

#### 1. Climate Change

- GHG Emissions
- Energy
- Water
- Waste



### SOCIAL

2. Health and Safety
3. Employee Development and Well-being
4. Diversity, Equity and Inclusion
5. Product and Service Quality
6. Community Stewardship



### GOVERNANCE

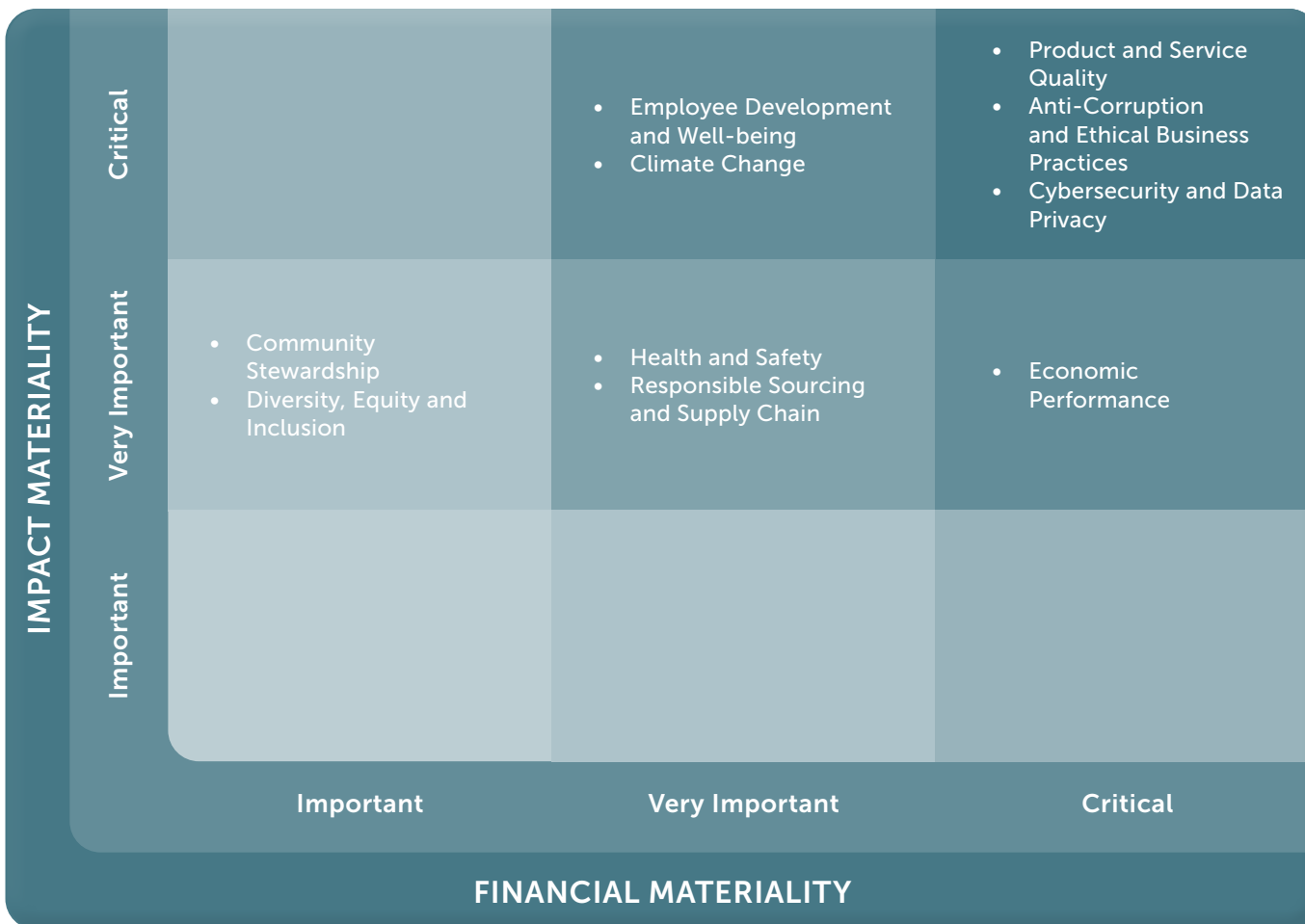
1. Anti-corruption and Ethical Business Practices
2. Cybersecurity and Data Privacy
3. Responsible Sourcing and Supply Chain
4. Economic Performance

# SUSTAINABILITY COMMITMENT AND APPROACH

The materiality assessment, which incorporated stakeholders' perspectives, resulted in the Materiality Matrix and the prioritisation of the Group's material topics.

Several topics were reaffirmed as top priorities for the Group from an impact and financial materiality perspective—namely health and safety, product and service quality, anti-corruption and ethical business practices, cybersecurity and data privacy and economic performance. These priority areas directly shape our business strategy and operations by guiding how we meet performance expectations, safeguard operational integrity and maintain trust with customers, business partners and regulators. They also inform our risk management priorities, particularly in areas where non-compliance, operational disruptions or customer-facing failures could materially affect our brand and long-term value creation.



## MATERIALITY MATRIX



# SUSTAINABILITY COMMITMENT AND APPROACH


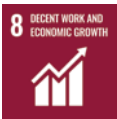

## CONTRIBUTION TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

To align with IFRS S1, SingLand, together with our parent company UOL Group, has reviewed and introduced new targets on environmental performance to strengthen our sustainability commitments. These new targets are outlined under each environmental material topic. We remain focused on advancing initiatives that support these targets and embed sustainability across all business functions. SingLand embraces 13 UN SDGs that are most pertinent to our business operations and long-term objectives. The table below summarises how the SDGs drive positive impact across key material topics and targets.

UNSDG	What This Means for Us	Material Topics and Initiatives	Ongoing Targets and Commitments	2025 Progress
 3 GOOD HEALTH AND WELL-BEING	As a provider of living, working, and leisure spaces, promoting the good health and well-being of our workforce, customers and guests is our primary responsibility. Across our business, we have a strong focus on occupational health and safety.	<b>Health and Safety</b> <ul style="list-style-type: none"> <li>Implemented a comprehensive Workplace Safety and Health (“WSH”) management system aligned with ISO 45001.</li> <li>Conducted the ISO 45001 surveillance audit, confirming continued compliance with no major findings.</li> <li>Implementation of cyclical risk assessments, enhanced with additional hazardous work checklists and regular safety inspections across properties and projects.</li> </ul>	Maintain zero workplace incidents resulting in fatalities or permanent disabilities for company employees and contractors (property management)	One work-related injury sustained by an employee resulted in a partial permanent incapacity, as assessed under Singapore’s Work Injury Compensation framework.
 4 QUALITY EDUCATION	We are committed to developing our people and uplifting our communities by providing access to quality education and training opportunities.	<b>Employee Development and Well-being</b> <ul style="list-style-type: none"> <li>Foster a culture of growth and inclusion through fair employment practices, diversity, and protection of employee rights.</li> <li>Offer training opportunities aimed at building a skilled and resilient workforce.</li> <li>Implemented a Leadership Acceleration Programme to develop potential leaders within the organisation.</li> <li>Implemented a mentorship programme to grow and develop employees through personalised guidance.</li> </ul>	Achieve an average of 25 <sup>7</sup> training hours per employee	Target Met

<sup>7</sup> The 2025 target for SingLand’s training hours is restated from 33 hours to 25 hours per employee, as the former target had not included Non-Executives.





## SUSTAINABILITY COMMITMENT AND APPROACH

UNSDG	What This Means for Us	Material Topics and Initiatives	Ongoing Targets and Commitments	2025 Progress
	<p>Gender diversity is important to us for attracting and retaining talent. We recognise our shared responsibility in fostering a more productive and equitable society.</p>	<p><b>Diversity, Equity and Inclusion</b></p> <ul style="list-style-type: none"> <li>Implement fair recruitment practices and reward employees based on merit.</li> <li>Continued Women Inspired to Thrive programme for empowering women into its third year.</li> <li>Support for women beyond our organisation through community impact initiatives and industry partnerships to nurture the next generation of female leaders.</li> </ul>	<p>Nurturing a diverse workforce and building an inclusive culture to provide equal opportunities to all current and prospective employees</p>	<p>Females made up 42% of our workforce and 57% of senior management positions</p>
			Maintain no discrimination incidents	Target Met
	<p>We recognise that people are our leading asset. Developing our employees' capabilities ensures that we maintain our competitive advantage.</p>	<p><b>Economic Performance</b></p> <ul style="list-style-type: none"> <li>Commitment to creating value for all stakeholders to achieve sustainable business growth.</li> </ul>	<p>Pursue sustainable and profitable growth</p>	<p>Refer to financial performance on page 64</p>
	<p>We are committed to supporting underprivileged groups in the communities where we operate. In addition to monetary donations, we leverage our people, assets, and partnerships to implement community initiatives that focus on causes related to seniors, at-risk youths, persons with disabilities and migrant workers.</p>	<p><b>Community Stewardship</b></p> <ul style="list-style-type: none"> <li>Organise community impact activities and give financially to support seniors, at-risk youths, persons with disabilities and migrant workers.</li> <li>Introduce opportunities for tenants to partner with us in giving back to the community.</li> <li>Established a Donor Impact Fund with The Majority Trust in 2025, committing \$1,000,000 over three years.</li> <li>\$420,000 was donated in 2025 to support various causes</li> </ul>	<p>Continue collaborating with relevant government agencies and partners to develop initiatives and programmes to provide equitable opportunities, bridge social gaps and empower underprivileged individuals and foster a more inclusive and resilient society.</p>	<p>Ongoing</p>

## SUSTAINABILITY COMMITMENT AND APPROACH



UNSDG	What This Means for Us	Material Topics and Initiatives	Ongoing Targets and Commitments	2025 Progress
	<p>We are dedicated to incorporating innovative design and quality excellence in the buildings we develop. We promote sustainable practices across our businesses.</p>	<p><b>Product and Service Quality;</b> <b>Climate Change</b></p> <ul style="list-style-type: none"> <li>• Create high-quality products by conducting asset enhancement initiatives (AEI). West Mall and Singapore Land Tower AEI completed to enhance spaces and amenities for tenants and visitors.</li> </ul>	<p>Maintain Green Mark certifications for all existing buildings in Singapore.</p>	<p>Target Met</p>
	<p>We consider sustainable design in our development projects, investment properties and hotels. We explore ways to preserve the environment's inherent character and cultural heritage wherever we operate.</p>	<ul style="list-style-type: none"> <li>• Support the Singapore Green Plan 2030 to achieve and maintain Green Mark Certification for all existing buildings in Singapore.</li> <li>• Incorporate energy efficiency measures, water saving initiatives and waste minimisation methods in our asset enhancement and redevelopment projects where possible.</li> <li>• Adopt efficient construction methods and waste reduction incorporated as part of design criteria where possible.</li> </ul>		

## SUSTAINABILITY COMMITMENT AND APPROACH

UNSDG	What This Means for Us	Material Topics and Initiatives	Ongoing Targets and Commitments	2025 Progress
   	<p>We engage our key stakeholders on sustainable consumption and production to positively impact the value chains in our business.</p> <p>We are committed to fighting climate change and its impact by regulating our GHG emissions through energy efficiency measures and renewable energy usage. Additionally, we practise responsible resource stewardship to conserve energy and water, while minimising waste generation.</p>	<p><b>Climate Change</b></p> <ul style="list-style-type: none"> <li>Explore opportunities to expand our Scope 3 inventory in alignment with the GHG Protocol.</li> <li>Obtained the ISO 14001:2015 certificate for the successful implementation of an Environmental Management System for our Singapore properties.</li> <li>Strengthened the partnership with SP Group to expand EV charging points and enhance sustainability through smart metering and district cooling solutions under a master services agreement.</li> <li>Installation of solar panels at West Mall, Pan Pacific Singapore and PARKROYAL COLLECTION Marina Bay.</li> <li>Installation of food waste digesters at our malls and implementation Food Waste Repurposing initiative.</li> </ul>	<p><b>GHG Emissions</b></p> <p><b>Office and Retail Buildings</b></p> <ul style="list-style-type: none"> <li>Reduce Scope 1 and 2 emissions to meet UOL Group's Scope 1 and 2 emission intensity reduction target of 76.8% by 2035 (base year 2024)<sup>8</sup></li> <li>Achieve GHG emissions intensity (Scope 2) of 62.4 kg CO<sub>2</sub>e/m<sup>2</sup> for office and retail in 2025</li> </ul> <hr/> <p><b>Energy</b></p> <ul style="list-style-type: none"> <li>Reduce energy intensity (kWh per m<sup>2</sup> Gross Floor Area) to meet UOL Group's overall 10% energy intensity reduction target by 2035 (base year 2024)<sup>8</sup></li> <li>Achieve electricity intensity reduction target of 140.0 kWh/m<sup>2</sup> (Office Buildings) in 2025</li> </ul> <hr/> <p><b>Water</b></p> <ul style="list-style-type: none"> <li>Maintain water intensity to meet UOL Group's target water intensity of 1.7 m<sup>3</sup>/m<sup>2</sup>/year<sup>8</sup></li> <li>Achieve water intensity reduction target of 1.140 m<sup>3</sup>/m<sup>2</sup> (Office and Retail Buildings) in 2025</li> </ul> <hr/> <p><b>Waste</b></p> <p><b>Office and Retail Buildings</b></p> <ul style="list-style-type: none"> <li>Provide recycling bins in all buildings</li> </ul>	<p>Ongoing (Target refreshed in FY 2025 with new base year)</p> <p>Target Met</p> <hr/> <p>Ongoing (Target refreshed in FY 2025)</p> <p>Target Met</p> <hr/> <p>Ongoing (Target refreshed in FY 2025)</p> <p>Target Met</p> <hr/> <p>Target Met</p>

<sup>8</sup> The emissions, energy and water intensity targets disclosed are set at UOL Group level. As a subsidiary, SingLand's operations and assets are included within the UOL Group reporting boundary and contribute to the achievement of these targets. SingLand tracks and manages its emissions, energy and water performance using the same methodologies and intensity metrics as UOL Group and reports annual progress as part of Group consolidation.

## SUSTAINABILITY COMMITMENT AND APPROACH

UNSDG	What This Means for Us	Material Topics and Initiatives	Ongoing Targets and Commitments	2025 Progress
	<p>We are committed to conducting our business with integrity and in compliance with all applicable laws.</p>	<p><b>Anti-Corruption and Ethical Business Practices; Cybersecurity and Data Privacy</b></p> <ul style="list-style-type: none"> <li>• Comply with all national and industry regulations.</li> <li>• Integrate the Code of Conduct and related policies as core components of SingLand's employee orientation programme, reinforcing our commitment to ethical standards.</li> <li>• Conduct regular risk assessments, compliance audits, staff training, and enhanced threat monitoring capabilities to enhance cybersecurity resilience.</li> <li>• Protect the personal data of our stakeholders through our Personal Data Protection Policy and security procedures.</li> <li>• Whistleblowing policy for employees and third parties to raise concerns on impropriety without fear of reprisal.</li> </ul>	<p>Maintain zero incidences of non-compliance with fraud, corruption, data breaches, and unethical actions</p>	<p>Target Met</p>
	<p>Partnerships are necessary to achieve the SDGs and are relevant to all our material topics.</p>	<p><b>Responsible Sourcing and Supply Chain</b></p> <ul style="list-style-type: none"> <li>• Engage external stakeholders such as the real estate industry, government, regulators and our suppliers, including main contractors to promote sustainable practices.</li> <li>• Monitor the rolling out of the Supplier Code of Conduct ("SCOC"), continually reviewing and engaging with our stakeholders on this.</li> </ul>	<p>Incorporate the SCOC into our procurement process and communicate it to all current and prospective suppliers</p>	<p>Ongoing</p>

# ENVIRONMENTAL

## CLIMATE CHANGE

SingLand is committed to progressing climate action and aligning with the nation's Singapore Green Plan 2030 ambitions. Specifically, we are proactive in adopting measures to reduce greenhouse gas emissions, optimise energy consumption, conserve water and manage waste effectively.

In 2025, SingLand conducted a joint materiality assessment review with our parent company UOL Group, delivering a comprehensive review of material ESG topics aligned with both companies' strategic priorities. Climate change was identified as a core material topic, supported by key sub-categories: GHG Emissions, Energy, Water, and Waste. This framework reinforces our commitment to embedding sustainability across all aspects of our operations and driving long-term value creation.

Since 2023, all our properties in Singapore have achieved at least BCA Green Mark Gold certification, exceeding SingLand's original target of full Green Mark certification by 2030.

Of these, all six<sup>9</sup> office buildings currently in operation are certified Green Mark Platinum or higher.

We continually seek ways to improve the sustainability of our buildings and in 2025, The Gateway and SGX Centre 2 achieved a higher rating of BCA Green Mark Platinum Super Low Energy by implementing a range of energy optimisation initiatives, including the upgrading of Electronically Commutated ("EC") fans, enhancements to air handling units, and chiller optimisation.

Beyond green building certifications, we have also strengthened our environmental management and successfully obtained the ISO 14001: 2015 certification, which affirms the effective implementation of a comprehensive Environmental Management System ("EMS") for our Singapore properties.



<sup>9</sup> This excludes The Clifford redevelopment project.

# ENVIRONMENTAL

## CLIMATE SCENARIO ANALYSIS

To enhance our understanding of the implications of climate-related risks and opportunities on our business activities, SingLand engaged with an independent third-party consultant to conduct our first quantitative climate scenario analysis of our portfolio in 2024. This assessment provides guidance on enhancing our climate resilience across different time horizons and examines recent developments in technology and literature to identify and quantify the impact of these risks and opportunities. The table below lists the parameters of the climate scenario analysis.

Parameters	
Climate scenarios	4°C (RCP 8.5) and Below 2°C (RCP 2.6)
Time horizons	Short-term (2030), Medium-term (2050) and Long-term (2100)
Types of climate risks	Physical and Transition risks
Coverage scope	Ten <sup>10</sup> commercial office and retail properties with 100% SingLand shareholding with direct operational control in Singapore
Property types	Commercial office and retail properties
Baseline year	2023

The qualitative assessment identified a comprehensive list of risks and opportunities that could affect SingLand's business operations. Following this, the quantitative impact of key physical and transition risks as well as opportunities on our operations were evaluated.

**Disclaimer:**

The climate scenario analysis includes forward-looking statements regarding SingLand's expectations, forecasts, strategies, and potential outcomes related to climate risks and opportunities. These statements, based on information available at the time of reporting, are subject to known and unknown uncertainties that may cause actual results to differ materially from those anticipated.

While prepared in good faith, these statements have inherent limitations due to the predictive nature of the analysis and its underlying assumptions. Changes in policies, market dynamics, technology, or unforeseen events could affect the outcomes.

SingLand is not obligated to update or revise these forward-looking statements unless required by law. Users are advised to exercise caution and avoid relying solely on these statements.

Non-financial metrics referenced in the report, such as GHG emissions and energy use, may involve measurement uncertainties and are subject to revision. SingLand reserves the right to amend or restate this data as necessary.

For a comprehensive understanding of the potential impacts of climate-related risks and opportunities on SingLand's business activities, the climate scenario analysis can be read in tandem with climate-related disclosures within this report.

<sup>10</sup> Includes Clifford Centre, which is currently closed for redevelopment into The Clifford.

## ENVIRONMENTAL

### CLIMATE-RELATED RISKS

Risk Type	Risk Description	Time Horizon	Potential Business Impacts	Potential Financial Implications	Mitigation Plans
<b>Physical risk</b>	Rising mean temperature and heatwaves	Short-term	<ul style="list-style-type: none"> <li>Elevated outdoor temperatures could potentially lead to health concerns, such as heat exhaustion and heatstroke. This may result in operational disruptions.</li> <li>Operational disruptions due to heatwaves can reduce tenant accessibility, resulting in lower occupancy and revenue.</li> </ul>	Impact on operating expenditure and impact on revenue	<ul style="list-style-type: none"> <li>Introduced energy efficiency initiatives across properties, such as adoption of passive and low-energy designs, cyclical replacement of lights, chillers and air-conditioners to more energy-efficient models and reduction of operational hours for utilities.</li> </ul>
		Medium-term and Long-term	<ul style="list-style-type: none"> <li>Cooling demands increase, leading to higher utility and HVAC system expenses.</li> <li>Managing chronic heat and heatwaves may require HVAC and cooling-system upgrades, while rising temperatures simultaneously increase cooling energy use and utility costs.</li> </ul>	Impact on energy costs (i.e. operating expenditure) and impact on revenue	
<b>Transition risk</b>	<b>Policy and Regulation</b>				<ul style="list-style-type: none"> <li>All properties in Singapore, except for The Clifford redevelopment, have attained at least Green Mark Gold certification. The Gateway and SGX Centre 2 attained higher ratings of BCA Green Mark Platinum Super Low Energy in 2025. The Clifford is on track to attain Building Construction Authority's Green Mark Platinum Super Low Energy, and Platinum certifications from LEED (Leadership in Energy and Environmental Design) and the International WELL Building Institute.</li> </ul>
	<ul style="list-style-type: none"> <li>Green Certifications</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>Increase in operating costs due to compliance with green building certification schemes as buildings/assets transition to low-carbon standards.</li> </ul>	Impact on operating expenditure	
	<ul style="list-style-type: none"> <li>Rising Carbon Tax</li> </ul>	Medium-term and Long-term	<ul style="list-style-type: none"> <li>Increase in operating costs because of higher utility prices associated with carbon taxes.</li> </ul>	Impact on operating expenditure	
	<b>Technology</b>				
	<ul style="list-style-type: none"> <li>Cost of reducing emissions</li> </ul>	Medium-term and Long-term	<ul style="list-style-type: none"> <li>Increase in costs due to the accelerated pace and scale of technological innovation to reduce emissions.</li> <li>Shifting corporate consumer preferences to less carbon-intensive assets.</li> </ul>	Impact on operating expenditure and asset value	

## ENVIRONMENTAL

### CLIMATE-RELATED RISKS

Risk Type	Risk Description	Time Horizon	Potential Business Impacts	Potential Financial Implications	Mitigation Plans
Transition risk	<b>Market</b>				
	<ul style="list-style-type: none"> <li>Electricity price</li> </ul>	Medium-term and Long-term	<ul style="list-style-type: none"> <li>Increase in costs associated with transitioning to a greener economy and decarbonising energy channels.</li> <li>Renewable energy integration, automation and advanced controls increase technology-related capital expenditure.</li> </ul>	Impact on operating expenditure and capital expenditure	<ul style="list-style-type: none"> <li>Ongoing evaluation of re-certification risks across the property portfolio against updated Green Mark standards, with a focus on short-term investment decisions and necessary upgrades to meet the latest certification criteria.</li> <li>Conducted the Whole Life Cycle Carbon Assessments for Singapore Land Tower and The Gateway to assess the embodied carbon and compare the option of retrofit with rebuilding.</li> <li>Targeted reductions in Scope 1 and 2 GHG emissions for commercial office and retail properties.</li> <li>Active efforts to enhance energy efficiency across properties through improvement initiatives wherever possible.</li> </ul>

## ENVIRONMENTAL

### CLIMATE-RELATED OPPORTUNITIES

Opportunities	Time Horizon	Potential Business Impacts	Potential Financial Implications	Mitigation Plans
<b>Adoption of innovative technologies for resource optimisation and to manage GHG emissions</b>	Short, Medium and Long-term	<ul style="list-style-type: none"> <li>Reduces exposure to regulatory changes and resource-price volatility, enabling more stable and predictable business planning.</li> <li>Stabilises operating costs and helps preserve margins by limiting the impact of rising carbon taxes, electricity prices, and water prices.</li> </ul>	Impact on operating expenditure	<ul style="list-style-type: none"> <li>Introduced energy efficiency initiatives across properties such as adopting passive and low-energy designs, cyclical replacement of lights, chillers and air-conditioners to more energy-efficient models and reducing operational hours for utilities.</li> <li>Implemented water efficiency retrofitting measures across our properties.</li> </ul>
<b>Introduction of green premiums</b>	Short, Medium and Long-term	<ul style="list-style-type: none"> <li>Enhance reputation and brand recognition as a green property group.</li> <li>Green features (energy savings, better indoor environment quality) attract environmentally conscious tenants.</li> </ul>	Impact on asset value and revenue	<ul style="list-style-type: none"> <li>All properties in Singapore, except for The Clifford redevelopment, have attained at least Green Mark Gold certification. The Gateway and SGX Centre 2 attained higher ratings of BCA Green Mark Platinum Super Low Energy in 2025.</li> <li>The Clifford is on track to attain Building Construction Authority's Green Mark Platinum Super Low Energy, and Platinum certifications from LEED and the International WELL Building Institute.</li> </ul>
<b>Sustainable financing</b>	Short and Medium-term	<ul style="list-style-type: none"> <li>Strengthens relationships with environmentally conscious investors, enhancing SingLand's positioning and attractiveness as an ESG-aligned organisation.</li> <li>Improves access to capital through sustainability-linked financing with potential cost saving via lower interest rates.</li> </ul>	Impact on access to capital and financing	<ul style="list-style-type: none"> <li>We secured \$600 million of sustainability-linked loans, committing to specific sustainability performance targets on carbon emission reduction and water conservation.</li> </ul>

# ENVIRONMENTAL

## CLIMATE-RELATED DISCLOSURES

In 2024, SingLand completed our inaugural quantitative climate scenario analysis, identifying key climate-related risks and opportunities that could impact the operations across our portfolio. That same year, we aligned our climate-related disclosures with the recommendations of the Task Force on Climate-related Financial Disclosures (“TCFD”).

Following the release of the IFRS Sustainability Disclosure Standards—namely IFRS S1 and IFRS S2—the TCFD framework has been fully integrated into these new standards. SingLand acknowledges that IFRS S2, developed by the International Sustainability Standards Board (“ISSB”), builds upon the well-established TCFD framework while consolidating other investor-focused initiatives to enhance consistency and comparability in climate-related reporting.

In line with the Singapore Exchange Regulation (“SGX RegCo”) roadmap, which mandates climate-related disclosures aligned with ISSB standards for listed issuers, SingLand has aligned our reporting with IFRS S2. The Group has already begun preparations for this transition, including plans to conduct an enhanced climate scenario analysis in 2026. For the current reporting year, SingLand’s climate-related disclosures reference IFRS S2 where relevant and available.

SingLand remains steadfast in our commitment to strengthening climate-related reporting, ensuring alignment with ISSB standards and other relevant frameworks that support transparency, accountability, and informed stakeholder decision-making.

The following table summarises our progress in addressing climate-related risks and outlines key initiatives under each of the four pillars of IFRS S2. This structured approach reflects our ongoing efforts to enhance sustainability practices and respond effectively to the evolving climate landscape.

IFRS S2 Disclosure	SingLand’s Approach
<p><b>GOVERNANCE</b></p> <p>Disclose information about the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities.</p>	<p>The SingLand Board ensures effective oversight of sustainability risks and impacts, including climate change risks and opportunities. As the principal governor of SingLand’s Enterprise Risk Management (“ERM”) framework, the Board carries out the following responsibilities:</p> <ul style="list-style-type: none"> <li>i. Maintaining overall accountability for risk governance, risk policies, and the adequacy and effectiveness of risk management and internal controls throughout SingLand.</li> <li>ii. Overseeing and setting the tone for risk culture.</li> <li>iii. Appointing, empowering, or delegating ERM oversight responsibilities to the Audit and Risk Committee (“ARC”); and</li> <li>iv. Providing comments on assurance received from the ARC and Risk Owners regarding the adequate and effective execution of risk management systems and internal controls.</li> </ul>

## ENVIRONMENTAL

### IFRS S2 Disclosure

Disclose information about the management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities.

### SingLand's Approach

The Board fulfils its responsibility to assess and manage climate-related risks and opportunities through the ARC and Risk Management Committee ("RMC"), supported by the Sustainability Steering Committee ("SSC") for decarbonisation initiative implementation.

The RMC, chaired by the CEO, includes heads of department from SingLand. The RMC meets quarterly to review risk registers for business and operational units. Completed risk registers and reports are approved by the CEO during RMC meetings, with results submitted half-yearly to the ARC, updating the Board on significant changes in the Group's risk profile.

The SSC manages SingLand's decarbonisation efforts, reducing exposure to transition risks while minimising environmental impact. It oversees climate opportunities such as energy efficiency, use of renewable energy, and greening of buildings. SSC members, also part of the RMC, facilitate information sharing and recommend strategies and initiatives related to climate risks.

For additional details on the SSC's role in sustainability governance, including our reporting line to the Board, please refer to the section on *Sustainability Governance*.

### STRATEGY

Disclose information about the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.

In 2024, SingLand conducted a quantitative climate scenario analysis to assess exposure to climate-related physical and transition risks and identify potential climate-related opportunities across our Singapore portfolio. This analysis, carried out with the support of a third-party consultant, evaluated the impact of these climate-related risks and opportunities on our business model, strategy and operations. The approach aligns with the scenario analysis undertaken by our parent company, UOL Group.

Please refer to the *Climate Scenario Analysis* section on page 24 for the disclosures on our key climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.

Disclose information about the current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain.

Please refer to the *Climate Scenario Analysis* section on page 24 for the disclosures on our current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain.

Disclose information about the effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan.

Please refer to the *Climate Scenario Analysis* section on page 24 for the disclosures on effects of those climate-related risks and opportunities on the entity's strategy and decision-making. Our parent company, UOL Group, has developed a climate transition plan, which SingLand will support in order to achieve our emissions-reduction targets and contribute to broader decarbonisation efforts. Building on the wider group-level efforts, we have outlined our climate transition plan, which can be found on page 35 of this report.

## ENVIRONMENTAL

### IFRS S2 Disclosure

Disclose information about the effects of those climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those climate-related risks and opportunities have been factored into the entity's financial planning.

Disclose information about the climate resilience of the entity's strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities.

### SingLand's Approach

Please refer to the *Climate Scenario Analysis* section beginning on page 24 for the effects of those climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period.

According to the ISSB standards, as part of the (permanent) structural reliefs, an issuer is allowed to consider its skills, capabilities and resources when determining its approach in preparing disclosures about the anticipated financial effects of climate-related risk or opportunity. SingLand is adopting this relief in its FY 2025 disclosures.

SingLand recognises the need for a strong action plan to improve climate resilience. We regularly review our climate-related goals and GHG emissions targets to ensure alignment with global and national benchmarks, as well as industry best practices.

Details about climate scenarios, time horizons, and coverage scope can be found in the *Climate Scenario Analysis* section on page 24.

Details about the potential impact of the identified climate-related risks and opportunities, along with the measures undertaken, can be found in the *Climate Scenario Analysis* section on page 24. Progress on mitigation and adaptation measures taken towards these risks and opportunities will be updated in our annual Sustainability Reports.

SingLand recognises the importance of implementing a robust mitigation action plan to enhance climate resiliency. We are actively working towards this and have already taken significant steps, including regular CAPEX upgrades to our buildings to improve or maintain BCA Green Mark certifications.

# ENVIRONMENTAL

## IFRS S2 Disclosure

## SingLand's Approach

### RISK MANAGEMENT

Disclose information about the processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks.

SingLand manages climate-related risks through a comprehensive and robust risk management process. This involves three key steps:

- **Identify the risks:** Identification of the location of our assets, relevant climate hazards (e.g., chronic increase in mean air temperature, heatwave, etc.) specific to each asset type and location across different time horizons and scenarios to understand potential impacts on various assets.
- **Determine materiality:** Establishment of thresholds for each climate indicator and associated risks by considering three factors: the impact (size of exposure based on geographical location), the time horizon – short-term (2030), medium-term (2050), and long-term (2100) – and the likelihood of the risk occurring.
- **Assess the impacts:** Development of a risk assessment model to analyse climate-related physical and transition risks relevant to SingLand's assets and estimate financial impact.

This structured approach enables SingLand to effectively manage and address climate-related risks across our portfolio.

Disclose information about the processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities.

SingLand manages climate opportunities through a comprehensive management process, which involves three key steps:

1. **Identify the relevant opportunities:** The potential climate opportunities include:
  - Treat decarbonisation as a value-creation strategy, focusing on reducing operating costs through energy efficiency, improving resilience, and enhancing tenant demand.
  - Identify opportunities to future-proof the portfolio by retrofitting older buildings, prioritising green certifications, designing new developments for net-zero readiness, and integrating renewable energy where feasible.
  - Explore new revenue streams such as rooftop solar leasing, EV charging infrastructure, and green leases with shared savings.
  - Consider sustainable finance options like sustainability-linked loans and green financing.
  - Strengthen tenant relationships through green fit-out guidelines, renewable energy procurement, and energy-use data sharing.

# ENVIRONMENTAL

## IFRS S2 Disclosure

Disclose information about the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.

## SingLand's Approach

2. **Assess the impacts:** Analysing identified physical and transition opportunities, categorising them based on their potential impact on our business and operations.
3. **Prioritise the opportunities:** Focusing on climate-related opportunities that align with our transition plan and deliver the greatest strategic value.

This structured approach enables SingLand to effectively manage and address climate-related opportunities across our portfolio.

SingLand integrates climate-related risks into its broader ERM framework, addressing them alongside other key organisational risks. Within this framework, climate risks are systematically identified, assessed, and recorded in the RMC risk registers, with a focus on their potential impact on business operations and financial performance. This process ensures that climate considerations remain central to the company's risk management strategy.

The ERM team works closely with the RMC and other stakeholders to assess the impact of significant climate-related risks. This includes reviewing the effectiveness of current mitigation measures and identifying when updates are needed. Climate change is classified as a Tier One risk, reflecting SingLand's low to zero tolerance for disruptions in this critical area.

To maintain effective oversight, the RMC regularly monitors Tier One risks, including climate change. This involves reviewing changes in risk ratings, control measures, and assurance activities. The RMC receives quarterly reports, while half-yearly updates are provided to the ARC, ensuring a consistent review process.

Further details on SingLand's risk management processes and internal controls can be found in the AR 2025 *Corporate Governance Report*.

# ENVIRONMENTAL

## IFRS S2 Disclosure

## SingLand's Approach

### METRICS AND TARGETS

Disclose information relevant to the cross-industry metric categories of:

- (a) greenhouse gases
- (b) climate-related transition risks
- (c) climate-related physical risks
- (d) climate-related opportunities
- (e) capital deployment
- (f) internal carbon prices
- (g) remuneration

Please refer to *GHG Emissions* section on page 34 for metrics on greenhouse gases.

SingLand plans to adopt the structural reliefs outlined in the SGX Practice Note 7.6 Sustainability Reporting Guide. This relief enables SingLand to use all reasonable and supportable information available at the reporting date for disclosures related to assets or business activities vulnerable or aligned with climate-related risks and opportunities, without incurring undue cost or effort. Based on the current Climate Scenario Analysis, deriving these figures now would require undue cost or effort. Therefore, SingLand will apply this relief for FY 2025.

Please refer to details on SingLand's sustainable financing activities under the *Economic Performance* chapter on page 64 for metrics on capital deployment.

Implementing an internal carbon price and integrating climate-related considerations into executive remuneration would require undue cost or effort for SingLand at the current stage, and proportionality mechanism is applied. However, we are actively exploring these areas and will consider their implementation in the future.

Disclose information about industry-based metrics that are associated with particular business models, activities or other common features that characterise participation in an industry.

Please refer to the *Appendix: ISSB Index* section on page 86 for detailed information on industry-based metrics.

Disclose information about targets set by the entity, and any targets it is required to meet by law or regulation, to mitigate or adapt to climate-related risks or take advantage of climate-related opportunities, including metrics used by the governance body or management to measure progress towards these targets.

As part of UOL Group, SingLand has refreshed its environmental targets this year to strengthen its management of climate-related risks and opportunities. The change from absolute emissions targets to intensity-based targets considers the adaptability to portfolio growth or changes, comparison of performance across diverse assets and efficiency improvements relative to gross floor area (GFA).

#### GHG Emissions<sup>11</sup>:

- Reduce Scope 1 and 2 emissions to meet UOL Group's Scope 1 and 2 emission intensity reduction target of 76.8% by 2035 (base year 2024)<sup>12</sup>
- Achieving net zero GHG emissions across the value chain by 2050

#### Energy:

- Reduce energy intensity (kWh per m<sup>2</sup> Gross Floor Area) to meet UOL Group's overall 10% energy intensity reduction target by 2035 (base year 2024)<sup>12</sup>

#### Water:

- Maintain water intensity to meet UOL Group's target water intensity of 1.7 m<sup>3</sup>/m<sup>2</sup>/year<sup>12</sup>

<sup>11</sup> As a subsidiary of UOL Group, SingLand will align with and contribute to achieving the wider Group's GHG emissions reduction targets.

<sup>12</sup> The emissions, energy and water intensity targets disclosed are set at UOL Group level. As a subsidiary, SingLand's operations and assets are included within the UOL Group reporting boundary and contribute to the achievement of these targets. SingLand tracks and manages its emissions, energy and water performance using the same methodologies and intensity metrics as UOL Group and reports annual progress as part of Group consolidation.

# ENVIRONMENTAL

## GHG EMISSIONS

In line with global and national climate commitments and the adoption of ISSB, SingLand, together with UOL Group, has refreshed our climate target to achieve a 76.8% reduction in Scope 1 and 2 emissions intensity by 2035 using 2024 as the base year. The baseline Scope 1 and 2 emissions intensity for 2024<sup>13</sup> is 0.06 tCO<sub>2</sub>e/m<sup>2</sup>. The Group has also committed to achieving net-zero greenhouse gas emissions across its entire value chain by 2050, supported by a Climate Transition Plan finalised in 2026.

In order to achieve this, we take a holistic approach that can include energy efficiency measures, onsite renewable energy generation through solar panels, procurement of renewable energy, implementation of sustainability initiatives, and balancing residual emissions through carbon credits and offsets. However, progress toward this target is subject to external factors, including the maturity and availability of the renewable energy market.

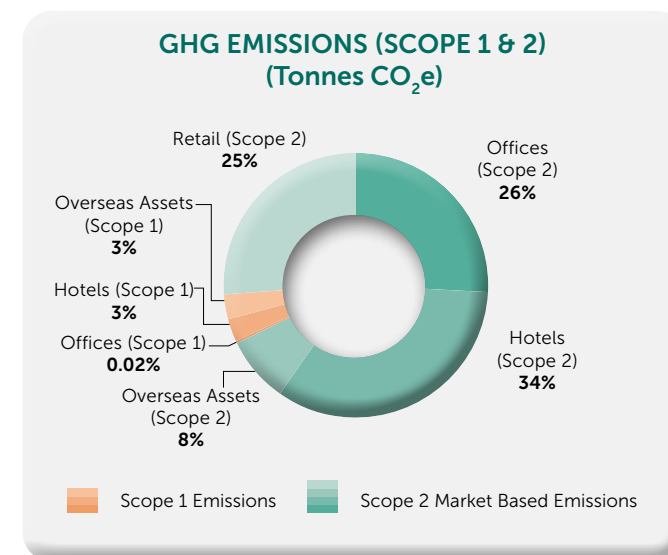
In 2025, Scope 1 and Scope 2 emissions from our retail, office, hotels and overseas assets<sup>14</sup> was 37,167 tonnes of CO<sub>2</sub>e, with a detailed breakdown by property type presented in the table below. In addition, we reached a GHG emission intensity (Scope 1 and 2) of properties by GFA of 60.9 kgCO<sub>2</sub>e/m<sup>2</sup> in 2025.

For our office and retail properties covered in SR 2024, we reached a GHG emission intensity (Scope 2) of 46.4 kg CO<sub>2</sub>e/m<sup>2</sup> in 2025, meeting our 2025 office and retail buildings Scope 2 reduction target of 62.4 kg CO<sub>2</sub>e/m<sup>2</sup>.

Our estimated Scope 3 GHG emissions in 2025 was 20,015 tonnes of CO<sub>2</sub>e. Since 2023, SingLand has been disclosing the following Scope 3 emission categories, selected based on materiality, significance to the sector, data availability and the Company's ability to influence them:

- Fuel- and energy-related activities
- Waste generated in operations
- Business travel
- Downstream leased assets

To support SingLand's transition to a lower-carbon economy, we undertake regular CAPEX upgrades across our buildings to enhance or maintain BCA Green Mark certifications.



### SCOPE 1 & 2 GHG EMISSIONS INTENSITY (kg CO<sub>2</sub>e/m<sup>2</sup>)

	2024	2025
<b>Offices</b>	42.7	37.2
<b>Retail</b>	68.9	62.4
<b>Hotels</b>	92.8	87.7
<b>Overseas Assets</b>	87.8	105.5

<sup>13</sup> Excludes overseas assets as the data collection process only commenced in 2025.

<sup>14</sup> Due to the change in operational control definitions and the adoption of ISSB standards, SingLand has included two additional hotel properties—Pan Pacific Singapore, PARKROYAL COLLECTION Marina Bay, and one additional overseas asset, Westin Tianjin—in this year's report.

# ENVIRONMENTAL

## CLIMATE TRANSITION PLAN

**2011**  **2050**

### ANCHOR

#### 2011 to 2024

- Formed Steering Committee and Working Committee in 2017 to drive sustainability efforts
- Committed to reduce Scope 1 and 2 GHG emissions by 46% for Singapore office and retail properties by 2030 from 2019 baseline

### ALIGN

#### 2025 to 2035

- Expand reporting scope and targets to include owned hotels and overseas operations
- Achieve 76.8% reduction in Group's Scope 1 and 2 in-use operational emissions intensity by 2035 from 2024 baseline

### ACHIEVE

#### 2050

- Achieve net zero emissions in line with Singapore's ambition
- Consider carbon offsets for any residual emissions

### STRATEGIC PRIORITIES TO ADVANCE OUR 2050 NET ZERO ROADMAP



#### Strategy and Governance

- Embed sustainability considerations in our portfolio management strategy
- Strengthen governance frameworks and internal controls to support regulatory compliance



#### Building Efficiency and Performance

- Improve energy efficiency through Asset Enhancement Initiatives (AEI) or suitable retrofits across commercial and hospitality portfolio
- Explore electrification of equipment, where feasible



#### Renewable Energy

- Explore opportunities for adoption of renewable energy for owned commercial and hospitality properties
- Collaborate with business partners and supply chain on renewable energy procurement, where feasible



#### Embodied Carbon

- Assess significance of embodied carbon from development projects
- Reduce embodied carbon emissions through sustainable design, use of low-carbon materials and green construction practices, where feasible



#### Collaborative Partnerships

- Work with partners to implement sustainable design and green construction practices where feasible
- Engage tenants on green fit-out guides and green lease implementation, where feasible
- Support business partners in meeting decarbonisation objectives

# ENVIRONMENTAL

## CLIMATE TRANSITION PLAN

### OUR APPROACH TO NET ZERO

SingLand recognises the importance of strengthening climate resilience. We are committed to achieving net zero emissions across our value chain by 2050. In 2025, we built on our sustainability progress to develop our Climate Transition Plan (“CTP”), which outlines how climate considerations are embedded across our business operations and value chain. The CTP covers Scope 1, 2 and 3 emissions and sets out a practical approach towards a lower-carbon and more resilient portfolio. Our CTP is underpinned by key assumptions, including the projected decarbonisation of electricity grids, continued technology improvements, and growing availability of lower-carbon materials, as well as dependencies across our value chain, capital cycles and organisational capabilities.

Our approach is guided by a three-stage framework—anchor, align and achieve—through which SingLand, together with our parent UOL Group, establishes our net zero ambition.

### IMPLEMENTING OUR CLIMATE TRANSITION PLAN

SingLand’s CTP focuses on five key areas across our Singapore and overseas portfolio:

- Embedding sustainability into governance and strategy
- Elevating building efficiency and performance
- Increasing the use of renewable energy
- Assessing and reducing embodied carbon across developments
- Fostering collaborative partnerships

### EMBEDDING SUSTAINABILITY INTO STRATEGY AND GOVERNANCE

The Group’s corporate purpose *Elevate Communities, Inspire the Future* underpins our commitment to shaping a resilient built environment and contributing to a clean, green and sustainable future. This is embedded in our business strategy, with strengthened governance frameworks and internal controls to ensure robust oversight and regulatory alignment. SingLand’s SSC reports regularly to the ARC, enabling effective oversight of sustainability initiatives, progress and key developments, and ensuring alignment with the Group’s climate transition objectives.

Sustainability is integrated across all levels of the Group, with the CTP embedded within management structures and implemented consistently across our portfolio business units. At the operational level, key functions incorporate sustainability considerations into portfolio management and investment decisions. This strengthens asset performance, enhances energy efficiency and positions the Group to achieve our long-term net zero ambition.

### ELEVATING BUILDING EFFICIENCY AND PERFORMANCE

The Group continues to proactively identify opportunities to enhance energy efficiency across our portfolio through energy audits and performance reviews. Based on these assessments, targeted retrofitting works are implemented where feasible, including upgrades to lighting systems, chiller plants and optimisation of air handling units to enhance operational efficiency and reduce energy consumption. Through these initiatives, 100% of SingLand’s office and retail properties have achieved Green Mark certification since 2023, with The Gateway and SGX Centre 2 additionally attaining the BCA Green Mark Platinum Super Low Energy certification in 2025. The Clifford redevelopment is also on track to attain BCA’s Green Mark Platinum Super Low Energy certification, and Platinum certifications from LEED and the International WELL Building Institute. These efforts support the reduction of Scope 1 and Scope 2 GHG emissions and contribute to the Group’s broader decarbonisation objectives.

### INCREASING USE OF RENEWABLE ENERGY

Renewable energy adoption is a key pillar of the Group’s transition strategy. SingLand currently has three properties in Singapore equipped with solar photovoltaic systems and continues to assess opportunities to expand on-site renewable generation. The Group is also exploring the procurement of renewable energy through Power Purchase Agreements and Energy Attribute Certificates, where commercially and operationally viable. The Group will continue to work closely with business partners and support its value chain in adopting renewable energy solutions, strengthening collective progress towards our decarbonisation goals.

# ENVIRONMENTAL

## CLIMATE TRANSITION PLAN

### ASSESSING AND REDUCING EMBODIED CARBON ACROSS DEVELOPMENTS

In line with the Singapore Green Building Masterplan, the Group is placing greater emphasis on managing embodied carbon across our commercial and hospitality portfolio. SingLand assesses embodied carbon for development and AEI projects to identify carbon hotspots and inform decision-making. The Group also collaborates with consultants, contractors and suppliers to incorporate sustainable design principles like specifying lower-carbon materials and adopting greener construction practices to reduce carbon emissions across our buildings' lifecycles. Embodied carbon assessments are integrated into project planning and execution, enabling the Group to reduce carbon emissions across our portfolio.

### FOSTERING COLLABORATIVE PARTNERSHIPS

In our office and retail properties, SingLand engages tenants to improve energy performance within leased spaces through initiatives such as fit out guidelines and the promotion of lower-carbon practices. The Group will also introduce green lease frameworks in flagship commercial properties, such as The Clifford, which is expected to complete in 2028 and will incorporate green leases for tenants.

For our hospitality properties, SingLand works with hotel operators to align environmental and social practices with evolving sustainability expectations. Where feasible, we prioritise responsible and local sourcing to reduce our environmental impact. These partnerships advance innovation and alignment with SingLand's sustainability objectives, supporting progress towards the Group's decarbonisation goals.

## ENVIRONMENTAL

### ENERGY

Our three pronged energy reduction strategy focuses on adopting passive and low energy design principles, upgrading equipment such as lighting, chillers, and air conditioners to more energy efficient models through cyclical replacement, and reducing energy use by optimising and shortening operational hours for utilities.

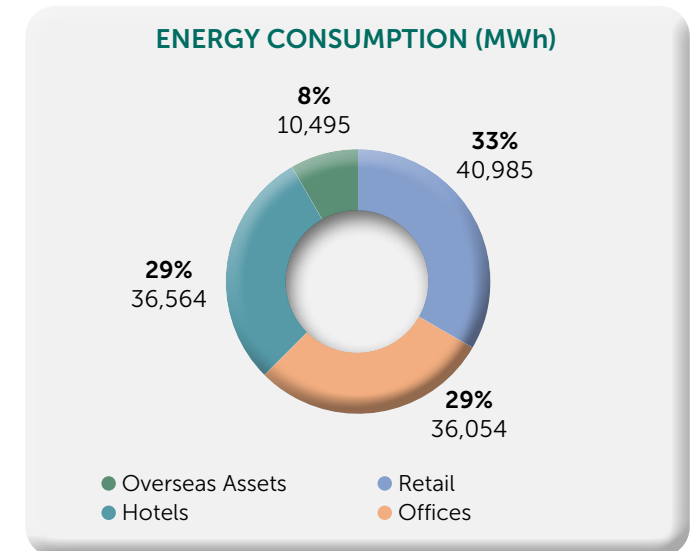
At The Gateway, steps were taken to optimise its air handling units and chillers to improve total system efficiency, enabling the building to attain the BCA Green Mark Platinum Super Low Energy rating. Similarly, SGX Centre 2 also achieved the same BCA Green Mark rating following upgrades to EC fans and the optimisation of its chiller system.

Other ways that we seek to lower operational carbon in our assets include initiatives such as upgrading of lighting systems to energy efficient LED lights and installing EV charging points. In 2025, we signed a master services agreement with SP Group, expanding EV charging infrastructure to promote low-carbon transport for tenants and shoppers, supporting Singapore's ambition to have all vehicles run on cleaner energy by 2040. This initiative complements existing collaborations on smart metering and district cooling, and reinforces SingLand's long-term sustainability goals. Additionally, we have installed solar panels at West Mall, supporting our endeavour to harness onsite solar power as an alternative energy source.

In 2025, the energy consumption of offices, retail properties, hotels and overseas assets was 124,098 MWh. In addition, our energy intensity of properties by GFA in 2025 was 203 kWh/m<sup>2</sup>.

### TENANT ENERGY USAGE

As a landlord, understanding our tenants' electricity usage is important for a comprehensive view of our buildings' overall energy consumption. Since 2022, we have been collecting tenant electricity usage data, excluding air-conditioning, which is reported under SingLand's own energy use. By 2025, tenant electricity consumption accounted for 26% of a building's total electricity consumption, while the landlord's operations represented more than half.



### ENERGY INTENSITY OF COMPLETED BUILDINGS (kWh/m<sup>2</sup>)

	2024	2025
Offices	147	138
Retail	287	270
Hotels	233	232
Overseas Assets	Not available	266

### ELECTRICITY CONSUMPTION INTENSITY TENANTS (kWh/m<sup>2</sup>)

	2024	2025
Offices	44	60
Retail	120	188
Hotels	6	6
Overseas Assets	Not available	162

## ENVIRONMENTAL

### WATER

Managing our water usage efficiently is crucial given the significant use of water in the Company's daily operations. Apart from cooling our buildings through heating, ventilation and air conditioning ("HVAC") systems, water is also employed for the general maintenance of our commercial offices and retail buildings and for sanitation purposes. As such, we prioritise initiatives that enhance efficiency and reduce wastage and comply with all water requirements set by the Public Utilities Board, which fulfils SingLand's water requirements.

In optimising our water usage, we have been progressively upgrading sanitary fittings across all our commercial properties by installing water-efficient taps, automatic sensors and flush valves in restrooms to minimise water wastage. Additionally, NEWater, Singapore's high-grade reclaimed water, is used for the cooling towers at UIC Building and Marina Square to lower the reliance on potable water.

Beyond operational improvements, we continue to work with our building contractors to reduce water usage during renovation and redevelopment projects as part of our supply chain management. Contractors are also responsible for managing and monitoring the quality of construction wastewater and ensuring its proper treatment prior to discharge into drainage systems.

We conduct regular inspections of water systems to promptly address any leaks and have adopted the use of digital water meters at Marina Square and The Gateway since 2023. This allows us to detect leaks quickly and identify areas of high consumption, enabling swift and effective interventions.

In 2025, the water consumption of offices, retail properties, hotels and overseas assets has reached 749 megalitres. In addition, the water intensity of retail and office properties in 2025 was 0.96 m<sup>3</sup>/m<sup>2</sup>, successfully meeting last year's target of 1.14 m<sup>3</sup>/m<sup>2</sup>.

WATER INTENSITY (m <sup>3</sup> /m <sup>2</sup> )		
	2024	2025
<b>Offices</b>	0.96	1.07
<b>Retail</b>	0.89	0.78
<b>Hotels</b>	1.77	1.73
<b>Overseas Assets</b>	NA	1.97

## ENVIRONMENTAL

### WASTE

In line with Singapore's Zero Waste Masterplan, SingLand is committed to managing waste responsibly across our properties. Our approach includes implementing effective waste treatment practices, and encouraging recycling practices among tenants, shoppers and employees.

At our office and retail properties, recycling bins for paper, plastic, and metal materials are strategically placed throughout buildings, and e-waste recycling bins and/or e-waste recycling programmes are available at four of our commercial buildings to address electronic waste. At Marina Square and West Mall, food waste digesters have been installed to convert food waste from Food & Beverage ("F&B") outlets into treated effluent safe for discharge. In 2025, we introduced a Food Waste Repurposing initiative at Marina Square where food surplus is diverted from disposal and distributed to underprivileged families.

All waste collected is managed by waste management and recycling companies licensed by the National Environment Agency ("NEA"), ensuring full compliance with local regulations.

For construction and redevelopment projects, SingLand partners with our contractors to minimise waste for large-scale asset enhancement and redevelopment projects. By collaborating closely with value chain partners, we seek out efficient construction methods and integrate waste reduction into our design criteria wherever possible. These initiatives align with our responsible investment philosophy and commitment to sustainable development.

Apart from e-waste, the majority of waste generated at our properties and redevelopment sites is non-hazardous.

WASTE INTENSITY (metric ton/m <sup>2</sup> )		
	2024	2025
Offices	0.003	0.003
Retail	0.015	0.017
Hotels	0.014	0.014
Overseas Assets	NA	0.002

Waste Amounts (metric ton) (Offices, Retail, Overseas Assets)		2025
<b>Waste directed to disposal (incineration)</b>		<b>3,155</b>
<b>Total recycled waste</b>		<b>356</b>
Paper		65
Glass		0.2
Metal		4
Plastic		3
Carton boxes		178
Wood		0.1
E-waste		11
Food waste (West Mall and Marina Square)		95
<b>Total waste generated</b>		<b>3,511</b>
<b>Percentage of waste collected that is diverted from disposal</b>		<b>10%</b>

Notes:

- Waste figures are reported based on information stated in the vendor reports and/or bills. We commenced reporting on the breakdown of our recycled waste composition since 2023.
- Waste amounts from SingLand's corporate office and property management offices are included within the waste collected from our managed properties.
- Waste amounts directed to disposal from UIC Building includes waste generated from adjacent residential tower V on Shenton, which shares the same waste collection point and vendor.
- Food waste reported comprises (a) food waste disposed by F&B tenants at the food digesters installed at West Mall and Marina Square; (b) Food Waste Repurposing initiative where food surplus collected at Marina Square is diverted from disposal and distributed to underprivileged families.

# ENVIRONMENTAL

## SPOTLIGHT

### REPURPOSING FOOD FOR GOOD

In February 2025, SingLand introduced a Food Waste Repurposing initiative to address the growing challenge of food waste and enhance community support. This programme shifts the approach from discarding post-consumed food as general refuse or processing it through digesters to repurposing surplus food for distribution to families in need. Beneficiaries are identified through constituencies, resident committees, grassroots organisations, and social workers, ensuring that assistance reaches vulnerable households.

The initiative has gained strong traction, with a threefold increase in tenant participation compared to previous engagement with food waste digesters. Since its launch, the programme has delivered measurable impact, achieving an estimated 65% improvement in food waste recycling rates. Beyond environmental benefits, the initiative strengthens social resilience by providing daily food support to communities.

This effort underscores SingLand's commitment to circular economy principles, reducing waste while creating shared value for society. We aim to continue extending the programme to other properties to amplify impact.



Surplus food is collected from participating F&B tenants every night.



Food that is collected is redistributed to underprivileged individuals and families.

## SOCIAL

SingLand is committed to advancing sustainable social, economic, and environmental outcomes that strengthen the communities we serve. Achieving this vision requires a comprehensive, ecosystem-based approach that engages stakeholders across our entire value chain, including tenants, partners, employees, and the communities connected to our properties.

We implement robust initiatives to uphold workplace safety and health (“WSH”), foster employee development and well-being, promote diversity and inclusion, and continuously enhance the quality of our products and services. This commitment reflects our conviction that long-term success extends beyond financial performance—the resilience and success of our communities are integral to the company’s enduring growth.

### HEALTH AND SAFETY

#### CORPORATE

##### WORKPLACE SAFETY AND HEALTH MANAGEMENT SYSTEM

SingLand continues to enhance our WSH management system through the efforts of the WSH Committee to fulfil the Company’s obligations under the Workplace Safety and Health Act (2006). Our WSH Committee was established in 2023, and the Committee has been instrumental in assisting the ARC in overseeing WSH matters, ensuring alignment with organisational goals and regulatory requirements.

The WSH Committee is guided by four key principles:

- **Integrating WSH into Business Decisions:** Ensuring WSH considerations are embedded into business decisions, with clearly defined roles and responsibilities for members of the Board of Directors, Chief Executive Officer, and Key Management Personnel in driving WSH initiatives.
- **Fostering a Strong WSH Culture:** Setting the tone for a strong WSH culture and providing visible leadership to communicate and uphold effective WSH standards across the organisation.
- **Enhancing WSH Management Systems:** Conducting regular reviews and driving continual improvements to ensure the effectiveness and relevance of WSH management systems in maintaining proactive and high safety and health standards.
- **Empowering Employee Engagement:** Actively engaging staff and workers in WSH initiatives by providing the necessary resources and training.

Our commitment to WSH excellence is reinforced by a cyclical risk assessment process that proactively identifies and mitigates emerging hazards. Recent improvements include additional checklists for hazardous work to complement existing protocols. To maintain high safety standards, routine inspections are carried out across SingLand’s investment and development projects.

SingLand has implemented a comprehensive WSH management system aligned with ISO 45001 to safeguard the safety and health of employees and contractors. We are proud to maintain ISO 45001 certification across 100% of our Singapore operations, reflecting our strong commitment to global occupational health and safety standards.

In FY 2025, SingLand successfully completed the ISO 45001 surveillance audit for our office and retail properties for the second consecutive year following initial certification, with no major findings. This audit serves as a critical follow-up review to confirm that our management system remains effective, properly implemented, and is continually improved upon in accordance with ISO 45001 requirements. In addition, SingLand achieved bizSAFE Star certification for our Singapore office and retail properties, further reinforcing our dedication to workplace safety excellence.

## SOCIAL

The key components of our WSH management system are as follows:

Risk Assessment and Hazard Identification	Incident Reporting	Incident Investigation Process	Communication and Training
<p><b>Employees</b></p> <ul style="list-style-type: none"> <li>SingLand employees are not considered to be engaging in high-risk workplace activities due to the nature of their work.</li> </ul> <p><b>Contractors</b></p> <ul style="list-style-type: none"> <li>All contractors are required to perform and submit a risk assessment prior to commencement of work, regardless of the nature of work they will be performing. The risk assessment considers, in order of priority, elimination of risk, substitution of the hazard, and mitigation via control procedures before use of the appropriate personal protective equipment ("PPE"). The risk assessment shall also be carried out by qualified personnel such as the contractor's safety and health manager or a trained employee.</li> <li>SingLand requires each contractor company's qualified risk assessor to submit their risk assessments prior to the start of any works on our premises and to update their risk registers, procedures, and policies as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>The Group has an official whistleblowing channel through which unsafe practices can be reported. Our Whistle Blowing Policy protects all reporters from reprisal.</li> <li>Both staff and contractor workers are encouraged to share feedback, near misses and other issues related to safety and health with their supervisors, who can then escalate the feedback if necessary. They may also approach the individual property's building manager or site WSH manager to highlight any unsafe conditions at our buildings or worksites.</li> </ul> <p><b>Employees</b></p> <ul style="list-style-type: none"> <li>Any safety and health incidents involving SingLand employees are to be reported to the employee's manager.</li> </ul> <p><b>Contractors</b></p> <ul style="list-style-type: none"> <li>Any safety and health incidents at our buildings are to be reported to the respective property's building manager. For reportable incidents at our worksites, the site WSH manager will report to SingLand following an investigation.</li> </ul>	<ul style="list-style-type: none"> <li>SingLand requires that each work-related accident be investigated systematically to determine the root cause of the incident.</li> <li>The findings are used to improve SingLand's WSH processes, including enhancing risk assessment procedures, reviewing PPE requirements, and additional controls and safety training for employees and contractors.</li> </ul> <p><b>Employees</b></p> <ul style="list-style-type: none"> <li>In the event of any reportable incidents involving SingLand employees, the employee's manager will investigate and report the incident to the SingLand HR team, which then reports the incident to Ministry of Manpower ("MOM") and the corporate insurer where relevant.</li> </ul> <p><b>Contractors</b></p> <ul style="list-style-type: none"> <li>In the event of any reportable incidents at our properties, the building manager will investigate and report the incident to SingLand's public liability insurer where relevant. For reportable incidents at our worksites, the site WSH manager will report to SingLand following an investigation.</li> </ul>	<p><b>Employees</b></p> <ul style="list-style-type: none"> <li>SingLand's staff perform office-based activities that are generally classified as low-risk.</li> <li>Detailed safety and health training is also provided to specific employees on a needs basis depending on their work scope. For example, staff dealing with contractors who perform works from heights.</li> </ul> <p><b>Contractors</b></p> <ul style="list-style-type: none"> <li>When a contractor company is engaged for works in our buildings or at worksites, our building management teams and project management team will respectively ensure that the contractor's supervisory staff are informed of SingLand's safety and health requirements. The supervisors are in turn responsible for briefing their teams on safety and health protocols prior to starting work at our buildings.</li> <li>Contractor representatives are updated on any changes to our procedures and lessons learnt, as necessary.</li> <li>Our contractors' supervisors attend regular meetings with SingLand's building and project management teams to ensure smooth coordination and effective communication. Critical WSH issues are promptly addressed and resolved.</li> </ul>

## SOCIAL

### HEALTH AND SAFETY

#### CORPORATE

##### HEALTH AND SAFETY AT CONSTRUCTION SITES

A strong emphasis is placed on health and safety at all our asset enhancement and redevelopment worksites. Apart from ensuring compliance with regulations set by the Ministry of Manpower ("MOM"), we work closely with the main contractor to provide a safe environment for all workers. Throughout the construction phase, the main contractor is responsible for designing and implementing the safety management system in accordance with Singapore's Workplace Safety and Health Act. To uphold these standards, worksites undergo mandatory audits every six months as required by MOM. Regular safety inspections are carried out by our safety consultant, the UOL Corporate Safety Officer and SingLand project teams.

#### Measures to Enhance Workplace Safety

- ✓ **Weekly Site Safety Walks:** Regular inspections are conducted at active worksites to identify hazards and ensure adherence to safety protocols.
- ✓ **Monthly Management Site Inspections:** Management-level inspections are carried out monthly to oversee compliance and address any observed safety gaps.
- ✓ **Bi-Annual Safety Time-Outs:** These sessions were introduced to review safety practices, discuss ongoing challenges, and address specific safety concerns raised by site teams.
- ✓ **Cross-Site Sharing of WSH Observations:** Project managers conduct visits to other sites, providing independent observations and sharing findings to improve WSH practices.
- ✓ **Harnessing Technology:** Technology is utilised to improve safety monitoring and reporting where applicable, supporting more effective risk management.
- ✓ **Adoption of Modular Offsite Construction:** Modular construction methods were employed in collaboration with contractors where possible, reducing on-site risks while improving construction efficiency and safety.

### OPERATIONAL BUILDING HEALTH AND SAFETY

Ensuring safe and healthy environments in buildings managed by SingLand is crucial for creating vibrant places for our tenants and shoppers. To achieve this, regular meetings between property management teams and contractors establish open communication while dedicated maintenance contractors conduct routine inspections to mitigate potential risks. Building upgrades are continually implemented, including barrier-free features such as ramps and handicapped toilets to enhance accessibility for all building users.

To further improve maintenance and cleanliness, SingLand continues to adopt innovative technologies. This includes deploying cleaning robots and installing ultraviolet germicidal irradiation ("UVGI") lamps in air handling units ("AHUs") to enhance air quality. In 2025, more than 50% of our properties utilised operational robots. For example, robots can perform scheduled cleaning autonomously to help maintain a clean environment.

We implement a comprehensive safety and health management system across all managed buildings to ensure the safety and well-being of all occupants. This includes Standard Operating Procedures ("SOPs") to guide emergency responses and ensure that designated managers and control equipment are assigned in every building. Company Emergency Response Teams ("CERT") have been established in all buildings to manage incidents before external help arrives while essential safety equipment such as first-aid kits and defibrillators is available at the property. Regular fire drills, awareness campaigns, and training sessions ensure preparedness for emergencies. Prevention is key to effective incident and emergency management. Accordingly, measures are in place to address risks like slips and falls, with contractors undergoing risk assessments for hazardous tasks. Additionally, SOPs provide guidance in defining roles and escalation protocols for incident reporting, support timely responses and enable continuous improvement through documented lessons learnt.

## SOCIAL

### HEALTH AND SAFETY PERFORMANCE

#### CORPORATE

In 2025, there were no workplace incidents resulting in fatalities for corporate employees and property management contractors. One work-related injury sustained by an employee resulted in a partial permanent incapacity, as assessed under Singapore's Work Injury Compensation framework. All incidents were investigated in accordance with SingLand's established safety and health management procedures. The findings informed targeted corrective actions to address root causes and strengthen overall safety practices.

There was one fatal incident involving an AEI and redevelopment contractor at a worksite. SingLand worked with the development project's main contractor to provide an immediate response, and ensure that thorough investigations and mitigation plans were in place.

We continue to prioritise ongoing improvement by systematically capturing lessons learnt and working closely with our contractors to strengthen the operational control and management of health and safety at our properties and worksites. Further details on safety performance data can be found in the *Appendices–Sustainability Performance Data* section.

	Employees	Contractors (Property Management)	Contractors (AEI and Redevelopment)
<b>No. of workplace fatalities</b>	0	0	1
<b>No. of recordable work-related injuries</b>	5 <sup>15</sup>	0	4
<b>No. of high-consequence work-related injuries</b>	1	0	0
<b>No. of occupational diseases</b>	0	0	0
<b>No. of dangerous occurrences/near misses</b>	0	0	0
<b>No. of lost days (including fatalities)</b>	67	0	6,002
<b>Total no. of man-hours worked</b>	387,680	879,271	792,370

<sup>15</sup> The five recordable work-related injuries involving Corporate employees occurred at Marina Square and The Gateway.

## SOCIAL

### HEALTH AND SAFETY PERFORMANCE

#### HOTELS<sup>16</sup>

In 2025, there were no workplace incidents at our hotels resulting in fatalities or permanent disabilities for hotel employees and contractors.

	Employees	Contractors
<b>No. of workplace fatalities</b>	0	0
<b>No. of recordable work-related injuries</b>	62	5
<b>No. of high-consequence work-related injuries (excluding fatalities)</b>	0	0
<b>No. of occupational diseases</b>	0	0
<b>No. of dangerous occurrences/near misses</b>	0	0
<b>No. of lost days (including fatalities)</b>	371	5
<b>Total no. of man hours worked</b>	1,919,563	286,173

<sup>16</sup> Due to the adoption of ISSB standards, SingLand has included the social metrics of two additional hotel properties – Pan Pacific Singapore, PARKROYAL COLLECTION Marina Bay – in this year's report. For data of the overseas asset, Westin Tianjin, SingLand has applied the climate-first transition relief under IFRS S1 and its data will be included in the following year. SingLand has also omitted Westin Tianjin's data in accordance with GRI 1 Requirement 6. Refer to the GRI Content Index for details.

## SOCIAL

### PRODUCT AND SERVICE QUALITY

At the heart of our real estate business lies an unwavering commitment to customer satisfaction. To deliver on this promise, we foster a culture of innovation and continuous improvement, ensuring we maintain a competitive edge while meeting the evolving needs of our customers.

In 2025, the AEI at Singapore Land Tower was completed with the unveiling of The Plaza, a privately-owned space at level one, and The Exchange tenant amenities on level four, which include a 200-seat auditorium, state-of-the-art meeting rooms, premium lounges and lush outdoor areas. The new tenant amenities complement the existing co-working and enterprise solutions amenity on level 5, providing tenants with flexible spaces for collaboration and engagement.



*The new tenant amenities at Singapore Land Tower includes a 200-seat auditorium.*

Leveraging technology for improved tenant experience and operational efficiency is key to improving how our buildings are operated. In this vein, Singapore Land Tower implemented facial recognition technology for seamless entry while SGX Centre 2 introduced a self-check-in kiosk for visitor management. Both initiatives enhance convenience and security for those who use our buildings.

Beyond infrastructure, we actively engage tenants through initiatives that champion sustainability and social impact. At Singapore Land Tower, we partnered with Cloop, a circular fashion social enterprise, to host a Sustainable Fashion Swap and open wardrobe, complemented by a lunch-and-learn session on reducing textile waste. Similarly, our collaboration with Mono, a social enterprise tackling food waste, featured a week-long pop-up selling surplus food and an educational session on food sustainability. This initiative successfully diverted 450kg of food from landfill and raised \$2,000 to support low-income families and persons with disabilities.

Other notable engagements included celebrating International Women's Day at The Gateway through a partnership with Aurecon and the Rise & Thrive Initiative, supporting women entrepreneurs with proceeds from a baked goods sale. We also hosted Majulah Fiesta at Singapore Land Tower to mark SG60, offering tenants a festive lunch featuring local favorites. Our annual Toy Donation Drive, held at Singapore Land Tower for the second consecutive year and extended to The Gateway in 2025, collected nearly 1,400 toys for Food From The Heart's Toy Buffet, which benefitted more than 2,000 underprivileged children.

In recognition of our human-centric approach to tenant experience and proactive engagement during the building's asset enhancement works, Singapore Land Tower earned an EXPIScore 6-star rating, the highest in the work category.

At Marina Square, a PRO Membership programme was introduced on its Marina Square app, allowing shoppers the opportunity to double their loyalty points. Together with exclusive in-app promotions, its membership base increased by 11% year-on-year, to more than 220,000 users by end 2025. As part of its continued efforts to engage shoppers, Marina Square hosted a variety of activities including charity auctions and a meet-and-greet session with the Atlassian Williams racing team during the Singapore Grand Prix.

## SOCIAL

### SPOTLIGHT

#### WEST MALL: A REFRESHED LIFESTYLE OFFERING

In June 2025, SingLand marked a significant milestone with the successful completion of West Mall's AEI, which began in early 2023. This extensive upgrade reinforces West Mall's position as a vibrant lifestyle destination and a key community hub for Bukit Batok and the rapidly developing Tengah estate.

The transformation introduced Eat@W, a new basement dining wing featuring over 20 curated F&B and retail concepts, including new-to-market dining concepts. A food court at the mall's level four opened in December, further augmenting the mall's F&B offerings. Complementing these, the mall's open-air space was converted into a sheltered event plaza with amphitheatre-style seating, creating a versatile venue for community activities and celebrations. The plaza also provides a sheltered connection from Bukit Batok MRT station to the mall, improving accessibility and convenience for visitors.

Beyond physical enhancements, the revitalisation reflects SingLand's commitment to sustainability and social value. Since the completion of the AEI, the mall has organised a series of events including SG60 celebrations with a live telecast of the National Day Parade, carnivals, and musical performances at the new event plaza. Seasonal activities for festivals such as Mid-Autumn Festival and Deepavali were complemented by collaborations with organisations such as WWF for Earth Hour, Millennia Institute and Kranji Secondary School for environmental education, and the Muscular Dystrophy Association (Singapore) to promote inclusion and awareness.

Looking ahead, the reopening of the Bukit Batok Public Library in 2026 further enriches learning and discovery opportunities, reinforcing West Mall's role as a multi-generational destination. These improvements not only elevate tenant and shopper experiences but also strengthen community connections, aligning with SingLand's ESG objectives.



West Mall's asset enhancement positions it as a vibrant lifestyle destination.



The mall's upgraded offerings include Eat@W, a new dining wing.

## SOCIAL

### EMPLOYEE DEVELOPMENT AND WELL-BEING

#### CORPORATE

People are our greatest asset and cultivating a culture that prioritises the growth and well-being of our employees is important for us. We take a holistic approach towards supporting our employees. This includes focusing on both their professional and personal development. By investing in talent, we drive productivity, foster high performance and strengthen retention, all of which are critical pillars for our long-term success.

We uphold the highest standards of fair employment practices, ensuring a safe, inclusive, and respectful workplace. We are committed to promoting not only professional advancement but also overall employee satisfaction and well-being.

- We strictly prohibit child labour, forced labour, and workplace discrimination. SingLand's policies ensure the protection of employee rights, including the right to privacy, fair compensation, and a safe and healthy working environment.
- These standards also apply to employee interactions with stakeholders such as tenants, shoppers, and business partners. SingLand requires employees to uphold high ethical standards in all professional dealings.
- Respect for employees' rights is a cornerstone of our practices, including the freedom to join lawful labour unions. Currently, 41.8% of SingLand employees are represented by Collective Bargaining Agreements with the Singapore Industrial and Services Employees Union ("SISEU") and the Union of Security Employees ("USE"). This marks an increase from 35% the previous year.

In 2025, SingLand was proud to be recognised among Singapore's leading employers with several prestigious accolades. We ranked 47<sup>th</sup> out of 250 in Singapore's Best Employers 2025 and were the only real estate company in the top 50. The ranking was jointly published by The Straits Times and global research company Statista. SingLand was also named one of the Top 25 Impact Employers under the Workwell Leaders Award 2025 initiative. In addition, we earned certification as a Great Place to Work, with 81% of employees affirming that SingLand is a great workplace. More information on other awards received for our commitment towards our workforce can be found in the *Awards and Memberships* section.

### PRIORITISING EMPLOYEE ENGAGEMENT AND WELL-BEING

We support our employees' diverse needs through engagement initiatives that are guided by the WISE framework: Wellness, Inspire, Socialise, Energise. This allows us to take a holistic approach in supporting our people and creating a vibrant and inclusive workplace.

Building on insights from an employee survey conducted in 2024, we introduced a series of targeted initiatives in 2025 to address key areas for improvement. One notable enhancement was the rollout of new benefits designed to strengthen employee well-being. These include benefits that support both the physical and mental well-being of our employees and encourage quality time with their loved ones. These initiatives underscore our commitment to listening to our people and fostering a workplace that prioritises growth and holistic well-being.



*Celebrating SingLand's debut on the Singapore's Best Employers 2025 list at 47<sup>th</sup> position.*

## SOCIAL

In 2025, we organised close to 50 employee engagement activities under the WISE framework, including the following key initiatives:

- **Family and Wellness Themed Months:** SingLand introduced themed months to promote family bonding and holistic well-being. Family Month in June featured engaging activities such as a pottery workshop and Family Day 2025 | Movie Night Out, where employees enjoyed an indoor playground experience with their loved ones, followed by a movie screening. Health & Wellness Month in September expanded beyond physical health to include mental and financial well-being. Highlights included complimentary on-site health screenings and a new series of traditional chinese medicine lunchtime talks.
- **Corporate Physical Wellness Membership:** To encourage active lifestyles, SingLand partnered with fitness and wellness membership platform ClassPass to offer employees access to a wide range of fitness activities, from yoga and pilates to high-intensity workouts.
- **Wellness Platform:** We continued our collaboration with wellness platform MiNDFi, providing employees with access to professional counselling and coaching sessions, self-care resources, and mental health self-assessments. These tools empower employees to take charge of their emotional well-being.
- **Corporate Privilege Membership:** SingLand introduced a Corporate Privilege Membership, granting employees exclusive discounts on dining, wellness services, travel, and entertainment. This initiative supports lifestyle needs and promotes well-being beyond the workplace, reinforcing our holistic approach to employee care.
- **Team-Building Activities:** To strengthen camaraderie and collaboration, SingLand hosted a variety of team-building events. Company-wide social gatherings included the popular Annual Durian Extravaganza and a festive year-end party, while departments enjoyed bi-annual team bonding sessions.

### DEVELOPING OUR EMPLOYEES

Equipping our employees to thrive in a dynamic business environment is foundational to ensuring SingLand's sustained success. To this end, we offer targeted training programmes to build a skilled and resilient workforce.

In 2025, we launched LinkedIn Learning subscriptions to provide all employees with a flexible, self-paced approach to learning, enabling access to a wide range of courses and resources. We continued with mandatory quarterly training on cybersecurity and data privacy for all employees conducted by our Digital & Technology department and Data Privacy team.



*Our leaders were equipped with practical handles at our inaugural Annual People Manager Conference.*

A 12-month structured mentorship programme was introduced during the year, pairing experienced mentors with employees to provide guidance and support for career development.

With capability building for our leadership being a priority, we held our first Annual People Manager Conference where managers were equipped to better lead their teams. We also celebrated the graduation of the second cohort of our Leadership Acceleration Programme, which was initiated to develop current and future leaders in SingLand.

In addition, we implemented a Competency Framework to enhance transparency and empower employees to identify the skills required for their roles and leverage this as a guide for learning and development opportunities.

SingLand's dedicated staff within the Human Resources team continues to assess, plan and curate training programmes based on employee and manager feedback. We engage with third-party providers to deliver high-quality training sessions, consider different learning modes, including instructor-led sessions, online platforms, and self-paced training, to provide flexibility and accessibility in training sessions and take advantage of training subsidies and government grants such as the SkillsFuture Enterprise Credit and Singapore Workforce Skills Qualifications ("WSQ") Funding.

## SOCIAL

### 2025 Training Topics

- Leadership and Management
- Organisational Development
- Technical and Professional Skills
- Sustainability and Environmental Management
- Workplace Safety and Health
- Corporate Governance and Compliance
- Industry-specific Knowledge
- Soft Skills and Personal Development

In 2025, SingLand recorded an average of 54 training hours per employee, the same as in the previous year. For 2026, we target to achieve an average of 25 training hours per employee.

### Average Training Hours per Employee (Gender)

Gender	2025
Male	50
Female	58
<b>Total</b>	<b>54</b>

### Average Training Hours per Employee (Category)

Category	2025
Senior Management	78
Executives	68
Non-Executives	34

## HOTELS

### Average Training Hours per Employee (Gender)

Gender	2025
Male	55
Female	58
<b>Total</b>	<b>56</b>

### Average Training Hours per Employee (Category)

Gender	2025
Senior Management	61
Executives	60
Non-Executives	49

## SOCIAL

### SPOTLIGHT

#### LEADING WITH INNOVATION

At SingLand, we recognise that innovation is crucial for staying ahead of the curve. Cultivating a culture that encourages ideation is central to this. In this vein, The Pitch, an internal business challenge, was initiated in 2025 to seek out innovative ideas that could add value across various aspects of our business.

Organised as a capstone event for the second graduating cohort of SingLand's Leadership Acceleration Programme, The Pitch saw both first and second cohort graduates working together on cross-department innovation projects. From ideas such as differentiated approaches to tenant, shopper and employee engagement to a sustainable solution to minimise furniture waste, the proposals saw close collaboration among team members to flesh out fresh and daring ideas.

The proposals were presented over a full-day event to senior management who assessed each pitch based on creativity and feasibility, with three proposals ultimately shortlisted for potential implementation.

The Pitch exemplifies SingLand's commitment to empowering our people and driving forward-thinking solutions that shape the future of our business. By fostering collaboration across teams and encouraging bold ideas, we continue to build a culture where innovation thrives.



*The Pitch business challenge involved both the first and second cohorts of SingLand's Leadership Acceleration Programme.*



*A total of five proposals for cross-department projects were put forward.*

## SOCIAL

### TALENT ATTRACTION AND RETENTION

#### CORPORATE

SingLand seeks to attracting and retaining talent through competitive remuneration, career development opportunities and a supportive workplace culture. We strive to ensure fairness and equity for all employees, with a strong emphasis on creating a positive employee experience.

Our benefits package includes life insurance, healthcare coverage, disability and invalidity support, and parental leave in line with Singapore's MOM regulations. Additionally, Singapore Citizens and Permanent Residents enjoy retirement benefits under the Central Provident Fund ("CPF") scheme<sup>17</sup>.

To foster growth and retain key talent, we have established a comprehensive performance management framework that helps employees and managers set clear objectives, receive feedback, and plan career progression. Annual performance reviews are conducted for all employees, except those who joined after the review cycle commenced for FY 2025<sup>18</sup>. These reviews are key for identifying development opportunities and fostering growth across the organisation.

We also value the expertise of experienced employees and actively support re-employment beyond the statutory retirement age of 63. Eligible employees are offered annual renewal contracts to leverage their expertise and maintain their engagement in the workforce.

In 2025, the overall turnover rate<sup>19</sup>, both voluntary and involuntary, was 20%, an increase from the 10% turnover rate in 2024.

New Employee Hires & Employee Turnover <sup>20</sup>				
	No. of new hires	Hiring rate	No. of turnover	Turnover rate
Female	15	14%	23	21%
Male	7	6%	21	18%
Age: <30 Years	8	62%	9	69%
Age: 30-50 Years	11	12%	15	16%
Age: >50 Years	3	3%	20	17%
<b>Overall</b>	<b>22</b>	<b>10%</b>	<b>44</b>	<b>20%</b>

<sup>17</sup> The CPF is a comprehensive social security savings plan managed by the CPF Board under the Ministry of Manpower for Singapore Citizens and Permanent Residents. The CPF helps employees fund their retirement, healthcare, homeownership, family protection and asset enhancement.

<sup>18</sup> Of our employees, 99% (male) and 98% (female) participated in our annual performance review as of 31 December 2025. Breakdown by employee category as follows: 100% (senior management), 99% (middle management), 98% (entry level).

<sup>19</sup> In 2024, overall turnover rate was computed based on permanent employees who left the organisation voluntarily, as well as involuntary turnover of permanent employees converted to re-employment contracts and remained with the organisation. SingLand had a total of 288 employees in 2024. In 2025, as part of efforts to report in alignment with our parent company, UOL Group, the overall turnover rate includes permanent, temporary and fixed-term contract employees who left the organisation, while excluding permanent employees converted to re-employment. In addition, SingLand had a total of 225 employees in 2025 due in part to transfers from SingLand to UOL Group. Further details can be found in the Appendix under *Notes - Data of Employees and Workers Who Are Not Employees*.

<sup>20</sup> The new hire and turnover rates in 2025 have been reported based on the total number of employees for that category as of 31 December 2025.

## SOCIAL

### HOTELS

In 2025, the overall turnover rate at our hotels encompassing both voluntary and involuntary turnovers was 25%.

New Employee Hires & Employee Turnover <sup>21</sup>				
	No. of new hires	Hiring rate	No. of turnover	Turnover rate
Female	113	32%	111	31%
Male	125	23%	113	21%
Age: <30 Years	75	39%	55	29%
Age: 30-50 Years	151	29%	138	27%
Age: >50 Years	12	6%	31	17%
<b>Overall</b>	<b>238</b>	<b>27%</b>	<b>224</b>	<b>25%</b>

<sup>21</sup> The new hire and turnover rates in 2025 have been reported based on the total number of employees for that category as of 31 December 2025.

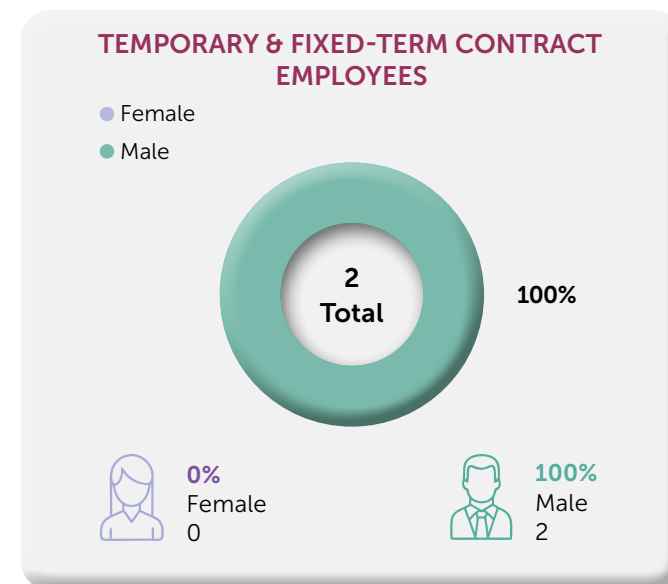
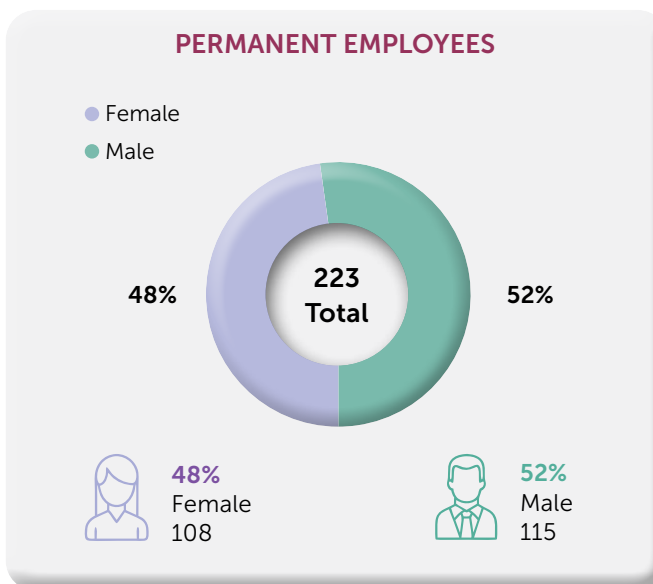
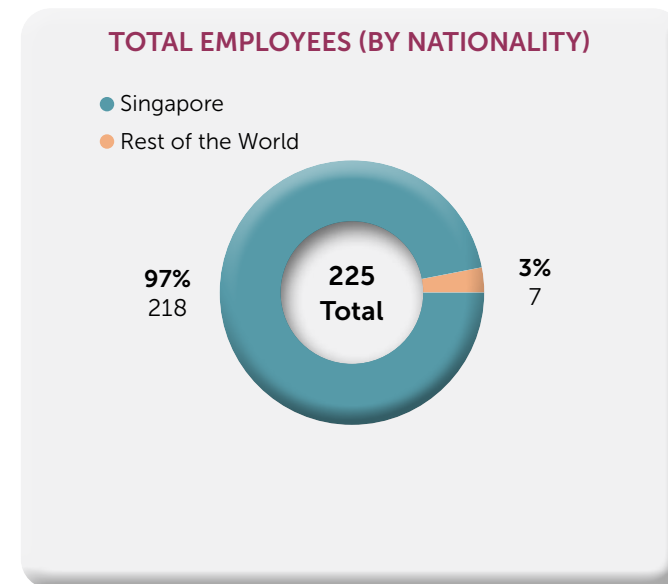
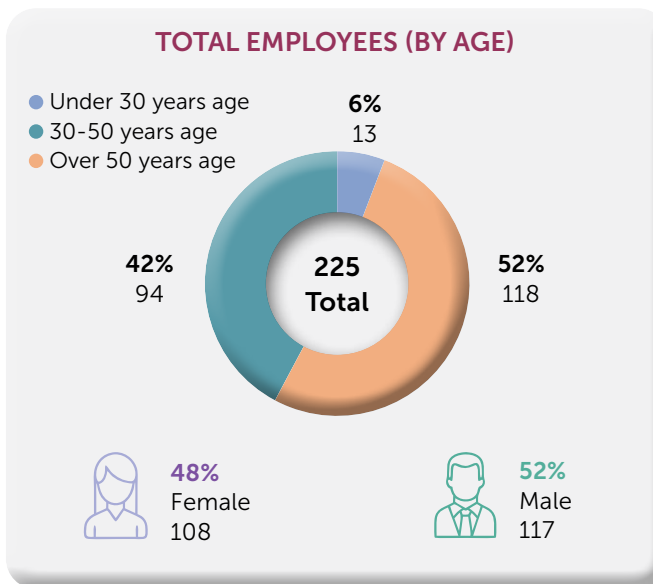
# SOCIAL

## DIVERSITY, EQUITY AND INCLUSION CORPORATE

We believe that a diverse workforce strengthens our talent pool and drives better business outcomes. At SingLand, diversity encompasses gender, culture, experience, and skillsets, all of which foster innovation and enrich the overall employee experience.

Guided by policies that uphold fairness and respect, we embed diversity, equity, and inclusion (“DEI”) principles across all aspects of our operations. We are dedicated to creating an environment where employees, contractors, and stakeholders can thrive and contribute meaningfully to our business.

SingLand has adopted a Board Diversity Policy<sup>22</sup> since 2021, with a commitment to maintain at least 20% of female representation. As of 2025, women constituted 48% of our full-time workforce, with 52% representation in senior management. This gender diversity reflects our ongoing efforts to build a balanced and inclusive workforce at all levels of the organisation. In addition, 100% of senior management in the SingLand corporate office was hired from the local community. Our workforce comprises 225 full-time employees as of 31 December 2025.



<sup>22</sup> Please refer to [www.singaporeland.com](http://www.singaporeland.com) for the Group’s Board Diversity Policy.

# SOCIAL

Diversity (Gender)		
By Gender	Male	Female
Board of Directors	7	2
Senior management	9	10
Executives	38	69
Non-executives	70	29

Note: As of 31 December 2025

Diversity (Age Group)			
By Age Group	<30 years	30-50 years	> 50 years
Board of Directors	0	1	8
Senior management	0	12	7
Executives	6	58	43
Non-executives	7	24	68

Note: As of 31 December 2025

We strictly prohibit discrimination in hiring, compensation, promotions, and career development opportunities. Our commitment extends beyond employees to include contractor workers and other stakeholders, reflecting our holistic approach to fair treatment. To reinforce accountability, we maintain a whistle blowing channel for reporting any incidents of discrimination and are a signatory to the Tripartite Alliance for Fair and Progressive Employment Practices (“TAFEP”). During the reporting period, no incidents of discrimination were reported through these channels, a record we endeavour to maintain.

Under SingLand Empowers, a corporate initiative aimed at advancing DEI within the organisation and across the real estate industry, the Women Inspired to Thrive (“WIT”) programme was introduced to support female employees through bi-monthly closed-door sharing sessions. Now in its third year, WIT continues to provide a safe and supportive platform for women to openly discuss issues unique to their professional journeys, fostering empowerment and collaboration among colleagues.

We are deeply supportive of empowering female talent within the real estate industry and sponsored the ULI Women’s Leadership Initiative Commendation Award that recognises the next generation of female industry leaders. The \$10,000 sponsorship goes towards supporting talent development by providing the recipients with essential resources, mentorship and networking opportunities.

We also celebrate cultural diversity by marking significant festivals such as Chinese New Year and Deepavali together, fostering inclusivity and appreciation of different traditions.

Through these efforts, we aim to shift mindsets by encouraging open conversations on gender equality, unconscious bias, and cultural cohesion. Our goal is to create a workplace where diversity is not only respected but celebrated.



Recipients of the ULI Women’s Leadership Initiative Commendation Award 2025 sponsored by SingLand.

# SOCIAL

## HOTELS

Our hotels' workforce comprises 892 employees as of December 31, 2025. 90% of our hotels' senior management was from the local community in 2025.

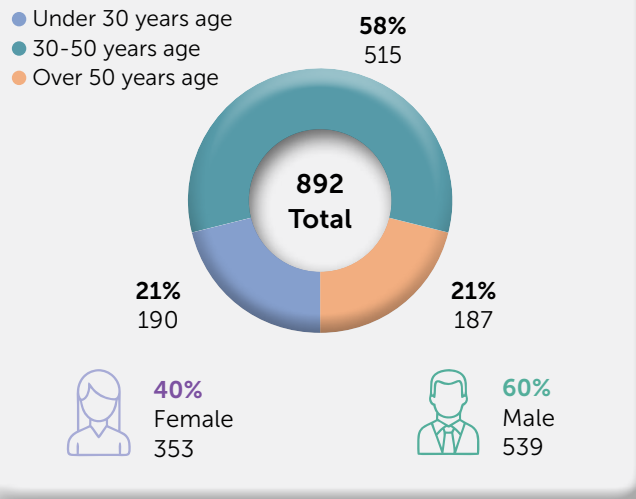
Diversity (Gender)		
By Gender	Male	Female
Senior management	18	21
Executives	323	215
Non-Executives	198	117

Note: As of 31 December 2025

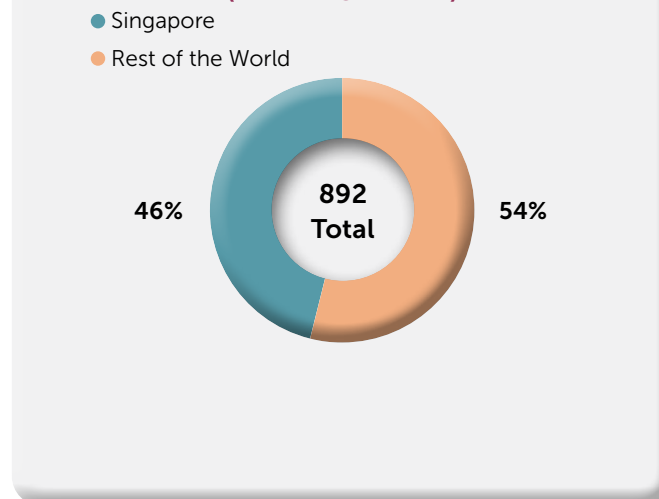
Diversity (Age Group)			
By Age Group	<30 years	30-50 years	> 50 years
Senior management	0	22	17
Executives	98	340	100
Non-Executives	92	153	70

Note: As of 31 December 2025

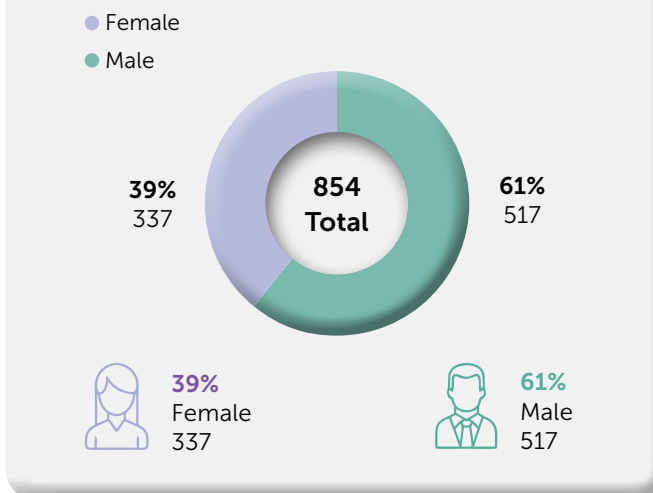
### HOTELS - TOTAL EMPLOYEES (BY AGE)



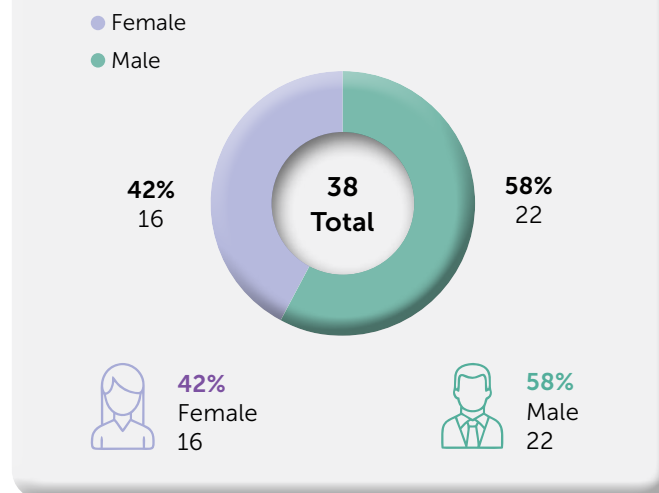
### HOTELS - TOTAL EMPLOYEES (BY NATIONALITY)



### HOTELS - PERMANENT EMPLOYEES



### HOTELS - TEMPORARY & FIXED-TERM CONTRACT EMPLOYEES



## SOCIAL

### COMMUNITY STEWARDSHIP

In our pursuit of a sustainable future, we believe that making a positive impact in the community is part of our purpose beyond profit. Under the umbrella of SingLand Elevates, we continued our efforts to uplift communities through corporate philanthropy and volunteerism and continued to support four key underserved communities. These include seniors, at-risk youths, persons with disabilities and migrant workers. In 2025, SingLand made donations totalling \$420,000 to a variety of causes. Apart from donations, SingLand employees also collectively contributed about 500 volunteer hours to support these communities.

To strengthen our giving strategy, we committed \$1,000,000 to a Donor Impact Fund established with The Majority Trust. The donation, to be disbursed over the course of three years, supports charities and ground-up initiatives aligned with SingLand's priorities, with a focus on solutions that have the potential for effecting systemic change.

Marking SG60, our signature community impact initiative SingLand Volunteers took the form of multiple initiatives from July to September to support three communities:

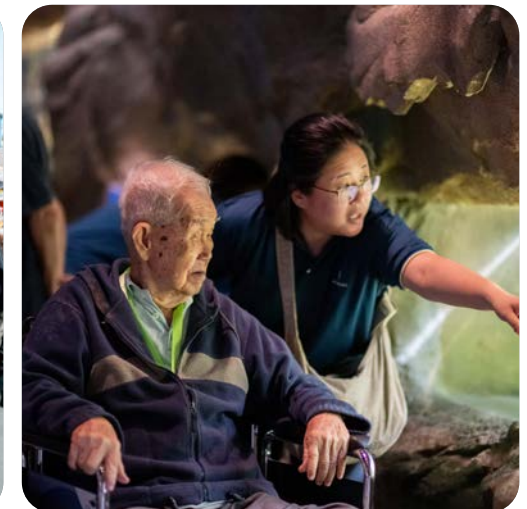
- **Migrant Workers:** In appreciation of migrant workers as part of National Day Celebrations, SingLand distributed 170 care packs that also included grocery vouchers at our Clifford Centre redevelopment site. We were also a sponsor at HealthServe's Migrant Appreciation Lunch, attended by over 400 workers from Singapore's construction, marine, and process sectors.
- **Underprivileged Seniors:** We organised an outing for 40 low-income seniors from Jalan Besar Active Ageing Centre to the newly reopened Singapore Oceanarium, offering an enriching experience for underprivileged seniors.
- **Persons with Disabilities:** In partnership with social enterprise Flour Power, we created micro-job opportunities for youths on the autism spectrum. The youths served refreshments and baked goods at our corporate office and tenant offices at Singapore Land Tower, allowing them to gain exposure and build confidence in real-life settings.



We celebrated Chinese New Year with 70 seniors from Goodlife! Makan over a festive lunch.



Youths with special needs serving refreshments at our corporate office and tenant offices through a micro-job partnership with Flour Power.



We brought underprivileged seniors to the Singapore Oceanarium as part of SingLand Volunteers.

## SOCIAL

Apart from our SingLand Volunteers efforts, we organised Chinese New Year celebrations for seniors. We hosted 70 seniors from Goodlife Makan for a festive luncheon at PARKROYAL COLLECTION Marina Bay and gave them supermarket vouchers. Separately, West Mall welcomed 30 seniors from Ren Ci Active Ageing Centre (Bukit Batok) for a day out that included lunch, handicraft workshops, and festive shopping, fostering connection and cheer during the celebrations.

We also hosted a cyanotype printing session for 40 students from Cerebral Palsy Alliance Singapore. Thirty SingLand volunteers supported the event, guiding students in creating their own artworks. The initiative provided a creative outlet for participants while they exercised their motor skills.

For the second year running, we organised a Toy Donation Drive in support of Food from the Heart's Toy Buffet. Held at Singapore Land Tower and The Gateway over six days, the donation drive saw tenants contributing nearly 1,400 brand-new toys, benefitting underprivileged children. SingLand employees also volunteered at the Toy Buffet carnival, which welcomed over 2,000 children.

At Marina Square, we continued to champion community engagement through the Annual Balloon Exhibition and partnered with The Straits Times School Pocket Money Fund ("STSPMF") to invite primary school student beneficiaries to experience the display. SingLand donated S\$60,000 to STSPMF, supporting children from low-income families with pocket money. Marina Square also served as a venue sponsor for Wings of Art 2025, an exhibition featuring Barbie dolls designed by local personalities for a charity auction, with proceeds benefiting the Singapore Red Cross Young Hearts Programme.

Through these initiatives, SingLand continues to foster inclusion, empower communities, and create opportunities for those in need, reinforcing our commitment to making positive social impact beyond our business operations.



*Our Toy Donation Drive was also held at The Gateway this year, in addition to its second run at Singapore Land Tower.*



*Student beneficiaries of The Straits Times Pocket Money Fund were invited to enjoy Marina Square's Annual Balloon Exhibition.*

# GOVERNANCE

## CORPORATE

Strong governance and effective risk management form the foundation of a resilient and responsible business. SingLand reinforces these principles through regular ethics training for both new and existing directors and employees, ensuring they are well-versed in our management practices, operational standards, and corporate governance requirements. These programmes help individuals understand their roles and responsibilities clearly.

Our policies and governance procedures cover a wide extent of our business operations, promoting ethical business conduct, robust cybersecurity and data protection, responsible investment strategies, and sustainable supply chain practices.

## ANTI-CORRUPTION AND ETHICAL BUSINESS PRACTICES

### CORPORATE

Ethical business conduct anchored in strong governance is central to SingLand's commitment to preventing corruption, managing compliance risks and consistently delivering high-quality products and services. These practices not only safeguard the Company's long-term financial sustainability but also strengthen stakeholder trust.

Our Anti-Bribery and Corruption Policy reinforces a zero-tolerance stance toward all forms of bribery and corruption. This policy applies to all SingLand employees, directors, and third parties acting on our behalf, including suppliers, contractors, and business partners.

We uphold the principle of conducting business with integrity and require employees to comply fully with all laws and regulations applicable to the different jurisdictions where SingLand operates. Risk management is guided by the precautionary principle, embedded across our policies and procedures. All policies undergo rigorous review and are approved by SingLand's Management and/or the Board.

Acknowledging the importance of transparency and integrity in shareholder and investor communications, SingLand ensures timely, accurate, and relevant disclosures through multiple channels, including shareholder meetings, financial announcements, annual reports, and our corporate website.

<b>The Code of Conduct*</b>	SingLand expects all employees to adhere to the highest ethical standards in their conduct at work and during interaction with all stakeholders. It is also mandatory for SingLand's employees to declare any conflict of interest during their employment with SingLand.
<b>Whistle Blowing Policy**</b>	SingLand is committed to providing a safe channel for employees, business partners and all stakeholders to raise concerns on impropriety without fear of reprisal. SingLand will evaluate all reports received in a confidential manner. Any employees found guilty of unethical acts which are non-compliant with regulatory requirements or internal policies will be dealt with swiftly and reported to authorities if appropriate.
<b>Anti-Bribery and Corruption ("ABC") Policy</b>	SingLand takes a zero-tolerance position against all forms of corruption, including bribery, extortion, fraud, and money laundering. SingLand requires employees, suppliers, contractors, and business partners to adhere to this standard.
<b>Investor Relations Policy</b>	SingLand provides existing and potential shareholders with access to timely, full, and accurate disclosure per SGX listing rules.
<b>Personal Data Protection Policy***</b>	SingLand commits to protecting collected personal data from all our stakeholders according to Singapore's PDPA and in line with the management measures set out in the policy.
<b>Competition Laws</b>	SingLand will promote fair competition in accordance with Singapore's Competition Act and prohibit anti-competitive conduct.

\* Including Anti-Bribery and Corruption Policy.

\*\* Examples of issues covered by our Whistle Blowing Policy include fraud, theft, corruption, workplace safety lapses, regulatory non-compliance, abuse of authority, workplace bullying and discrimination. For more details, please refer to [www.singaporeland.com](http://www.singaporeland.com).

\*\*\* For more details, please refer to the *Governance – Cybersecurity and Data Privacy* section.

## GOVERNANCE

The Code of Conduct, Anti-bribery and Corruption Policy and Whistle Blowing Policy are conveyed to new employees as part of SingLand's onboarding programme. Additional training is provided where necessary, based on specific job responsibilities, to ensure compliance with all relevant laws and regulations. Board members receive copies of all company policies and are briefed on governance practices during their induction. In line with our Contracts Policy, every agreement with business partners includes a mandatory Anti-Bribery and Corruption clause. The Company has also established mechanisms to stay abreast of the latest regulatory developments in Singapore.

The ARC oversees SingLand's risk management<sup>23</sup>, including the implementation of policies to mitigate risks pertaining to compliance, workplace safety and health, fraud and corruption. The RMC supports the ARC by executing practices and processes aligned with SingLand's policies. This includes annual risk assessments and quarterly reviews of the risk register and controls to ensure compliance. These reviews incorporate regulatory updates and employee feedback to determine necessary adjustments to policies and procedures. The ARC also oversees SingLand's whistleblowing channel<sup>24</sup> and receives reports on all cases raised.

SingLand is pleased to report no significant instances of non-compliance with laws and regulations<sup>25</sup> in 2025. We also achieved an improved ranking in the Singapore Governance and Transparency Index where we advanced from 28<sup>th</sup> to 27<sup>th</sup> place. Looking ahead to 2026, we remain committed to upholding the highest standards of corporate governance and aim to maintain zero incidents of non-compliance in areas such as fraud, corruption, unethical practices, and marketing conduct.

## CYBERSECURITY AND DATA PRIVACY

### CORPORATE

#### CYBERSECURITY

Structured and proactive measures have been implemented to address cybersecurity risks and safeguard SingLand's network infrastructure and information assets.

In 2025, SingLand continued to conduct quarterly cybersecurity risk assessments, during which risk owners and sub-risk owners from various departments provided updates to the RMC. These assessments enable timely identification and mitigation of potential risks. Additionally, annual Vulnerability Assessment and Penetration Testing ("VAPT") exercises were carried out by external vendors to strengthen system security.

During the year, we onboarded a new Managed Security Service Provider ("MSSP") that provides 24/7 monitoring of SingLand's cloud environment and endpoint devices, promptly raising alerts to the cybersecurity team. This significantly enhances our ability to detect and respond to threats in real time. We also successfully completed the annual VAPT and achieved a major milestone by passing the ISO 27001 and Cyber Trust Mark Tier 4 Year 2 Surveillance Audit, conducted by the British Standards Institution.

Staff training remains an integral component of SingLand's cybersecurity strategy. Quarterly phishing simulation campaigns were implemented, and cybersecurity awareness training was conducted each quarter, achieving a 100% participation and pass rate across the year. These initiatives underscore our strong commitment to employee education and risk reduction.

<sup>23</sup> For more details on SingLand's risk management process, see AR 2025. For more details on SingLand's sustainability governance, see section on *Sustainability Governance*.

<sup>24</sup> SingLand's whistle blowing channel stipulated within our Whistle Blowing Policy is publicly available on [www.singaporeland.com](http://www.singaporeland.com).

<sup>25</sup> Instances of non-compliance with laws and regulations are those resulting in a monetary fine or warning letter from relevant authorities. Significant instances of non-compliance with laws and regulations are defined as deemed to have significant reputational impact by the Sustainability Steering Committee.

# GOVERNANCE

## CORPORATE

### DATA PRIVACY

SingLand complies with Singapore's Personal Data Protection Act ("PDPA") and the guidelines issued by the Personal Data Protection Commission ("PDPC") to manage and safeguard personal information related to our customers, shareholders, prospects, employees, and business partners. We have implemented robust procedures and taken appropriate measures to protect personal data from unauthorised access or disclosure, ensuring that its use and disclosure align strictly with the purposes consented to or permitted under applicable laws and regulations.

Our Personal Data Protection Policy requires employees and data intermediaries to handle personal data in compliance with the PDPA and other applicable regulations. Employees are required to complete quarterly data privacy training and assessments to enhance their awareness and mitigate the risk of data breaches. Furthermore, our onboarding programme incorporates the PDPC's PDPA training portal, equipping new employees with essential knowledge of data protection practices.

We recognise the risks associated with inaccurate, insufficient, or outdated data, as well as the unauthorised access, use, disclosure and retention of confidential data and personal information, data loss, and security breaches. To address these risks, we have:

- **SingLand's PDPA Advisory Committee:** Established to oversee and review the implementation of PDPA policies and measures.
- **Policy and Procedure Updates:** Regular reviews and updates of data privacy policies and SOPs by the Group's Data Protection Officer ("DPO") Team and Departmental Data Protection Managers ("DDPM") to ensure alignment and best practices.
- **The Group's DPOs:** Appointed to lead and drive all data protection activities, supported by DDPMs.
- **Audits and Compliance Checks:** Annual onsite audits conducted by DDPMs with the DPO Team to ensure compliance with departmental policies and SOPs.
- **Internal Audits:** Periodic reviews conducted by the Internal Audit department to assess the effectiveness of controls
- **Online Onboarding:** Leveraging on the PDPC's online PDPA training portal to equip new employees with essential data protection knowledge since its introduction in 2022.
- **Quarterly Data Privacy Training:** Mandatory training and quizzes for employees to enhance awareness and minimise the risk of data breaches.
- **Data Protection Impact Assessments:** Carried out where necessary to identify and address potential risks to personal data.

In FY 2025, SingLand reported zero near misses or reportable data breaches. We target to sustain this performance in 2026 by maintaining zero incidents of data privacy breaches or loss of customer data.

# GOVERNANCE

## RESPONSIBLE SOURCING AND SUPPLY CHAIN

At SingLand, we recognise the importance of managing environmental and social impacts associated with our suppliers involved in building maintenance, operations, redevelopment, and refurbishment activities. To address these indirect impacts, we have implemented a management framework that promotes responsible procurement and ethical practices throughout the supply chain.

This framework includes stringent certification requirements such as ISO 45001 for Occupational Health and Safety Management Systems and bizSAFE Level Star for main contractors. We monitor contractors' health and safety performance through key metrics and conduct bi-annual safety time-outs with our contractors to review existing WSH systems and processes. To better understand and manage environmental impacts, we collect and track data on energy and water consumption, waste generation, and recycling across major projects. All main contractors are required to hold ISO 14001 Environmental Management Systems ("EMS") certification.

In 2024, SingLand introduced a Supplier Code of Conduct ("SCOC"), developed in alignment with our parent company UOL Group. The SCOC sets out guiding principles for ethical and sustainable practices among suppliers, service providers, and main contractors (collectively referred to as suppliers). It aims to foster mutually beneficial relationships with supply chain partners while formalising SingLand's expectations in areas such as business ethics and integrity, respect for human rights, environmental management, data protection and privacy, and compliance with applicable laws and regulations.

A desktop review of internal procurement practices was completed as the foundation for developing the SCOC. We continue to monitor the rolling out of the SCOC, and we are continually reviewing and engaging with our stakeholders to ensure alignment. Together with existing supply chain management practices, the SCOC reinforces the integration of comprehensive environmental and social criteria into supplier evaluations.

Our SCOC covers the following key areas:

- Business Ethics and Integrity
- Human Rights
- Health and Safety
- Environmental Management
- Data Privacy and Protection

View our [Supplier Code of Conduct](#)

We have also adopted collaborative contracting practices in The Clifford redevelopment, incorporating cost-sharing and time-sharing clauses aligned with the Public Sector Standard Conditions of Contract ("PSSCOC") module. These provisions promote fair risk allocation, ensure transparent cost structures, and allow for time extensions in unforeseen circumstances, fostering resilient partnerships and safeguarding project continuity.

Through these initiatives, SingLand reaffirms its commitment to building a sustainable and resilient supply chain. By integrating certification standards, performance monitoring, ethical frameworks, and innovative contracting practices, we strive to create meaningful environmental and social value while driving business success and supporting our stakeholders.

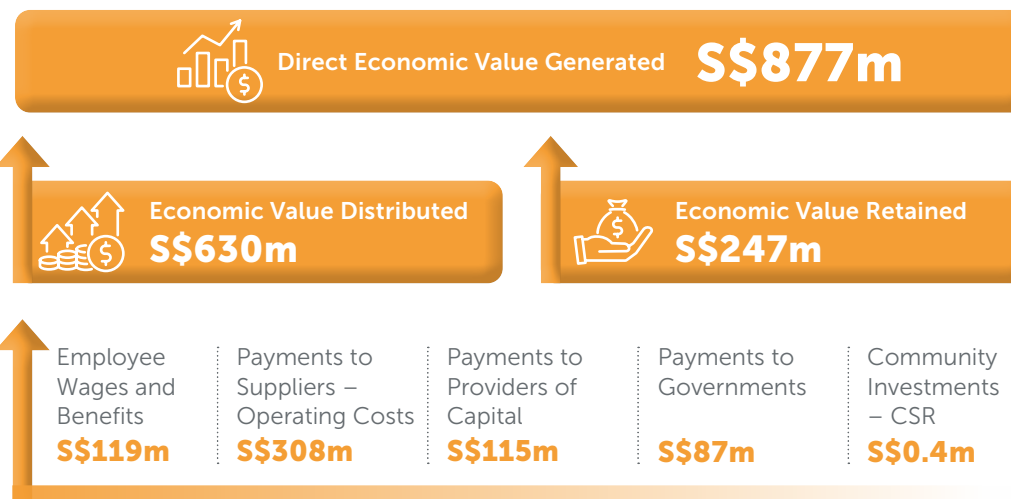
## GOVERNANCE

### ECONOMIC PERFORMANCE

SingLand recognises the important role that stakeholders play in supporting sustainable operations and driving long term business success. Securing long-term financial performance is fundamental to SingLand's sustainability vision.

SingLand also places significant emphasis on maintaining economic resilience as a key pillar of its business. This focus enables the Group to generate economic value for stakeholders while meeting shareholder expectations. In FY 2025, the Group generated a direct economic value of \$877 million, with \$630 million distributed to employees, suppliers, capital providers, governments, and the broader community. These efforts highlight SingLand's commitment to sustaining growth and delivering enduring value to all stakeholders.

	2025 (\$'000)
<b>Direct Economic Value Generated</b>	<b>877,180</b>
<b>Economic Value Distributed</b>	
• Employee Wages and Benefits	119,240
• Payments to Suppliers – Operating Costs	308,432
• Payments to Providers of Capital	115,223
• Payments to Governments	87,047
• Community Investments – CSR	420
<b>Economic Value Retained</b>	<b>246,818</b>



The Group maintains multiple communication channels to keep investors informed of SingLand's business activities and performance. The corporate website ([www.singaporeland.com](http://www.singaporeland.com)) serves as the primary source of timely and up-to-date information. Additional engagement channels include Annual General Meetings, earnings briefings, investor luncheons, conferences, one-on-one meetings, and site visits. Investors are also kept informed through the Group's LinkedIn page, which shares updates on business developments, corporate milestones, and sustainability initiatives.

Green and sustainable financing provides SingLand with stable, long-term funding as lenders increasingly prioritise environmentally responsible developments. This form of financing supports the Group's sustainability ambitions and also delivers financial advantages, including preferential interest rates that reward SingLand for achieving its sustainability targets. In 2025, the Group had \$600 million in sustainable financing facilities, with \$302 million outstanding. This represents approximately 50% of SingLand's bank loans. As of 2025, all of SingLand's sustainable financing facilities are revolving credit facilities.

## INFORMATION TECHNOLOGY BUSINESS (UICT)

UIC Technologies (“UICT”), a subsidiary of SingLand, supports the Group’s sustainability objectives and actively integrates sustainable practices across its operations. As a provider of IT solutions, UICT offers expertise in cloud computing, IT infrastructure, end-user computing, and software licensing to a diverse range of sectors including banking, education, oil and gas, and shipping.

### ENVIRONMENTAL

#### CLIMATE CHANGE

UICT actively monitors its environmental footprint by focusing on improving energy efficiency, optimising its use of resources, and refining operational processes.

Equipment	Operations	Water Consumption
<ul style="list-style-type: none"> <li>• <b>Refurbishment and Resale:</b> Pre-owned devices are refurbished to extend their usability, while end-of-lease equipment is sold to third-party buyers instead of being returned to the lessor. This approach not only minimises e-waste but also positively impacts the company’s financial performance.</li> <li>• <b>Participation in OEM Recycling Programmes:</b> UICT collaborates with original equipment manufacturers (“OEMs”) by participating in their recycling programmes. Components from used equipment are collected and sent back to OEMs for recycling, further contributing to e-waste reduction.</li> <li>• <b>Reuse of Packing Material:</b> Used packing materials like pallets and cartons are returned to UICT for reuse, effectively reducing waste and overall material consumption.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Optimised Transportation and Delivery Logistics:</b> UICT works closely with its freight forwarder to consolidate multiple shipments destined for similar delivery areas into a single lorry load. This strategy enhances transportation efficiency and reduces environmental impact.</li> <li>• <b>Digitisation of Paper-Based Workflows:</b> Office workflows previously reliant on paper have been digitised to minimise paper usage. Additionally, UICT collaborates with vendors to combine multiple shipment documents into a single delivery note, further reducing paper consumption and supporting eco-friendly practices.</li> </ul>	<ul style="list-style-type: none"> <li>• UICT primarily utilises water for domestic purposes such as drinking and cleaning their premises.</li> </ul>

## INFORMATION TECHNOLOGY BUSINESS (UICT)

In 2025, UICT achieved Scope 1 and Scope 2 emissions of 65.9 tCO<sub>2</sub>e and electricity consumption of 130MWh, which is a 8% decline in emissions compared to the prior year. The majority of UICT's electricity consumption arises from office electronics such as computers, servers, copiers, and lighting.

Since 2023, UICT has transitioned its data storage to the cloud, eliminating the need for physical servers on-site and consequently reducing energy consumption associated with cooling. This shift has contributed to lower energy usage, streamlined operations, and enhanced data accessibility. In 2025, UICT implemented further efficiency improvements by standardising air-conditioning settings to 24°C–25°C and activating sleep mode on inactive workstations. UICT also continues to perform regular software updates to optimise power management, ensuring that devices automatically switch to low-power modes when idle.

In 2025, UICT also installed low-flow faucets in the office pantry, contributing to water savings during the year.

GHG EMISSIONS (SCOPE 1 & 2) (TONNES CO <sub>2</sub> e)	
	2025
Scope 1	13.5
Scope 2	52.4

Note: Total GHG Emissions refers to Scope 1 emissions from mobile combustion of fuel (petrol and diesel) and Scope 2 emissions from purchased electricity.

ENERGY CONSUMPTION INTENSITY (kWh/m <sup>2</sup> )		
	2024	2025
Total	123	115

GHG EMISSIONS INTENSITY (SCOPE 1 AND 2 – MARKET BASED) (kgCO <sub>2</sub> e/m <sup>2</sup> )		
	2024	2025
Total	44.3	40.7

WATER INTENSITY BY GFA OCCUPIED (m <sup>3</sup> /m <sup>2</sup> )		
	2024	2025
Total	0.053	0.050

## INFORMATION TECHNOLOGY BUSINESS (UICT)

### SOCIAL

#### HEALTH AND SAFETY

UICT has achieved bizSAFE Level 3 certification and continues to prioritise the safety and well-being of its employees, contractors, and neighbouring communities. The company has implemented thorough WSH policies to safeguard all parties involved.

UICT also operates a Company Emergency Response Team (“CERT”) to swiftly manage any safety or health emergencies. Furthermore, detailed standard operating procedures (“SOPs”), such as fire safety measures, are in place to ensure that employees and contractors can perform their daily duties securely. In 2025, there were no reported incidents of fatalities or work-related injuries within UICT’s workplaces.

#### EMPLOYEE DEVELOPMENT AND WELL-BEING

In 2025, UICT staff averaged 14.6 hours of training each, an increase compared to the previous year and meeting the 2025 target of an average of 8 training hours per employee. Enhancing workforce capabilities became a central strategic priority during the year. Learning opportunities included structured training programmes, job-specific certifications, and targeted skill-building initiatives, supporting both personal advancement and the organisation’s overall effectiveness. Training topics in 2025 covered a wide variety of topics:

UICT 2025 Training Topics
• Leadership and Management
• Technical and Professional Skills
• Workplace Safety and Health
• Corporate Governance and Compliance
• Operational and Workflow Efficiency
• Emerging Technologies and AI

In 2026, UICT targets to achieve an average of 10 training hours per employee.

#### Average Training Hours per Employee (Gender)

Gender	2025
Male	13.1
Female	16.4
<b>Total</b>	<b>14.6</b>

#### Average Training Hours per Employee (Category)

Category	2025
Senior management	11
Executives	15
Non-executives	-

## INFORMATION TECHNOLOGY BUSINESS (UICT)

### SOCIAL

#### TALENT ATTRACTION AND RETENTION

UICT strives to build a positive workplace by providing comprehensive benefits and cultivating a supportive culture of engagement and collaboration.

Employee benefits are provided for UICT's Singapore-based workforce, including life insurance, healthcare coverage, and staff purchase programmes for buying IT equipment. Employees are entitled to parental leave in accordance with Singapore's Ministry of Manpower regulations, and Singapore citizens and permanent residents benefit from retirement provisions through the CPF scheme.

UICT is dedicated to cultivating a vibrant and diverse workplace by providing a variety of initiatives to connect with employees and reinforce relationships. Town hall meetings were convened to facilitate direct communication with staff, share company updates, and spotlight achievements. The well-received Lunch & Learn sessions continued to serve as regular forums for sharing knowledge while department team bonding sessions helped to foster stronger connections among team members.

Annual performance reviews are conducted for all employees, except those who joined after the review cycle commenced for FY 2025<sup>26</sup>.

Understanding the importance of retaining experienced talent, UICT proactively offers annual re-employment contracts to staff reaching the statutory retirement age of 63, allowing them to continue contributing to the organisation.

In 2025, UICT reported a turnover<sup>27</sup> rate of 18%, with voluntary resignations accounting for 12% of all departures.

New Employee Hires & Employee Turnover <sup>27</sup>				
	No. of new hires	Hiring rate	No. of turnover	Turnover rate
Female	6	11%	9	16%
Male	13	19%	13	19%
Age: <30 Years	4	40%	5	50%
Age: 30-50 Years	12	24%	9	18%
Age: >50 Years	3	5%	8	13%
<b>Overall</b>	<b>19</b>	<b>16%</b>	<b>22</b>	<b>18%</b>

<sup>26</sup> Of UICT employees, 97% (male) and 96% (female) participated in UICT's annual performance review as of 31 December 2025. Breakdown by employee category as follows: 100% (senior management), 96% (executives), 100% (non-executives).

<sup>27</sup> The new hire and turnover rates in 2025 have been reported based on the total number of employees for that category as of 31 December 2025.

# INFORMATION TECHNOLOGY BUSINESS (UICT)

## SOCIAL

### DIVERSITY, EQUITY, AND INCLUSION

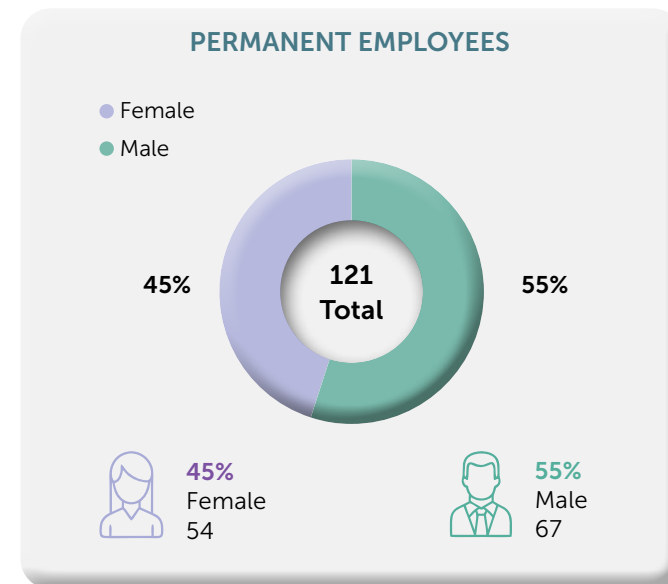
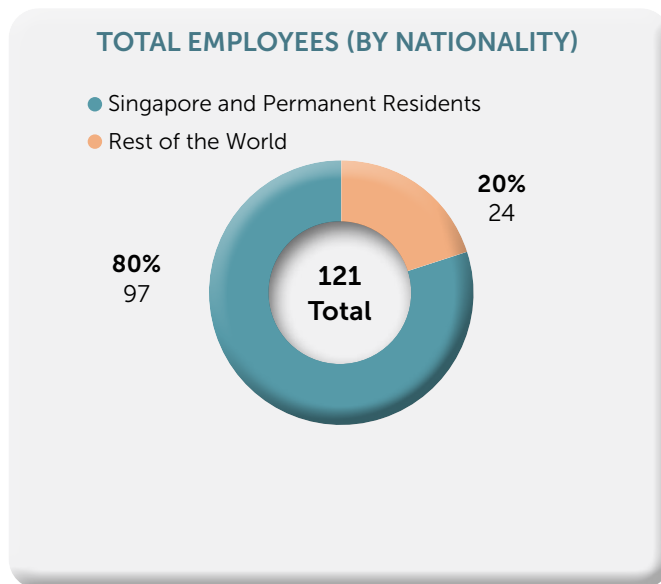
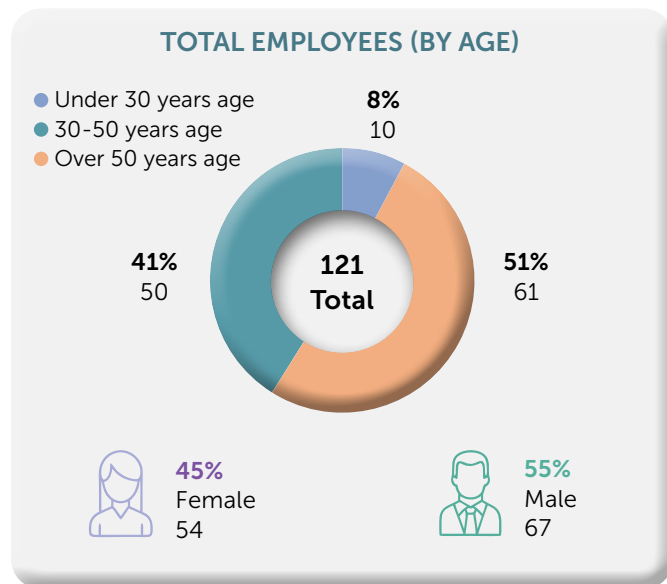
UICT is committed to creating a workplace that values diversity, equity, and inclusion by bringing together employees of various backgrounds, ages, and experiences. As of 31 December 2025, UICT employed 121 full-time staff, with women making up 45% of the workforce. In addition, 100% of UICT's senior management was hired from the local community.

Diversity (Gender)		
By Gender	Male	Female
Senior management	1	6
Executives	66	47
Non-executives	0	1

Note: As of 31 December 2025

Diversity (Age Group)			
By Age Group	<30 years	30-50 years	> 50 years
Senior management	0	1	6
Executives	10	49	54
Non-executives	0	0	1

Note: As of 31 December 2025



# INFORMATION TECHNOLOGY BUSINESS (UICT)

## GOVERNANCE

### ANTI-CORRUPTION AND ETHICAL BUSINESS PRACTICES

UICT is committed to the highest levels of integrity and ethical behaviour, strictly prohibiting bribery and corruption and ensuring adherence to all relevant laws and regulations. Robust governance and responsible business practices are integral to UICT's operations, strengthening stakeholder confidence and contributing to the Group's financial stability. More information about these governance policies is available in the *Governance—Anti-corruption and Ethical Business Practices* section of SingLand's report.

<b>The Code of Conduct</b>	UICT adopts SingLand's corresponding policies*.
<b>Whistle Blowing Policy and Procedure</b>	
<b>Anti-Bribery and Corruption ("ABC") Policy</b>	
<b>Personal Data Protection Policy</b>	UICT is dedicated to safeguarding the personal data it collects from all stakeholders, ensuring compliance with Singapore's PDPA and adhering to the management practices outlined in its policy.
<b>Competition Laws</b>	UICT will promote fair competition, in accordance with Singapore's Competition Act and prohibit anti-competitive conduct.

\* SingLand's corporate policies can be found on [www.singaporeland.com](http://www.singaporeland.com)

In 2025, UICT achieved its target of zero confirmed incidents of corruption.

### CYBERSECURITY AND DATA PRIVACY

UICT places a strong emphasis on protecting sensitive data and adhering to Singapore's PDPA regulations. This commitment is underpinned by robust governance practices, with oversight from SingLand's PDPA Advisory Committee, which counts UICT's Managing Director as a member. The Committee is responsible for reviewing and supervising the execution of UICT's PDPA policies and initiatives, ensuring that they are not only effectively carried out but also stay in line with legal requirements and organisational goals.

On an operational level, the DPO team at UICT collaborates closely with the HR department to conduct annual reviews and updates of data privacy policies and standard operating procedures. These ongoing assessments ensure policies remain relevant to changing cybersecurity threats and compliance needs.

To bolster its cybersecurity posture, UICT enforces stringent controls such as quarterly assessments of cybersecurity risks, yearly vulnerability assessments, and penetration testing performed by independent third parties. Additionally, routine internal audits are carried out to verify adherence to policies and to highlight potential areas for enhancement.

Employee education is also a key part of UICT's approach to cybersecurity. The company organises regular training sessions on cybersecurity and data protection, tailored to align with PDPA requirements, to ensure existing staff and new hires are prepared to handle emerging risks.

Through these efforts, UICT recorded zero incidents of non-compliance with Singapore's PDPA in 2025, with no breaches of data privacy or customer data losses.

### RESPONSIBLE SOURCING AND SUPPLY CHAIN

UICT places a strong emphasis on sustainability throughout its supply chain, especially among its IT service partners. To reduce environmental and social risks, UICT continually enhances its management procedures, prioritising responsible and ethical conduct.

In alignment with SingLand's systems and processes for contractor safety and health management, UICT mandates that primary providers hold recognised accreditations such as ISO 14001, ISO 45001, and bizSAFE Level Star.

## AWARDS AND MEMBERSHIP

### AWARDS AND ACCOLADES

#### CORPORATE AWARDS

Award	Category
<b>Singapore's Best Employers 2025</b> <b>The Straits Times/Statista</b>	• 47 <sup>th</sup> out of 250 employers
<b>Workwell Leaders Award 2025</b>	• Top 25 Impact Employers
<b>Singapore Human Resources Institute Award</b>	• Excellence in Total Rewards & Recognition Award - Gold • Excellence in People Policy & Design Award - Gold
<b>Employee Experience Award 2025</b>	• Best Learning Technology Implementation - Gold
<b>People's Association Community Spirit Awards 2025</b>	• Merit Award

#### PROJECT AWARDS

Project Name	Award	Category
Singapore Land Tower	EXPIScore – 6 Stars	Customer Experience

### MEMBERSHIPS AND ASSOCIATIONS

SingLand's CEO is an active participant in various associations, holding significant roles<sup>28</sup> including the following:

- Executive Committee Vice Chair of the Urban Land Institute Singapore
- Member of the Council for Board Diversity, established by Ministry of Social and Family Development

SingLand's Head of Investment & Portfolio Management is a committee member of the Real Estate Developers' Association of Singapore.

These affiliations underscore SingLand's commitment to contributing to industry initiatives, promoting diversity, and staying connected with key organisations in the real estate and development industry.

<sup>28</sup> We have identified membership associations in which we play significant roles, according to GRI 2-28 (GRI 2021) guidance.

## APPENDICES

### SUSTAINABILITY PERFORMANCE DATA

Figures stated may not add up due to rounding.

2024 performance data for Environmental metrics excludes overseas assets as the data collection process only commenced in 2025.

ESG INDICATORS	MEASUREMENT UNIT	2025	2024
<b>ENVIRONMENTAL</b>			
<b>ENERGY AND GREENHOUSE GAS EMISSIONS</b>			
<b>Total Energy Consumption</b>			
<b>Buildings</b>	<b>MWh</b>	<b>124,098</b>	<b>118,399</b>
Retail	MWh	40,985	42,784
Offices	MWh	36,054	39,251
Hotels	MWh	36,564	36,364
Overseas Assets	MWh	10,495	Not available
<b>UIC Technologies</b>	<b>MWh</b>	<b>186</b>	<b>200</b>
<b>AEI and Redevelopment</b>	<b>MWh</b>	<b>1,094</b>	<b>725</b>
<b>Landlord Energy Consumption</b>			
<b>Buildings</b>	<b>MWh</b>	<b>93,496</b>	<b>87,478</b>
Retail	MWh	23,573	24,944
Offices	MWh	24,208	27,396
Hotels	MWh	35,393	35,139
Overseas Assets	MWh	10,321	Not available
<b>Tenant Energy Consumption</b>			
<b>Buildings</b>	<b>MWh</b>	<b>30,602</b>	<b>30,920</b>
Retail	MWh	17,411	17,840
Offices	MWh	11,846	11,855
Hotels	MWh	1,171	1,226
Overseas Assets	MWh	174	Not available

## APPENDICES

ESG INDICATORS	MEASUREMENT UNIT	2025	2024
<b>Total Energy Intensity (excluding AEI and Redevelopment Projects)</b>			
<b>Buildings</b>	<b>kWh/m<sup>2</sup></b>	<b>203</b>	<b>209</b>
Retail	kWh/m <sup>2</sup>	270	287
Offices	kWh/m <sup>2</sup>	138	147
Hotels	kWh/m <sup>2</sup>	232	231
Overseas Assets	kWh/m <sup>2</sup>	266	Not available
<b>UIC Technologies</b>	<b>kWh/m<sup>2</sup></b>	<b>115</b>	<b>123</b>
<b>Landlord Energy Intensity</b>			
<b>Buildings</b>	<b>kWh/m<sup>2</sup></b>	<b>153</b>	<b>154</b>
Retail	kWh/m <sup>2</sup>	155	167
Offices	kWh/m <sup>2</sup>	93	105
Hotels	kWh/m <sup>2</sup>	225	223
Overseas Assets	kWh/m <sup>2</sup>	261	Not available
<b>Tenant Energy Intensity</b>			
Buildings	kWh/m <sup>2</sup>	104	106 <sup>1</sup>
<b>Renewable Energy</b>			
<b>Buildings</b>	<b>MWh</b>	<b>121</b>	<b>120</b>
Retail	MWh	0	0
Offices	MWh	0	0
Hotels	MWh	121	120
Overseas Assets	MWh	0	Not available
<b>UIC Technologies</b>	<b>MWh</b>	<b>0</b>	<b>0</b>
<b>AEI and Redevelopment</b>	<b>MWh</b>	<b>2</b>	<b>0.4</b>

<sup>1</sup> Excludes overseas assets as the data collection process only commenced in 2025.

## APPENDICES

ESG INDICATORS	MEASUREMENT UNIT	2025	2024
<b>Percentage Total Energy Consumption from Renewable Energy Source</b>			
Note: % RE = Indirect Energy Consumption - Renewable / Total Energy Consumption			
<b>Buildings</b>	%	<b>0.1%</b>	<b>0.2%</b>
Retail	%	0.0%	0.0%
Offices	%	0.0%	0.0%
Hotels	%	0.3%	0.3%
Overseas Assets	%	0.0%	Not available
<b>UIC Technologies</b>	%	<b>0.0%</b>	0.0%
<b>AEI and Redevelopment</b>	%	<b>1.5%</b>	0.2%
<b>Total Scope 1 and Scope 2 GHG emissions (Market Based)</b>			
<b>Buildings</b>	tCO <sub>2</sub> e	<b>37,167</b>	<b>36,162</b>
Retail	tCO <sub>2</sub> e	9,477	10,277
Offices	tCO <sub>2</sub> e	9,727	11,284
Hotels	tCO <sub>2</sub> e	13,797	14,601
Overseas Assets	tCO <sub>2</sub> e	4,166	Not available
<b>UIC Technologies</b>	tCO <sub>2</sub> e	<b>66</b>	<b>72</b>
<b>In-Use Operational Carbon (Scope 1,2) emission intensity (Market Based)</b>			
Buildings	tCO <sub>2</sub> e/m <sup>2</sup>	0.06	0.06 <sup>1</sup>
<b>Direct (Scope 1) GHG emissions (tCO<sub>2</sub>e)</b>			
<b>Buildings</b>	tCO <sub>2</sub> e	<b>2,227</b>	<b>1,692</b>
Retail	tCO <sub>2</sub> e	0	1
Offices	tCO <sub>2</sub> e	7	5
Hotels	tCO <sub>2</sub> e	1,072	1,686
Overseas Assets	tCO <sub>2</sub> e	1,148	Not available
<b>UIC Technologies</b>	tCO <sub>2</sub> e	<b>14</b>	<b>17</b>

<sup>1</sup> Excludes overseas assets as the data collection process only commenced in 2025.

## APPENDICES

ESG INDICATORS	MEASUREMENT UNIT	2025	2024
<b>Indirect (Scope 2) GHG emissions (tCO<sub>2</sub>e) (Location Based)</b>			
<b>Buildings</b>	<b>tCO<sub>2</sub>e</b>	<b>34,939</b>	<b>34,470</b>
Retail	tCO <sub>2</sub> e	9,477	10,276
Offices	tCO <sub>2</sub> e	9,720	11,279
Hotels	tCO <sub>2</sub> e	12,725	12,915
Overseas Assets	tCO <sub>2</sub> e	3,018	Not available
<b>UIC Technologies</b>	<b>tCO<sub>2</sub>e</b>	<b>52</b>	<b>55</b>
<b>Indirect (Scope 2) GHG emissions (tCO<sub>2</sub>e) (Market Based)</b>			
<b>Buildings</b>	<b>tCO<sub>2</sub>e</b>	<b>34,939</b>	<b>34,470</b>
Retail	tCO <sub>2</sub> e	9,477	10,276
Offices	tCO <sub>2</sub> e	9,720	11,279
Hotels	tCO <sub>2</sub> e	12,725	12,915
Overseas Assets	tCO <sub>2</sub> e	3,018	Not available
<b>UIC Technologies</b>	<b>tCO<sub>2</sub>e</b>	<b>52</b>	<b>55</b>
<b>Total Scope 3</b>			
Fuel- and Energy-Related Activities not included in Scope 1 or Scope 2	tCO <sub>2</sub> e	7,501	3,034
Waste Generated in operations	tCO <sub>2</sub> e	27	41
Business Travel	tCO <sub>2</sub> e	197	111
Downstream Leased Assets	tCO <sub>2</sub> e	12,290	12,234
<b>WATER</b>			
<b>Total Water Withdrawal</b>			
<b>Buildings</b>	<b>m<sup>3</sup></b>	<b>748,860</b>	<b>668,040</b>
Retail	m <sup>3</sup>	119,157	133,416
Offices	m <sup>3</sup>	279,694	256,748
Hotels	m <sup>3</sup>	272,030	277,877
Overseas Assets	m <sup>3</sup>	77,979	Not available
<b>UIC Technologies</b>	<b>m<sup>3</sup></b>	<b>82</b>	<b>86</b>

## APPENDICES

ESG INDICATORS	MEASUREMENT UNIT	2025	2024
<b>Total Water Intensity</b>			
<b>Buildings</b>	<b>m<sup>3</sup>/m<sup>2</sup></b>	<b>1.23</b>	<b>1.18</b>
Retail	m <sup>3</sup> /m <sup>2</sup>	0.78	0.89
Offices	m <sup>3</sup> /m <sup>2</sup>	1.07	0.96
Hotels	m <sup>3</sup> /m <sup>2</sup>	1.73	1.77
Overseas Assets	m <sup>3</sup> /m <sup>2</sup>	1.97	Not available
<b>UIC Technologies</b>	<b>m<sup>3</sup>/m<sup>2</sup></b>	<b>0.05</b>	<b>0.05</b>
<b>Total Water Withdrawal from Third-party water - Municipal Water</b>			
Buildings	m <sup>3</sup>	738,278	657,834 <sup>1</sup>
<b>Total Water Withdrawal from Third-party water - NEWater</b>			
Buildings	m <sup>3</sup>	10,582	10,206 <sup>1</sup>
<b>Total Water Withdrawal from all areas with water stress</b>			
Buildings	m <sup>3</sup>	670,881	668,040 <sup>1</sup>
<b>WASTE</b>			
<b>Total Waste Generated</b>			
<b>Buildings</b>	<b>metric ton</b>	<b>5,710</b>	<b>5,341</b>
Retail	metric ton	2,517	2,305
Offices	metric ton	897	889
Hotels	metric ton	2,198	2,147
Overseas Assets	metric ton	97	Not available
<b>UIC Technologies</b>	<b>metric ton</b>	<b>0.3</b>	<b>0.3</b>
<b>Total Waste Intensity</b>			
<b>Buildings</b>	<b>metric ton/m<sup>2</sup></b>	<b>0.009</b>	<b>0.009</b>
Retail	metric ton/m <sup>2</sup>	0.017	0.015
Offices	metric ton/m <sup>2</sup>	0.003	0.003
Hotels	metric ton/m <sup>2</sup>	0.014	0.014
Overseas Assets	metric ton/m <sup>2</sup>	0.002	Not available
<b>UIC Technologies</b>	<b>metric ton/m<sup>2</sup></b>	<b>0.0002</b>	<b>0.0002</b>

<sup>1</sup> Excludes overseas assets as the data collection process only commenced in 2025.

## APPENDICES

ESG INDICATORS	MEASUREMENT UNIT	2025	2024
<b>Total Waste Recycled</b>			
<b>Buildings</b>	<b>metric ton</b>	<b>414</b>	<b>383</b>
Retail	metric ton	291	258
Offices	metric ton	29	32
Hotels	metric ton	92	93
Overseas Assets	metric ton	1	Not Available
<b>UIC Technologies</b>			
<b>Total Waste Incinerated</b>	<b>metric ton</b>	<b>0.3</b>	<b>0.3</b>
<b>Buildings</b>	<b>metric ton</b>	<b>5,138</b>	<b>4,870</b>
Retail	metric ton	2,191	1,997
Offices	metric ton	868	857
Hotels	metric ton	1,983	2015
Overseas Assets	metric ton	96	Not Available
<b>Total Waste Landfilled</b>			
Buildings	metric ton	0	0 <sup>1</sup>
<b>Total Waste Composted</b>			
<b>Buildings</b>	<b>metric ton</b>	<b>157</b>	<b>88<sup>1</sup></b>
Retail	metric ton	34	50
Offices	metric ton	0	0
Hotels	metric ton	123	39
Overseas Assets	metric ton	0	Not Available

<sup>1</sup> Excludes overseas assets as the data collection process only commenced in 2025.

## APPENDICES

2024 and 2025 performance data for Social metrics excludes overseas assets.

ESG INDICATORS	2025	2024
<b>SOCIAL</b>		
<b>Total Number of Employees by Employment Contract, by Gender</b>		
Permanent employees		
Male	699	
Female	499	1,279 (Male: 736 Female: 543)
Fixed-term/temporary employees		
Male	24	
Female	16	
Full-time employees		
Male	722	
Female	511	1,279 (Male: 736 Female: 543)
Part-time employees		
Male	1	
Female	4	
<b>Total Number and Rate of New Employee Hires by Gender</b>		
No. of new hires		
Male	145	179
Female	134	158
Rate of new hires (Denominator: Total employees)		
Male	12%	14%
Female	11%	12%
Rate of new hires (Denominator: No. of employees in gender category)		
Male	20%	24%
Female	26%	29%

## APPENDICES

ESG INDICATORS	2025	2024
<b>Total Number and Rate of Employee Turnover by Gender</b>		
No. of voluntary turnover		
Male	116	Total voluntary & non-voluntary turnover: 312
Female	104	
No. of non-voluntary turnover		
Male	31	(Male: 171 Female: 141)
Female	39	
No. of voluntary & non-voluntary turnover		
Male	147	171
Female	143	141
Rate of voluntary & non-voluntary turnover (Denominator: Total employees)		
Male	12%	13%
Female	12%	11%
Rate of voluntary & non-voluntary turnover (Denominator: No. of employees in gender category)		
Male	20%	23%
Female	28%	26%
<b>Percentage of Employees per Employment Category by Gender</b>		
Board of Directors		
Male	78%	78%
Female	22%	22%
Senior Management		
Male	43%	49%
Female	57%	51%
Executive		
Male	56%	54%
Female	44%	46%
Non-Executive		
Male	65%	66%
Female	35%	34%

## APPENDICES

<b>ESG INDICATORS</b>	<b>2025</b>	<b>2024</b>
<b>Average Training Hours per Employee by Category and Gender</b>		
Overall average training hours		
Male	50	48
Female	54	50
Senior Management		
Male	65	49
Female	57	53
Executive		
Male	52	47
Female	57	50
Non-Executive		
Male	45	49
Female	45	48
<b>Total Number of Employees by Employment Contract</b>		
Senior Management		
< 30 years	0	0
30 - 50 years	35	30
> 50 years	30	33
Executives		
< 30 years	114	112
30 - 50 years	447	482
> 50 years	197	202
Non-executives		
< 30 years	99	109
30 - 50 years	177	167
> 50 years	139	144

## APPENDICES

ESG INDICATORS	2025	2024
<b>Total Number and Rate of New Employee Hires by Age Group</b>		
No. of new hires		
< 30 years	87	115
30 - 50 years	174	187
> 50 years	18	35
Rate of new hires (Denominator: Total employees)		
< 30 years	7%	9%
30 - 50 years	14%	15%
> 50 years	1%	3%
Rate of new hires (Denominator: No. of employees in age group)		
< 30 years	41%	52%
30 - 50 years	27%	28%
> 50 years	5%	9%
<b>Total Number and Rate of Employee Turnover by Age Group</b>		
No. of voluntary turnover		
< 30 years	50	Breakdown unavailable
30 - 50 years	126	
> 50 years	44	
No. of non-voluntary turnover		
< 30 years	19	
30 - 50 years	36	
> 50 years	15	
No. of voluntary & non-voluntary turnover		
< 30 years	69	93
30 - 50 years	162	162
> 50 years	59	57
Rate of voluntary & non-voluntary turnover (Denominator: Total employees)		
< 30 years	6%	7%
30 - 50 years	13%	13%
> 50 years	5%	4%

## APPENDICES

ESG INDICATORS	2025	2024
Rate of voluntary & non-voluntary turnover (Denominator: No. of employees in age group)		
< 30 years	32%	42%
30 - 50 years	25%	24%
> 50 years	16%	15%
<b>Percentage of Employees per Employment Category by Age Group</b>		
Board of Directors		
< 30 years	0%	0%
30 - 50 years	11%	22%
> 50 years	89%	78%
Senior Management		
< 30 years	0%	0%
30 - 50 years	54%	48%
> 50 years	46%	52%
Executives		
< 30 years	15%	14%
30 - 50 years	59%	61%
> 50 years	26%	25%
Non-executives		
< 30 years	24%	26%
30 - 50 years	43%	40%
> 50 years	33%	34%
<b>Senior management hired from local community</b>		
Proportion of senior management hired from local community	94%	100% <sup>1</sup>
<b>% of Citizens/Permanent Resident employees (Countries)</b>		
Australia Citizens and/or PR	0%	Not available
Malaysia Citizens and/or PR	26%	Not available
UK Citizens and/or PR	0%	Not available
Singapore Citizens and/or PR	58%	Not available
Rest of the World Citizens and/or PR	16%	Not available

<sup>1</sup> This percentage excludes Pan Pacific Singapore, PARKROYAL COLLECTION Marina Bay, and Westin Tianjin.

## APPENDICES

ESG INDICATORS	2025	2024
<b>HEALTH &amp; SAFETY</b>		
No. of workplace fatalities		
Employees Singapore	0	0
Contractors Singapore	1	0
No. of recordable work-related injuries (including fatalities)		
Employees Singapore	67	42
Contractors Singapore	9	28
No. of occupational diseases		
Employees Singapore	0	0
Contractors Singapore	0	0
No. of high-consequence work-related injuries (excluding fatalities)		
Employees Singapore	1	0
Contractors Singapore	0	0
No. of dangerous occurrences		
Employees Singapore	0	0
Contractors Singapore	0	0
No. of lost days (excluding fatalities)		
Employees Singapore	438	117
Contractors Singapore	7	29
No. of lost days (including fatalities)		
Employees Singapore	438	117
Contractors Singapore	6,007	29
Total no. of man hours worked		
Employees Singapore	2,545,235	2,663,595
Contractors Singapore	1,958,853	2,811,895

## APPENDICES

ESG INDICATORS	2025	2024
Fatality Rate		
Employees Singapore	0	0
Contractors Singapore	0.5	0
High-consequence work-related injuries Rate (excluding fatalities)		
Employees Singapore	0.4	0
Contractors Singapore	0	0
Lost Day Rate		
Employees Singapore	172.1	43.9
Contractors Singapore	3,066.6	10.3
Lost-Time Injury Frequency Rate		
Employees Singapore	26.3	15.8
Contractors Singapore	4.6	10.0

## APPENDICES

### Restatements

This year, we have restated the 2025 training hour target for SingLand Employees from 33 hours to 25 hours as the target previously stated in SR 2024 had not included Non-Executives.

### Notes – General:

1. Discrepancies between individual figures and aggregates, or derived values, in the charts and tables of this report are due to rounding.

### Notes – Environmental Data:

1. SingLand's Corporate Office has been situated at Singapore Land Tower (Level 21) since 2023 and forms a subset of the building GHG emissions, energy, water and waste figures reported. The energy consumption and GHG emissions data for the corporate office are accounted for under Landlord Energy Consumption as it is under the landlord's operational control. GHG emissions at our Corporate Office comprise Scope 2 emissions only.
2. In 2025, our Buildings refer to two (2) retail buildings: Marina Square Mall (excluding Pan Pacific Singapore, PARKROYAL COLLECTION Marina Bay, Singapore and Mandarin Oriental, Singapore) and West Mall, six (6) office buildings: Singapore Land Tower, SGX Centre, The Gateway, Tampines Plaza 1, Tampines Plaza 2 and UIC Building, two (2) hotels: Pan Pacific Singapore and PARKROYAL COLLECTION Marina Bay, and one (1) overseas asset: The Westin Tianjin. SingLand does not have operational control of MCST 2190. Environment data for SGX Centre represents the Group's 48.6% ownership share of the property. Environmental data for UIC building excludes V on Shenton except for waste data (includes V on Shenton) and water data (includes common area of V on Shenton).
3. Energy in UICT refers to purchased electricity and fuel data and represents energy consumption within the Group.
4. Landlord electricity data for Buildings comprises electricity consumption at common areas and centralised air-conditioning (including tenant areas). Tenant energy use reported refers to purchased electricity for other uses other than air-conditioning. Fuel consumption for tenants is not available.
5. AEI and Redevelopment include Singapore Land Tower AEI, West Mall AEI and The Clifford redevelopment. Singapore Land Tower AEI energy consumption consists of purchased electricity and petrol use for vehicles. West Mall AEI energy consumption consists of purchased electricity. The Clifford redevelopment consumption consists of diesel used for machinery. We do not disclose the GHG emissions of SingLand's AEI and redevelopment projects.

6. GHG emissions calculations are based on the GHG Protocol Corporate Accounting and Reporting Standard, with operational control as the basis. Scope 1 (Direct) GHG emissions include emissions from fuels and refrigerants. Scope 2 (Indirect) GHG emissions refer to purchased electricity, as well as purchased heating and cooling if applicable. Gases computed include CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O and HFCs. Emission factors from the UK Government GHG Conversion Factors for Company Reporting (commonly known as DEFRA), a third-party database recognised by the GHG Protocol, were applied to compute Scope 1 emissions. For Scope 2 emissions, the latest grid electricity emission factors published by the Singapore Energy Market Authority ("EMA") and the International Energy Agency ("IEA") were used.
7. Emission factors used for Scope 3 emissions calculations reference EMA, IEA and DEFRA. Scope 3 emissions disclosed in this report include fuel- and energy-related activities, waste generated in operations, business travel and downstream leased assets. Fuel- and energy-related activities include upstream Well-to-Tank (WTT) emissions for fuel and electricity, and transmission and distribution (WTT T&D) losses emissions. These are calculated by applying the relevant emission factors to the energy data reported under Scope 1 and Scope 2. Waste generated in operations includes emissions arising from the third-party treatment and disposal of solid waste and wastewater at controlled operations. Business travel covers emissions from employee air travel and hotel stays. Downstream leased assets include emissions from assets owned by the business and leased to tenants, reflecting tenants' Scope 1 and Scope 2 emissions.
8. Water used at all our properties is from municipal sources. The water supply for retail, office and hotel buildings is from PUB, Singapore's national water agency. It comprises water from local catchment, imported water (from neighbouring country's water catchment), reclaimed water (known as NEWater) and desalinated water. Water data for retail, office and hotel buildings accounts for all water usage in common toilets and pantries. Water data for the overseas asset accounts for landlord and tenant water usage.
9. Waste data reported corresponds to waste collected for disposal or recycling at our buildings, and includes waste generated from our Corporate Office, tenants, shoppers and other building guests and visitors.

Waste data for our Corporate Office is included under Buildings' waste. The waste and recyclables from our retail, office and hotel buildings are collected by licensed waste/recyclable collectors in Singapore and transported to designated waste/recycle treatment plants. Waste for disposal is sent to one of Singapore's four incineration plants and the resulting incinerated ash is transported to Singapore's Semakau landfill. Waste figures for retail, office and hotel buildings are based on information stated in vendor reports and/or bills. Waste figures for the overseas asset are based on estimates.

## APPENDICES

We have reported e-waste collected from UICT's corporate office since 2024. The e-waste is collected by licensed recyclers in Singapore and figures reported are based on information stated in vendor reports and/or bills.

Food waste reported comprises food waste generated by F&B tenants at West Mall and Marina Square. Tenants dispose food waste at the food digesters installed at West Mall and Marina Square, with the reported weight of food waste based on measurements by the food digesters. In addition, from 2025, Marina Square introduced a Food Waste Repurposing initiative where food surplus is diverted from disposal and distributed to underprivileged families.

At our AEI and redevelopment worksites, waste and recyclables are collected by licensed waste/recyclable collectors in Singapore and transported to designated waste/recycle treatment plants. Waste figures reported are based on information stated in vendor reports and/or bills. Where vendor reports or bills are unavailable, assumptions have been made by the contractor on the volume of each refuse bin multiplied by the number of disposal trips. Apart from e-waste, the majority of waste generated at our properties and redevelopment sites is non-hazardous.

10. Intensity is computed using Gross Floor Area ("GFA") as the denominator. For our retail, office and hotel properties, we adopt URA's definition of GFA. All covered floor areas of a building, except otherwise exempted, and uncovered areas for commercial uses, are deemed the GFA of the building. Generally, car parks are excluded from GFA computation. The GFA used for SGX has been adjusted to reflect SingLand's 48.6% ownership share of the property.
11. Sustainability performance data for the asset enhancement initiative at Singapore Land Tower and West Mall and The Clifford redevelopment project have been reported separately. Sustainability performance data for development projects for which the Group did not have operational control of is not included in this report. Please refer to our parent company UOL's sustainability report instead for more details.
12. There were no purchased renewable energy certificates in 2025.

### Notes – Health and Safety Data:

1. Workplace safety and health data reported under the Property Management category includes all employees working in the SingLand corporate office and Singapore office and retail buildings.
2. Contractor man-hours for Property Management comprises cleaning and security contractors at our Singapore office and retail buildings only. Work-related accidents are reported for all types of Property Management contractors.

3. A fatality or an instance of permanent total incapacity is deemed equivalent to a loss of 6,000 man-days. This measure aligns with the methodology used in the WSH National Statistics Report 2024 by Singapore's Ministry of Manpower and is analogous to the table of scheduled charges published by the U.S. National Institute for Occupational Safety and Health (NIOSH).

Fatality Rate = (Number of fatalities / Number of hours worked) x 1,000,000

High-consequence work-related injury is defined as a work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

Rate of high-consequence work-related injuries = (Number of high-consequence work-related injuries (excluding fatalities) / (Number of hours worked) x 1,000,000.

Recordable work-related injury is defined as a work-related injury or ill health that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury or ill health diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.

Rate of recordable work-related injuries = (Number of recordable work-related injuries (including fatalities) / Number of hours worked) x 1,000,000.

Lost-Time Injury Frequency Rate = (Number of recordable work-related injuries (including fatalities) / Number of hours worked) x 1,000,000

Lost Day Rate = (Number of lost days (including fatalities) / Number of hours worked) x 1,000,000

4. SingLand adheres to GRI 403-9 and MOM guidelines for the documentation of workplace incidents. We commit to disclosing all reportable incidents that occur involving:
  - i) our direct employees,
  - ii) members of the public and workers who are not our employees but are under SingLand's operational and workplace control, and
  - iii) hold material significance for our operations and the interests of our stakeholders.

## APPENDICES

### Notes – Data of Employees and Workers Who Are Not Employees:

1. Average training hours per employee in 2025 = Total training hours for the year / Number of employees as of 31 December.
2. Annual employee turnover rate in 2025 = Total voluntary and non-voluntary turnover / Number of employees as of 31 December.
3. SingLand did not have any employees with non-guaranteed hours in 2025. In 2025, as part of an internal transfer exercise to streamline processes and functions across SingLand and UOL Group, 43 employees from the SingLand corporate office were transferred to the UOL corporate office. As these transfers occurred within SingLand and UOL Group, they are not included in SingLand's new hire and employee turnover computations. Other inter-group transfers are similarly not included in SingLand's new hire and employee turnover computations.
4. For 2025, corporate contractors refer to our security and cleaning contractors, Singapore Land Tower AEI contractors, West Mall AEI contractors, The Clifford redevelopment contractors, and outsourced property management staff for UIC Building.
5. The definition of Senior Management is 'Assistant General Manager and above' for SingLand; 'Vice President and above, Executive Committee Member and Head of Department' for Hotels; 'Heads of Departments' for UIC Technologies.
6. The definition of Locals is Singapore Residents.
7. SingLand's significant location of operations is in Singapore.

## ISSB CONTENT INDEX

CODE	DISCLOSURE DESCRIPTION	LOCATION
<b>CONCEPTUAL FOUNDATIONS</b>		
S1.17	<b>Materiality</b> – Disclose material information about the climate related risks and opportunities that could reasonably be expected to affect the entity’s prospects.	Climate Scenario Analysis, Page 24 to 27
S1.20	<b>Reporting entity</b> – Disclosures shall be for the same reporting entity as the related financial statements	About This Report, Page 3 to 5
S1.21–24	<b>Connected information</b> – Demonstrate clear linkages across financial and climate disclosures.	Climate Scenario Analysis, Page 24 to 27
<b>GOVERNANCE</b>		
S2.05–07	<b>Governance</b> – Disclose governance processes, controls, and procedures the entity uses to monitor, manage and oversee climate-related risks and opportunities.	Sustainability Governance, Page 11 Climate-related Disclosures, Page 28 to 33
<b>STRATEGY</b>		
S2.08; S2.10; S2.12	<b>Climate related risks and opportunities</b> – Disclose information that enables users of general purpose financial reports to understand the climate-related risks and opportunities that could reasonably be expected to affect the entity’s prospects	Climate-related Disclosures, Page 28 to 33
S2.13	<b>Business model and value chain</b> – Disclose information that enables users of general purpose financial reports to understand the current and anticipated effects of climate related risks and opportunities on the entity’s business model and value chain.	Climate-related Disclosures, Page 28 to 33
S2.14	<b>Strategy and decision making</b> – Disclose information that enables users of general purpose financial reports to understand the effects of climate related risks and opportunities on the entity’s strategy and decision making.	Climate-related Disclosures, Page 28 to 33
S2.15; S2.16; S2.21	<b>Financial position, financial performance and cash flows</b> – Disclose information that enables users of general purpose financial reports to understand the current and anticipated effects of climate related risks and opportunities on the entity’s financial position, financial performance and cash flows for the reporting period.	Climate-related Disclosures, Page 28 to 33

## ISSB CONTENT INDEX

CODE	DISCLOSURE DESCRIPTION	LOCATION
S2.22	<b>Climate resilience</b> – Disclose information that enables users of general purpose financial reports to understand the resilience of the entity’s strategy and business model to climate related changes, developments and uncertainties, taking into consideration its identified climate related risks and opportunities.	Climate-related Disclosures, Page 28 to 33
<b>RISK MANAGEMENT</b>		
S2.24–26	<b>Risk management</b> – The objective of climate related financial disclosures on risk management is to enable users of general purpose financial reports to understand an entity’s processes to identify, assess, prioritise and monitor climate related risks and opportunities, including whether and how those processes are integrated into and inform the entity’s overall risk management processes.	Climate-related Disclosures, Page 28 to 33
<b>METRICS AND TARGETS</b>		
S2.27	<b>General requirements</b> – The objective of climate related financial disclosures on metrics and targets is to enable users of general purpose financial reports to understand an entity’s performance in relation to its climate related risks and opportunities, including progress toward any climate related targets it has set, and any targets it is required to meet by law or regulation.	Climate-related Disclosures, Page 28 to 33
S2.29	<b>Cross-industry metrics</b> – An entity shall disclose information relevant to the cross industry metric category of greenhouse gas emissions generated climate-related physical risks, transition risks, opportunities, capital deployment, internal carbon prices and remuneration during the reporting period.	Climate-related Disclosures, Page 28 to 33
S2.32	<b>Industry based metrics</b> – An entity shall disclose industry based metrics associated with particular business activities. Industry based metrics reflect features that characterise participation in an industry and may differ from common cross industry metrics. Entities shall identify relevant industry based metrics that apply to their operations and consider applicable industry based topics in the <i>Industry based Guidance on Implementing IFRS S2</i> .	Climate-related Disclosures, Page 28 to 33

## ISSB CONTENT INDEX

CODE	DISCLOSURE DESCRIPTION	LOCATION
S2.33–37	<b>Climate related targets</b> – An entity shall disclose quantitative or qualitative climate related targets it has set or is required to meet by law or regulation, including GHG emissions targets, timelines, base period, coverage, and progress toward these targets. Entities shall refer to and consider applicable cross industry and industry based metrics in S2.33–34 and may disclose metrics not otherwise prescribed if they satisfy the requirements of IFRS S1.	Climate-related Disclosures, Page 28 to 33
<b>GENERAL REQUIREMENTS</b>		
S1.54; S1.55; S1.56; S1.58(a); S1.59	<p><b>Sources of Guidance</b> – In identifying climate related risks and opportunities that could reasonably be expected to affect an entity’s prospects, an entity shall apply IFRS Sustainability Disclosure Standards. When identifying applicable disclosure requirements regarding a sustainability related risk or opportunity that could reasonably be expected to affect an entity’s prospects, the entity shall apply the IFRS Sustainability Disclosure Standard that specifically addresses that risk or opportunity.</p> <p>In addition, an entity shall refer to and consider the applicability of disclosure topics in the SASB standards for identifying climate related risks and opportunities. Where no IFRS Sustainability Disclosure Standard specifically applies, the entity shall consider the relevance of metrics associated with SASB disclosure topics.</p>	About This Report, Page 3 to 5
S1.60; S1.62	<b>Location of disclosures</b> – An entity is required to provide disclosures required by IFRS Sustainability Disclosure Standards as part of its general purpose financial reports.	Annual Report, Sustainability, Page 28 to 33
S1.64	<b>Timing of reporting</b> – An entity shall report its sustainability related financial disclosures at the same time as its related financial statements. The entity’s sustainability-related financial disclosures shall cover the same reporting period as the related financial statements.	About This Report, Page 3 to 5

## ISSB CONTENT INDEX

CODE	DISCLOSURE DESCRIPTION	LOCATION
S1.70	<b>Comparative information</b> – An entity shall disclose comparative information for the preceding period for all amounts and other relevant information disclosed in the reporting period.	GHG Emissions, Page 34 Energy, Page 38  Water, Page 39  Sustainability Performance Data, Pages 72 to 87
S1.72	<b>Statement of compliance</b> – An entity whose climate related financial disclosures comply with all the requirements of IFRS Sustainability Disclosure Standards shall make an explicit and unreserved statement of compliance.	About This Report, Page 3 to 5
<b>JUDGEMENTS, UNCERTAINTIES AND ERRORS</b>		
S1.74	<b>Judgements</b> – An entity shall disclose information about the judgements made in the process of preparing its climate related financial disclosures.	Climate Scenario Analysis, Page 24 to 27
S1.77; S1.78	<b>Measurement uncertainty</b> – An entity shall disclose information about the most significant uncertainties affecting the amounts reported in its climate related financial disclosures.	Climate Scenario Analysis, Page 24 to 27
S1.83	<b>Errors</b> – An entity shall correct material prior period errors by restating the comparative amounts for the prior period(s) disclosed unless impracticable to do so.	Not applicable given no restatement in the prior period's data

## ISSB CONTENT INDEX

### IFRS INDUSTRY-BASED GUIDANCE ON CLIMATE-RELATED DISCLOSURES (VOLUME B36 - REAL ESTATE)

TOPIC	CODE	ACCOUNTING METRIC	PROPERTY SUBSECTOR	2025
Energy Management	IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property subsector	Office	Landlord energy data is reported for 100% of SingLand's office properties under reporting scope. 100% of the properties have both landlord and tenant energy data reported.
			Retail	Landlord energy data is reported for 100% of SingLand's retails properties under reporting scope. Tenant electricity consumption is also reported for 100% of the properties but tenant fuel use is not available.
			Hotels	Landlord energy data is reported for 100% of SingLand's hotels properties under reporting scope. 100% of the properties have both landlord and tenant energy data reported.
			Overseas Assets	Landlord energy data is reported for 100% of SingLand's overseas assets under reporting scope. Tenant electricity consumption is also reported for 100% of the properties but tenant fuel use is not available.
	IF-RE-130a.2	(1) Total energy consumed by portfolio area with data coverage	Office	87,149 GJ (landlord consumption only); 129,797 GJ (total landlord and tenant consumption)
			Retail	84,864 GJ (landlord consumption only); 147,545 GJ (total landlord and tenant consumption)
			Hotels	127,415 GJ (landlord consumption only); 131,202 GJ (total landlord and tenant consumption)
			Overseas Assets	34,833 GJ (landlord consumption only); 35,509 GJ (total landlord and tenant consumption)
	(2) percentage grid electricity	Office	100%	
		Retail	100%	
		Hotels	63%	
		Overseas Assets	53%	

## ISSB CONTENT INDEX

TOPIC	CODE	ACCOUNTING METRIC	PROPERTY SUBSECTOR	2025
		(3) percentage renewable, by property subsector	Office	0.0%
			Retail	0.0%
			Hotels	0.3%
			Overseas Assets	0.0%
	<b>IF-RE-130a.3</b>	Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property subsector	Office (Landlord)	-12%
			Office (Tenant)	0%
			Retail (Tenant)	-2%
			Hotel (Landlord)	See Note #1 (a)
			Hotel (Tenant)	
			Overseas Assets (Landlord)	
			Overseas Assets (Tenant)	
	<b>IF-RE-130a.4</b>	Percentage of eligible portfolio that:		
		(1) has an energy rating	Office	100%
			Retail	100%
			Hotels	100%
			Overseas Assets	0%
		(2) is certified to ENERGY STAR, by property subsector	Office	Not applicable
			Retail	Not applicable
			Hotels	Not applicable
			Overseas Assets	Not applicable
	<b>IF-RE-130a.5</b>	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	Office	SR 2025 pages 35 to 37
			Retail	
			Hotels	
			Overseas Assets	

## ISSB CONTENT INDEX

TOPIC	CODE	ACCOUNTING METRIC	PROPERTY SUBSECTOR	2025	
Water Management	IF-RE-140a.1	Water withdrawal data coverage as a percentage of:	(1) total floor area	Office	100%
				Retail	See Note #1(b)
				Hotels	See Note #1(b)
				Overseas Assets	100%
			(2) floor area in regions with High or Extremely High Baseline Water Stress, by property subsector	Office	0% (See Note #2)
				Retail	0% (See Note #2)
				Hotels	0% (See Note #2)
				Overseas Assets	0% (See Note #2)
	IF-RE-140a.2	(1) Total water withdrawn by portfolio area with data coverage	Office	279,694 m <sup>3</sup>	
			Retail	119,157 m <sup>3</sup>	
			Hotels	272,030 m <sup>3</sup>	
			Overseas Assets	77,979 m <sup>3</sup>	
	IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector	Office	9%	
			Retail	-11%	
			Hotels	See Note #1 (a)	
			Overseas Assets	See Note #1 (a)	
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	Office	SR 2025 pages 39		
		Retail			
		Hotels			
		Overseas Assets			

## ISSB CONTENT INDEX

TOPIC	CODE	ACCOUNTING METRIC	PROPERTY SUBSECTOR	2025	
Management of Tenant Sustainability Impacts	IF-RE-410a.1	Percentage of tenants that are separately metered or submetered for:	(1) grid electricity consumption	Office	See Note #3 (a)
			Retail	See Note #3 (a)	
			Hotels	See Note #3 (b)	
			Overseas Assets	See Note #3 (a)	
		(2) water withdrawals, by property subsector	Office	See Note #1 (b)	
			Retail	See Note #1 (b)	
			Hotels	100%	
			Overseas Assets	100%	
	IF-RE-410a.3	Discussion of approach to measuring, incentivising, and improving sustainability impacts of tenants	Office	SR 2025 pages 13, 38, 40 and 41	
			Retail		
Hotels					
Overseas Assets					
Climate Change Adaptation	IF-RE-450a.1	Area of properties located in 100-year flood zones, by property subsector	Office	There is no publicly available information on 100-year flood zone in Singapore and China.	
			Retail		
			Hotels		
			Overseas Assets		
	IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Office	SR 2025 pages 25 to 33	
			Retail		
			Hotels		
			Overseas Assets		

Note #1(a): Data was not available/ incomplete for the reporting year.

Note #1(b): For water withdrawal data, data coverage is 100% for data from landlord's water meters only. Water data was not available for tenants who have their own separate meters.

Note #2: Using the Aqueduct Water Risk Atlas (v4.0), Singapore and the location of Westin Tianjin was not identified to be located in areas with high or extremely high baseline water stress.

Note #3 (a): Data for 2025 include tenant electricity consumption in addition to landlord electricity and fuel consumption. Electricity is the dominant energy consumed.

Note #3 (b): Data for 2025 include tenant electricity and fuel consumption in addition to landlord electricity and fuel consumption. Electricity is the dominant energy consumed.

## ISSB CONTENT INDEX

CODE	ACCOUNTING METRIC	PROPERTY SUBSECTOR	2025
IF-RE-000.A	Number of assets, by property subsector	Office	6
		Retail	2
		Hotels	2
		Overseas Assets	1
IF-RE-000.B	Leasable floor area, by property subsector	Office	196,270 <sup>1</sup>
		Retail	92,684 <sup>1</sup>
		Hotels	3,947
		Overseas Assets	1,070
IF-RE-000.C	Percentage of indirectly managed assets, by property subsector	Office	0%
		Retail	0%
		Hotels	100%
		Overseas Assets	100%
IF-RE-000.D	Average occupancy rate, by property subsector	Office	We report the committed occupancy rates of our properties in SingLand's Annual Report 2025 pages 62 to 63.
		Retail	
		Hotels	
		Overseas Assets	

<sup>1</sup> Refers to Approximate Net Floor Area as reported in the Property Summary of the Group's AR 2025.

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	EXTERNALLY ASSURED (Y/N)	
<b>GENERAL DISCLOSURES</b>					
<b>GRI 2: General Disclosures 2021</b>	2-1	Organisational details	SR 2025 page 3	-	N
	2-2	Entities included in the organisation's sustainability reporting	SR 2025 page 4	HR and safety metrics for Westin Tianjin have not been disclosed. Historical HR and safety data (FY2024) is unavailable as data collection for certain entities commenced only in the current year. For FY2025, the information was assessed to be not of adequate quality for disclosure. SingLand is engaging with the hotel operator to align on GRI-aligned definitions, standardised reporting templates, and validation processes. The Group expects to report complete and reliable HR and safety metrics for this entity from the next reporting cycle.	N
	2-3	Reporting period, frequency, and contact point	SR 2025 pages 4 to 5 Publication date: 15 May 2026	-	N
	2-4	Restatements of information	SR 2025 pages 5 and 85	-	N
	2-5	External assurance	SR 2025 pages 5 and 107	-	N
	2-6	Activities, value chain and other business relationships	SR 2025 pages 3, 4, 12, and 63	-	N
	2-7	Employees	SR 2025 pages 55, 57, 69, 78, and 80	-	N
	2-8	Workers who are not employees	SR 2025 pages 45, 46, and 63	-	N
	2-9	Governance structure and composition	AR 2025 pages 34; SR 2025 page 11	-	N
	2-10	Nomination and selection of the highest governance body	AR 2025 pages 38-43	-	N
	2-11	Chair of the highest governance body	AR 2025 pages 14 and 40. The Board Chairman is not a senior executive in SingLand.	-	N
	2-12	Role of the highest governance body in overseeing the management of impacts	AR 2025 pages 34-35; SR 2025 page 11	-	N

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	EXTERNALLY ASSURED (Y/N)
2-13	Delegation of responsibility for managing impacts	SR 2025 pages 11	-	N
2-14	Role of highest governance body in sustainability reporting	AR 2025 pages 29 and 35; SR 2025 page 11	-	N
2-15	Conflicts of interest	AR 2025 pages 36, 40, 56-59, 165-169	-	N
2-16	Communication of critical concerns	AR 2025 pages 53; SR 2025 pages 57, 58 and 67	-	N
2-17	Collective knowledge of the highest governance body	AR 2025 pages 34-35; SR 2025 pages 12 and 29	-	N
2-18	Evaluation of the performance of the highest governance body	AR 2025 pages 43	-	N
2-19	Remuneration policies	AR 2025 pages 44-48	-	N
2-20	Process to determine remuneration	AR 2025 pages 44-48	-	N
2-21	Annual total compensation ratio	Not disclosed. However, the compensation for our key management personnel and employees are reported in our financial statements.	Confidentiality constraints.	N
2-22	Statement on sustainable development strategy	SR 2025 page 6	-	N
2-23	Policy commitments	SR 2025 pages 42, 60 to 63	-	N
2-24	Embedding policy commitments	SR 2025 pages 60 to 63	-	N
2-25	Processes to remediate negative impacts	SR 2025 pages 12 to 14, 31, 47, and 60 to 63	-	N
2-26	Mechanisms for seeking advice and raising concerns	SR 2025 pages 12 to 14	-	N
2-27	Compliance with laws and regulations	SR 2025 page 22 and 61	-	N
2-28	Membership associations	SR 2025 page 71	-	N
2-29	Approach to stakeholder engagement	SR 2025 pages 12 to 14	-	N
2-30	Collective bargaining agreements	SR 2025 page 49	-	N

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	EXTERNALLY ASSURED (Y/N)	
<b>Material Topics</b> <b>GRI 3 (2021):</b> <b>Material Topics</b>	3-1	Process to determine material topics	SR 2025 page 16	-	N
	3-2	List of material topics	SR 2025 page 16	-	N
<b>GHG EMISSIONS</b>					
<b>GRI 3 (2021):</b> <b>Material Topics</b>	3-3	Management of material topics	SR 2025 pages 21, 23, 34 to 38, and 66	-	N
<b>GRI 305 (2016):</b> <b>Emissions</b>	305-1	Direct (Scope 1) GHG emissions	SR 2025 pages 34, 66, and 74	-	Y, Singapore operations
	305-2	Energy indirect (Scope 2) GHG emissions	SR 2025 pages 34, 66, 74 and 75	-	Y, Singapore operations
	305-3	Other indirect (Scope 3) GHG emissions	SR 2025 pages 34 and 75	-	N
	305-4	GHG emissions intensity	SR 2025 pages 34 and 74	-	Y, Singapore operations
	305-5	Reduction of GHG emissions	SR 2025 pages 34 and 66	-	N
	305-6	Emissions of ozone-depleting substances (ODS)	Not applicable	We do not emit NOx and SOx in our operations	N
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable	We do not emit NOx and SOx in our operations	N
<b>GRI G4</b> <b>Construction and</b> <b>Real Estate Sector</b> <b>Disclosure</b>	CRE 3	Greenhouse gas emissions intensity from buildings	SR 2025 pages 34 and 74	-	Y, Singapore operations
<b>ENERGY</b>					
<b>GRI 3 (2021):</b> <b>Material Topics</b>	3-3	Management of material topics	SR 2025 pages 21, 23, 38, and 66	-	N
<b>GRI 302 (2016):</b> <b>Energy</b>	302-1	Energy consumption within the organisation	SR 2025 pages 38, 66 and 72	-	Y, landlord energy consumption for Singapore operations
	302-2	Energy consumption outside the organisation – Development projects	SR 2025 pages 72	-	Y, energy consumption for AEI and Redevelopment for Singapore operations
	302-3	Energy intensity	SR 2025 pages 38, 66 and 73	-	Y, landlord energy intensity for Singapore operations
	302-4	Reduction of energy consumption	SR 2025 pages 38 and 66	-	N

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	EXTERNALLY ASSURED (Y/N)
<b>GRI G4 Construction and Real Estate Sector Disclosure</b>	CRE 1 Building energy intensity	SR 2025 pages 38, 66 and 73	-	Y, landlord energy intensity for Singapore operations
<b>WATER</b>				
<b>GRI 3 (2021): Material Topics</b>	3-3 Management of material topics	SR 2025 pages 21, 23, 39 and 66	-	N
<b>GRI 303 (2018): Water and Effluents</b>	303-1 Interactions with water as a shared resource	SR 2025 pages 23, 39 and 66	-	N
	303-2 Management of water discharge-related impacts	Information unavailable.	We do not measure water discharged. Any water discharged from our projects complies with local regulations.	N
	303-3 Water withdrawal	SR 2025 pages 39, 66 and 75	-	Y, Singapore operations
	303-4 Water discharge	Information unavailable.	We do not measure water discharged. Any water discharged from our projects complies with local regulations.	N
	303-5 Water consumption	Not Applicable	We only measure the water withdrawn from municipal sources.	N
<b>GRI G4 Construction and Real Estate Sector Disclosure</b>	CRE 2 Building water intensity	SR 2025 pages 39 and 76	-	Y, Singapore operations
<b>WASTE</b>				
<b>GRI 3 (2021): Material Topics</b>	3-3 Management of material topics	SR 2025 pages 21, 23, 40 to 41, and 65	-	N
<b>GRI 306 (2020): Waste</b>	306-1 Waste generation and significant waste-related impacts	SR 2025 pages 40, 41 and 65	-	N
	306-2 Management of waste-related impacts	SR 2025 pages 40, 41 and 65	-	N
	306-3 Waste generated	SR 2025 pages 40, 41 and 76	-	N
	306-4 Waste diverted from disposal	SR 2025 pages 40, 76 and 77	-	Y, Singapore operations
	306-5 Waste diverted to disposal	SR 2025 pages 40 and 76	-	Y, Singapore operations

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	EXTERNALLY ASSURED (Y/N)	
<b>HEALTH AND SAFETY</b>					
<b>GRI 3 (2021): Material Topics</b>	3-3	Management of material topics	SR 2025 pages 18, 42 to 45, and 67	-	N
<b>GRI 403 (2018): Occupational Health and Safety</b>	403-1	Occupational health and safety management system	SR 2025 pages 42 to 44, and 67	-	N
	403-2	Hazard identification, risk assessment, and incident investigation	SR 2025 pages 43	-	N
	403-3	Occupational health services	SR 2025 pages 43	-	N
	403-4	Worker participation, consultation, and communication on occupational health and safety	SR 2025 pages 12, 14, and 42 to 44	-	N
	403-5	Worker training on occupational health and safety	SR 2025 pages 43 and 44	-	N
	403-6	Promotion of worker health	SR 2025 pages 12, 14, 42 and 43	-	N
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR 2025 pages 42, 43 and 44	-	N
	403-8	Workers covered by an occupational health and safety management system	SR 2025 pages 42 and 43	-	N
	403-9	Work-related injuries	SR 2025 pages 45, 46, 67, 83 and 84	-	Y, Singapore operations
	403-10	Work-related ill health	SR 2025 pages 45	-	N
<b>GRI G4 Construction and Real Estate Sector Disclosure</b>	CRE 6	Percentage of the organization operating in verified compliance with an internationally recognized health and safety management system	SR 2025 pages 42	-	Y, Singapore operations
<b>EMPLOYEE DEVELOPMENT AND WELL-BEING</b>					
<b>GRI 3 (2021): Material Topics</b>	3-3	Management of material topics	SR 2025 pages 18, 49 to 52, and 67	-	N
<b>GRI 401 (2016): Employment</b>	401-1	New employee hires and employee turnover	SR 2025 pages 53, 54, 68, 78 and 79	-	Y, Singapore operations
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR 2025 pages 53 and 68	-	N
	401-3	Parental leave	SR 2025 pages 53 and 68	-	N

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	EXTERNALLY ASSURED (Y/N)	
<b>GRI 404 (2016): Training and Education</b>	404-1	Average hours of training per year per employee	SR 2025 pages 51, 67 and 80	-	Y, Singapore operations
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Information unavailable.	We do not track programs for upgrading employee skills and transition assistance programs.	N
	404-3	Percentage of employees receiving regular performance and career development reviews	SR 2025 pages 53	-	N
<b>DIVERSITY, EQUITY AND INCLUSION</b>					
<b>GRI 3 (2021): Material Topics</b>	3-3	Management of material topics	SR 2025 pages 19, 55 to 57, and 69	-	N
<b>GRI 405 (2016): Diversity and Equal Opportunity</b>	405-1	Diversity of governance bodies and employees	SR 2025 pages 55 to 57 and 69	-	Y, total employees by age, gender and employee category for Singapore operations
	405-2	Ratio of basic salary and remuneration of women to men	Information unavailable.	The compensation for our key management personnel and employees are reported in our financial statements. We do not disclose the ratio of basic salary and remuneration of women to men.	N
<b>GRI 406 (2016): Non-discrimination</b>	406-1	Incidents of discrimination and corrective actions taken	SR 2025 pages 19 and 56	-	N
<b>PRODUCT AND SERVICE QUALITY</b>					
<b>GRI 3 (2021): Material Topics</b>	3-3	Management of material topics	SR 2025 pages 20, 47 to 48	-	N

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	EXTERNALLY ASSURED (Y/N)	
<b>COMMUNITY STEWARDSHIP</b>					
<b>GRI 3 (2021): Material Topics</b>	3-3	Management of material topics	SR 2025 pages 19, 58 to 59	-	N
<b>GRI 202 (2016): Market Presence</b>	202-2	Proportion of senior management hired from the local community	SR 2025 pages 55, 57, 69 and 82	-	Y, Singapore operations
<b>GRI 413 (2016): Local Communities</b>	413-1	Operations with local community engagement, impact assessments, and development programmes	SR 2025 pages 58 to 59	-	N
	413-2	Operations with significant actual and potential negative impacts on local communities	SR 2025 pages 58 to 59	-	N
<b>ANTI-CORRUPTION AND ETHICAL BUSINESS PRACTICES</b>					
<b>GRI 3 (2021): Material Topics</b>	3-3	Management of material topics	SR 2025 pages 22, 60 to 61 and 70	-	N
<b>GRI 205 (2016): Anti-corruption</b>	205-1	Operations assessed for risks related to corruption	SR 2025 pages 61 and 70	-	N
	205-2	Communication and training about anti-corruption policies and procedures	SR 2025 pages 60, 61 and 70	-	N
			We do not track the total number and percentage of governance body members that have received training on anti-corruption	-	N
205-3	Confirmed incidents of corruption and actions taken	SR 2025 pages 61 and 70	-	N	
<b>GRI 206: Anti-competitive behavior 2016</b>	206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practice	SR 2025 pages 60 and 70	-	N
<b>CYBERSECURITY AND DATA PRIVACY</b>					
<b>GRI 3 (2021): Material Topics</b>	3-3	Management of material topics	SR 2025 pages 22, 61 to 62 and 70	-	N
<b>GRI 418 (2016): Customer Privacy</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR 2025 pages 61 and 70	-	N

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	EXTERNALLY ASSURED (Y/N)	
<b>RESPONSIBLE SOURCING AND SUPPLY CHAIN</b>					
<b>GRI 3: Material topics</b>	3-3	Management of material topics	SR 2025 pages 22, 63	-	N
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1	New suppliers that were screened using environmental criteria	SR 2025 pages 63	-	N
	308-2	Negative environmental impacts in the supply chain and actions taken	SR 2025 pages 63	-	N
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1	New suppliers that were screened using social criteria	SR 2025 pages 63	-	N
	414-2	Negative social impacts in the supply chain and actions taken	SR 2025 pages 63	-	N
<b>ECONOMIC PERFORMANCE</b>					
<b>GRI 3: Material topics</b>	3-3	Management of material topics	SR 2025 pages 19 and 64	-	N
<b>GRI 201 (2016): Economic performance</b>	201-1	Direct economic value generated and distributed	SR 2025 pages 64	-	N
	201-2	Financial implications and other risks and opportunities due to climate change	SR 2025 pages 25 to 27	-	N
	201-3	Defined benefit plan obligations and other retirement plans	AR 2025 pages 103	-	N
	201-4	Financial assistance received from government	Information unavailable.	We are unable to disclose this data due to confidentiality constraints as this specific information is considered commercially sensitive to maintain a competitive advantage.	N

## SGX CORE ESG METRICS INDEX

TOPIC	METRICS	UNIT	FRAMEWORK ALIGNMENT	PAGE NUMBER
<b>ENVIRONMENT</b>				
<b>Greenhouse Gas Emissions ("GHG")</b>	Absolute emissions by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	tCO <sub>2</sub> e	GRI 305-1, GRI 305-2, GRI 305-3, IFRS S2	SR 2025 pages 34, 66, 74, and 75
	Emission intensities by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3	tCO <sub>2</sub> e/ organisation specific metrics	GRI 305-4, IFRS S2	SR 2025 pages 34, 66, and 74
<b>Energy Consumption</b>	Total energy consumption	MWhs or GJ	GRI 302-1, IFRS S2, IFRS S2 Industry-based Disclosure Requirements IF-RE-130a.2	SR 2025 pages 38, 66 and 72
	Energy consumption intensity	MWhs or GJ/ organisation specific metrics	GRI 302-3, IFRS S2	SR 2025 pages 38, 66 and 73
<b>Water Consumption</b>	Total water consumption	ML or m <sup>3</sup>	GRI 302-3, IFRS S2	We report total water withdrawal per GRI 303-3 in SR 2025 pages 39, 66 and 75
	Water consumption intensity	ML or m <sup>3</sup> / organisation specific metrics	GRI 303-5, IFRS S2, IFRS S2 Industry-based Disclosure Requirements IF-RE-140a.2	
<b>Waste Generation</b>	Total waste generated	tonnes	GRI 306-3, IFRS S2	SR 2025 pages 40 and 76
<b>SOCIAL</b>				
<b>Gender Diversity</b>	Current employees by gender	Percentage (%)	GRI 405-1	SR 2025 pages 55, 57 and 69
	New hires and turnover by gender	Percentage (%)	GRI 401-1	SR 2025 pages 53, 54, 68, 78 and 79
<b>Age-Based Diversity</b>	Current employees by age groups	Percentage (%)	GRI 405-1	SR 2025 pages 55, 57, 69 and 82
	New hires and turnover by age groups	Percentage (%)	GRI 401-1	SR 2025 pages 53, 54, 68 and 81
<b>Employment</b>	Total turnover	Number and Percentage (%)	GRI 401-1	SR 2025 pages 53, 54, 68, 79 and 81
	Total number of employees	Number	GRI 2-7	SR 2025 pages 55, 57, 69 and 78
<b>Development &amp; Training</b>	Average training hours per employee	Hours/No. of employees	GRI 404-1	SR 2025 pages 51 and 67
	Average training hours per employee by gender	Hours/No. of employees	GRI 404-1	SR 2025 pages 51, 67 and 80

## SGX CORE ESG METRICS INDEX

TOPIC	METRICS	UNIT	FRAMEWORK ALIGNMENT	PAGE NUMBER
<b>Occupational Health &amp; Safety</b>	Fatalities	Number of cases	GRI 403-9, MOM (Singapore)	SR 2025 pages 45, 46, 67 and 83
	High-consequence injuries	Number of cases	GRI 403-9, MOM (Singapore)	SR 2025 pages 45, 46, 67 and 83
	Recordable injuries	Number of cases	GRI 403-9, MOM (Singapore)	SR 2025 pages 45, 46, 67 and 83
	Recordable work-related ill health cases	Number of cases	GRI 403-10, MOM (Singapore)	SR 2025 pages 45, 46, 67 and 83
<b>GOVERNANCE</b>				
<b>Board Composition</b>	Board independence	Percentage (%)	GRI 2-9	AR 2025 page 38
	Women on the board	Percentage (%)	GRI 2-9, GRI 405-1	SR 2025 page 56 and 79
<b>Management Diversity</b>	Women in the management team	Percentage (%)	GRI 2-9, GRI 405-1	SR 2025 pages 56, 57, 69, 79 and 80
<b>Ethical Behaviour</b>	Anti-corruption disclosures	Discussion and number of standards	GRI 205-1, GRI 205-2 and GRI 205-3	SR 2025 pages 60 and 70
	Anti-corruption training for employees	Number and Percentage (%)	GRI 205-2	SR 2025 pages 60 and 70
<b>Certifications</b>	List of relevant certifications	List	Commonly reported metric by SGX issuers	SR 2025 pages 20, 42, 63 and 67
<b>Alignment with Frameworks</b>	Alignment with frameworks and disclosure practices	GRI/ TCFD/ SASB/ SDGs/ others	SGX-ST Listing Rules (Mainboard) 711A and 711B, Practice Note 7.6; SGX-ST Listing Rules (Catalist) 711A and 711B, Practice Note 7F	SR 2025 page 4
<b>Assurance</b>	Assurance of sustainability report	Internal/External/ None	SGX-ST Listing Rules (Mainboard) 711A and 711B, Practice Note 7.6; SGX-ST Listing Rules (Catalist) 711A and 711B, Practice Note 7F	SR 2025 pages 5 and 107

# INDEPENDENT LIMITED ASSURANCE REPORT

## INDEPENDENT PRACTITIONER'S LIMITED ASSURANCE REPORT ON SINGAPORE LAND GROUP LIMITED'S IDENTIFIED SUSTAINABILITY INFORMATION

### Limited assurance conclusion

We have conducted a limited assurance engagement on the selected sustainability information, including the greenhouse gas emissions, of Singapore Land Group Limited ("SingLand") included in SingLand's Sustainability Report (the "Identified Sustainability Information"), as at 31 December 2025 and for the year then ended ("SingLand 2025 Sustainability Report").

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Identified Sustainability Information is not prepared, in all material respects, in accordance with the Global Reporting Initiative ("GRI") Sustainability Reporting Standards 2021 (the "Reporting Criteria").

### Identified Sustainability Information

The respective Identified Sustainability Information as at 31 December 2025 and for the year then ended is set out below:

S/N	GRI	GRI DESCRIPTION	SCOPE
1	202-2	Proportion of senior management hired from the local community	Singapore operations only
2	302-1	Energy consumption within the organization	
3	302-2	Energy consumption outside of the organization – Development projects	
4	302-3	Energy intensity	
5	CRE 1	Building energy intensity	
6	303-3	Water withdrawal	
7	CRE 2	Building water intensity	
8	305-1	Direct (Scope 1) GHG emissions	
9	305-2	Energy indirect (Scope 2) GHG emissions	
10	305-4	GHG emissions intensity	
11	CRE 3	Greenhouse gas emissions intensity from buildings	
12	306-4	Waste diverted from disposal	
13	306-5	Waste directed to disposal	
14	401-1	New employee hires and employee turnover	
15	404-1	Average hours of training per year per employee	
16	403-9	Work-related injuries	
17	CRE 6	Percentage of the organization operating in verified compliance with an internationally recognized health and safety management system	
18	405-1	Diversity of governance bodies and employees	

# INDEPENDENT LIMITED ASSURANCE REPORT

## Basis for conclusion

We conducted our limited assurance engagement in accordance with Singapore Standard on Assurance Engagements (SSAE) 3000 (Revised), *Assurance engagements other than audits or reviews of historical financial information* ("SSAE 3000 (Revised)"), and, in respect of the greenhouse gas emissions, Singapore Standard on Assurance Engagements 3410, *Assurance engagements on greenhouse gas statements* ("SSAE 3410").

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under these standards are further described in the Practitioner's responsibilities section of our report.

## Our independence and quality management

We have complied with the independence and other ethical requirements of the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies Singapore Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## Responsibilities for the Identified Sustainability Information

Management of SingLand is responsible for:

- The preparation of the Identified Sustainability Information in accordance with the Reporting Criteria, applied as explained in the "About this report" section in SingLand 2025 Sustainability Report;
- Designing, implementing and maintaining such internal control as management determines is necessary to enable the preparation of the Identified Sustainability Information, in accordance with the Reporting Criteria, that is free from material misstatement, whether due to fraud or error; and
- The selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Those charged with governance are responsible for overseeing SingLand's sustainability reporting process.

## Inherent limitations in preparing the Identified Sustainability Information

Greenhouse gas quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

## Practitioner's responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Identified Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Identified Sustainability Information.

As part of a limited assurance engagement in accordance with SSAE 3000 (Revised) and SSAE 3410, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- determine the suitability in the circumstances of the SingLand's use of the Reporting Criteria as the basis for the preparation of the Identified Sustainability Information;
- perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of SingLand's internal control; and
- design and perform procedures responsive to where material misstatements are likely to arise in the Identified Sustainability Information. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

# **pwc** INDEPENDENT LIMITED ASSURANCE REPORT

## Summary of the work performed

A limited assurance engagement involves performing procedures to obtain evidence about the Identified Sustainability Information. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of where material misstatements are likely to arise in the Identified Sustainability Information, whether due to fraud or error.

In conducting our limited assurance engagement, we:

- Obtained an understanding of SingLand's reporting processes relevant to the preparation of its Identified Sustainability Information by inquiring with management and relevant personnel on the gathering, collation and aggregation of the Identified Sustainability Information;
- Evaluated whether all information identified by the process to identify the information reported in the Identified Sustainability Information is included in the Identified Sustainability Information;
- Performed inquiries of relevant personnel and analytical procedures on selected information in the Identified Sustainability Information;
- Performed substantive assurance procedures on selected information in the Identified Sustainability Information;
- Evaluated the appropriateness of quantification methods and reporting policies;
- Evaluated the methods, assumptions and data for developing estimates; and
- Assessed the disclosure and presentation of the Identified Sustainability Information.

## Purpose and restriction on distribution and use

We draw attention to the fact that the Identified Sustainability Information was prepared for the purpose of assisting SingLand in reporting the Identified Sustainability Information in the SingLand 2025 Sustainability Report in accordance with the Reporting Criteria. As a result, the Identified Sustainability Information may not be suitable for another purpose.

This report, including our conclusion, has been prepared solely for SingLand in accordance with the letter of engagement between us. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than SingLand for our work or this report.

Yours faithfully



PricewaterhouseCoopers LLP  
Public Accountants and Chartered Accountants  
Singapore

28 April 2026



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