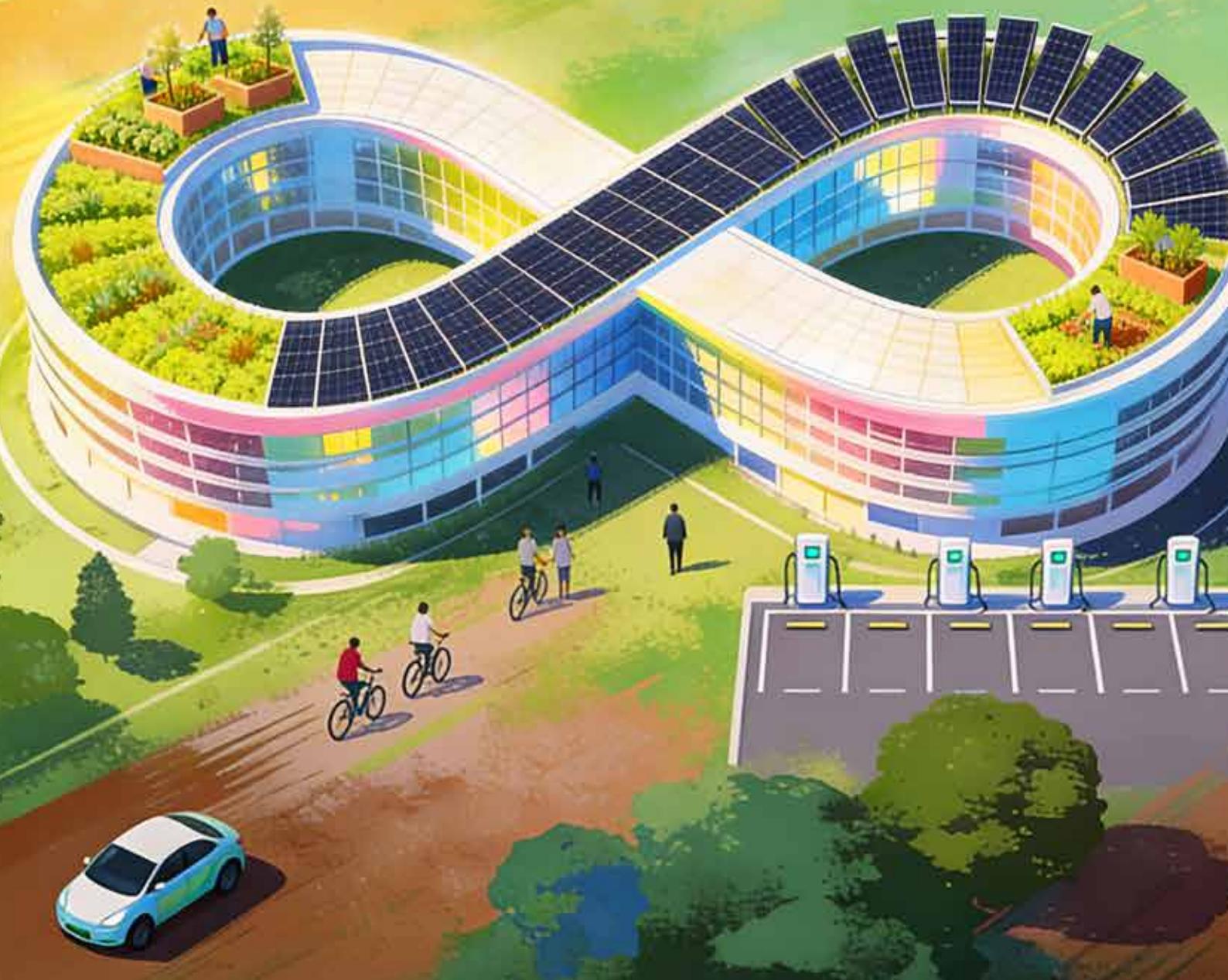


**SUSTAINABILITY REPORT 2025**

**PURPOSEFUL GROWTH,  
ENDURING IMPACT**



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## 1.1 CHAIRMAN'S MESSAGE



**We continue to embed sustainability into every decision, ensuring that our business remains future-ready and trusted by those we serve. Our environmental, social and governance approach anchors this vision. It guides us in protecting natural resources, supporting our people and communities, and upholding the highest standards of ethics and governance.”**

**Mr. Kelvin Lim**  
Executive Chairman and  
Executive Director

### **To our valued stakeholders,**

Every year, our sustainability journey teaches us something new – about resilience, responsibility, and the role we play in shaping a better future. This year's report for the financial year ended 30 September 2025 (“**FY2025**”) marks another milestone in our sustainability journey, showcasing our progress and the direction we are heading.

Our focus has always been clear: to grow responsibly while creating long-term value for the people and communities around us. The challenges of today's world – from climate shifts to social change – demand agility and integrity in how we respond. We continue to embed sustainability into every decision, ensuring that our business remains future-ready and trusted by those we serve. Our environmental, social and governance (“**ESG**”) approach anchors this vision. It guides us in protecting natural resources, supporting our people and communities, and upholding the highest standards of ethics and governance. These

priorities are not separate initiatives but interconnected commitments that define how we operate and the impact we aim to create.

### **PROTECTING OUR ENVIRONMENT**

Translating this ESG vision into tangible outcomes, the Group's co-living business (“**Coliwoo**”) demonstrates how it is embedding climate-conscious practices into its operations. Beyond providing modern, flexible living spaces, Coliwoo actively contributes to climate action by promoting efficient use of resources, reducing operational energy demand, and encouraging sustainable lifestyles among residents.

In FY2025, in collaboration with the Singapore University of Technology and Design, through a research project implemented by the Net Zero Futures Lab, we conducted a Renovation Avoided Carbon Analysis for the Coliwoo Midtown co-living residence. By retaining structural components such as foundations, beams, slabs, and steel

# 1.1 CHAIRMAN'S MESSAGE

reinforcement, Coliwoo avoided 2,552 tonnes of carbon dioxide ("CO<sub>2</sub>") – equivalent to 68% of the embodied carbon that would have resulted from a full rebuild. To put this in perspective, the avoided emissions are comparable to 9,450 flights from Singapore to Shanghai or the embodied carbon of 51 new homes of 100 m<sup>2</sup> each. The findings were shared at the 2025 Smart and Sustainable Built Environment Conference in Lille, France, and will be published in the forthcoming conference proceedings. This renovation-led approach demonstrates circular construction principles, delivering immediate carbon savings while reinforcing the Group's commitment to low-carbon development and resource efficiency. For more details, please refer to the Renovation Avoided Carbon Analysis on page 31 of this report.

These innovative practices complement the Group's long-standing efforts in energy efficiency, renewable energy, and operational sustainability, which continue to drive measurable environmental impact across our operations. While this year's emissions reflect the scale and growth of our activities, we remain focused on measures that deliver long-term improvements. Key initiatives – such as expanding our renewable energy portfolio and engaging employees and tenants on resource optimisation – build the capabilities needed for steady, measurable progress, reflecting a practical and responsible approach to environmental performance.

Building on last year's progress, we enhanced the transparency and depth of our climate disclosures by maintaining the reporting of Scope 3 emissions across our value chain, strengthening our understanding of indirect impacts, and fostering closer collaboration with suppliers and partners to drive emissions reduction. In tandem, we advanced our climate risk management capabilities through the adoption of scenario analysis in alignment with the Task Force on Climate-related Financial Disclosures ("TCFD") recommendations, assessing potential outcomes under varying climate futures. This forward-looking approach provides valuable insights into how different global warming trajectories may affect our operations, investments, and long-term resilience, ensuring that our strategy remains adaptive, data-driven, and aligned with Singapore's transition towards a low-carbon economy.

Our Space Optimisation Business continued to embed energy-efficient measures across design and operations, supported by technologies such as LED lighting, high-efficiency air-conditioning, and automated control systems to optimise electricity use and reduce operating costs. During the reporting period, operational solar systems

produced 675 MWh of renewable electricity to support Space Optimisation Business consumption, which corresponds to an estimated reduction of approximately 272 tonnes of CO<sub>2</sub> emissions.

Water efficiency initiatives complement our energy measures. The installation of flow-control devices and water-saving fixtures across our managed properties supports the responsible use of natural resources and contributes to lower utility demand.

Within our Facilities Management activities, we maintain a disciplined approach to environmental performance. Preference is given to cleaning agents and chemicals that meet recognised eco-certification standards to minimise potential impacts on health and the environment. Operational processes are increasingly supported by automation and digital tools – including robotic cleaning systems and resource-tracking dashboards – which enhance labour productivity, improve service quality, and reduce waste.

Through these actions, the Group continues to align operational performance with long-term sustainability objectives. By integrating data-driven environmental management across business functions, we strengthen resilience, deliver cost efficiencies, and drive continuous improvement in environmental performance.

We deepened our commitment to environmental stewardship through initiatives that unite our people and the wider community in action. In support of Singapore's #OneMillionTrees movement, our volunteers once again participated in a tree-planting session organised by National Parks Board. To amplify the social impact of this environmental initiative, we engaged seniors from TOUCH Community Services to participate alongside our volunteers, fostering intergenerational bonding, promoting healthy physical activity, and strengthening community inclusion while collectively contributing to environmental conservation.

Beyond contributing to the nation's greening efforts, the event reflected the spirit of connection and shared purpose that defines our approach to sustainability. We also extended our efforts to Singapore's waterways, partnering with the Waterways Watch Society for a Dragon Boat Festival river clean-up. Together, employees and volunteers worked to safeguard our natural environment, reaffirming our belief that every small act of care contributes to a more sustainable future.

# 1.1 CHAIRMAN'S MESSAGE

## FOSTERING A POSITIVE WORKPLACE WITH OPPORTUNITIES FOR GROWTH

Our goal has always been to build a workplace where every individual feels respected, supported, and empowered to grow. That means creating an environment that is not only fair and safe, but one where opportunity is shared and potential is encouraged. Through continuous learning and skills development, we help our employees stay adaptable and prepared for the future. Our commitment to operational safety and strict compliance standards ensures that every person can deliver their best performance in a secure and healthy environment. Over the past year, we have brought our teams together through wellness initiatives, health screenings, team-building events, and our annual Dinner & Dance – moments that remind us that community and connection are just as important as performance.

## UPLIFTING COMMUNITIES THROUGH IMPACTFUL SOCIAL CONTRIBUTIONS

Our corporate social responsibility ("CSR") efforts reflect our belief that meaningful change begins with empowered communities. In FY2025, we strengthened our partnerships with TOUCH Community Services, Food from the Heart, and Ray of Hope, extending our reach through diverse volunteering and outreach initiatives.

In celebration of SG60, our employees joined a 6km charity walk organised by Ray of Hope, contributing to national fundraising efforts that support families and individuals in need. We also launched the "**One Calorie, One Dollar**" campaign, encouraging employees to link personal wellness goals with social good by converting calories burned through exercise into donations for Food from the Heart. Additionally, our annual Dinner & Dance fundraising campaign raised over S\$25,000 for TOUCH Community Services, continuing a tradition of giving back through collective action.

These sustained volunteer and fundraising efforts were recognised with the **Volunteer Partner Award** at the Community Chest Awards 2025, reflecting the contributions of employees and the impact of the Group's community engagement initiatives.

## COMMITTED TO GOOD CORPORATE GOVERNANCE

We maintain clear standards of integrity and transparency across our operations, ensuring decisions are made responsibly and in the best interest of our stakeholders. Since the start of our reporting, no incidents of corruption have been recorded – an outcome that reflects both rigorous oversight and a culture that does not compromise on ethics.

In FY2025, the Group's commitment to strong corporate governance was recognised with a double win at the Singapore Corporate Awards 2025, at which LHN Limited was honoured with Gold Award for the Best Managed Board (Small-cap) category and Silver Award for the Best Investor Relations (Small-cap) category. These accolades underscore the Group's effective governance framework and the Board's commitment to maintaining high standards of accountability, transparency, and effective oversight. These recognitions also reinforce our conviction that sound governance remains a cornerstone of sustainable value creation for our stakeholders.

In the year ahead, we will continue to translate our commitments into action – strengthening the link between purpose, performance, and accountability. Sustainability for us is not a separate pursuit, but a measure of how responsibly we grow and how well we uphold the trust placed in us. This report captures both our progress and the work still ahead. We invite you to read it with candour and share your perspectives. Each insight helps us refine our direction and continue building an organisation defined by integrity, resilience, and lasting value.

### KELVIN LIM

Executive Chairman and Executive Director  
30 January 2026

## 2.1 OUR BUSINESS

LHN Limited (the “**Company**”, and together with its subsidiaries, the “**Group**”) is a real estate management services group headquartered in Singapore. Our operations span across Singapore, Indonesia, Cambodia, and Myanmar, enabling us to serve a wide range of markets with local insight and trusted expertise. LHN Limited is currently listed on the Mainboard of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”).

Our business is centred on unlocking the potential of underutilised spaces. Through our Space Optimisation Business, we enhance property value by transforming spaces into efficient, functional, and sustainable environments. This capability is complemented by our facilities management and renewable energy services,

which together deliver integrated and forward-looking property solutions. In addition to space optimisation, the Group engages in property development, where we selectively acquire, develop, and divest assets to build steady income streams and long-term capital appreciation. These efforts strengthen our financial stability while creating value for clients, partners, and shareholders alike.

Innovation guides our vision – to ensure every property we manage achieves its highest potential in value and purpose, driving sustainable growth and lasting confidence among our stakeholders.

### Space Optimisation

The Group specialises in space optimisation within real estate properties by reconfiguring layouts, enhancing the use of available areas, redeveloping properties to reach their full potential. Our space optimisation services cater to a variety of property types, including offices, warehouses, retail spaces, and more.

### Property Development

The Group engages in (a) property development activities such as the acquisition, development and/or sale of various types of properties; and (b) property investment activities relating to the business of property development, property investment and property management.

### Facilities Management

The Group offers car park management as well as comprehensive cleaning and building management to commercial buildings, industrial spaces and residential properties. Our effective facilities management enhances the functionality and appeal of these spaces.

### Energy

The Group engages in the renewable energy sector, offering a range of services focused on sustainable energy sources like solar power and electric vehicle charging facilities. By integrating renewable energy solutions into real estate properties, LHN aims to lower operating costs and promote environmental sustainability.



## 3.1 ABOUT THE REPORT

### SCOPE OF THE REPORT

This report presents the sustainability performance of the Group, focusing on non-financial performance and the corresponding management approach disclosures. The reporting period spans from 1 October 2024 to 30 September 2025, with any exceptions stated. Historical data for FY2024 are included where available for year-on-year comparison.

The scope of this report encompasses the operations of the Group across its four business segments – Space Optimisation, Property Development, Facilities Management and Energy. The Space Optimisation segment comprises three sub-segments: Industrial Properties, Commercial Properties and Residential Properties. Coliwoo which is under the Residential Properties remains part of the Group's Space Optimisation activities during this reporting period.

On 4 November 2025, LHN Limited completed the voluntary withdrawal of the listing of its shares on the Main Board of The Stock Exchange of Hong Kong Limited (“**SEHK**”). Accordingly, the Group will no longer be required to comply with the ESG Reporting Guide set out in Appendix C2 of the Rules Governing the Listing of Securities on SEHK.

On 6 November 2025, Coliwoo Holdings Limited (“**Coliwoo Holdings**”), a subsidiary of the Company, successfully listed its shares on the Mainboard of the SGX-ST. Following the completion of the spin-off and separate listing of Coliwoo Holdings, Coliwoo's operations will be consolidated under Coliwoo Holdings.

For consistency, references to “**Coliwoo**” throughout this report denote the Group's Coliwoo business segment within the Space Optimisation Business, which is currently part of the Group's consolidated reporting boundary. To support future sustainability reporting following the completion of the spin-off, this report discloses consolidated Group performance (referred to as the “**Group**”) and distinguishes performance indicators between LHN's remaining businesses (referred to as “**LHN**”) and the Coliwoo business (referred to as “**Coliwoo**”) where relevant. For a comprehensive list of entities included in this report (including Coliwoo entities), please refer to **Appendix A**.

These developments mark an important phase in the Group's restructuring journey, and this report reflects our commitment to maintaining transparency and clarity throughout the transition.

### REPORTING STANDARDS

The report adheres to the ESG Reporting Guide outlined in the Chapter 7: Continuing Obligations of SGX Rulebooks, 711A and 711B (“**SGX Listing Rules**”) which draws on the guidance set out by the Practice Note 7.6 Sustainability Reporting Guide. This report is also meticulously crafted with reference to the Global Reporting Initiative (“**GRI**”) Standards, which is recognised as a comprehensive and globally accepted framework for sustainability reporting. Our report adheres to the GRI's principles for determining report content and ensuring report quality. This involves a thorough consideration of the Group's activities, their associated impacts and the significant expectations and interests of our stakeholders. Please refer to **Appendix D** for the GRI content index.

Furthermore, this report is prepared in accordance with the recommendations of the TCFD. We have adopted a phased approach in alignment with the recommendations in SGX-ST Practice Note 7.6 Sustainability Reporting Guide, focusing on specific areas of climate-related financial disclosures in our reporting. This approach enables us to address key aspects of climate risk and opportunities within the context of our operations and business activities. Please refer to **Appendix E** for the TCFD recommendations content index.

### INDEPENDENT VERIFICATION

The data and information provided within the report have not been verified by an independent third party. We have relied on internal data monitoring and verification to ensure accuracy.

### SUSTAINABILITY CONTACT

The electronic version of this report can be accessed on the Company's website ([www.lhngroup.com](http://www.lhngroup.com)) under the section “**Investor Relations**” and the website of the SGX-ST ([www.sgx.com](http://www.sgx.com)).

We welcome your views and feedback on our sustainability practices and reporting. For any enquiry related to this report, please contact [enquiry@lhngroup.com.sg](mailto:enquiry@lhngroup.com.sg).

## 3.1 ABOUT THE REPORT

### RESTATEMENTS

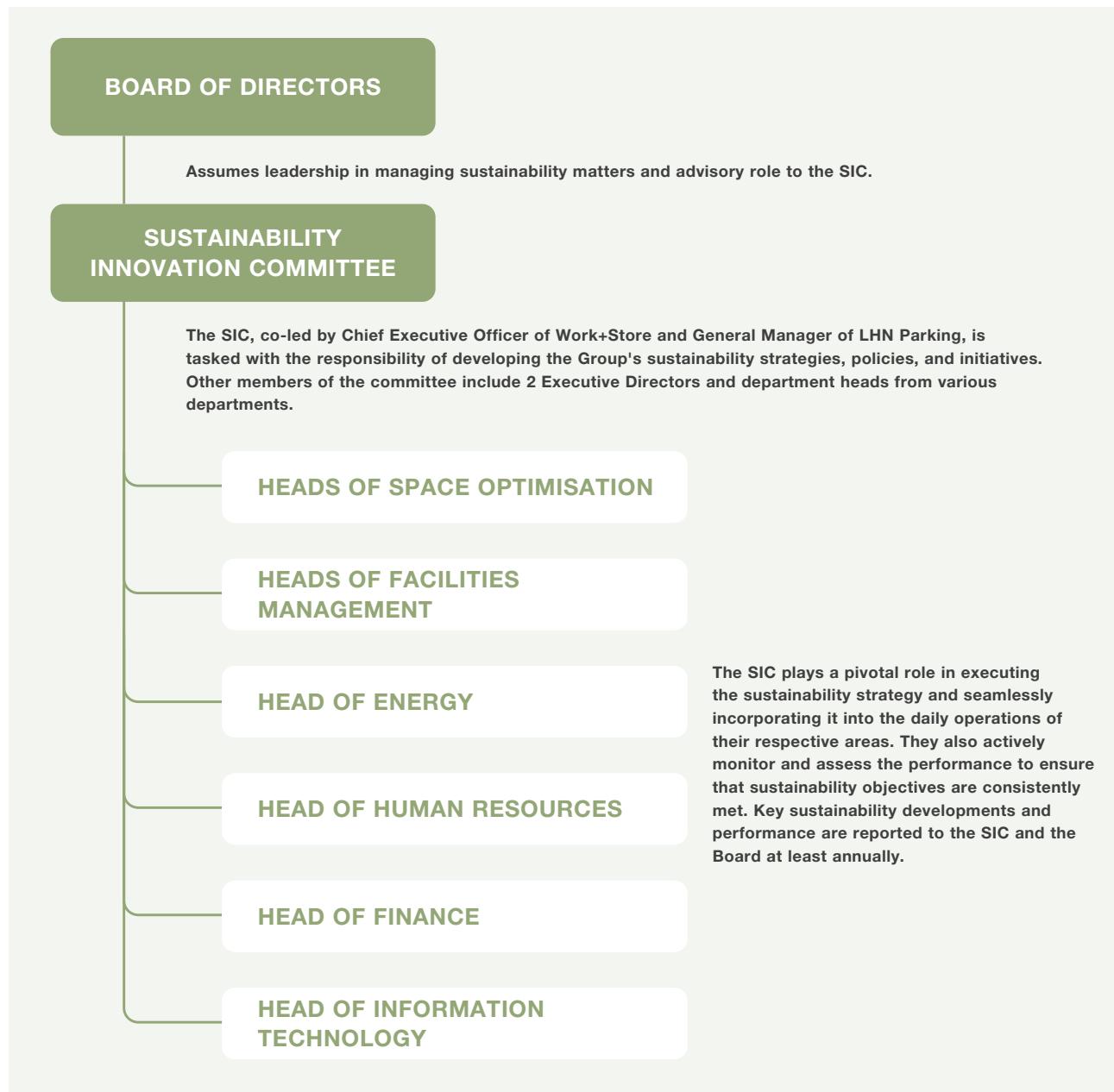
This year, we undertook a comprehensive review of our internal processes for collecting ESG metrics as part of our commitment to continuous improvement. Following enhancements to our data collection approach, we have restated certain environmental metrics from previous year in this Sustainability Report. The impacts of these restatements are summarised below:

Metrics	Units	FY2024		Reason
		Before restatement	After restatement	
Total operating area	m <sup>2</sup>	147,470	91,226	The restatement relates to identified inaccuracies in the calculation of the total operating area, which is used as the denominator for our intensity metrics. During the data review, we noted that the Gross Floor Area (“ <b>GFA</b> ”) reported for several Industrial and Commercial properties was incorrect, and there were errors in the reported sub-tenant Net Lettable Area (“ <b>NLA</b> ”).
GHG emissions intensity – Scope 2	tCO <sub>2</sub> e/m <sup>2</sup>	0.017	0.028	
GHG emissions intensity – Scope 1 and 2	tCO <sub>2</sub> e/m <sup>2</sup>	0.019	0.031	
Electricity consumption intensity for properties managed under the Space Optimisation Business	MWh/m <sup>2</sup>	0.046	0.074	
Electricity consumption intensity for Industrial and Commercial properties	MWh/m <sup>2</sup>	0.021	0.053	
Energy consumption intensity	MWh/m <sup>2</sup>	0.046	0.074	
Water consumption intensity for properties managed under the Space Optimisation Business	m <sup>3</sup> /m <sup>2</sup>	0.94	1.52	These issues resulted in a misstated operating area, which in turn affected the previously disclosed intensity figures. The underlying consumption and emissions data remain unchanged; only the denominator has been corrected to reflect the accurate operating area.
Water consumption intensity for Industrial and Commercial properties	m <sup>3</sup> /m <sup>2</sup>	0.60	1.48	

## 4.1 SUSTAINABILITY STRATEGY

### SUSTAINABILITY ORGANISATION STRUCTURE

Sustainability shapes how we plan for the future, conduct our operations, and deliver growth. It defines the way we create value for our employees, the environment, and society, while also supporting the Group's financial performance. Oversight of ESG matters lies with the Board of Directors, ensuring sustainability remains a key consideration in strategic decision-making. To put this into practice, the Sustainability Innovation Committee ("SIC") leads the development of strategies, policies, and initiatives that guide our approach. The Committee works closely with department heads to integrate these into daily operations, ensuring sustainability is consistently reflected in the way we run our business. Progress is measured against defined objectives, with results reported to the Board each year. This process provides accountability, strengthens transparency, and ensures alignment between our sustainability ambitions and the Group's overall strategy.



## 4.1 SUSTAINABILITY STRATEGY

### STAKEHOLDER ENGAGEMENT

Our approach to stakeholder engagement centres on identifying and addressing the issues of greatest importance to those we serve and work with. By reflecting their priorities within our reporting, we ensure our initiatives generate tangible and relevant outcomes. The table below outlines their key areas of focus and the measures we adopt to maintain constructive dialogue and collaboration.

Stakeholders	Main Concerns	Engagement	Frequency	Responses
<b>Employees</b>	<ul style="list-style-type: none"><li>Occupational health and safety</li><li>Remuneration and welfare</li><li>Fair employment practices</li><li>Career development</li><li>Job security</li><li>Training and reskilling opportunities</li></ul>	<ul style="list-style-type: none"><li>Townhall session</li><li>Employee engagement events</li><li>Performance appraisal</li><li>Employee handbook</li><li>Online feedback channel system</li></ul>	<ul style="list-style-type: none"><li>Annually</li><li>Ad-hoc</li><li>Annually</li><li>Ongoing</li><li>Ongoing</li></ul>	<ul style="list-style-type: none"><li>The Group has implemented a strong health and safety management system to foster a safe workplace.</li><li>The Group places a significant emphasis on promoting equitable employment practices and ensuring fair compensation and employee well-being.</li><li>The Group offers a range of career development and training opportunities to our employees through diverse channels, tailored to their identified skill development needs.</li><li>The Group emphasises the importance of continuous communication with our employees regarding various business updates, and policy changes, and gathering their feedback through a variety of communication channels.</li></ul>
<b>Government and Regulatory Bodies</b>	<ul style="list-style-type: none"><li>Compliance with regulatory requirements</li></ul>	<ul style="list-style-type: none"><li>Feedback on consultation paper and sessions</li><li>Feedback via business associations</li><li>Calls and meetings</li></ul>	<ul style="list-style-type: none"><li>Ad-hoc</li><li>Ad-hoc</li><li>Ad-hoc</li></ul>	<ul style="list-style-type: none"><li>The Group places a strong emphasis on regulatory compliance and integrates adherence to industry standards and regulatory requirements into our daily business operations.</li></ul>

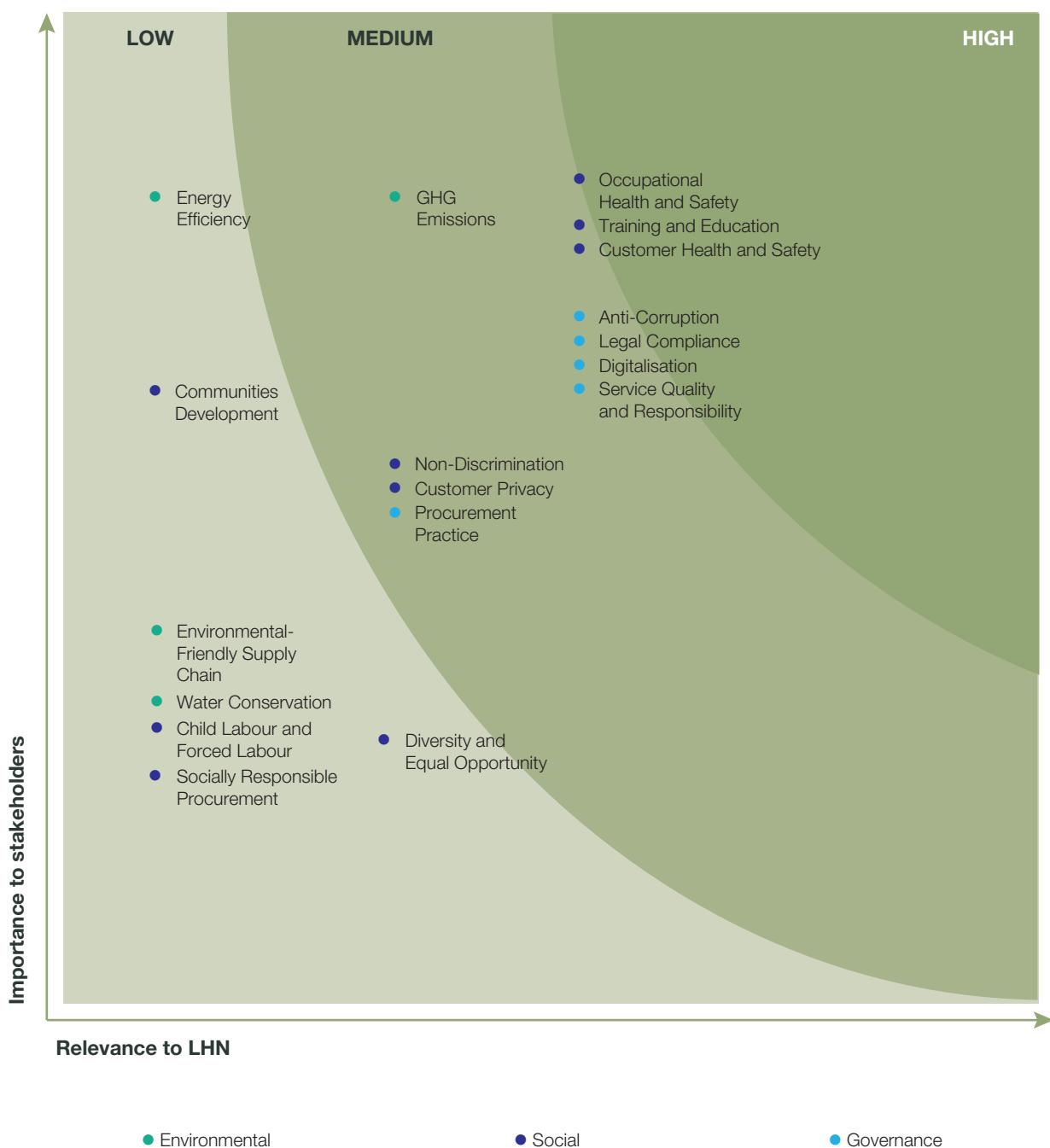
## 4.1 SUSTAINABILITY STRATEGY

Stakeholders	Main Concerns	Engagement	Frequency	Responses
<b>Investors</b>	<ul style="list-style-type: none"> <li>Long-term profitability and business continuity</li> <li>Timely and transparent updates on financial performance and business strategies and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Company announcements on stock exchanges</li> <li>Publication of interim financial performance updates, annual reports and sustainability reports</li> <li>Annual General Meeting ("AGM") and Extraordinary General Meetings ("EGM"), if required</li> <li>Networking sessions with shareholders</li> </ul>	<ul style="list-style-type: none"> <li>Ad-hoc</li> <li>Quarterly/ Half-yearly/ Annually</li> <li>Annually/Ad-hoc</li> <li>Ad-hoc</li> </ul>	<ul style="list-style-type: none"> <li>The Group proactively seeks out new business opportunities and meticulously manages our existing business segments.</li> <li>The Group offers timely and transparent updates on significant developments and action plans to our stakeholders.</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>Fair and transparent business conduct</li> <li>Continued engagement</li> </ul>	<ul style="list-style-type: none"> <li>Day-to-day communications</li> <li>Annual supplier performance review</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Annually</li> </ul>	<ul style="list-style-type: none"> <li>The Group upholds comprehensive policies for managing our relationships with suppliers, ensuring a fair and transparent selection process, and cultivating long-term partnerships.</li> <li>The Group places a strong emphasis on sustained engagement with suppliers to nurture close relationships, thereby mitigating potential disruptions in the supply chain.</li> </ul>
<b>Tenants and Customers</b>	<ul style="list-style-type: none"> <li>Quality of products and services</li> <li>Innovative products and services</li> <li>Timely responses to customer complaints</li> <li>Data protection and confidentiality</li> </ul>	<ul style="list-style-type: none"> <li>Social media platform updated when required</li> <li>Networking sessions and ad-hoc engagement events</li> <li>Feedback channels</li> </ul>	<ul style="list-style-type: none"> <li>Ad-hoc</li> <li>Ad-hoc</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>The Group believes in innovative solutions integrating digital solutions into our business solutions and services thereby improving our service quality.</li> <li>The Group underscores the importance of adhering to established policies and procedures in addressing customer complaints and feedback, ensuring consistency and efficiency in our responses.</li> <li>The Group prioritises the strict protection and confidentiality of customer and tenant personal data through adherence to data protection regulations, rigorous security measures, and continuous policy enhancements.</li> </ul>

## 4.1 SUSTAINABILITY STRATEGY

### MATERIALITY ASSESSMENT

As we progress into FY2025, the Group continues to build upon the analytical foundation established through its prior materiality assessment. This review serves as a critical mechanism to re-examine the relevance and influence of key ESG factors on our operations, ensuring that our strategic focus areas remain aligned with evolving stakeholder expectations. In close coordination with representatives from various business units, we conduct ongoing evaluations supported by structured discussions that capture operational insights from those directly managing our sustainability-related activities. The material topics identified continue to hold strategic importance in FY2025, reinforcing their sustained impact on our business performance. We remain focused on addressing these priorities through well-defined, actionable initiatives that advance both organisational resilience and long-term value creation.



# 5.1 SUSTAINABILITY APPROACHES

## ESG STRUCTURE AND APPROACHES

The Group's sustainability agenda is anchored on three strategic pillars that define the structure of our ESG framework and guide the integration of sustainability across our operations.

The first pillar, **Protecting Our Environment**, reflects our proactive commitment to minimising environmental impact and contributing meaningfully to global climate objectives. The second, **Creating Positive Social Impacts for Our Employees, Stakeholders and Communities**, encompasses our efforts to support employees, stakeholders, and the wider community through inclusive and responsible practices that promote well-being and shared growth. The third pillar, **Maintaining Good Corporate Governance Practices**, underscores our emphasis on integrity, transparency, and accountability as the foundation of long-term value creation. By structuring our ESG priorities around these pillars, we enable a clear, consistent, and transparent approach to stakeholder engagement and sustainability reporting. As our sustainability journey advances, this framework will continue to evolve in response to emerging expectations, ensuring that our ESG strategy remains adaptive, measurable, and aligned with our long-term vision for a sustainable future.

### PROTECTING OUR ENVIRONMENT



#### Transition to Low Carbon GHG Emissions

#### Responsible Resources Use Energy Efficiency Water Conservation

#### Environmental-Friendly Supply Chain

### CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES



#### Employee

Diversity and Equal Opportunity  
Non-discrimination  
Child Labour and Forced Labour  
Training and Education  
Occupational Health and Safety

#### Customer

Customer Health and Safety  
Customer Privacy

#### Communities

Communities Development

#### Suppliers

Socially Responsible Procurement

### MAINTAINING GOOD CORPORATE GOVERNANCE PRACTICES



#### Business Excellence

Service Quality and Responsibility  
Digitalisation

#### Corporate Governance

Legal Compliance  
Procurement Practice  
Anti-Corruption

## 5.1 SUSTAINABILITY APPROACHES

In addition to our overarching ESG framework, the Group has formed dedicated committees to champion initiatives that address the varied dimensions of sustainability. These include the Staff Welfare Committee, the CSR Committee, and the Sustainability Innovation Committee, each established to guide and manage our core sustainability focus areas. Working collaboratively, these committees help translate our sustainability vision into practice, ensuring that our internal efforts remain consistent with broader environmental and social commitments. Together, they strengthen the Group's ability to embed sustainability into everyday decision-making and long-term strategic planning.

### Taking care and protecting our employees



### Taking care of the communities and environment where we operate



### Designing sustainability innovations and business processes



#### Staff Welfare Committee

Responsible for staff welfare related programmes (D&D, CNY Lunch, Health Screening, etc.)

#### CSR Committee

Responsible for organising social and environmental CSR programmes

#### Sustainability Innovation Committee

Responsible for designing sustainability innovations and business processes

# 5.1 SUSTAINABILITY APPROACHES

## GOVERNANCE APPROACHES

We embed our ESG framework into the Group's operations through a structured and forward-looking approach. This approach focuses on developing actionable plans and clear internal policies that are regularly reviewed and strengthened to maintain effective oversight of sustainability performance. In doing so, the Group remains committed to setting meaningful targets, monitoring outcomes with discipline, and continuously enhancing our practices to deliver long-term value and uphold excellence in every aspect of our sustainability journey.

ESG Pillars	Material Topics	Our Action Plans	Our Policies	Our Target
<b>Protecting Our Environment</b>	Transition to Low Carbon	The Group is dedicated to contributing to Singapore's Net Zero by 2050 governance objective through a commitment to decrease our GHG footprint.	<ul style="list-style-type: none"> <li>• Climate Change Adaptation Policy</li> </ul>	<ul style="list-style-type: none"> <li>• GHG emissions and intensity</li> </ul>
	Responsible Resources Use	We are actively working to reduce our resource usage, with a focus on optimising the consumption of electricity and water.	<ul style="list-style-type: none"> <li>• Energy Consumption/Management Policy</li> <li>• Water Consumption/Management Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Energy consumption and intensity</li> <li>• Water consumption and intensity</li> </ul>
	Environmental-friendly Supply Chain	We are dedicated to minimising our environmental footprint by ensuring that our suppliers adhere to environmental laws and regulations while delivering goods and services to our organisation.	<ul style="list-style-type: none"> <li>• Supplier Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing the inclusion of new suppliers within our Supplier Code of Conduct</li> </ul>
<b>Creating Positive Social Impacts for Our Employees, Stakeholders and Communities</b>	Employees	We are committed to adopting the Tripartite Alliance for Fair and Progressive Employment Practices ("TAFEP"), emphasising the development of in-house talents for sustained growth. Additionally, we aim to foster a culture where staff value individual commitment to safe work practices and create safe, conducive spaces for our tenants.	<ul style="list-style-type: none"> <li>• Human Resource Policy</li> <li>• Employee Grievance Policy</li> <li>• Training Policy</li> <li>• Performance Appraisal Policy</li> <li>• Health, Safety and Environment Policy and Certified bizSAFE Level 3</li> <li>• Work from Home Policy arising from COVID-19</li> </ul>	<ul style="list-style-type: none"> <li>• Employee breakdown by gender and employee type</li> <li>• Recruitment and turnover rates</li> <li>• Average training hours by gender and employment category</li> </ul>
	Customers	Our business flourishes through the cultivation of mutually beneficial and robust relationships with our customers.	<ul style="list-style-type: none"> <li>• Personal Data Protection Policy</li> <li>• Information Security Policy</li> <li>• Cybersecurity Framework</li> <li>• Document Retention and Disposal Policy</li> <li>• Data Breach Management Policy</li> <li>• LHN Privacy Policy</li> <li>• Website Privacy Policies</li> </ul>	<ul style="list-style-type: none"> <li>• Number of substantiated complaints related to the health and safety of customers</li> <li>• Number of substantiated complaints, identified leaks, theft or losses of customer data privacy</li> </ul>

## 5.1 SUSTAINABILITY APPROACHES

ESG Pillars	Material Topics	Our Action Plans	Our Policies	Our Target
	Communities	<p>The Group strives to be a socially responsible business within our local community by actively supporting causes that directly benefit and uplift our communities.</p> <p>Our CSR initiatives focus on empowering beneficiaries to unlock their full potential, support their journey towards financial independence to become self-sustained and capable of contributing to society like everyone else.</p>	<ul style="list-style-type: none"> <li>• We organise programs for our local communities throughout the year and encourage our employees and tenants to participate.</li> <li>• Instead of one-time charity giving, we purchase corporate products or engage services provided by beneficiaries; or fund their vocational training courses.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to support the development of local communities with our various programmes</li> </ul>
	Suppliers	<p>We are dedicated to fostering a positive societal impact by ensuring that our suppliers adhere to employment laws and regulations while delivering goods and services to our organisation.</p>	<ul style="list-style-type: none"> <li>• Supplier Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing the inclusion of new suppliers within our Supplier Code of Conduct</li> </ul>
<b>Maintaining Good Corporate Governance Practices</b>	Business Excellence	<p>The Group places a paramount emphasis on elevating the quality of customer service and seamlessly incorporates cutting-edge digital solutions to enhance and innovate our services continually.</p>	<ul style="list-style-type: none"> <li>• Annual customer satisfaction surveys to gather feedback on our products and services</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction survey results</li> </ul>
	Corporate Governance	<p>The Group's commitment to upholding elevated ethical standards is not only integral to our corporate identity but also defines the manner in which we conduct our business.</p>	<ul style="list-style-type: none"> <li>• Code of Corporate Governance</li> <li>• Conflict of Interest Policy</li> <li>• Business Continuity Plan</li> <li>• Supplier Code of Conduct</li> <li>• Anti-corruption Policy</li> <li>• Anti-fraud Policy</li> <li>• Investor relation Policy</li> <li>• Whistle-blowing Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Number of non-compliance cases</li> <li>• Number of incidents of corruption</li> </ul>

## 5.1 SUSTAINABILITY APPROACHES

### PERFORMANCE MONITORING

The Group's ESG performance is monitored through a structured set of measurable indicators and targets aligned with each pillar of its ESG framework. During the current reporting year, the Group refined its target-setting approach for intensity-based metrics following the restatement of certain FY2024 environmental metrics arising from corrections to the calculation of the Group's total operating area. As intensity metrics use total operating area as a denominator, this correction required the recalibration of previously established targets against a more accurate and representative baseline. Looking ahead, the Group plans to enhance its intensity metric calculation methodology in the next reporting period to incorporate occupancy rates, which is expected to provide a more meaningful reflection of operational performance. As this planned enhancement is expected to affect the basis on which intensity performance is assessed, the Group has, in the current reporting year, limited its target-setting to short-term targets to serve as the basis for assessing performance in the next reporting period. For further information, please refer to the **Restatements** section under **About the Report**.

In collaboration with the Board, we conduct a comprehensive annual evaluation of our ESG programme to ensure its continued relevance and rigour. This systematic review underscores our commitment to transparency, accountability, and the sustained advancement of our sustainability agenda.

To track our advancement toward targets, please refer to **Section 6.1, Sustainability Performance**.

A summary of the Group's ESG metrics is provided in the Sustainability Scorecard in **Appendix B**, while details of the methodologies and data boundaries applied in measuring these metrics are described in **Appendix C**.

# 6.1 SUSTAINABILITY PERFORMANCE

## PROGRESS AGAINST TARGETS

The table presented below provides a comprehensive overview of our progress in alignment with our ESG targets.

ESG Pillars	Material Topics	Initial Target	Progress	FY2025 Performance	New Target	Timeline
Protecting Our Environment	Transition to Low Carbon	(Space Optimisation) Reduce Scope 2 emission intensity by 5% by FY2028 with FY2023 as the base year.		Our Scope 2 emissions intensity has increased by 175% from FY2023 baseline from 0.016 tCO <sub>2</sub> e/m <sup>2</sup> to 0.044 tCO <sub>2</sub> e/m <sup>2</sup> .	(Space Optimisation) Reduce Scope 2 emission intensity by 1% by FY2026 with FY2025 as the base year.	FY2026
	Responsible Resources Use – Energy Efficiency	(Space Optimisation – Industrial and Commercial) Reduce electricity consumption intensity by 5% by FY2029 with FY2024 as the base year.		Our electricity consumption intensity has increased by 6% from FY2024 baseline from 0.053 MWh/m <sup>2</sup> to 0.056 MWh/m <sup>2</sup> .	(Space Optimisation – Industrial and Commercial) Reduce electricity consumption intensity by 1% by FY2026 with FY2025 as the base year.	FY2026
		(Space Optimisation – Residential (Coliwoo)) Reduce electricity consumption intensity by 3% by FY2029 with FY2024 as the base year.		Our electricity consumption intensity has increased by 102% from FY2024 baseline from 0.089 MWh/m <sup>2</sup> to 0.180 MWh/m <sup>2</sup> .	(Space Optimisation – Residential (Coliwoo)) Reduce electricity consumption intensity by 1% by FY2026 with FY2025 as the base year.	FY2026
		(Space Optimisation – Industrial and Commercial) Source at least 15% of total electricity consumption from solar-generated power at properties with solar panels.		We achieved the target as 24% of total electricity consumption in properties with solar panels was sourced from solar energy.	(Space Optimisation – Industrial and Commercial) Source at least 15% of total electricity consumption from solar-generated power at properties with solar panels.	Ongoing
		Space Optimisation – Residential (Coliwoo)) Source at least 5% of total electricity consumption from solar-generated power in properties with solar panels and maintain stabilised occupancy rates with an average monthly occupancy of 90%.		We achieved the target in FY2025, with four residential properties equipped with solar panels, all of which recorded occupancy rates above 90%. Across these properties, 7% of total electricity consumption was sourced from solar-generated electricity.	(Space Optimisation – Residential (Coliwoo)) Source at least 5% of total electricity consumption from solar-generated power in properties with solar panels and maintain stabilised occupancy rates with an average monthly occupancy of 90%.	Ongoing

## 6.1 SUSTAINABILITY PERFORMANCE

ESG Pillars	Material Topics	Initial Target	Progress	FY2025 Performance	New Target	Timeline
<b>Creating Positive Social Impacts for Our Employees, Stakeholders and Communities</b>	Responsible Resources Use – Water Conservation	(Space Optimisation – Industrial and Commercial) Reduce water consumption intensity by 5% by FY2028 with FY2023 as the base year.		Our water consumption intensity has increased by 177% from FY2023 baseline from 0.53 m³/m² to 1.47 m³/m².	(Space Optimisation – Industrial and Commercial) Reduce water consumption intensity by 1% by FY2026 with FY2025 as the base year.	FY2026
		(Space Optimisation – Residential (Coliwoo)) Reduce water consumption intensity by 1% by FY2029 with FY2024 as the base year.		Our water consumption intensity has increased by 116% from FY2024 baseline from 1.54 m³/m² to 3.32 m³/m².	(Space Optimisation – Residential (Coliwoo)) Reduce water consumption intensity by 1% by FY2026 with FY2025 as the base year.	FY2026
	Environmental-friendly Supply Chain	No prior target established.		Among 101 suppliers with transactions exceeding S\$100,000, 14% underwent evaluation against environmental and social standards.	(Group) Introduce a scoring system for environmental and social screening, and issue advisory notices to underperforming suppliers with annual transactions exceeding S\$100,000.	FY2030
	Employees – Health and Safety	(Group) Maintain zero work-related fatalities.		There were zero work-related fatalities.	(Group) Maintain zero work-related fatalities.	Ongoing
		(Group) Maintain fewer than five work-related injuries per year within the Group's premises.		There were three work-related injuries within the Group's premises.	(Group) Maintain fewer than five work-related injuries per year within the Group's premises in FY2026.	Annually
		(Group) Maintain fewer than five work-related injuries per year at offsite locations.		There were zero work-related injuries at offsite locations.	(Group) Maintain fewer than five work-related injuries per year at offsite locations in FY2026.	Annually
	Employees – Training and Education	(Group) Maintain an average of 15 training hours per employee.		The Group recorded an average of 24 training hours per employee.	(Group) Maintain an average of 15 training hours per employee in FY2026.	Annually
	Employees – Non-Discrimination	(Group) Maintain zero confirmed cases of discrimination.		There were no confirmed cases of discrimination.	(Group) Maintain zero confirmed cases of discrimination.	Ongoing
	Customer – Customer Health and Safety	(Space Optimisation) Maintain zero fines or penalties <sup>1</sup> related to customer health and safety.		There were zero fines or penalties <sup>1</sup> related to customer health and safety.	(Space Optimisation) Maintain zero fines or penalties <sup>1</sup> related to customer health and safety.	Ongoing
	Customer – Customer Privacy	(Group) Maintain zero substantiated complaints or identified incidents of customer data leaks, theft, or loss.		There were zero substantiated complaints or identified incidents of customer data leaks, theft, or loss.	(Group) Maintain zero substantiated complaints or identified incidents of customer data leaks, theft, or loss.	Ongoing

<sup>1</sup> Fines or penalties less than S\$500 are considered immaterial.

## 6.1 SUSTAINABILITY PERFORMANCE

ESG Pillars	Material Topics	Initial Target	Progress	FY2025 Performance	New Target	Timeline
<b>Maintaining Good Corporate Governance Practices</b>	Business Excellence – Service Quality and Responsibility	(Space Optimisation) Maintain a customer satisfaction rate above 70%.	●	(Space Optimisation – Industrial and Commercial)  The customer satisfaction rate was 80%.  (Space Optimisation – Residential (Coliwoo))  The customer satisfaction rate was 87%.	(Space Optimisation) Maintain a customer satisfaction rate above 70% in FY2026.	⌚ Annually
		(Facilities Management) Maintain a customer satisfaction rate above 70%.	●	The customer satisfaction rate for Facilities Management was 80% <sup>2</sup> .	(Facilities Management) Maintain a customer satisfaction rate above 70% in FY2026.	⌚ Annually
	Corporate Governance – Anti-corruption	(Group) Maintain zero confirmed incidents of corruption.	●	There were zero confirmed incidents of corruption.	(Group) Maintain zero confirmed incidents of corruption.	⌚ Ongoing
	Corporate Governance – Legal Compliance	(Group) Maintain zero non-compliance cases with applicable laws and regulations.	●	There were zero non-compliance cases with applicable laws and regulations.	(Group) Maintain zero non-compliance cases with applicable laws and regulations.	⌚ Ongoing

### Legends

- Completed
- ⌚ Short-term/Annually/Ongoing
- In Progress
- ⌚ Medium-term
- ⌚ Target Revised

<sup>2</sup> Customer satisfaction rate reported excludes car park operations.

# 7.1 PROTECTING OUR ENVIRONMENT

## TRANSITION TO LOW CARBON

Climate change stands as one of the defining challenges of our time, and we recognise the responsibility and opportunity it presents. We are committed to working collaboratively with our stakeholders to address its impacts and to embed climate resilience at the core of our business strategy. Our efforts focus on identifying and managing climate-related risks while advancing practices that minimise environmental impact and strengthen long-term value creation. This report presents a dedicated discussion of our progress in assessing climate risks and capturing related opportunities. Guided by the recommendations of the TCFD, we continue to embed these principles systematically into our governance structures, strategic planning, and operational decision-making.

### Governance

The Board plays a pivotal role in steering the Group's sustainability direction – setting strategic priorities, approving policies, and overseeing performance, with a particular emphasis on climate-related risks and opportunities. In close collaboration with Management, the Board regularly reviews the implications of climate change through the Enterprise Risk Management framework to ensure a forward-looking and adaptive response. Key insights, including progress updates, strategic initiatives, and performance indicators, are tabled for the Board's consideration at scheduled meetings, supported by guidance from the SIC.

Comprising the heads of key business segments and corporate functions, the SIC is responsible for operationalising the Group's climate strategy and embedding sustainability principles into core decision-making. The SIC also plays an instrumental role in identifying emerging climate risks and opportunities, ensuring that such insights are reflected in day-to-day operations and long-term planning alike. This coordinated governance structure underscores our commitment to not only managing risks, but also capturing opportunities that drive resilience, innovation, and enduring value creation for all stakeholders.

### Strategy

In FY2023, the Group undertook a comprehensive reassessment of climate-related risks and opportunities in close collaboration with the management teams of each business unit. This exercise involved a rigorous evaluation of both the likelihood and potential impact of identified risks and opportunities across our operations. The assessment reaffirmed the relevance and stability of these climate factors, which remain consistent for FY2025. They are categorised into three distinct time horizons:

- Short-term: < 5 years
- Medium-term: 5 to 15 years
- Long-term: > 15 years

Building on this foundation, we advanced our climate risk management capabilities by conducting scenario analysis to evaluate potential outcomes under different climate futures. This approach provides a strategic lens to assess how varying degrees of global warming could influence our operations, investments, and risk exposure. Two reference scenarios were analysed: a low-emissions pathway (SSP1-2.6) and a high-emissions pathway (SSP5-8.5), based on projections from Singapore's Third National Climate Change Study and the National Climate Change Secretariat ("NCCS"). These Shared Socioeconomic Pathways ("SSPs") are internationally recognised climate modelling frameworks developed by the Intergovernmental Panel on Climate Change ("IPCC"). They describe alternative trajectories of global development – covering factors such as population growth, economic activity, energy use, and policy ambition – that influence greenhouse gas emissions and corresponding temperature outcomes. The SSP1-2.6 scenario represents a sustainable, low-carbon transition consistent with limiting global warming to below 2°C, while the SSP5-8.5 scenario reflects a fossil fuel-intensive, high-emissions trajectory exceeding 4°C by 2100.

## 7.1 PROTECTING OUR ENVIRONMENT

Scenario	Description	Key Implications
<b>SSP1-2.6</b>	Global action successfully limits global warming to below 2°C by 2100, driven by strong climate policies, widespread carbon pricing, and rapid decarbonisation.  Singapore aligns with this pathway through carbon tax increases (S\$5/tCO2e in 2019 to S\$50-80 by 2030), green financing, and electrified transport. While physical impacts are moderate, transition risks are elevated.	<ul style="list-style-type: none"><li>Rising carbon costs heighten the need for operational efficiency and decarbonisation.</li><li>Temporary cost increases from carbon pricing and infrastructure upgrades before stabilising in the long term.</li><li>Continuous innovation in clean energy and digital systems requires reinvestment to stay competitive.</li><li>Expanding sustainability regulations and market mechanisms create compliance demands and opportunities for low-carbon growth.</li></ul>
<b>SSP5-8.5</b>	A business-as-usual trajectory dominated by fossil fuels, resulting in temperature increases exceeding 4°C by 2100. Weak policy action and high energy demand amplify physical risks for Singapore.	<ul style="list-style-type: none"><li>Mean temperature increase of 3.8-4.8°C, causing persistent heat stress and higher cooling costs.</li><li>Extreme rainfall events (6-92% higher intensity) may disrupt infrastructure, logistics, and construction.</li><li>Sea-level potentially increases of up to 1.15 m by 2100 and 2.12 m by 2150, threatening low-lying assets and energy installations.</li></ul>

Through this process, we assessed the relative resilience of each business unit. Asset-intensive segments such as Space Optimisation and Carpark operations are more susceptible to physical climate risks, given their reliance on infrastructure and operational assets. In contrast, Energy Business is more exposed to regulatory and market-driven transition risks as policies, technologies, and stakeholder expectations evolve. Integrating scenario analysis into our climate risk assessment provides a robust foundation for informed decision-making, enabling the Group to prioritise mitigation and adaptation measures effectively. This approach also reinforces our broader sustainability and risk management strategies, ensuring that climate considerations are embedded across both strategic planning and operational execution.

## 7.1 PROTECTING OUR ENVIRONMENT

The following table presents the Group's key climate-related risks and opportunities identified under each scenario, together with the corresponding mitigation measures:

Scenario	Climate-related Risks and Opportunities	Applicable Business Segments	Description of Risks and Opportunities	Impact	Resilience and Mitigation
<b>SSP1-2.6</b>	Transitional Risk	<b>Space Optimisation</b> <b>Property Development</b> <b>Facilities Management</b> <b>Energy</b>	<p><b>Heightened Regulatory Oversight and Reporting Obligations</b></p> <p>We are currently navigating the dynamic business landscape, characterised by heightened regulatory oversight by Exchanges, especially in sustainability reporting.</p> <p><b>Category:</b> Policy and Legal <b>Significance:</b> Medium <b>Timeline:</b> Short Term</p>	Enhanced sustainability reporting requirements may elevate compliance costs.	<p>We monitor evolving regulatory requirements through active collaboration between our SIC and external consultants. This enables us to anticipate changes early, align with emerging standards, and ensure our reporting and governance practices remain both robust and future-ready.</p> <p>In addition, we maintain full compliance with climate-related regulations relevant to our business operations. For instance, in land use governed by Jurong Town Corporation ("JTC"), we adhere to the Urban Design Green Requirements, which stipulate that designated sites must achieve a minimum green cover of 30% to 40%.</p>
	Transitional Risk	<b>Space Optimisation</b> <b>Facilities Management</b> <b>Energy</b>	<p><b>Mandates on and Regulation of Existing Products and Services</b></p> <p>The Singapore Government is proactively strengthening regulations and mandates to advance sustainability, advocating for green solutions across diverse products and services. This includes enhancing building management practices through initiatives like the Building and Construction Authority ("BCA") Green Mark Scheme and ensuring product certification via the Green Label. These initiatives may exert additional operational pressure on the Group, necessitating an increased effort to meet the specified requirements.</p> <p><b>Category:</b> Policy and Legal <b>Significance:</b> Medium <b>Timeline:</b> Short Term</p>	Operational expenses may experience an uptick due to the heightened costs associated with implementing green solutions such as the BCA Green Mark Scheme.	<p>As we expand our property portfolio, we prioritise acquiring old building sites with environmentally friendly features like natural lighting, energy-efficient appliances and centralised control systems to reduce emissions. We are committed to transforming our existing properties towards sustainability, exemplified by implementing the BCA Green Mark Scheme.</p> <p>The Facilities Management Business involves offering products labelled with the Singapore Environment Council's Green Label, as well as providing eco-enzymes as alternatives to harmful chemicals.</p> <p>Additionally, we are expanding our Energy Business to contribute to the advancement of sustainability in Singapore. This strategic initiative reflects our commitment to supporting and aligning with mandates that promote environmentally friendly practices and renewable energy sources.</p>

## 7.1 PROTECTING OUR ENVIRONMENT

Scenario	Climate-related Risks and Opportunities	Applicable Business Segments	Description of Risks and Opportunities	Impact	Resilience and Mitigation
	Transitional Risk	<b>Space Optimisation</b> <b>Property Development</b>	<p><b>Introduction of Carbon Credit in the Energy Supply Chain</b></p> <p>The recent integration of carbon credits into the energy supply chain has not only resulted in increased electricity prices but has also introduced a new layer of complexity to our business strategy. This development necessitates a thorough reassessment of our operational approach to effectively navigate the evolving landscape and ensure a resilient and adaptive business model in the face of these changes.</p> <p><b>Category:</b> Market <b>Significance:</b> Medium <b>Timeline:</b> Medium Term</p>	Operational expenses may experience an uptick due to the heightened costs of electricity.	<p>We are proactively implementing measures to mitigate the impact of electricity price surges, such as the installation of rooftop solar panels on our properties. As of the end of FY2025, we have a total of 10 properties in our portfolio equipped with solar panels with a total system capacity exceeding 1,200kWp. This initiative significantly decreases our dependence on traditional non-renewable energy sources.</p> <p>Additionally, we have integrated remote meter monitoring systems and smart sensors in our properties, enabling the real-time collection of electricity consumption data. This data is leveraged to optimise energy usage efficiently across our properties.</p>
	Transitional Risk	<b>Space Optimisation</b> <b>Property Development</b> <b>Facilities Management</b> <b>Energy</b>	<p><b>Changing Customer Preference</b></p> <p>Anticipated trends indicate a shift in customer preferences towards environmentally preferable products and services. A notable example is the increasing demand for buildings that incorporate more green features, reflecting a growing inclination towards sustainable and eco-friendly options among clients. Moreover, clients are increasingly inclined to withdraw support from companies with subpar environmental records.</p> <p><b>Category:</b> Market and Reputation <b>Significance:</b> Medium <b>Timeline:</b> Short to Medium Term</p>	Revenue fluctuations resulting from shifts in consumer preferences towards more environmentally friendly spaces.	<p>We diligently monitor our customers' preferences through various mechanisms. Recognising the evolving trend towards environmentally preferable products and services, we view this shift as an opportunity to enhance our offerings.</p> <p>Our Space Optimisation and Facilities Management businesses are extensively equipped with environmentally friendly solutions, empowering our clients to minimise electricity costs and reduce their overall GHG footprint. This enables us to attract a growing number of environmentally conscious customers and strengthens our competitive advantage.</p>

## 7.1 PROTECTING OUR ENVIRONMENT

Scenario	Climate-related Risks and Opportunities	Applicable Business Segments	Description of Risks and Opportunities	Impact	Resilience and Mitigation
	Transitional Risk and Opportunity	<b>Facilities Management Energy</b>	<p><b>Introduction of New Green Technologies</b></p> <p>The rapid introduction of green technologies creates opportunities for the Group to offer advanced environmentally friendly solutions. Embracing these innovations aligns with our commitment to sustainability and positions us as leaders in delivering cutting-edge options. However, it introduces risks, such as significant upfront investments and uncertainties in the return on investment, posing financial challenges that need careful consideration for sustainable profitability.</p> <p><b>Category:</b> Technology  <b>Significance:</b> Medium  <b>Timeline:</b> Medium Term</p>	Capital investments in technology development affect cash flow, and write-offs and premature retirement of unsuccessful existing assets or technologies may occur. However, operational expenses may decrease with reduced energy dependence.	We actively embrace cutting-edge technologies to digitise its services, consistently assessing their potential benefits, long-term viability, and impact on cash flow. In line with the rising trend in EVs, the company procured an EV for facility services maintenance since FY2021, demonstrating a forward-looking approach. Furthering its commitment to sustainable practices, we expanded accessibility by installing charging outlets at residential properties and managed carparks.
	Transitional Opportunity	<b>Space Optimisation</b>	<p><b>Increasing Government Support for Sustainability-related Projects</b></p> <p>To address potential financial hurdles, companies now have access to an expanding array of government subsidies, grants and sustainable financing options from banks. These resources aim to facilitate the adoption of green technologies, making it more feasible for businesses to integrate environmentally sustainable practices.</p> <p><b>Category:</b> Policy and Legal  <b>Significance:</b> Medium  <b>Timeline:</b> Short Term</p>	Sustainability-related projects can benefit from government subsidies and grants, reducing the initial investment costs significantly.	We strategically leverage green loans, subsidies and grants from both financial institutions and government bodies to fund high-capital expenditure technologies aimed at decarbonisation. For instance, the United Overseas Bank Green Facility Loan was instrumental in financing the installation of solar panels across our sites, highlighting our commitment to sustainability. Additionally, funds from the National Environment Agency's ("NEA") Energy Efficiency Fund were utilised to implement remote monitoring for specific industrial sites, enhancing our ability to track and optimise energy consumption. Moving forward, we remain proactive in seeking and capitalising on such opportunities to secure financial support for our sustainability initiatives.

## 7.1 PROTECTING OUR ENVIRONMENT

Scenario	Climate-related Risks and Opportunities	Applicable Business Segments	Description of Risks and Opportunities	Impact	Resilience and Mitigation
	Transitional Risk and Opportunity	<b>Space Optimisation</b> <b>Property Development</b> <b>Facilities Management</b> <b>Energy</b>	<p><b>Evolving Stakeholder Expectations</b></p> <p>Investors and lenders are increasingly favouring companies with strong climate-related governance and transparent sustainability practices. Businesses that demonstrate such commitment gain improved access to capital, including green and sustainability-linked financing. At the same time, visible progress on climate responsibility enhances employee morale and retention, as individuals are more motivated to contribute to organisations with clear environmental purpose and integrity.</p> <p><b>Category:</b> Reputation  <b>Significance:</b> Medium  <b>Timeline:</b> Medium Term</p>	<p>The integration of eco-friendly solutions can generate new revenue streams through the development of sustainable products and services that meet growing market demand. At the same time, improved employee attraction and retention resulting from strong environmental commitments can lead to lower manpower costs, enhancing productivity and reducing recruitment-related expenses over time.</p>	<p>We strengthen our organisational resilience by proactively managing climate-related risks and embedding environmentally responsible practices across operations. Guided by our Climate Change Adaptation Policy and aligned with TCFD recommendations, we integrate climate considerations into strategic and operational decision-making. Continuous monitoring of key indicators – such as GHG emissions, energy efficiency, and transition impacts – enables us to assess exposure, enhance preparedness, and maintain stakeholder confidence through transparent reporting and responsible action.</p>

## 7.1 PROTECTING OUR ENVIRONMENT

Scenario	Climate-related Risks and Opportunities	Applicable Business Segments	Description of Risks and Opportunities	Impact	Resilience and Mitigation
SSP5-8.5	Physical Risk	<b>Space Optimisation</b> <b>Property Development</b> <b>Facilities Management</b> <b>Energy</b>	<p><b>Heatwave or Heat Stress due to Increasing Overall Temperature</b></p> <p>In recent years, Singapore has witnessed a significant increase in temperatures, primarily linked to factors like climate change and global warming. This temperature surge poses elevated health risks for outdoor employees, leading to potential consequences such as reduced productivity, heightened medical and insurance expenses, and legal liabilities. Furthermore, addressing these health risks requires increased energy consumption to maintain indoor temperatures over prolonged periods, placing additional strain on resources. Additionally, the higher temperatures contribute to more frequent maintenance needs for green spaces, adding to the multifaceted challenges posed by the changing climate in Singapore.</p> <p><b>Category:</b> Acute or Chronic  <b>Significance:</b> High  <b>Timeline:</b> Short Term</p>	<p>The surge in temperatures poses several cost-related challenges for businesses in Singapore. Elevated health hazards to employees can result in increased medical and insurance costs. Simultaneously, reduced productivity may lead to a rise in manpower costs. The necessity of higher energy consumption to maintain indoor temperatures can contribute to an increase in energy costs. Moreover, the need for more frequent maintenance of green spaces adds to the potential overall increase in operational expenses for companies adapting to the changing climate conditions.</p>	<p>We incorporate extensive greenery into our property designs to provide shade and moderate temperature fluctuations arising from climate change. Strategic landscaping around our properties expands green coverage, while designated spaces for urban gardening enhance biodiversity and contribute to the overall well-being of tenants. In addition, we closely monitor outdoor temperatures and issue timely guidance to employees to prevent heat-related risks during extended periods of outdoor work, including forging and maintenance activities.</p> <p>For the Energy Business, we focus on strengthening the resilience and efficiency of solar infrastructure. We continuously adopt technological advancements that enhance panel performance and durability under extreme heat conditions. Our installations are designed with natural airflow systems beneath the modules to dissipate heat, while the high-quality panels used are engineered to withstand prolonged exposure to intense sunlight – ensuring consistent energy generation and reliable operation during heatwaves.</p> <p>In the Property Development Business, we safeguard employee health and operational continuity during high-temperature periods through practical and adaptive measures. Outdoor staff are advised to take hourly breaks, provided with portable tents for shade, and scheduled to perform most work indoors to minimise heat exposure. Equipment is engineered to operate within safe temperature thresholds, with additional cooling modifications implemented when necessary. Continuous monitoring enables timely maintenance, replacement, or upgrades of assets exposed to prolonged heat, ensuring sustained performance and safety.</p>

## 7.1 PROTECTING OUR ENVIRONMENT

Scenario	Climate-related Risks and Opportunities	Applicable Business Segments	Description of Risks and Opportunities	Impact	Resilience and Mitigation
	Physical Risk	<b>Space Optimisation</b> <b>Property Development</b> <b>Facilities Management</b> <b>Energy</b>	<p><b>Floods due to Extreme Precipitation and Rising Sea Levels</b></p> <p>Singapore faces an increased risk of flooding due to changing weather patterns characterised by more extreme precipitation and rising sea levels. As a low-lying island city-state, Singapore is particularly vulnerable to the impacts of climate change.</p> <p>Floods pose a dual threat, endangering both employee safety and tenant well-being. The risks extend beyond immediate safety concerns, encompassing potential damage to assets, decreased property values, higher insurance costs, and the suspension of business operations during prolonged floods.</p> <p><b>Category:</b> Acute or Chronic  <b>Significance:</b> Medium  <b>Timeline:</b> Medium Term</p>	<p>The repercussions of floods encompass a broad spectrum of financial challenges. Elevated medical and insurance costs arise from heightened safety hazards to employees, while legal expenses and fines may be incurred due to litigation. Operating costs surge with the implementation of flood prevention measures and emergency responses. Financial losses escalate because of damaged assets, necessitating costly repairs to both the building and its contents. Furthermore, the decline in property value and increased insurance expenses contribute to the financial burden. The suspension of business operations adds another layer, leading to significant revenue loss.</p>	<p>We place strong emphasis on safeguarding the health and safety of both our tenants and employees. All properties are equipped with clearly displayed emergency evacuation instructions, supported by a comprehensive Health, Safety and Environment Policy that ensures employees are adequately trained and prepared to activate emergency response plans when required.</p> <p>While our assessments indicate that the current property portfolio is not located within flood-prone zones, we continue to monitor weather patterns and maintain vigilance over updates issued by the NEA. This enables us to enhance preparedness and adapt to potential climate-related developments.</p> <p>Within our Facilities Management operations, we efficiently reschedule outdoor services during periods of heavy rainfall, activating contingency plans and reallocating resources to ensure minimal disruption to service delivery and overall business continuity.</p> <p>In our Energy Business, we maintain consistent and transparent communication with clients regarding Singapore's prolonged rainy seasons, ensuring they are well informed about potential impacts on solar panel performance and ongoing maintenance schedules.</p> <p>For the Property Development Business, additional resilience measures have been incorporated into design and construction. Equipment is strategically installed at elevated positions, and all critical machinery is placed at least one metre above ground level to safeguard against potential flood damage. These preventive actions strengthen the overall resilience of our assets and reinforce our commitment to maintaining safe, sustainable operations under changing climate conditions.</p>

## 7.1 PROTECTING OUR ENVIRONMENT

Scenario	Climate-related Risks and Opportunities	Applicable Business Segments	Description of Risks and Opportunities	Impact	Resilience and Mitigation
	Physical Risk	<b>Space Optimisation Facilities Management</b>	<p><b>Water Stress due to Diminishing of Water Resources</b></p> <p>Singapore faces a significant risk of water stress due to its limited domestic water sources, prompting the implementation of innovative and comprehensive strategies, including the utilisation of advanced technologies such as NEWater and desalination, alongside extensive water conservation efforts. Despite these efforts, water conservation remains a crucial component of Singapore's sustainability initiatives, emphasising the ongoing importance of responsible water usage in the face of potential water stress.</p> <p>Potential consequences of water scarcity include disruptions to water-dependent operations, service suspensions from water rationing, compromised service quality due to interruptions requiring water, and the likelihood of increased water prices due to resource scarcity.</p> <p><b>Category:</b> Chronic  <b>Significance:</b> Medium  <b>Timeline:</b> Medium Term</p>	<p>The compounding impacts of water scarcity include potential revenue loss from service disruptions and diminished service quality, alongside increased operational costs attributed to the elevated price of water.</p>	<p>Across our Space Optimisation properties, we continue to enhance water efficiency through the installation of water-saving fixtures and real-time consumption monitoring sensors, enabling early detection and rectification of leakages. Complementing these technological improvements, we actively promote water conservation among tenants and employees through awareness initiatives and visible reminders in shared spaces such as social kitchens and laundry areas.</p> <p>Within our Facilities Management operations, we further advance conservation efforts by deploying water-efficient cleaning equipment that reduces consumption without compromising effectiveness. Together, these initiatives demonstrate our integrated approach to water stewardship – leveraging technology, education, and operational excellence to ensure responsible water use across all segments of our business.</p>

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## Risk Management

The Group acknowledges that effective risk management is fundamental to achieving its sustainability objectives. As climate-related expectations from regulators, investors, and other stakeholders continue to intensify, we recognise the need to systematically integrate climate considerations into our broader enterprise risk management framework. Our climate risk assessment approach is aligned with the scenario analysis described in the Strategy section and draws upon projections from Singapore's Third National Climate Change Study and the NCCS. These references, together with the internationally recognised SSPs developed by the IPCC, provide a scientific and credible basis for evaluating potential financial and operational implications of climate change under different global warming trajectories.

Each identified climate-related risk or opportunity is assessed based on its likelihood and potential impact, considering both quantitative and qualitative dimensions. The impact assessment spans financial, operational, legal, reputational, and safety factors, which are rated on a defined scale ranging from insignificant to severe, with likelihood assessed from rare to almost certain.

In evaluating climate-related risks and opportunities, the Group takes into account several key factors, including:

- Performance indicators such as greenhouse gas ("GHG") emissions, energy efficiency, and water consumption.
- Revenue streams and assets that may be affected by the transition to a low-carbon economy, including potential revenue loss or asset impairment.
- Operational assets and business activities exposed to physical climate risks such as extreme weather or rising temperatures.
- The estimated cost of capital and operating costs associated with mitigating or adapting to these risks.

For each material climate-related risk and opportunity, detailed management and adaptation plans are developed. These plans aim to address short-term operational vulnerabilities while enhancing long-term resilience. The Group's **Climate Change Adaptation Policy** provides an overarching framework that outlines responsibilities, action steps, and monitoring mechanisms for managing climate-related risks.

To ensure ongoing effectiveness, we continuously review and refine our risk management practices, incorporating scenario analysis and emerging climate research. This iterative process enables us to adapt to evolving climate conditions and maintain a proactive stance in safeguarding business continuity and stakeholder value.

## Metrics

This year, we continued to advance our sustainability efforts to measure and manage our GHG footprint across the organisation. Following the approach established last year, we comprehensively assessed Scope 3 emissions to capture indirect impacts throughout our entire value chain. We also measured direct Scope 1 emissions from mobile combustion in our Facilities Management Business and indirect Scope 2 emissions from electricity consumption in properties under our Space Optimisation Business. Emissions from other business segments were evaluated but excluded from reporting due to their negligible impact.

Our calculations were conducted in line with the globally recognised GHG Protocol, developed by the World Resources Institute and the World Business Council for Sustainable Development. This ensures our reporting is rigorous, consistent, and aligned with global best practices, reinforcing our commitment to transparency and continuous improvement in sustainability performance.

## Scope 1

Our Scope 1 emissions primarily arise from the consumption of transportation fuels and fugitive emissions from refrigerant leakage in the cooling systems across our properties. In FY2025, our total fuel consumption amounted to 3,203 litres ("l") of petrol and 28,854 l of diesel, resulting in cumulative emissions of 84 tCO<sub>2</sub>e (FY2024: 84 tCO<sub>2</sub>e), indicating no year-on-year change in emissions from transportation fuels.

Within our Space Optimisation Business, emissions from refrigerant leakage accounted for 518 tCO<sub>2</sub>e, comprising 474 tCO<sub>2</sub>e from R410A and 44 tCO<sub>2</sub>e from R32. Both R410A and R32 are hydrofluorocarbons ("HFCs") with high global warming potential ("GWP"). These HFCs are listed as greenhouse gases under the Kyoto Protocol and are also regulated under the Kigali Amendment to the Montreal Protocol, which mandates a global phase-down of HFCs. In line with the GHG Protocol, these refrigerant-related emissions are reported under Scope 1.

Combined, transportation fuels and refrigerant leakage resulted in total Scope 1 emissions of 602 tCO<sub>2</sub>e in FY2025.

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The table below provides a detailed breakdown of Scope 1 emissions between LHN and Coliwoo:

Scope 1	Units	LHN	Coliwoo
Diesel consumption	ℓ	28,854	–
GHG emissions – diesel	tCO <sub>2</sub> e	77	–
Petrol consumption	ℓ	3,203	–
GHG emissions – petrol	tCO <sub>2</sub> e	7	–
Fugitive emissions – R410A (refrigerant leakage)	kg	129	118
GHG emissions – R410A	tCO <sub>2</sub> e	247	227
Fugitive emissions – R32 (refrigerant leakage)	kg	6	59
GHG emissions – R32	tCO <sub>2</sub> e	4	40
Total GHG emissions	tCO <sub>2</sub> e	335	267

### Scope 2

Electricity consumption for properties under our Space Optimisation Business continues to be the main driver of our Scope 2 emissions, with other business segments contributing only minimally.

In FY2025, the total electricity purchased from the grid was 8,049 MWh, resulting in 3,236 tCO<sub>2</sub>e of Scope 2 emissions (FY2024: 2,533 tCO<sub>2</sub>e). This reflects a 28% increase in total emissions and a 57% increase in emissions intensity from 0.028 tCO<sub>2</sub>e/m<sup>2</sup> in FY2024 to 0.044 tCO<sub>2</sub>e/m<sup>2</sup> in FY2025. The increase in Scope 2 emissions in FY2025 was primarily due to higher electricity consumption at 288 River Valley, 100 Ulu Pandan, and 60 Boundary Close. These sites were newly completed at the end of FY2024, so they were not functioning at the same capacity in FY2024 compared with FY2025.

The table below presents the breakdown of Scope 2 emissions between LHN and Coliwoo:

Scope 2	Units	LHN	Coliwoo
Electricity consumption – Grid	MWh	1,650	6,399
Total GHG emissions	tCO <sub>2</sub> e	663	2,573

With FY2025 adopted as the baseline year, the Group has set a short-term target to achieve a 1% reduction in Scope 2 emissions intensity in the upcoming reporting year. Progress will be tracked through ongoing performance monitoring and supported by targeted operational improvements.

### Scope 3

This year, we continue tracking Scope 3 emissions, which capture indirect emissions across our value chain and provide a more holistic view of our environmental impact. Scope 3 emissions are reported according to the principle of materiality, with less significant categories excluded from this year's disclosure.

Scope 3 emissions data for FY2025 are as follows:

- Category 1: Purchased goods and services – 1,858 tCO<sub>2</sub>e, representing emissions associated with the procurement of goods and services, including items such as repair and maintenance, service fees, professional services, office supplies and similar expenditures.
- Category 2: Capital goods – 1,308 tCO<sub>2</sub>e, reflecting emissions from assets capitalised as property, plant, and equipment, including improvements on leasehold properties, construction in progress, machinery, furniture, office equipment, computers and digital and visual equipment).
- Category 4: Upstream transportation and distribution – 19 tCO<sub>2</sub>e, accounting for emissions from delivery and logistics services.

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- Category 6: Business travel – 125 tCO<sub>2</sub>e, capturing emissions from employee travel in vehicles not owned or operated by the Group.
- Category 7: Employee commuting – 112 tCO<sub>2</sub>e, representing emissions from employee commuting between their homes and workplaces.
- Category 13: Downstream leased assets – 1,704 tCO<sub>2</sub>e, reflecting emissions from tenant electricity consumption in properties leased out under the Space Optimisation Business where electricity is not borne by the Group.

In total, the Group's Scope 3 emissions for FY2025 amounted to 5,126 tCO<sub>2</sub>e. The table below presents the breakdown of Scope 3 emissions between LHN and Coliwoo:

Scope 3	Units	LHN	Coliwoo
Category 1: Purchased Goods and Services	tCO <sub>2</sub> e	1,374	484
Category 2: Capital Goods	tCO <sub>2</sub> e	189	1,119
Category 4: Upstream Transportation and Distribution	tCO <sub>2</sub> e	17	2
Category 6: Business Travel	tCO <sub>2</sub> e	77	48
Category 7: Employee Commuting	tCO <sub>2</sub> e	77	35
Category 13: Downstream Leased Assets	tCO <sub>2</sub> e	1,704	–
Total GHG emissions	tCO <sub>2</sub> e	3,438	1,688

We remain committed to refining our Scope 3 calculation methodology in future disclosures to enhance accuracy and provide a clearer picture of our indirect GHG impact.

### Other GHG emissions

In addition to Kyoto gases reported under Scope 1, the Group also operates legacy air-conditioning systems containing R22, a hydrochlorofluorocarbon ("HCFC") within the Space Optimisation – Residential (Coliwoo) business. While R22 is not classified as a Kyoto gas, it is regulated under the Montreal Protocol due to its ozone-depleting potential ("ODP"). In FY2025, fugitive emissions from R22 leakage amounted to 4 tCO<sub>2</sub>e. As these emissions are not from Kyoto gases, they are excluded from Scope 1 totals in accordance with the GHG Protocol and are reported separately to reflect their distinct environmental impact and regulatory treatment.

### GHG Footprint

In FY2025, our combined Scope 1 and Scope 2 emissions amounted to 3,838 tCO<sub>2</sub>e (FY2024: 2,796 tCO<sub>2</sub>e), representing a 37% increase compared to the previous year. Emission intensity, calculated based on the total operating area across the Group's properties, was 0.052 tCO<sub>2</sub>e/m<sup>2</sup> (FY2024: 0.031 tCO<sub>2</sub>e/m<sup>2</sup>), reflecting a 68% increase. The rise in total emissions and intensity was primarily driven by an increase in Scope 1 emissions, largely due to higher fugitive emissions following the inclusion of Coliwoo's operations, as well as an increase in electricity consumption across the Space Optimisation Business.

It is important to note that Scope 3 emissions are not included in our emission intensity calculation, as they do not directly correspond to the operational intensity of our business activities.

We are also pleased to confirm that there were no significant fines or non-monetary sanctions for non-compliance with applicable laws and regulations related to air and GHG emissions during FY2025.

### Target

The Group remains committed to advancing GHG reduction and promoting sustainable operations across its business. We continue to implement initiatives that monitor and manage operational GHG emissions, contributing to Singapore's transition towards a low-carbon economy.

Looking ahead, the Group aims to reduce Scope 2 emissions intensity by 1%, using FY2025 as the baseline, through the implementation of initiatives that support steady progress towards this objective.

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## Our Environmental Commitment through Renovation and Carbon Avoidance

### Background of the Analysis

The Group continues to advance its sustainability ambitions by prioritising adaptive reuse and renovation as effective levers for decarbonising the built environment. In FY2025, in partnership with the Singapore University of Technology and Design (“SUTD”), we conducted a Renovation Avoided Carbon Analysis (“RACA”) to quantify the environmental benefits of refurbishing an ageing commercial building – now transformed into the Coliwoo Midtown co-living residence – instead of demolishing and rebuilding it. The analysis was conducted as a research project implemented by the Net Zero Futures Lab of SUTD, with support from the Group. The findings were shared at the 2025 Smart and Sustainable Built Environment Conference held in Lille, France, and will be published in the forthcoming conference proceedings.

### A Strategic Sustainability Initiative

The construction sector accounts for approximately 40% of global CO<sub>2</sub> emissions, with 11% arising from embodied carbon in building materials (Mlote *et al.*, 2024, *Global ABC*, 2020). By preserving and repurposing existing structural systems, the Group demonstrates a deliberate shift toward responsible resource use and climate mitigation. This forward-looking approach aligns closely with global circular economy principles and Singapore’s low-carbon goals.

### Significant Carbon Avoidance Achieved

Through this renovation-led approach, we achieved substantial reductions in embodied carbon – emissions “embedded” in building materials such as concrete, steel, and masonry. Compared with demolishing and constructing a new building of similar scale, the renovation avoided 2,552 tonnes of CO<sub>2</sub>e, representing

a 68% carbon saving. These avoided emissions are equivalent to 9,450 flights from Singapore to Shanghai or the embodied carbon of 51 new homes of 100 m<sup>2</sup> each. This demonstrates the environmental value of retaining foundational and structural components, particularly concrete and steel, which are typically the largest contributors to embodied carbon.

### Championing Circularity and Responsible Resource Use

The renovation preserved major structural elements – including foundations, beams, columns, slabs and reinforcement steel – demonstrating how existing assets can be elevated rather than replaced. By retaining and adapting these components, the Group reduces material extraction, manufacturing, transportation and waste generation. This approach positions us at the forefront of circular construction practices, prioritising retention and adaptation over carbon-intensive rebuilds. While operational efficiency improvements accrue gradually over a building’s lifespan, embodied carbon savings from renovation are realised immediately. For this project, the avoided emissions alone represent four to six years of operational emissions for a typical mixed-use building, making a significant contribution to near-term climate action.

### A Model for Future Sustainable Initiatives

The RACA project exemplifies the Group’s broader commitment to responsible growth, climate-aligned investment, and environmental stewardship. By choosing renovation over reconstruction, we show how business decisions can deliver both commercial value and meaningful sustainability outcomes. This study provides a strong foundation for future low-carbon initiatives and reinforces the Group’s role as a leader in adaptive reuse within Singapore’s built environment. Looking ahead, we



Coliwoo Midtown, located at 141 Middle Road, has been renovated and is scheduled to commence operations in the first quarter of 2026.

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are collaborating with SUTD to extend the RACA across additional properties in the Coliwoo portfolio. This ongoing effort aims to establish a comprehensive understanding of embodied carbon savings across multiple assets, enabling the Group to scale renovation-led decarbonisation strategies and further embed circularity principles into future developments.

## RESPONSIBLE RESOURCES USE – ENERGY CONSUMPTION

We continue to implement practical measures to improve energy efficiency across our managed properties, benefiting both the environment and our tenants. By focusing on responsible energy use, we aim to maintain sustainable operations and manage energy consumption effectively.

Our **Energy Consumption Management Policy** provides guidance on the efficient use of energy across all properties. Initiatives include the use of energy-efficient LED lighting and motion sensors and timers in common areas to ensure electricity is used only when necessary. We continue to support renewable energy adoption through solar panel installations on selected rooftops and provide EV charging stations for employees and tenants where possible. To better understand energy use, we employ remote energy monitoring, allowing us to track consumption in real time, identify irregular patterns, and make informed decisions about operational improvements.

Equally important is fostering an energy-conscious culture. Our teams actively monitor lighting systems and encourage tenants to adopt sustainable practices within their spaces. These combined efforts help the Group manage energy consumption responsibly while supporting its environmental commitments.

In FY2025, total electricity consumption, including both grid and solar sources, across our Space Optimisation Business, covering all operating areas, reached 8,724 MWh (FY2024: 6,741 MWh), reflecting a 29% increase. The electricity consumption intensity for our properties is now 0.118 MWh/m<sup>2</sup>, marking an increase of 59% compared to the FY2024 figure of 0.074 MWh/m<sup>2</sup>. This increase in intensity is principally attributable to a smaller total operating area which raises intensity on a reduced denominator, together with higher absolute consumption year-on-year.

Breaking down consumption by LHN and Coliwoo:

- LHN (including Industrial and Commercial properties) recorded an intensity of 0.056 MWh/m<sup>2</sup> (FY2024: 0.053 MWh/m<sup>2</sup>), reflecting an increase of 6%.
- Coliwoo (Residential properties) reported 0.180 MWh/m<sup>2</sup> (FY2024: 0.089 MWh), reflecting an increase of 102%.

The overall change in intensity reflects our evolving portfolio mix, changes in occupancy, and operational adjustments. These factors have offset improvements achieved within individual segments, resulting in a higher portfolio-level intensity.

Looking at electricity sources:

- Grid supply accounted for 8,049 MWh (FY2024: 6,149 MWh).
- Solar-generated electricity contributed 675 MWh (FY2024: 592 MWh), representing 12% of total electricity consumption at properties equipped with solar panels (FY2024: 11%).

Within the Space Optimisation Business, the contribution of solar electricity varies due to factors such as rooftop space limitations and occupancy differences:

- LHN (including Industrial and Commercial properties): solar accounted for 24% of total electricity consumption (FY2024: 21%).
- Coliwoo (Residential properties): solar accounted for 7% (FY2024: 6%).

Combining electricity and fuel consumption, total energy use for the Group amounted to 9,054 MWh, with electricity representing nearly all usage. Energy intensity across the portfolio was 0.123 MWh/m<sup>2</sup>.

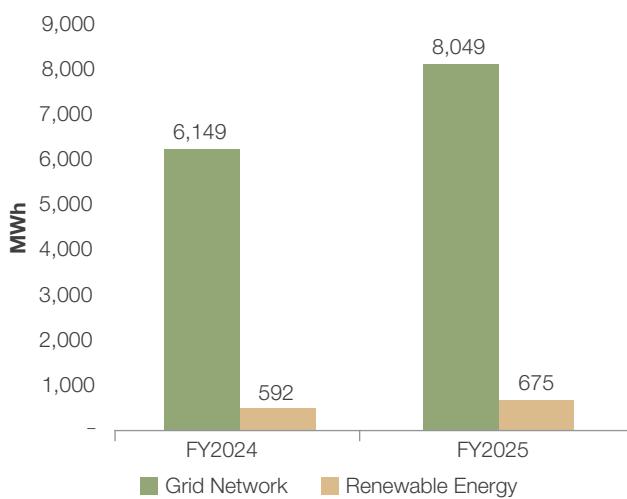
# 7.1 PROTECTING OUR ENVIRONMENT

## Target

Electricity reduction targets for the Space Optimisation Business were refined during the reporting year to reflect operating data from properties that were newly completed and only operated at full capacity towards the end of FY2024. As a result, FY2025 has been adopted as the baseline year to provide a more representative reference point for performance measurement. Against this baseline, the Group will focus on short-term improvements in electricity consumption intensity. For Residential properties, the Group aims to achieve a 1% reduction in electricity intensity by FY2026, while Industrial and Commercial properties are targeted to achieve a 1% reduction over the same period, both benchmarked against FY2025.

In FY2025, our Space Optimisation – Industrial and Commercial portfolio again fulfilled its target for solar to comprise 15% of electricity use at solar-equipped sites. Building on last year's refinement for residential properties, setting the target for solar to make up at least 5% of total electricity consumption in properties with solar panels and stabilised occupancy rates (with 90% average monthly occupancy rate), Coliwoo (Residential) achieved the revised benchmark, with solar contributing 7% this year. Looking ahead, we will continue to scale on-site renewables, prioritising additional solar installations where site conditions, operational needs and commercial viability support deployment.

## Electricity Consumption by Supplies



## OUR ENERGY SAVING INITIATIVES

### Green Building

The BCA Green Mark, established by the BCA Singapore, is a recognised certification framework that evaluates buildings across multiple dimensions of environmental performance, including energy and water efficiency, environmental conservation, indoor environmental quality and innovation. Within the Group's portfolio, 1557 Keppel Road and the joint venture property at 202 Kallang Bahru have been awarded Green Mark certification, reflecting our commitment to sustainable property management. These certifications are an important part of our environmental credentials and reflect the Group's approach to managing properties responsibly. Sustainability considerations continue to guide the Group's strategic approach to property management. This includes evaluating new acquisitions with environmental performance in mind, as well as implementing targeted upgrades to existing properties to align with Green Mark standards wherever feasible. Through these measures, the Group supports the development of a greener built environment in Singapore while reinforcing responsible operational practices.

### Solar Panel

Our focus in FY2025 was on optimising system performance, ensuring reliability, and maximising efficiency across existing installations. While no new solar projects were completed during the year, planning is underway for new installations at 471 Balestier Road (a joint venture property), 159 Jalan Loyang Besar, 260 Upper Bukit Timah Road, and 141 Middle Road, with completion expected in FY2026.

Our renewable energy business remains an active contributor to Singapore's clean energy transition, providing comprehensive solar solutions that support both our operations and the broader sustainability ecosystem. Through ongoing monitoring and system enhancement, we remain committed to advancing sustainable energy practices – ensuring our existing infrastructure continues to deliver long-term environmental and operational value.

#### Our properties with solar panel installed:

- 72 Eunos Ave 7
- 100 Eunos Ave 7
- 10 Raeburn Park
- 1557 Keppel Road
- 34 Boon Leat Terrace
- 31 Boon Lay Drive
- 1A Lutheran Road
- 71 Lorong 23 Geylang
- 2 Mount Elizabeth Link
- 404 Pasir Panjang Road

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Solar PV System

### Remote Meter Monitoring Systems

The Group stands at the forefront of technological innovation in energy and water management, advancing from traditional methods to a sophisticated remote meter monitoring system across our properties. This system delivers real-time energy and water consumption data, automatically capturing consumption information and securely uploading it to a private cloud for comprehensive analysis and dashboard creation. Any irregularities are instantly detected and trigger automated notifications via chatbot to alert on-site teams, ensuring swift and efficient issue resolution. This technology enables precise monitoring, optimised efficiency tracking and rapid identification of system anomalies. Our commitment to improvement drives us to seek further enhancements, cementing our position as leaders in sustainable energy practices.

#### Our properties equipped with remote meter monitoring system:

- 10 Raeburn Park
- 1557 Keppel Road
- 34 Boon Leat Terrace
- 72 Eunos Ave 7
- 100 Eunos Ave 7
- 43 Keppel Road
- 20-25 Depot Lane
- 219, 221, 223, 225, 227, 245, 247, 249, 251, 253, 255 and 267 Lavender Street and 598, 612 and 620 Serangoon Road
- 71 Lorong 23 Geylang
- 44 Kallang Place
- 38 Ang Mo Kio
- 202 Kallang Bahru

### Smart Building Solutions

Driven by our commitment to sustainability and operational innovation, we are integrating next-generation smart building technologies across our properties to create spaces that think and respond intelligently. These systems use a network of sensors to continuously monitor and calibrate indoor conditions, enabling seamless, automated temperature regulation. Real-time data empowers our operations team to fine-tune air-conditioning performance with precision – optimising energy use while maintaining consistent comfort.

#### Our properties equipped with smart building solutions:

- 31 Boon Lay Drive
- 1A Lutheran Road
- 2 Mount Elizabeth Link
- 298 River Valley Road
- 60 Boundary Close
- 100 Ulu Pandan
- 202 Kallang Bahru

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Beyond efficiency, these technologies transform the tenant experience. Dynamic climate control, backed by continuous insights, ensures every environment is both sustainable and intuitively comfortable. This integration of smart systems exemplifies how we are redefining modern property management – advancing the sustainability and quality of life across our Coliwoo and Work+Store communities.

## RESPONSIBLE RESOURCES USE – WATER CONSUMPTION

Responsible water management is a core pillar of the Group's sustainability framework. While Singapore's Public Utilities Board provides a stable and reliable water supply, the true measure of our environmental impact lies in how efficiently we manage this resource across our operations.

Guided by our **Water Consumption and Management Policy**, we pursue measurable improvements through a blend of technology and awareness. Smart sensor networks continuously track water usage, detecting leaks or irregular consumption patterns in real time and enabling swift corrective action. This data-driven approach ensures resources are optimised, operational needs are met, and waste is minimised.

Equally important is fostering responsible habits among our people and tenants. Practical guidance displayed in shared spaces encourages conscious water use as part of everyday routines. By pairing intelligent systems with behavioural engagement, we embed efficiency into the daily rhythm of our properties and create shared accountability throughout the organisation.

Through this integrated approach, water management becomes a transparent and verifiable component of our sustainability practice. Combining operational precision with human awareness, we strengthen our commitment to responsible resource use and long-term environmental stewardship.

In FY2025, total water consumption within the Space Optimisation Business amounted to 176,580 m<sup>3</sup> (FY2024: 138,488 m<sup>3</sup>), reflecting a 28% increase year-on-year. The increase in water consumption in FY2025 was primarily due to higher usage at 288 River Valley, 100 Ulu Pandan, and 60 Boundary Close, as these sites were newly completed at the end of FY2024. As a result, they were not functioning at the same capacity in FY2024, which explains the significant increase in FY2025.

Breakdown between LHN and Coliwoo:

- LHN (including Industrial and Commercial properties) recorded a consumption intensity of 1.47 m<sup>3</sup>/m<sup>2</sup> (FY2024: 1.48 m<sup>3</sup>/m<sup>2</sup>), reflecting a 1% decrease.
- Coliwoo (Residential properties) achieved 3.32 m<sup>3</sup>/m<sup>2</sup> (FY2024: 1.54 m<sup>3</sup>/m<sup>2</sup>), reflecting a 116% increase.

The overall portfolio's water consumption intensity stood at 2.40 m<sup>3</sup>/m<sup>2</sup> (FY2024: 1.52 m<sup>3</sup>/m<sup>2</sup>), representing a 58% increase from the previous year.

Consistent with the Group's revised intensity-based measurement approach, water consumption performance for the Space Optimisation Business is assessed using FY2025 as the reference year. For Residential properties, the Group aims to achieve a 1% reduction in water consumption intensity by FY2026. A 1% reduction in water consumption intensity by FY2026 has also been set for Industrial and Commercial properties. These targets support the Group's ongoing efforts to improve water efficiency across its portfolio.

## ENVIRONMENTAL-FRIENDLY SUPPLY CHAIN

We define our supply chain as a catalyst for environmental progress, where every partnership reflects shared responsibility for a more resilient and resource-conscious world. Through our **Supplier Code of Conduct**, we expect more than adherence to environmental laws – we expect intent, integrity, and innovation. Our suppliers are called to think beyond transactions, designing operations that conserve, renew, and respect the resources they depend on. From reducing waste and optimising energy and water use to integrating renewable inputs, every effort strengthens a network built on conscious accountability. We encourage our partners to set measurable sustainability goals, monitor their progress, and grow with us in purpose and performance.

In FY2025, among 101 suppliers with transactions exceeding S\$100,000, 14% underwent evaluation against environmental and social standards. This forms part of our ongoing effort to strengthen responsible sourcing across our value chain.

Our approach is both proactive and progressive. We continually review our supply chain to ensure that the products and services we procure help reduce environmental impacts. This includes prioritising goods certified with the Singapore Environment Council's Green Label and substituting harmful chemicals with eco-enzymes in our Facilities Management Business –

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tangible steps towards reducing ecological footprint while fostering innovation in sustainable operations.

Looking ahead, we are adopting a new mid-term target for FY2030: to introduce a scoring system for environmental and social screening, and issue advisory notices to underperforming suppliers with annual transactions exceeding S\$100,000 to encourage improvements in their performance. This enhanced framework will strengthen the way we assess our supply chain, ensuring greater transparency and supporting continuous progress across environmental and social dimensions.

## Sustainable Communities

The Group continues to engage in initiatives that strengthen environmental awareness and foster active, sustainable communities across Singapore. Our community activities this year emphasise collaboration, intergenerational participation, and hands-on contributions to a greener urban environment.

### Earth Hour 2025

Continuing our long-standing support of Earth Hour, the Group participated in the annual campaign on 22 March 2025, during which non-essential lights were switched off from 8:30 to 9:30 p.m. across our industrial, commercial and residential properties. Tenants and employees were encouraged to adopt mindful energy and water usage practices, reinforcing collective action toward reducing environmental impact.

### Dragon Boat Festival River Clean-Up

In May 2025, employees participated in a river clean-up during the Dragon Boat Festival, partnering with the Waterways Watch Society. Volunteers pedalled along the Kallang River, collecting a total of 128 kilograms of litter, despite rainy conditions. This initiative highlights the Group's commitment to protecting local waterways and promoting civic responsibility, ensuring shared spaces remain clean, safe and vibrant for all.



Dragon Boat Festival River Clean-Up

## Tree Planting Day

In June 2025, our annual tree-planting tradition took on a special dimension as seniors from TOUCHpoint@Yishun436 (TOUCH Community Services) joined our volunteers. Working side by side under bright skies, participants planted trees in support of the nationwide #OneMillionTrees movement. The activity not only contributed to urban greening but also strengthened intergenerational bonds, providing a meaningful experience for all involved and reinforcing our commitment to nurturing both the environment and the community.

Through these initiatives, the Group demonstrates that sustainability extends beyond operational improvements – it is a shared responsibility that brings together employees, tenants, partners and the wider community. By combining environmental stewardship with social engagement, we aim to create a positive and lasting impact on both people and the environment.



Tree Planting with Seniors

## Green Corner

At 31 Boon Lay Drive property, we created a “Green Corner” to promote a culture of reusing and recycling. Our tenants are encouraged to donate unused items, repurpose shopping paper bags, and safely recycle materials such as batteries, metal cans and glassware. Adorned with educational content about waste reduction and safe disposal practices, the corner aims to inspire tenants to adopt green lifestyle habits and consider about environmental impacts in daily activities.



Green Corner at 31 Boon Lay Drive

## 8.1 CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES

### EMPLOYEE – DIVERSITY AND EQUAL OPPORTUNITY, NON-DISCRIMINATION AND CHILD LABOUR AND FORCED LABOUR

We recognise that diversity is fundamental to building a resilient and forward-looking organisation. In FY2025, we continued to strengthen our commitment to diversity, equity and inclusion (“**DEI**”) as a core part of our human capital strategy. We believe that bringing together people with different perspectives and experiences enables innovation, better problem-solving and sustainable growth.

Our DEI approach is guided by the principles of the Tripartite Alliance for Fair and Progressive Employment Practices (“**TAFEP**”). These principles form the foundation of a merit-based framework that values capability, integrity and potential. We continue to implement fair and transparent employment practices that reduce bias and promote equal access to opportunities in recruitment, training and career development.

We maintain a strong focus on regulatory compliance and ethical governance in employment matters, reinforcing our commitment to fairness and responsible business conduct. Throughout the financial year, there were no breaches, fines or sanctions related to employment practices. This reflects our continued efforts to maintain a workplace culture built on respect, inclusivity and accountability.

#### DIVERSITY AND EQUAL OPPORTUNITY

We are deeply committed to building a workplace where people feel valued, supported and inspired to reach their full potential. Our compliance with the Employment Act and the regulations of the Ministry of Manpower (“**MOM**”) reflects not only our respect for statutory obligations, but also our belief that a caring and progressive work environment is essential to long-term success.

To translate this belief into practice, we have established a robust framework of policies, including our **Human Resource Policy, Performance Appraisal Policy and Employee Grievance Policy**. These frameworks guide how we attract, develop and retain talent, ensuring that every individual is treated fairly and given opportunities to grow. Beyond legal compliance, these policies embody our ongoing commitment to employee welfare and professional development.

Open communication remains central to how we engage our people. We provide multiple platforms for employees to share feedback, raise concerns and contribute ideas for improvement. Employees are encouraged to raise issues through confidential reporting channels and fair grievance-handling processes, with the assurance that matters will be addressed with integrity and care. By promoting transparency and trust, we continue to strengthen an inclusive workplace where everyone feels respected, heard and supported.

Building on this foundation of engagement and trust, we remain focused on developing a dynamic and diverse workforce that supports our long-term strategic growth. As at the end of FY2025, our team comprised 501 employees, up from 435 as at the end of FY2024. This steady expansion reflects both our business growth and our belief in creating opportunities for individuals to contribute and develop within the organisation.

Gender representation continues to be a key area of progress. Women made up 38% of our total workforce and held 50% of senior management positions as at the end of the financial year. These figures illustrate our continued commitment to advancing gender balance and supporting the leadership development of women across all levels of the company.

We also recognise the strength that comes from an intergenerational workforce. Our employees comprise 28% aged above 50, 56% between 30 and 50, and 16% below 30. This blend of experience and emerging talent creates a collaborative environment where perspectives are shared, innovation is encouraged and collective learning is embedded in our culture.

We believe that the success of the organisation is built on the growth of our people. By nurturing potential, encouraging open dialogue and empowering individuals to excel in their professional journeys, we continue to build a workplace that is inclusive, future-ready and aligned with our long-term vision for sustainable success.

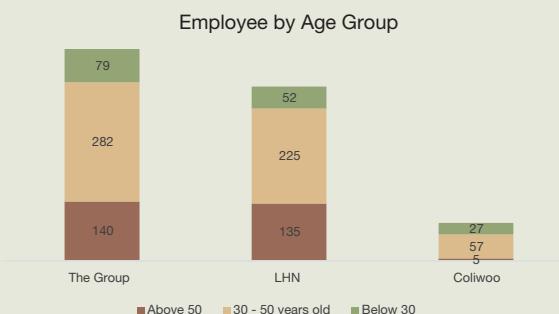
# 8.1 CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES

## EMPLOYEE – DIVERSITY AND EQUAL OPPORTUNITY, NON-DISCRIMINATION AND CHILD LABOUR AND FORCED LABOUR

The following graphs illustrate the Group's overall employment profile alongside the breakdown of LHN and Coliwoo's employment profile, by gender, as at the end of FY2025:



The following graphs illustrate the Group's overall employment profile alongside the breakdown of LHN and Coliwoo's employment profile, by age group, as at the end of FY2025:



Our recruitment approach continues to be guided by the principles of fairness, transparency and equal opportunity. Candidates are assessed objectively based on their qualifications, competencies and experience, ensuring that employment decisions are made without bias or discrimination. This approach reflects our ongoing efforts to uphold meritocracy and to attract talent that aligns with our values and long-term objectives.

In FY2025, we expanded our workforce with the addition of 220 new employees, with a female new hire rate of 49%. This reflects our continued progress in strengthening gender representation across the organisation. We also remain committed to promoting age diversity, with the new hire rate for those above age 50 at 44%. By integrating experienced professionals alongside younger talent, we enhance organisational capability, encourage mentorship and knowledge sharing, and foster a workplace that values balance, collaboration and growth.

During the same period, we recorded 154 employee departures. While movement within the workforce is expected in a growing organisation, we recognise that each departure provides valuable opportunities for reflection and improvement. We actively review feedback gathered through exit discussions to better understand the underlying factors influencing employee decisions and to identify areas for enhancement in engagement and retention. The female turnover rate for the period was 37%, and the turnover rate for those above age 50 was 24%. These insights continue to inform our workforce planning and succession strategies, supporting our goal of maintaining a stable and capable team.

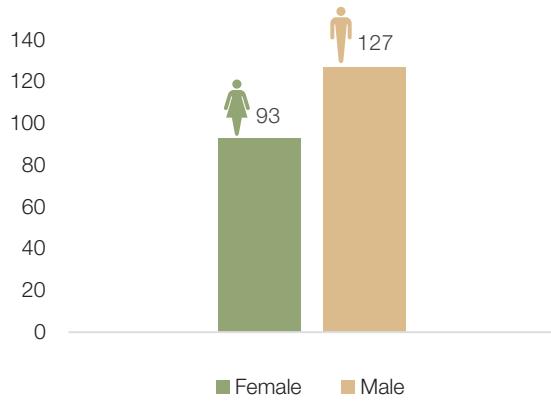
We remain committed to ensuring that fairness, inclusion and respect are embedded across all stages of the employee lifecycle. Our people strategy goes beyond recruitment and retention to encompass every aspect of how we manage, support and empower our workforce. By valuing diverse experiences and perspectives, we continue to build a workplace that enables our people to perform at their best and contribute to the Group's long-term success.

## 8.1 CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES

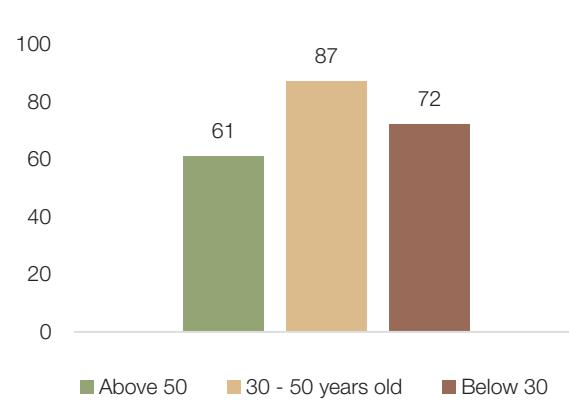
### EMPLOYEE – DIVERSITY AND EQUAL OPPORTUNITY, NON-DISCRIMINATION AND CHILD LABOUR AND FORCED LABOUR

The following charts present the Group's new hires and employee turnover profile by gender and age group for FY2025:

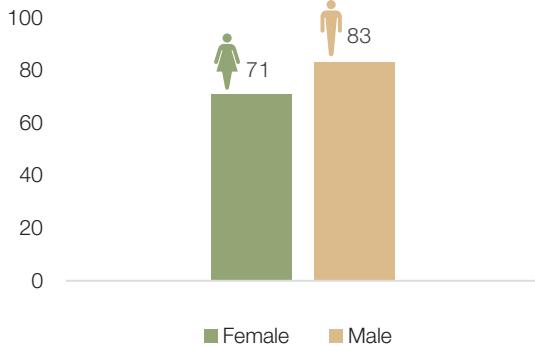
New Hire by Gender



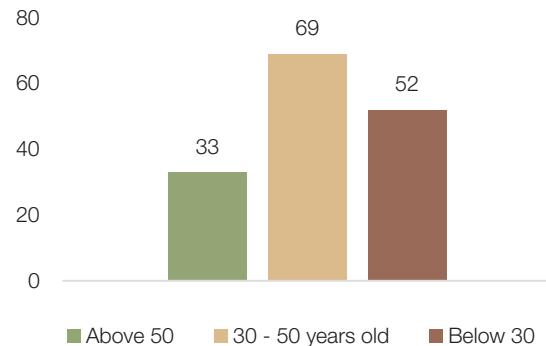
New Hire by Age Group



Turnover by Gender



Turnover by Age Group



## 8.1 CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES

### EMPLOYEE – DIVERSITY AND EQUAL OPPORTUNITY, NON-DISCRIMINATION AND CHILD LABOUR AND FORCED LABOUR

The following table presents a comprehensive summary of the Group's new hires and employee turnover rate by age group and gender:

	FY2024			FY2025		
New Hires						
New Hires Rate	40%			44%		
New Hires Rate by Gender	Male		Female	Male		Female
	35%		46%	41%		49%
New Hires Rate by Age Group	< 30 years old	30-50 years old	> 50 years old	< 30 years old	30-50 years old	> 50 years old
	76%	34%	29%	91%	31%	44%
Turnover						
Turnover Rate	34%			31%		
Turnover Rate by Gender	Male		Female	Male		Female
	29%		41%	27%		37%
Turnover Rate by Age Group	< 30 years old	30-50 years old	> 50 years old	< 30 years old	30-50 years old	> 50 years old
	59%	25%	38%	66%	24%	24%

## 8.1 CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES

### EMPLOYEE – DIVERSITY AND EQUAL OPPORTUNITY, NON-DISCRIMINATION AND CHILD LABOUR AND FORCED LABOUR

The following table provides a detailed breakdown of new hires and employee turnover rate by age group and gender, separately for LHN and Coliwoo:

FY2025						
	LHN			Coliwoo		
New Hires						
New Hires Rate	40%				62%	
New Hires Rate by Gender	Male		Female	Male		Female
	39%		43%	60%		63%
New Hires Rate by Age Group	< 30 years old	30-50 years old	> 50 years old	< 30 years old	30-50 years old	> 50 years old
	85%	28%	43%	104%	42%	60%
Turnover						
Turnover Rate	28%			42%		
Turnover Rate by Gender	Male		Female	Male		Female
	25%		35%	40%		43%
Turnover Rate by Age Group	< 30 years old	30-50 years old	> 50 years old	< 30 years old	30-50 years old	> 50 years old
	62%	24%	22%	74%	25%	60%

New hire and turnover rates are calculated by comparing the number of employees hired or who left during the financial year against the total number of employees recorded at the end of the reporting period. For age group and gender disclosures, the rates are calculated by comparing the number of new hires or employee turnovers during the year with the number of employees in the same cohort at the end of the reporting period. This approach is intended to reflect workforce renewal and movement within each age or gender group, rather than the composition of the workforce as a whole. As the metric compares annual hiring or turnover activity against the year-end size of the cohort, the resulting rate is not capped at 100% and may exceed 100% in years with higher recruitment activity or turnover, particularly for cohorts with smaller headcounts.

#### Parental Leave

As part of our ongoing commitment to diversity, inclusion, and equal opportunity, we recognise the importance of supporting employees in balancing family and professional responsibilities. We comply with the Ministry of Social and Family Development's ("MSF") guidelines on parental benefits and ensure that all eligible employees have access to family-related leave entitlements, including maternity, paternity and childcare leave.

In FY2025, a total of 15 employees, comprising ten male and five female staff members, were entitled to parental leave across our business segments. All eligible employees took their leave during the year, returned to work within the reporting period, and remained employed for at least 12 months following their return, reflecting a 100% return-to-work rate and a 100% retention rate for employees who took parental leave.

## 8.1 CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES

### EMPLOYEE – DIVERSITY AND EQUAL OPPORTUNITY, NON-DISCRIMINATION AND CHILD LABOUR AND FORCED LABOUR

These results demonstrate our commitment to fostering an inclusive and supportive work environment where employees are empowered to fulfil both their career and family aspirations.

#### Non-discrimination

A workplace built on equity, fairness and mutual respect is fundamental to who we are. We recognise that the diversity of our people – across backgrounds, identities and perspectives – enhances collaboration and drives organisational progress. Championing dignity and respect is therefore not only a compliance requirement but a guiding principle that shapes how we interact and make decisions across the Group.

Our **Employee Grievance Policy** plays a vital role in reinforcing our culture of fairness. It provides all employees with clear, accessible and confidential channels to raise concerns related to discrimination, harassment or other workplace matters. Reports are managed with professionalism and care to ensure that investigations are conducted promptly, objectively and with due sensitivity. In addition, we maintain open lines of communication that encourage feedback and active participation in initiatives aimed at strengthening our organisational values and practices.

During FY2025, there were no reported incidents of discrimination, reflecting the effectiveness of our governance framework and the strength of our workplace culture. We continue to foster an environment where every employee is treated with respect, supported in their development and empowered to reach their full potential.

#### Child Labour and Forced Labour

The Group has established robust policies that strictly prohibit child and forced labour and mandate compliance with the age requirements outlined in the Employment Act. To uphold these standards, we conduct thorough screening and verification processes for all new hires, ensuring that our workforce exemplifies integrity and ethical practice at every level.

We expect all suppliers and business partners to uphold the same ethical standards that guide our own operations. New vendors are required to comply with our **Supplier Code of Conduct**, which explicitly prohibits the use of child or forced labour. By enforcing these requirements, we strengthen accountability and promote responsible labour practices across our supply chain.

In FY2025, we are proud to share that we maintained a responsible and transparent workforce and supply chain, with no cases of child or forced labour reported. This achievement reflects the strength of our governance measures and the collective effort of our people and partners to uphold integrity and accountability in all that we do.

# 8.1 CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES

## EMPLOYEE – TRAINING AND EDUCATION

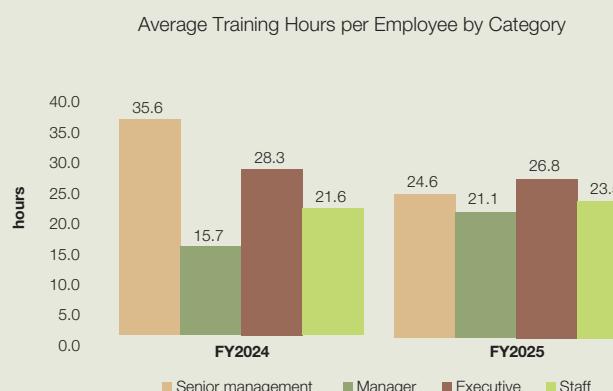
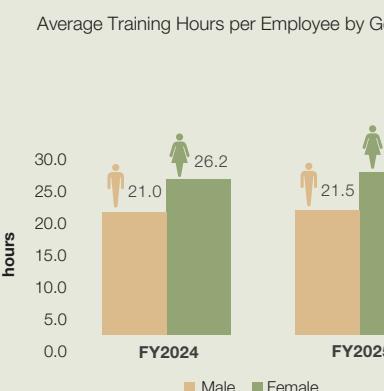
We recognise that the success of our organisation is built on the capability, creativity and growth of our people. Learning and development are woven into the fabric of how we operate, empowering employees to refine their skills, embrace new perspectives and stay agile in a fast-evolving environment. Our **Training Policy** embodies this philosophy, cultivating a culture of continuous improvement where individuals are encouraged to explore, innovate and take ownership of their professional growth.

Through regular performance dialogues, employees work collaboratively with their supervisors to reflect on achievements, identify skill gaps and plan meaningful pathways for progression. Our Human Resources team complements this by anticipating the evolving capability needs of the Group and designing targeted learning programmes that inspire both personal excellence and collective advancement. This inclusive approach ensures that every employee – regardless of role, background or tenure – has access to opportunities that encourage growth, confidence and long-term fulfilment.

We also understand that learning extends beyond structured programmes. Employees are supported to pursue external courses, professional certifications and development experiences that align with their ambitions. We provide sponsorships and educational assistance to enable these pursuits, reinforcing our belief that learning should be lifelong, inclusive and self-driven. Embracing a broad spectrum of learning opportunities inspires curiosity, deepens resilience and equips our workforce to navigate change with confidence.

In FY2025, we invested approximately S\$116,000 in training and delivered a total of 11,955 learning hours. Each employee completed an average of 24 training hours – an increase from 23 in FY2024 and exceeding our internal target of 15 hours per employee. These outcomes reaffirm our conviction that learning is a key driver of sustainable growth, empowering our people to realise their potential and equipping the Group with the agility to thrive in an ever-changing environment.

The following charts present the Group's training performance as at the end of FY2025:



# 8.1 CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES

## EMPLOYEE – OCCUPATIONAL HEALTH AND SAFETY

The health and safety of our people are fundamental to the way we operate. We view workplace safety not merely as a regulatory obligation, but as a shared responsibility and a reflection of our culture. Guided by our **Health, Safety and Environment Policy**, we work to prevent incidents before they occur through strong governance, clear communication and consistent oversight. Our approach prioritises awareness, accountability and proactive action to ensure that everyone – employees, contractors and partners – can perform their work safely and confidently.

We hold ourselves and those who work with us to the same high standards. All contractors are required to comply with the Group's safety expectations, supported by regular monitoring, on-site inspections and performance reviews. This alignment ensures that safe work practices are applied consistently across all operations and that our commitment to protecting people extends through every part of our value chain.

With zero significant health and safety fines or sanctions in FY2025, our performance underscores resilient systems and disciplined execution. Safety is not an administrative line – it is a culture we cultivate together through trust, awareness and respect.

### **Health and Safety Risk Management**

Our health and safety framework is grounded in prevention and continuous improvement. We systematically identify and assess risks across all operations, then translate findings into targeted controls and mitigation plans that reduce potential hazards at source. Clear guidance, practical tools and on-the-job support enable employees to manage risks in their daily work, embedding preventive practices into routine operations.

These expectations apply equally to our partners. Contractors engaged in the Space Optimisation Business must complete internal risk assessments before work begins. We follow up with regular reviews and site checks to verify compliance and address gaps promptly. By aligning our standards and sharing accountability, we reinforce a culture of responsibility and maintain consistent safety performance across the Group.

### **Routine Briefings, Training and Inspections**

Strong systems are only effective when understood and applied. To keep safety in mind, we hold regular briefings that highlight emerging risks, clarify procedures and capture lessons from recent activities, while reinforcing our internal safety policies and standard operating procedures ("SOPs") and reviewing relevant contractor safety records. These sessions create space for open dialogue, helping teams stay alert, informed and confident in managing workplace risks.

Capability building underpins this effort. Each year, relevant employees complete courses such as Hazmat Handling, Working at Height and Workplace Safety and Health. These programmes refresh critical knowledge, strengthen operational discipline and reinforce safe work habits. Routine inspections – including fire safety assessments – provide an additional layer of assurance, confirming compliance and readiness while pinpointing opportunities for improvement.

## 8.1 CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES

### EMPLOYEE – OCCUPATIONAL HEALTH AND SAFETY

The following tables present the Group's health and safety performance for FY2025, together with comparative data from the preceding two financial years, including detailed breakdowns for LHN and Coliwoo:

Performance indicators	FY2024		FY2025	
	Group	Group	LHN	Coliwoo
<b>Total scheduled hours worked by employee</b>	846,732	969,113	810,465	158,648
<b>Work-related fatalities</b>	–	–	–	–
<b>Work-related fatalities rate (per million hours worked)</b>	–	–	–	–
<b>High-consequences work-related injury</b>	–	–	–	–
<b>High-consequences work-related injury rate (per million hours worked)</b>	–	–	–	–
<b>Number of work-related injuries</b>	1	3	3	–
<b>Work-related injury rate (per million hours worked)</b>	1	3	4	–
<b>Number of work-related ill health</b>	–	–	–	–
<b>Work-related ill health rate (per million hours worked)</b>	–	–	–	–
<b>Lost days due to work-related injuries</b>	66	258	258	–
<b>Amount of penalty for compliance incidents relevant to work safety</b>	–	–	–	–

In FY2025, we recorded three work-related injury incidents, each serving as a reminder of the continued importance of proactive risk management and hazard prevention. The first incident occurred in November 2024, when an employee fell while moving items in a carpark, resulting in a fractured ankle. Later that month, another employee slipped on a metal staircase, sustaining a fracture to the right little finger. The third incident took place in March 2025, when an employee slipped while sweeping dry leaves at a loading bay, injuring the nose upon contact with a kerb.

All incidents were promptly reported and investigated in accordance with our safety procedures. The root causes were attributed to unsafe individual actions and lapses in adherence to established protocols. In response,

the Company reinforced personal protective equipment requirements, increased the frequency of inspections and checks, and delivered targeted safety briefings. The findings will inform the review and refinement of existing controls to ensure preventive measures are implemented and sustained effectively. A total of 258 lost workdays was recorded as a result of these incidents.

We continue to monitor key safety performance indicators, including incident frequency and severity, while maintaining compliance with all regulatory requirements. Through these ongoing efforts, we reaffirm our commitment to a zero-harm workplace – one where everyone is empowered to act safely, responsibly and with care for one another.

## 8.1 CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES

### EMPLOYEE – OCCUPATIONAL HEALTH AND SAFETY

#### Employee Well-being

We view employee well-being as a core organisational strength and a vital part of our long-term success. We prioritise both physical and mental health across our policies, processes and daily operations, recognising that a healthy workforce drives sustained performance. To support work-life balance, we offer flexible work arrangements, including work-from-home options where suitable and case-by-case adjustments to working hours. These measures empower our people to manage personal commitments effectively while maintaining focus, consistency and excellence in their work.

Beyond flexibility and policy, we also invest in purposeful engagement to foster connection and resilience. A structured programme of activities, such as monthly cultural events, targeted wellness initiatives and townhall sessions, provides opportunities to unwind, strengthen collegial ties and support mental and emotional health. Together, these initiatives reinforce a professional environment where well-being is integrated into daily life, participation is encouraged, and sustainable performance can be achieved.

Well-being this year was woven into the rhythm of work – active, reflective and preventive in equal measure. We continued our working-hour wellness walks: in October 2024, a 5 km loop through Kallang's landmarks – Kolam Ayer ABC Waterfront, Chwee Kang Beo Temple and the National Stadium, and in September 2025, a 3.8 km route from our headquarters to the ArtScience Museum. Taken together, these walks paired light activity with time for conversation and a change of scenery, providing a mid-day reset that supports recovery, focus and collegial connection.

Building on this spirit of connection and mindfulness, and in partnership with TOUCH Mental Wellness, we delivered a Forest Bathing programme at the Singapore Botanic Gardens – an immersive, guided experience designed to slow the pace, sharpen attention and restore balance. Extending our collaboration with the TOUCH network, we also ran an Amazing Race at Gardens by the Bay, facilitated by TOUCH Community Services. Mixed teams solved timed riddles and route questions at stations across the gardens, strengthening teamwork, problem-solving and creativity while encouraging movement and cross-team connection in a structured, engaging format.



Wellness Walk, October 2024



Annual Health Screening Programme



Forest Bathing Programme

## 8.1 CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES

### EMPLOYEE – OCCUPATIONAL HEALTH AND SAFETY



Annual New Year Luncheon



Amazing Race

In line with our continued focus on preventive health, the Group's annual on-site health screening – our flagship well-being initiative – was held at our headquarters following #GlobalWellnessDay, sustaining momentum from earlier activities. Participation remained consistently high, with employees showing strong enthusiasm for proactive health management. The screening offers a practical check-in on both physical and mental health, offering personalised insights that encourage informed lifestyle choices and support long-term wellness.

To further support mental and emotional resilience, we organised the Wellbeing Webinar – “Movement and Mindfulness for Mental Wellbeing”, which encouraged employees to incorporate simple mindfulness and physical activities into their daily routines. The session introduced accessible techniques for managing stress, enhancing focus and promoting balance – reinforcing our holistic approach to workplace well-being.

Our well-being journey also recognises the importance of shared culture and community. The Lunar Seventh Month Praying Ceremony provided employees with a meaningful opportunity to gather in observance of an important cultural tradition. The event fostered reflection, connection and mutual respect, strengthening the sense of unity and belonging across the organisation.

Together, these touchpoints – movement, mindfulness and preventive care – embed well-being into the everyday rhythm of work and sustain a culture where people can perform, connect and recharge.

## 8.1 CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES

### CUSTOMERS – CUSTOMER HEALTH AND SAFETY

Innovation defines our approach to space optimisation. We continuously seek new ways to transform spaces into environments that promote productivity, well-being and a sense of purpose. Beyond functionality, our focus lies in creating meaningful experiences that enhance how people live and work, ensuring that every project contributes to a safer, healthier and more engaging built environment.

Across all our developments, we design with intent – prioritising health, safety and comfort in every detail. Each optimised space is guided by rigorous standards and careful execution, fostering environments that people can trust and enjoy. This responsibility extends to the communities we serve, encompassing both our tenants and customers. By upholding high standards of safety and well-being, we strengthen the confidence of those who depend on our spaces and services every day.

We believe that well-designed spaces have the power to help people thrive. Our role extends beyond optimising the physical environment to shaping settings that enable growth, collaboration and long-term success. Our vision remains clear and enduring: to make every space we shape better for those who inhabit it. Through innovation, precision and an unwavering commitment to health and safety, we continue to redefine how people experience and connect with their surroundings.

#### Fire Safety in Our Premises

We maintain rigorous fire safety standards across our Space Optimisation portfolio. Premises have achieved fire safety certifications issued by the Singapore Civil Defence Force, and we sustain these standards through regular internal checks and external inspections in close collaboration with the authorities. This approach ensures ongoing compliance and provides tenants with added assurance that their workplaces and homes prioritise safety.

#### Health and Safety in the Provision of Our Services

We comply with all relevant workplace safety and health requirements set by the MOM, including the **Work at Heights Regulations**, aligning controls to the nature of our operations and contractor activities.

In the cleaning and related facilities services business, we have shifted from conventional chemicals to eco-enzymes for cleaning wherever practicable – reducing exposure to harsh substances, improving air quality around cleaning activities and maintaining service quality for customers and building users.

As part of our oversight of our managed premises, we recorded one public-health non-compliance incident in FY2025 in a managed common area, where mosquito breeding was traced to tenant-discarded waste. We responded promptly by inspecting the site, removing stagnant water, cleaning the affected area, disposing of the waste receptacle and clearing surrounding debris. To reduce the risk of recurrence, we refined our waste-handling procedures, reinforced staff awareness of how to identify mosquito-breeding sites, and strengthened our inspection regime through regular ground checks, supervisor walk-throughs and management spot audits. Taken together, the strengthened procedures, training and inspection regime reinforce our commitment to maintaining a safe and hygienic environment across our managed properties.

# 8.1 CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES

## CUSTOMERS – CUSTOMER PRIVACY

Protecting our customers' privacy lies at the core of our business philosophy. We recognise that personal information is a valuable asset that demands respect, discretion and care. Our approach is built on the principles of confidentiality, integrity and transparency – ensuring that data entrusted to us is managed responsibly and ethically. Safeguarding privacy is not simply a matter of compliance; it reflects the trust placed in us and our duty to preserve it.

In FY2025, the Group maintained a strong record with no incidents of non-compliance or penalties under data protection laws. This outcome highlights the effectiveness of our governance framework, the vigilance of our teams and our commitment to upholding the highest standards of privacy and accountability. It reaffirms our dedication to being a trusted steward of customer information across all our business activities.

### Personal Data Protection

We approach personal data protection as a strategic responsibility that underpins every aspect of our operations. Our **Personal Data Protection Policy**, aligned with the requirements of Singapore's Personal Data Protection Committee, provides the foundation for safeguarding personal information. This framework is reinforced by our **Privacy Policy and Document Retention and Disposal Policy**, which together ensure that data is collected, stored, used and disposed of in a secure and controlled manner.

Building on this framework, we foster a workplace where data responsibility is a shared value. Every employee is entrusted to handle personal information with integrity, care and vigilance, recognising that protecting data is vital to sustaining customer trust. We regularly review and enhance our policies and procedures to ensure they remain strong, adaptive and aligned with evolving regulations and leading industry standards.

### Information Security

As digitalisation continues to transform our business landscape, maintaining the security and integrity of information has become a key priority. We have established a comprehensive suite of IT governance documents – including our **Information Security Policy**, **Cybersecurity Framework**, **Website Privacy Policies**

and **Data Breach Management Policy** – which are regularly updated to address emerging risks and align with evolving technological and regulatory standards.

Our approach to information security combines strong systems with a culture of awareness. To strengthen resilience across the Group, we have implemented a series of initiatives that enhance both technical controls and user vigilance:

- A secure document management system that enables controlled information sharing and digital record management.
- Access control measures, including multi-factor authentication, user-rights management and encryption protocols, to prevent unauthorised data access.
- Advanced cybersecurity solutions – such as endpoint protection, anti-virus software and email security tools – supported by centralised network monitoring and early-threat detection capabilities.
- A structured patch management programme to ensure timely software updates and reduce vulnerabilities.
- Regular cybersecurity awareness training to equip employees with the knowledge and skills to recognise and respond to evolving threats.
- Comprehensive offboarding procedures to ensure immediate revocation of system access upon employee departure.
- Annual penetration testing and independent third-party audits to validate the strength of our cyber defences and ensure alignment with industry best practices.

Together, these measures reinforce our commitment to protecting the confidentiality, integrity and availability of data. Through continuous improvement, technological investment and a strong culture of responsibility, we maintain the trust that is central to our relationships with customers, partners and stakeholders.

# 8.1 CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES

## COMMUNITIES – COMMUNITIES DEVELOPMENT

Our belief that businesses thrive best when communities continue to guide our actions. In FY2025, we deepened our engagement with the people and causes around us – building on long-standing partnerships, introducing new initiatives, and creating shared experiences that bring purpose to our collective progress. From environmental stewardship to youth education and active ageing, each programme this year reflected our ongoing commitment to connection, compassion and contribution.

### Toy Buffet 2024

The festive season began with heartfelt giving. Employees from the Group and Four Star Mattress came together at *Toy Buffet 2024*, organised by Food from the Heart (Singapore). Through this initiative, our volunteers helped bring joy to around 2,500 underprivileged children – distributing toys, games and food that turned simple moments into lasting memories of care and inclusion.



### Chinese New Year Celebration with Seniors

The new year carried this same spirit of connection. In partnership with TOUCH Community Services, the Group hosted a celebration for seniors at the *TOUCH Active Ageing Centre (Yishun)*. More than just a festive gathering, it embodied Coliwoo's ethos of community living – where relationships extend beyond shared spaces to meaningful bonds that enrich lives and strengthen social ties.

### Learning Journey for Students

Our engagement with the next generation took shape through a Learning Journey session hosted by Coliwoo at Coliwoo Boon Lay for students from Bukit Panjang Government High School. The team shared insights into the co-living industry, its sustainability efforts and the diverse career pathways within it. By connecting students with real-world examples of purpose-driven business, we aimed to spark curiosity, aspiration and an understanding of what sustainable urban living can achieve.



### Food Packing at Food from the Heart

In partnership with Food from the Heart, our volunteers assembled nutritious food packs for families in need across Singapore. Containing essential and healthy food items, these packs are distributed to thousands of low-income households' island-wide, helping to alleviate hunger and promote proper nutrition for vulnerable communities.

# 8.1 CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES

## COMMUNITIES – COMMUNITIES DEVELOPMENT



### Dinner & Dance Fundraiser

The Group's annual *Dinner & Dance*, themed "Hey Rasa Sayang Night", was both a celebration and a commitment renewed. Marking LHN Limited's 10th anniversary since its SGX listing and Singapore's SG60 milestone, the event raised over S\$25,000 through a dollar-for-dollar matching campaign in support of TOUCH Community Services. The evening blended festivity with philanthropy – turning celebration into impact.

### SG60 Charity Walk and "One Calorie, One Dollar" Fundraiser

In August, employees laced up for a 6 km charity walk organised by Ray of Hope in celebration of SG60. With Coliwoo as one of the event sponsors, the initiative helped raise S\$130,000 to support families in need and strengthen social safety nets across Singapore.

Building on this momentum, the Group launched the "One Calorie, One Dollar" campaign, inviting employees to combine fitness with purpose. For every calorie burned through exercise, a monetary donation was pledged to *Food from the Heart (Singapore)* to provide nutritious food for families in need. By transforming daily activity into a force for good, the initiative seamlessly linked personal well-being with community support.



### Mid-Autumn Celebration with Seniors

Continuing our engagement with the senior community, we celebrated the Mid-Autumn Festival alongside beneficiaries from TOUCH Community Services. The event featured table games, lantern decorating and mooncake tasting, bringing warmth and festivity to the occasion. More than just celebration, it encouraged seniors to stay physically active, mentally engaged and socially connected, fostering a sense of belonging and shared joy among participants.



### Title Sponsor of Food from the Heart Charity Golf

We were honoured to be the Title Sponsor of "Food from the Heart (FFTH) – LHN Group Charity Golf 2025," during which over S\$348,000 was raised from donors. All proceeds will be allocated to FFTH's food distribution programmes.



Our approach to community engagement continues to evolve with purpose and partnership at its heart. Each initiative – whether in service of the environment, education or social inclusion – reflects our belief that sustainable success is built collectively. We remain committed to creating shared value, empowering communities and championing meaningful change wherever we operate.

## 8.1 CREATING POSITIVE SOCIAL IMPACTS FOR OUR EMPLOYEES, STAKEHOLDERS AND COMMUNITIES

### SUPPLIERS – SOCIALLY RESPONSIBLE PROCUREMENT



*Corporate gift provided by JOURNEY*

Our responsibility to society extends beyond the communities we serve to the partners we work with. In FY2025, we continued to strengthen our approach to socially responsible procurement by embedding social and ethical principles into every stage of our supply chain. Under our enhanced **Supplier Code of Conduct**, all new suppliers are now required to formally commit to upholding fundamental standards on fair employment, non-discrimination, and the prohibition of child and forced labour. This ensures that our partners not only meet compliance obligations but also share our values of integrity and respect for human rights.

During the year, we onboarded 263 new suppliers, 1% of whom were reviewed for environmental and social compliance. Of the 101 suppliers and vendors with annual transactions exceeding S\$100,000, 14% underwent assessments aligned with our environmental and social standards. These evaluations strengthen transparency and accountability across our value chain, ensuring that ethical considerations are built into procurement decisions and supplier relationships alike.

Beyond compliance, we see procurement as a platform for positive impact. The Group continues to source products from social service agencies such as JOURNEY, supporting sustainable employment and income opportunities for individuals with special needs. These partnerships exemplify our belief that every business decision can contribute to a more inclusive and equitable society.

Looking ahead, we aim to deepen this commitment by collaborating even more closely with our suppliers to advance shared sustainability goals. We plan to introduce measurable performance metrics to monitor and evaluate supplier impact, enabling continuous improvement and reinforcing accountability. Through these efforts, we are building a supply chain grounded in shared purpose – one that creates value responsibly, sustainably, and for the benefit of all.

# 9.1 MAINTAINING GOOD CORPORATE GOVERNANCE PRACTICES

## BUSINESS EXCELLENCE – SERVICE QUALITY AND RESPONSIBILITY

Delivering exceptional service remains a cornerstone of our business philosophy. Across all segments, we are committed to maintaining the highest standards of customer experience – embedding quality, accountability and responsiveness into every interaction. Our goal extends beyond meeting expectations; we strive to create meaningful experiences built on trust, attentiveness and reliability.

In FY2025, our Digital Marketing team took a more central role in managing customer engagement, actively monitoring comments and reviews on Google Reviews, social media and other public platforms to identify emerging trends and areas for improvement. All feedback – whether praise, suggestion or concern – is systematically logged and reviewed by the relevant business segment's management team, ensuring that no comment goes unnoticed and that every issue is addressed with care and efficiency.

To uphold service reliability, we maintain clear response protocols – resolving general queries within two to three working days and urgent matters within half a day. Beyond day-to-day responsiveness, we conduct an annual customer satisfaction survey for our Space Optimisation and Facilities Management segments to measure performance and gather insights that inform continuous improvement.

At LHN Parking, our web-based email ticketing system with round-robin scheduling continues to enhance efficiency and ensure timely responses to customer enquiries. This digital integration reflects our broader commitment to using technology to strengthen communication and service quality.

In FY2025, our Space Optimisation Business achieved a customer satisfaction score of 84%, with Industrial and Commercial properties at 80% and Residential properties at 87%, while our facilities management business recorded 80%<sup>3</sup>. All results surpassed our internal target of 70%. These outcomes highlight our continued focus on excellence and responsiveness, underscoring our belief that service quality is a collective responsibility shared across the Group. Through consistency, active listening and continuous improvement, we aim to deliver experiences that strengthen trust and build lasting relationships with our customers.



Online Forms

Click on each link to fill up the respective form

Enquiry Form



Refund Form



JTC Free Access Front of House (FOH) Application Form



JTC Half-Yearly Balloted Season Parking for Launchpad



JTC Complimentary Exit Pass Order Form



JTC Day Season Parking (DSP) Application Form



LHN Parking Web-based Email Ticketing

<sup>3</sup> Customer satisfaction scores reported exclude car park operations.

# 9.1 MAINTAINING GOOD CORPORATE GOVERNANCE PRACTICES

## BUSINESS EXCELLENCE – DIGITALISATION

Building on our commitment to service excellence, we continue to advance the Group's digital transformation journey. Digitalisation is central to our pursuit of smarter, faster and more customer-focused operations – empowering our teams, enhancing service delivery and elevating user experience across all business segments.

Through the strategic adoption of digital tools, we are streamlining workflows, improving operational agility and enabling more responsive service models. These initiatives not only transform how we work, but also how our customers and partners interact with us – ensuring convenience, transparency and reliability at every touchpoint.



Coliwoo Members' Mobile Application

### Space Optimisation – Coliwoo Members' Mobile Application

At Coliwoo, community living is evolving through innovation. The Coliwoo Members' App has been thoughtfully designed to enhance connectivity and streamline communication within our co-living community. Packed with user-friendly features, the app offers:

- **Community Connection:** Engage with fellow members through interest-based groups that foster meaningful interactions.
- **Visitor Tracking:** A secure, intuitive feature that enhances safety and community awareness.

- **Facility Booking:** Effortless reservation of shared spaces, improving access and convenience.
- **Event Calendar:** A real-time guide to community events and activities.
- **Payment Management:** Centralised access to manage and track community-related payments.

Together, these functions create a cohesive digital ecosystem that enriches daily living, encourages participation and strengthens the sense of community among residents.

### Facilities Management – Integrated Technologies

Since 2020, our Facilities Management Business has been pioneering the integration of smart technologies to optimise building performance and service delivery. By leveraging data-driven platforms, intelligent software and automated workflows, we have significantly enhanced operational efficiency and service quality.

These innovations enable real-time monitoring, predictive maintenance and centralised management of assets – delivering tailored, cost-effective solutions that meet the evolving needs of clients and end-users. Through continuous investment in digital capabilities, we reaffirm our position as a leader in smart, sustainable facilities management.

### LHN Parking – Parking Guidance System

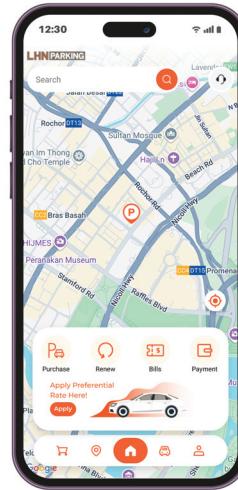
At LHN Parking, we continue to harness technology to enhance efficiency, convenience and the overall customer experience. The Parking Guidance System ("PGS") improves traffic flow and decision-making for motorists by displaying real-time parking availability and directing drivers to vacant lots within facilities. Complemented by the successful installation of Ultrasonic Parking Guidance Systems and Directional Digital Lots at key sites, these innovations have helped create a more seamless and intelligent parking environment.

## 9.1 MAINTAINING GOOD CORPORATE GOVERNANCE PRACTICES

### BUSINESS EXCELLENCE – DIGITALISATION

In FY2025, we expanded our digital ecosystem with the introduction of the Lots App, designed to complement our existing mobile and web platforms. The app enables users to renew parking season passes, manage accounts and access parking information with greater ease and flexibility. By integrating these solutions, we are streamlining operations, improving user accessibility and strengthening our service responsiveness.

Through these advancements, LHN Parking continues to redefine the parking experience – combining smart infrastructure with user-centric design to deliver technology-driven solutions that enhance mobility and sustainability across our urban spaces.



Lots App

# 9.1 MAINTAINING GOOD CORPORATE GOVERNANCE PRACTICES

## CORPORATE GOVERNANCE

Strong corporate governance remains the foundation of our sustainability and long-term success. We uphold the highest standards of integrity, accountability and transparency, ensuring that governance principles guide every level of our operations and decision-making.

Our framework is anchored in the Singapore Code of Corporate Governance, forming the basis of our **Code of Corporate Governance**. Through this structure, we embed ethical conduct, transparent oversight and clear accountability across the organisation, fostering stakeholder trust and reinforcing our reputation as a responsible corporate citizen.

Transparency and consistent communication with investors are key pillars of our governance approach. Guided by our **Investor Relations Policy**, we comply with disclosure requirements under the Listing Manual of SGX-ST, ensuring all announcements and communications are accurate, timely and comprehensive. This approach reflects our commitment to open dialogue and enables informed decision-making among stakeholders.

In FY2025, we continued to strengthen engagement with the investment community through regular analyst briefings and investor meetings. These sessions serve as an important platform for the Group to share updates on business performance, strategy and market outlook, while gathering valuable feedback from investors and analysts. During the year, the Group also convened two extraordinary general meetings at *Work+Store @ Kallang Bahru* to discuss key corporate actions, including the proposed delisting from the SEHK and the proposed spin-off and separate listing of Coliwoo. The session provided shareholders with clarity, transparency and the opportunity for meaningful dialogue with management on critical strategic matters.

Our Investor Relations activities also included direct engagements with market participants through webinars and networking sessions, fostering two-way communication and deeper understanding of the Group's long-term direction. These initiatives not only enhance investor confidence but also ensure that our governance practices remain aligned with stakeholder expectations and market best practices.

To uphold the robustness of our governance system, the Group undergoes annual internal and external audits to evaluate compliance, control effectiveness and overall governance performance. In FY2025, both internal and external audits were conducted, reaffirming our commitment to rigorous oversight and continuous improvement. Findings are presented to the Audit and Risk Committee and Board of Directors, ensuring prompt action and accountability. Follow-up reviews confirm that recommended measures are effectively implemented, supporting a continuous improvement cycle grounded in transparency and good governance.

In recognition of these efforts, we were honoured to receive two prestigious accolades at the **Singapore Corporate Awards 2025** – the **Best Managed Board (Small-cap): Gold Award** and the **Best Investor Relations (Small-cap): Silver Award**. As we celebrate our 10th anniversary of being listed on the SGX, these achievements stand as a powerful testament to our decade-long pursuit of excellence in governance, effective risk management and meaningful stakeholder engagement. More than just accolades, they embody the collective effort of our Board and management team to strengthen trust, resilience and long-term value for all stakeholders.

Looking ahead, we remain steadfast in our pursuit of governance excellence. As the business environment continues to evolve, we will keep refining our frameworks, enhancing Board effectiveness and deepening stakeholder engagement. Through disciplined oversight, transparency and ethical leadership, we aim to build enduring trust and sustain long-term success for our shareholders, employees, partners and the wider community.

### Corporate Governance – Legal Compliance

A strong governance foundation is only meaningful when paired with unwavering compliance. We view compliance not merely as a statutory obligation, but as an expression of integrity and accountability in action. Our compliance framework functions as an early safeguard – monitoring evolving regulatory requirements, identifying potential gaps, and ensuring that our practices consistently align with national and industry standards.

## 9.1 MAINTAINING GOOD CORPORATE GOVERNANCE PRACTICES

### CORPORATE GOVERNANCE



*Singapore Corporate Awards 2025 – Best Managed Board Award, Small-cap Category (Gold)*

In FY2025, our Finance Department continued to play an active role in maintaining this discipline. The team ensures full adherence to key regulations such as the Companies Act, Income Tax Act, and the listing requirements of the SGX and SEHK, among others. This vigilance supports transparent operations, accurate reporting, and the responsible stewardship of stakeholder interests across all entities within the Group.

Compliance is equally central to our operational businesses. Our Facilities Management Business retained its cleaning business licence, maintaining service reliability and quality. Our Energy Business also continued to operate under the required licences for solar panel installation, reinforcing our compliance with safety and sustainability standards.

During the year, the Group recorded no significant fines or sanctions related to environmental, social or economic compliance – reflecting our continued commitment to responsible, ethical operations and ongoing improvement.

#### **Corporate Governance – Procurement Practice**

Our commitment to integrity extends beyond internal operations to the partners and suppliers we work with. Building on our strong compliance foundation, the Group ensures that responsible procurement remains a cornerstone of our governance framework. We believe that



*Singapore Corporate Awards 2025 – Best Investor Relations, Small-cap Category (Silver)*

a sustainable supply chain is not defined by transactions alone, but by shared values – anchored in transparency, accountability and respect for people and the planet.

To uphold these principles, we have strengthened our procurement framework to include environmental and social responsibility criteria as part of our supplier selection and evaluation process. Our **Supplier Code of Conduct** sets out clear expectations for all contractors, subcontractors and consultants working with the Group. It outlines standards across critical areas such as legal compliance, business ethics, human rights, labour practices and environmental stewardship, ensuring that our suppliers operate with the same integrity we demand of ourselves.

We also require all suppliers to formally affirm their compliance with relevant environmental and social laws, reinforcing a culture of mutual accountability. With a network of over 1,000 vendors, including 8% based overseas, we continue to engage our partners through open dialogue and shared commitment to continuous improvement.

Through these efforts, we are cultivating a supply chain that supports not only operational excellence but also long-term sustainability – creating value responsibly and strengthening the ecosystem in which we operate.

## 9.1 MAINTAINING GOOD CORPORATE GOVERNANCE PRACTICES

### CORPORATE GOVERNANCE

#### Corporate Governance – Anti-corruption

Integrity is the foundation of responsible governance, guiding how we conduct business and build trust across our value chain. We maintain a zero-tolerance stance on corruption, bribery and fraud, ensuring that every aspect of our operations reflects the highest ethical standards. To safeguard this principle, we have established a suite of policies – including the **Anti-corruption Policy, Anti-fraud Policy, Conflict of Interest Policy** and **Whistle-blowing Policy** – which set clear expectations for ethical conduct and transparent decision-making.

These policies are readily accessible to all employees through our shared server, providing continuous reference to the standards and responsibilities we uphold. Ethical conduct is a collective duty, and all employees are expected to act with honesty, fairness and accountability in every professional interaction.

To strengthen our culture of transparency, we have implemented a confidential whistle-blowing mechanism that allows employees and external stakeholders to report suspected misconduct directly to the Chairman and members of the Audit and Risk Committee. Reports are treated with strict confidentiality, and substantiated cases are promptly investigated, with appropriate corrective actions taken to safeguard organisational integrity.

We also recognise that prevention begins with awareness. New employees receive anti-corruption training as part of their induction, helping them understand the risks, implications and real-world scenarios of unethical behaviour. Regular communication and refreshers further ensure that these principles remain part of our daily practices.

In FY2025, there were no reported cases of corruption or related legal proceedings, demonstrating the effectiveness of our governance controls and the strength of our ethical culture. We remain committed to enhancing our internal systems and reinforcing a workplace built on honesty, transparency and mutual trust.

# APPENDIX A:

## LIST OF ENTITIES INCLUDED IN THIS REPORT

Business Segment	Name
Entities included in the Sustainability Reporting	
Holding Company	LHN Limited LHN Group Pte. Ltd. LHN SB 2 Pte. Ltd.
Space Optimisation Business – Industrial, Commercial and Residential (85 SOHO (Overseas) and others)	Greenhub Suited Offices Pte. Ltd. Greenhub Ventures Pte. Ltd. LHN Group (China) Asset Management Pte. Ltd. LHN Industrial (TPY) Pte. Ltd. LHN Management Services Pte. Ltd. LHN Properties Investments Pte. Ltd. LHN Residence Pte. Ltd. LHN Space Resources Pte. Ltd. Singapore Handicrafts Pte Ltd Soon Wing Investments Pte. Ltd. Work Plus Store (Joo Seng) Pte. Ltd. Work Plus Store Pte. Ltd. WPS (TPY) Pte. Ltd. WPS KB Pte. Ltd. WPS Property Management Pte. Ltd.
Space Optimisation Business – Residential (Coliwoo)	Berly Properties Pte. Ltd. (formerly known as Emerald Properties Pte. Ltd.) Coliwoo (Arab) Pte. Ltd. Coliwoo (BR) Pte. Ltd. Coliwoo (JW) Pte. Ltd. (formerly known as Coliwoo (SJ) Pte. Ltd.) Coliwoo (Paya Lebar) Pte. Ltd. Coliwoo (Rangoon) Pte. Ltd. Coliwoo (TK) Pte. Ltd. Coliwoo Balestier Pte. Ltd. Coliwoo Bugis Pte. Ltd. Coliwoo Holdings Limited (formerly known as Coliwoo Holdings Pte. Ltd.) Coliwoo Hostels Pte. Ltd. Coliwoo Investments Pte. Ltd. Coliwoo Keppel Pte. Ltd. Coliwoo Orchard Pte. Ltd. Coliwoo Project Ace Pte. Ltd. (formerly known as Coliwoo Group Pte. Ltd.) Coliwoo Property Management Pte. Ltd. Coliwoo RV1 Pte. Ltd. Coliwoo RV2 Pte. Ltd. LHN Facilities Management Pte. Ltd. Sky Bow Properties Pte. Ltd. (formerly known as Coliwoo PP Pte. Ltd.) Zircon Properties Pte. Ltd.
Property Development Business	Chrysolite Industries Pte. Ltd.

# APPENDIX A:

## LIST OF ENTITIES INCLUDED IN THIS REPORT

Business Segment	Name
Facilities Management Business	Coliwoo Dormitory Management Pte. Ltd.
	Industrial & Commercial Facilities Management Pte. Ltd.
	LHN Mobility Pte. Ltd.
	LHN Parking (GMT) Pte. Ltd.
	LHN Parking Pte. Ltd.
	New Shiso Catering Pte. Ltd.
Energy Business	LHN Energy Assets Pte. Ltd.
	LHN Energy Resources Pte. Ltd.
	LHN EVCO Pte. Ltd.
Entities not Included in Sustainability Reporting but included in Financial Reporting	
Holding Company	LHN Group Shared Services Sdn. Bhd.
Space Optimisation Business – Industrial, Commercial and Residential (85 SOHO (Overseas) and others)	85SOHO LHN (Cambodia) Co., Ltd. Axis A1 Properties Co., Ltd Axis Properties Limited Greenhub Serviced Offices Yangon Limited LHN Asset Management (Xiamen) Co. Limited LHN Management Services (Nan An) Co. Ltd. PT Hean Nerng Group PT Hub Hijau Serviced Offices
Space Optimisation Business – Residential (Coliwoo)	Coliwoo Group Shared Services Sdn. Bhd.
Facilities Management Business	LHN Parking HK Limited

# APPENDIX B:

## SUSTAINABILITY SCORECARD

### CONSOLIDATED GROUP PERFORMANCE (LHN AND COLIWOO)

#### ENVIRONMENTAL

Performance indicators	Units	FY2024	FY2025
Total operating area	m <sup>2</sup>	91,226	73,648
GHG emissions – Scope 1	tCO <sub>2</sub> e	263	602
GHG emissions – Scope 2	tCO <sub>2</sub> e	2,533	3,236
Total GHG emissions – Scope 1 and 2	tCO <sub>2</sub> e	2,796	3,838
GHG emissions intensity – Scope 1 and 2	tCO <sub>2</sub> e/m <sup>2</sup>	0.031	0.052
Electricity consumption	MWh	6,741	8,724
Electricity consumption intensity	MWh/m <sup>2</sup>	0.074	0.118
Energy consumption	MWh	6,748	9,054
Energy consumption intensity	MWh/m <sup>2</sup>	0.074	0.123
Water consumption	m <sup>3</sup>	138,488	176,580
Water consumption intensity	m <sup>3</sup> /m <sup>2</sup>	1.52	2.40
Total number of suppliers with annual spend greater than S\$100,000	Number	84	101
Suppliers with annual spend greater than S\$100,000 that were screened on environmental and social criteria	%	23	14

#### SOCIAL

Performance indicators	Units	FY2024	FY2025
<b>Employment</b>			
Total number of employees	Number	435	501
New hires rate	%	40	44
Turnover rate	%	34	31
<b>Employee by Gender</b>			
Female employee	%	39	38
New hires rate – Female	%	46	49
Turnover rate – Female	%	41	37
<b>Employee by Age Group</b>			
Current employee by age group			
• Above 50	%	25	28
• 30-50	%	59	56
• Below 30	%	16	16
New hires rate by age group			
• Above 50	%	29	44
• 30-50	%	34	31
• Below 30	%	76	91
Turnover rate by age group			
• Above 50	%	38	24
• 30-50	%	25	24
• Below 30	%	59	66

# APPENDIX B:

## SUSTAINABILITY SCORECARD

Performance indicators	Units	FY2024	FY2025
<b>Training</b>			
Total training hours	Hours	9,998	11,955
Average training hours per employee	Hours	23.0	23.9
Percentage of employees trained	%	100	100
<b>Average Training Hours per Employee by Gender</b>			
Average training hours per employee – Female	Hours	26.2	27.8
<b>Average Training Hours per Employee by Category</b>			
Senior Management	Hours	35.6	24.6
Manager	Hours	15.7	21.1
Executive	Hours	28.3	26.8
Staff	Hours	21.6	23.5
<b>Workplace Safety</b>			
Total scheduled hours worked by employee	Hours	846,732	969,113
Work-related fatalities	Number	–	–
Work-related fatalities rate (per million hours worked)	Number/Million hours worked	–	–
High-consequences work-related injury	Number	–	–
High-consequences work-related injury rate (per million hours worked)	Number/Million hours worked	–	–
Number of work-related injuries	Number	1	3
Work-related injury rate (per million hours worked)	Number/Million hours worked	1	3
Number of work-related ill health	Number	–	–
Work-related ill health rate (per million hours worked)	Number/Million hours worked	–	–
Lost days due to work-related injuries	Days	66	258

### GOVERNANCE

Performance indicators	Units	FY2024	FY2025
Independent Directors	%	60	60
Female on the Board of Directors	%	40	20

# APPENDIX B:

## SUSTAINABILITY SCORECARD

### FY2025 PERFORMANCE BREAKDOWN: LHN AND COLIWOO

#### ENVIRONMENTAL

Performance indicators	Units	LHN	Coliwoo
Total operating area	m <sup>2</sup>	36,656	36,992
GHG emissions – Scope 1	tCO <sub>2</sub> e	335	267
GHG emissions – Scope 2	tCO <sub>2</sub> e	663	2,573
Total GHG emissions – Scope 1 and 2	tCO <sub>2</sub> e	998	2,840
GHG emissions intensity – Scope 1 and 2	tCO <sub>2</sub> e/m <sup>2</sup>	0.027	0.077
Electricity consumption	MWh	2,053	6,671
Electricity consumption intensity	MWh/m <sup>2</sup>	0.056	0.180
Energy consumption	MWh	2,383	6,671
Energy consumption intensity	MWh/m <sup>2</sup>	0.065	0.180
Water consumption	m <sup>3</sup>	53,724	122,856
Water consumption intensity	m <sup>3</sup> /m <sup>2</sup>	1.47	3.32
Total number of suppliers with annual spend greater than S\$100,000	Number	73	28
Suppliers with annual spend greater than S\$100,000 that were screened on environmental and social criteria	%	18	4

#### SOCIAL

Performance indicators	Units	LHN	Coliwoo
<b>Employment</b>			
Total number of employees	Number	412	89
New hires rate	%	40	62
Turnover rate	%	28	42
<b>Employee by Gender</b>			
Female employee	%	33	61
New hires rate – Female	%	43	63
Turnover rate – Female	%	35	43
<b>Employee by Age Group</b>			
Current employee by age group			
• Above 50	%	33	6
• 30-50	%	55	64
• Below 30	%	13	30
New hires rate by age group			
• Above 50	%	43	60
• 30-50	%	28	42
• Below 30	%	85	104
Turnover rate by age group			
• Above 50	%	22	60
• 30-50	%	24	25
• Below 30	%	62	74

# APPENDIX B:

## SUSTAINABILITY SCORECARD

Performance indicators	Units	LHN	Coliwoo
<b>Training</b>			
Total training hours	Hours	8,933	3,022
Average training hours per employee	Hours	21.7	34.0
Percentage of employees trained	%	100	100
<b>Average Training Hours per Employee by Gender</b>			
Average training hours per employee – Female	Hours	24.1	37.1
<b>Average Training Hours per Employee by Category</b>			
Senior Management	Hours	24.4	26.0
Manager	Hours	19.4	24.2
Executive	Hours	23.2	32.2
Staff	Hours	21.6	59.0
<b>Workplace Safety</b>			
Total scheduled hours worked by employee	Hours	810,465	158,648
Work-related fatalities	Number	–	–
Work-related fatalities rate (per million hours worked)	Number/Million hours worked	–	–
High-consequences work-related injury	Number	–	–
High-consequences work-related injury rate (per million hours worked)	Number/Million hours worked	–	–
Number of work-related injuries	Number	3	–
Work-related injury rate (per million hours worked)	Number/Million hours worked	4	–
Number of work-related ill health	Number	–	–
Work-related ill health rate (per million hours worked)	Number/Million hours worked	–	–
Lost days due to work-related injuries	Days	258	–

### GOVERNANCE

Performance indicators	Units	LHN	Coliwoo
Independent Directors	%	60	60
Female on the Board of Directors	%	20	40

# APPENDIX C: METHODOLOGIES AND DATA BOUNDARIES

This section details key definitions, methodologies and data boundaries applied to the Group's Sustainability Report, as we endeavour to elevate transparency and facilitate comparability of our data disclosed. These definitions and methodologies are adapted with reference to the GRI Standards Glossary 2021, Reporting Recommendations and Guidance set out in the respective GRI disclosures and various authoritative intergovernmental instruments.

## ENVIRONMENT

### Climate-related Physical Risks

Physical risks arising from climate change can be event-driven (acute), such as extreme weather events including cyclones, droughts, floods, and fires. They can also result from longer-term shifts (chronic) in precipitation and temperature, and increased variability in weather patterns, for example, sea-level rise.

### Climate-related Transitional Risks

Transitional risks relate to the shift towards a lower-carbon global economy. Common examples include policy and legal changes, technological developments, market responses, and reputational considerations.

### Climate-related Opportunities

Climate-related opportunities refer to potential positive impacts arising from climate change. Actions to mitigate or adapt to climate change can create opportunities, including improved resource efficiency and cost savings, adoption of low-emission energy sources, development of new products and services, and strengthened resilience across the supply chain.

### GHG Emissions

The Group applies the operational control approach to define the organisational boundary for GHG emissions. Scope 2 emissions are derived from electricity consumption within properties under the Space Optimisation Business where operational control is exercised by the Group. Scope 3 emissions are based on data collected from entities under Group ownership, excluding joint ventures, overseas entities, and associated companies. The full list of entities covered in this report is provided in **Appendix A**.

**Scope 1:** For this reporting period, scope 1 emissions are generated from the following sources:

#### 1. Fuel Consumption

Diesel and petrol consumption by the Facilities Management Business and Space Optimisation Business – Industrial and Commercial – is reported in litres ("l"). Fuel consumption in other business segments is considered immaterial due to the nature of their operations. GHG emissions are calculated by multiplying the quantity of fuel consumed by the relevant emission factors obtained from the United Kingdom Department for Environmental, Food & Rural Affairs ("UK Defra"). GHG emissions are expressed in tonnes of carbon dioxide equivalent ("tCO<sub>2</sub>e").

#### 2. Fugitive Refrigerant Emissions

Fugitive emissions from refrigeration and air-conditioning systems in the Space Optimisation Business are reported in kilograms ("kg") of refrigerant leaked. These emissions result from leakage and servicing over the operational life of the equipment. The mass-balance approach, recommended by the GHG Protocol, is used to estimate refrigerant leakage based on the quantity of gas added during servicing and maintenance, adjusted for installation, decommissioning, and any remaining stock. As refrigerant leakage cannot be measured directly, this approach provides the most reliable and widely accepted method for quantifying fugitive emissions. The resulting emission quantities are multiplied by the refrigerant-specific GWP-based emission factors sourced from UK Defra to calculate GHG emissions in tCO<sub>2</sub>e. Fugitive emissions from other business segments were not tracked in FY2025.

**Scope 2:** For this reporting period, scope 2 emissions arise from the generation of purchased or acquired electricity consumed by properties within the Space Optimisation Business. Electricity consumption by other business segments, including the Facilities Management and Energy businesses, is considered immaterial given the nature of their operations. The Grid Emission Factor ("GEF") used for calculating GHG emissions was obtained from the Singapore Energy Market Authority ("EMA"). GHG emissions are reported in tCO<sub>2</sub>e.

# APPENDIX C:

## METHODOLOGIES AND DATA BOUNDARIES

### Organisational and Operational Boundary for Electricity-related GHG Emissions:

The Group defines its organisational boundary for electricity-related GHG emissions in accordance with the GHG Protocol Corporate Standard (operational control approach), the Scope 2 Guidance, and the Scope 3 Standard.

Electricity consumption is categorised as follows:

- Scope 2 emissions (landlord-controlled): Electricity purchased under the Group's account and consumed in common areas (e.g., lobbies, lifts, corridors, carparks, and plant rooms), as well as in tenant spaces without separate metering, is reported as the Group's Scope 2 emissions. In these cases, the Group retains operational control over the procurement and usage of electricity.
- Scope 3 emissions (tenant-controlled): Electricity consumed in tenant spaces with separate meters, where tenants are billed for actual usage, is excluded from Scope 2 on the basis that the Group does not have operational control over such consumption. These emissions are instead reported as Scope 3, Category 13 (Downstream Leased Assets), consistent with the GHG Protocol Scope 3 Standard.

**Scope 3:** For this reporting period, scope 3 emissions cover the following categories:

1. **Category 1 – Purchased Goods and Services:** Emissions associated with the production of goods (excluding capital goods) and services that we purchased or acquired.

Emissions are calculated using the average spend-based method, based on costs in USD, multiplied by emission factors corresponding to the type of purchased goods and services. Types of purchased goods and services with a total aggregate value of less than S\$50,000 are excluded. Emission factors were developed using Environmentally Extended Input-Output ("EEIO") models and sourced from the United States Environmental Protection Agency's ("US EPA") Supply Chain Greenhouse Gas Emission Factors v1.3 by NAICS-6.

2. **Category 2 – Capital Goods:** Emissions associated with the production of capital goods we purchased or acquired.

Emissions are calculated using the average spend-based method, based on costs in USD, multiplied by emission factors corresponding to the type of capital goods. Capital goods with a total aggregate value of less than S\$50,000 are excluded. Emission factors were developed using EEIO models and sourced from the US EPA's Supply Chain Greenhouse Gas Emission Factors v1.3 by NAICS-6.

3. **Category 4 – Upstream Transportation and Distribution:** Emissions from the transportation of goods.

Emissions are calculated using the average spend-based method, based on costs in USD, multiplied by emission factors corresponding to the type of transportation. Emission factors were developed using EEIO models and sourced from the US EPA's Supply Chain Greenhouse Gas Emission Factors v1.3 by NAICS-6.

4. **Category 6 – Business Travel:** Emissions from the transportation of employees for business-related activities in vehicles operated by third parties, including aircraft, trains, buses, and passenger cars.

Emissions from overseas business travel are calculated using the average spend-based method. The amount spent in USD on business travel is multiplied by the emission factors corresponding to the type of travel activity. Emission factors were developed using EEIO models and sourced from the US EPA's Supply Chain Greenhouse Gas Emission Factors v1.3 by NAICS-6.

Emissions from local business travel are calculated based on the total travel distance in kilometres ("km") as activity data. This distance is multiplied by the emission factors corresponding to the type of transportation used. Emission factors are sourced from the UK Defra's Greenhouse Gas Reporting: Conversion Factors 2024.

# APPENDIX C:

## METHODOLOGIES AND DATA BOUNDARIES

5. *Category 7 – Employee Commuting:* Emissions from the transportation of employees between their homes and worksites.

Emissions are calculated using the average daily travel distance, multiplied by the number of working days to derive total activity data in kilometres (“**km**”). This is then multiplied by emission factors corresponding to the type of vehicle used. Emission factors are sourced from the UK Defra’s Greenhouse Gas Reporting: Conversion Factors 2024.

6. *Category 13 – Downstream leased assets:* Emissions from the operation of assets owned by the reporting company (acting as lessor) and leased to other entities during the reporting period, which are not included in Scope 1 or Scope 2. This category applies to lessors (i.e., companies that receive payments from lessees).

Emissions from electricity usage of these activities are calculated based on the amount of electricity consumed in kWh, multiplied by the Singapore GEF. Emission factors are sourced from the UK Defra’s Greenhouse Gas Reporting: Conversion Factors 2024.

### Total Operating Areas

This refers to the operating areas attributed to the Group, including leased areas and common areas for residential properties and Work+Store under industrial properties, as well as the total common floor areas for other industrial and commercial properties within the Space Optimisation Business.

### GHG Emissions Intensity

GHG emissions intensity is calculated as the total Scope 1 and Scope 2 GHG emissions (in tCO<sub>2</sub>e) divided by the total operational area (in m<sup>2</sup>) of the Space Optimisation Business. The operational area, which serves as the denominator, includes the leased and common areas for residential properties and Work+Store under industrial properties, and the total common floor areas of other industrial and commercial properties. Scope 3 emissions were excluded from the calculation of GHG emissions intensity, as they do not directly correlate with the operational intensity of our business. GHG emissions intensity is expressed in tCO<sub>2</sub>e per square metre (“**tCO<sub>2</sub>e/m<sup>2</sup>**”).

### Electricity Consumption

Electricity consumption refers to the electricity used by the Space Optimisation Business, including the leased areas and common areas of residential properties and Work+Store under industrial properties and total common floor areas for other industrial and commercial properties. Electricity consumption by other business segments including Facilities Management Business and Energy Business is considered immaterial given the nature of their operations. Electricity consumption is expressed in megawatt-hours (“MWh”) and represents electricity purchased and used within the Group’s operational control boundary. The metric excludes electricity directly consumed and paid for by tenants under sub-metering arrangements, in order to reflect only consumption attributable to the Group’s managed operations.

### Electricity Intensity

Electricity intensity is calculated as electricity consumption divided by the total operational area (in m<sup>2</sup>) of the Space Optimisation Business. The operational area, which serves as the denominator, includes the leased and common areas for residential properties and Work+Store under industrial properties, and the total common floor areas of other industrial and commercial properties. Electricity intensity is expressed in MWh per square metre (“MWh/m<sup>2</sup>”).

### Energy Consumption

Energy consumption represents the total energy used, including fuels consumed by the Facilities Management Business and the Space Optimisation – Industrial and Commercial and electricity consumed by the Space Optimisation Business. Energy consumption is expressed in megawatt-hours (“MWh”).

### Energy Intensity

Energy intensity is calculated as total energy consumption divided by the total operational area (in m<sup>2</sup>) of the Space Optimisation Business. The operational area, which serves as the denominator, includes the leased and common areas for residential properties and Work+Store under industrial properties, and the total common floor areas of other industrial and commercial properties. Energy intensity is expressed in MWh/m<sup>2</sup>.

# APPENDIX C: METHODOLOGIES AND DATA BOUNDARIES

## Water Consumption

Water consumption refers to the total volume of water used by the Space Optimisation Business. In Singapore, where water is supplied by a single third-party source, the Public Utilities Board (“PUB”), and discharge is not required to be monitored, the total water withdrawn is assumed to equal the volume consumed, as reflected in utility bills received by the Group. Water consumption by other business segments including Facilities Management Business and Energy Business is considered immaterial given the nature of their operations. Water consumption is expressed in cubic meters (“m<sup>3</sup>”).

## Water Intensity

Water intensity is calculated as the total water consumed divided by the total operational area (in m<sup>2</sup>) of the Space Optimisation Business. The operational area, which serves as the denominator, includes the leased and common areas for residential properties and Work+Store under industrial properties, and the total common floor areas of other industrial and commercial properties. Water consumption intensity is expressed in cubic metres per square metre (“m<sup>3</sup>/m<sup>2</sup>”).

## SOCIAL

### Employee

Employees are defined as individuals who are in an employment relationship with the Group.

### Non-employee Workers

Non-employee workers are defined as workers who are not employees but whose work and/or workplace is controlled by the organisation; Or workers who are not employees and whose work and workplace are not controlled by the organisation, but by the organisation's operations, products or services are directly linked to significant occupational health and safety impacts on those workers by its business relationships.

### New Hires and Turnover (rates)

New hires are defined as new employees who have joined the Group during the financial year.

Turnover is defined as all employees who have left the Group voluntarily, or due to dismissal, retirement or death in service during the financial year.

New hires/turnover rate is the total number of new hires/employee turnovers in the financial year, relative to the total number of employees recorded at financial year-end.

The new hires/turnover rate by age group is the total number of new hires/employee turnovers for each age group in the financial year, relative to the total number of employees in the respective age groups recorded at financial year-end.

New hires/turnover rate by gender is the total number of female/(male) new hires/employee turnovers for each gender in the financial year, relative to the total number of female/(male) employees recorded as at financial year-end.

### Training hours

Average training hours per employee is the total number of training hours incurred during the financial year provided to employees, relative to the total number of employees recorded as at financial year-end.

Average training hours per female/(male) employee is the total number of training hours provided to female/(male) employees, relative to the total number of female/(male) employees recorded as of financial year-end.

Average training hours per employee category is the total number of training hours provided to each category of employees, relative to the total number of employees in the category recorded as of financial year-end.

### Work-related incident

Injury incidents are non-fatal or fatal injuries or ill health arising out of, or in the course of, work.

Ill health indicates damage to health and includes diseases, illnesses and disorders.

### Recordable Work-related Injury and Rate

The rate of recordable work-related injuries for employees/non-employee workers is the total number of employees'/non-employee workers' recordable work-related injuries per million hours worked, relative to the total scheduled hours worked by all employees/non-employee workers recorded as of financial year-end.

# APPENDIX C: METHODOLOGIES AND DATA BOUNDARIES

## **Recordable Work-related Ill Health and Rate**

The rate of recordable work-related ill health for employees/non-employee workers is the total number of employees'/non-employee workers' recordable work-related ill health per million hours worked, relative to the total scheduled hours worked by all employees/non-employee workers recorded as at financial year-end.

## **Fatalities and Rate**

The rate of fatalities as a result of work-related injury by employees and non-employee workers is the number of employees'/non-employee workers' fatalities as a result of work-related injury per million hours worked, relative to the total scheduled hours worked by all employees/non-employee workers recorded as at financial year-end.

The rate of fatalities as a result of work-related ill health by employees and non-employee workers is the number of employees'/non-employee workers' fatalities as a result of work-related ill health per million hours worked, relative to the total scheduled hours worked by all employees/non-employee workers recorded as at financial year-end.

## **High-consequence Work-related Injury and Rate**

High-consequence work-related injury is 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 6 months.

The rate of high-consequence work-related injuries (excluding fatalities) by employees or non-employee workers is the number of high-consequence work-related injuries (excluding fatalities) from employees/non-employee workers per million hours worked, relative to the total scheduled hours worked by all employees/non-employee workers recorded as at financial year-end.

## **GOVERNANCE**

### **Customer Satisfaction Scoring**

Customer satisfaction survey questionnaires are sent out annually to our clients.

# APPENDIX D:

## GRI CONTENT INDEX

### GRI STANDARDS CONTENT INDEX

The GRI Content Index references the Group's Sustainability Report 2025 ("SR") and the Annual Report 2025 ("AR").

<b>Statement of use</b>	LHN Limited has reported the information cited in this GRI content index for the period 1 October 2024 to 30 September 2025 with reference to the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021

<b>GRI STANDARD</b>	<b>DISCLOSURE</b>	<b>LOCATION</b>
<b>GRI 2: General Disclosures</b> <b>2021</b>	2-1 Organisational details	SR Our Business, Page 04
	2-2 Entities included in the organisation's sustainability reporting	SR Appendix A: List of entities included in this report, Pages 59 to 60
	2-3 Reporting period, frequency and contact point	SR About the Report, Page 05
	2-4 Restatements of information	SR About the Report, Page 06
	2-5 External assurance	SR About the Report, Page 05
	2-6 Activities, value chain and other business relationships	SR Our Business, Page 04
	2-7 Employees	SR Creating Positive Social Impacts for Our Employees, Stakeholders and Communities, Employee, Pages 37 to 47
	2-8 Workers who are not employees	Not Applicable
	2-9 Governance structure and composition	AR Report on Corporate Governance, Pages 34 to 42
	2-10 Nomination and selection of the highest governance body	AR Report on Corporate Governance, Pages 45 to 46
	2-11 Chair of the highest governance body	AR Report on Corporate Governance, Page 37
	2-12 Role of the highest governance body in overseeing the management of impacts	SR Sustainability Strategy, Page 07
	2-13 Delegation of responsibility for managing impacts	
	2-14 Role of the highest governance body in sustainability reporting	
	2-15 Conflicts of interest	AR Report on Corporate Governance, Pages 34 to 35
	2-16 Communication of critical concerns	SR About the Report, Page 05
	2-17 Collective knowledge of the highest governance body	AR Report on Corporate Governance, Page 37
	2-18 Evaluation of the performance of the highest governance body	AR Report on Corporate Governance, Pages 44 to 45
	2-19 Remuneration policies	AR Report on Corporate Governance, Pages 50 to 51
	2-20 Process to determine remuneration	AR Report on Corporate Governance, Pages 51 to 56
	2-21 Annual total compensation ratio	Information unavailable/incomplete

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## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 3: Material Topics 2021</b>	2-22 Statement on sustainable development strategy	SR Sustainability Approaches, Pages 11 to 12
	2-23 Policy commitments	• SR Protecting Our Environment, Pages 28 to 36
	2-24 Embedding policy commitments	• SR Creating Positive Social Impacts for Our Employees, Stakeholders and Communities, Pages 37 to 52 • SR Maintaining Good Corporate Governance Practices, Pages 53 to 58
	2-25 Processes to remediate negative impacts	SR Sustainability Strategy, Page 07
	2-26 Mechanisms for seeking advice and raising concerns	SR Sustainability Strategy, Page 07
	2-27 Compliance with laws and regulations	SR Maintaining Good Corporate Governance Practices, Corporate Governance, Pages 56 to 57
	2-28 Membership associations	Information unavailable/incomplete
	2-29 Approach to stakeholder engagement	SR Sustainability Strategy, Pages 08 to 09
	2-30 Collective bargaining agreements	Not Applicable
	3-1 Process to determine material topics	SR Sustainability Strategy, Page 10
<b>GRI 204: Procurement Practices 2016</b>	3-2 List of material topics	SR Sustainability Strategy, Page 10
	3-3 Management of material topics	• SR Protecting Our Environment, Pages 28 to 36 • SR Creating Positive Social Impacts for Our Employees, Stakeholders and Communities, Pages 37 to 52 • SR Maintaining Good Corporate Governance Practices, Pages 53 to 58
	204-1 Proportion of spending on local suppliers	SR Maintaining Good Corporate Governance Practices, Corporate Governance, Procurement Practice, Page 57
<b>GRI 205: Anti-corruption 2016</b>	205-3 Confirmed incidents of corruption and actions taken	SR Maintaining Good Corporate Governance Practices, Corporate Governance, Anti-corruption, Page 58
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	SR Protecting Our Environment, Responsible Resources Use – Energy Consumption, Pages 32 to 33
	302-3 Energy intensity	

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## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	SR Protecting Our Environment, Responsible Resources Use – Water Consumption, Page 35
	303-5 Water consumption	
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	SR Protecting Our Environment, Transition to Low Carbon, Pages 28 to 30
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	
	305-4 GHG emissions intensity	
	305-5 Reduction of GHG emissions	
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	SR Protecting Our Environment, Environmental-friendly Supply Chain, Pages 35 to 36
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	SR Creating Positive Social Impacts for Our Employees, Stakeholders and Communities, Diversity and Equal Opportunity, Pages 37 to 41
	401-3 Parental leave	
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	SR Creating Positive Social Impacts for Our Employees, Stakeholders and Communities, Employee – Occupational Health and Safety, Pages 44 to 47
	403-2 Hazard identification, risk assessment, and incident investigation	
	403-3 Occupational health services	
	403-4 Worker participation, consultation, and communication on occupational health and safety	
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8 Workers covered by an occupational health and safety management system	
	403-9 Work-related injuries	
	403-10 Work-related ill health	

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## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	SR Creating Positive Social Impacts for Our Employees, Stakeholders and Communities, Employee – Training and Education, Page 43
	404-2 Programs for upgrading employee skills and transition assistance programs	
	404-3 Percentage of employees receiving regular performance and career development reviews	
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	SR Creating Positive Social Impacts for Our Employees, Stakeholders and Communities, Diversity and Equal Opportunity, Pages 37 to 42
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	SR Creating Positive Social Impacts for Our Employees, Stakeholders and Communities, Diversity and Equal Opportunity, Non-discrimination, Page 42
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	SR Creating Positive Social Impacts for Our Employees, Stakeholders and Communities, Child Labour and Forced Labour, Page 42
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	SR Creating Positive Social Impacts for Our Employees, Stakeholders and Communities, Child Labour and Forced Labour, Page 42
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	SR Creating Positive Social Impacts for Our Employees, Stakeholders and Communities, Suppliers – Socially Responsible Procurement, Page 52
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	SR Creating Positive Social Impacts for Our Employees, Stakeholders and Communities, Customers – Customer Health and Safety, Page 48
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR Creating Positive Social Impacts for Our Employees, Stakeholders and Communities, Customers – Customer Privacy, Page 49

# APPENDIX E:

## TCFD RECOMMENDATIONS CONTENT INDEX

### TCFD RECOMMENDATIONS CONTENT INDEX

The TCFD Recommendation Content Index indicates our current implementation status for climate reporting.

TCFD Thematic Areas	Recommended Disclosures	Reference and Remarks
<b>Governance</b>		
Disclose the organisation's governance around climate-related risks and opportunities	Describe the board's oversight of climate-related risks and opportunities	SR Protecting Our Environment, Transition to Low Carbon, Governance, Page 19
	Describe management's role in assessing and managing climate-related risks and opportunities	SR Protecting Our Environment, Transition to Low Carbon, Governance, Page 19
<b>Strategy</b>		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	SR Protecting Our Environment, Transition to Low Carbon, Strategy, Pages 19 to 27
	Describe the impact of climate-related risks and opportunities on the organisation's business, strategy, and financial planning	SR Protecting Our Environment, Transition to Low Carbon, Strategy, Pages 19 to 27
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	SR Protecting Our Environment, Transition to Low Carbon, Strategy, Pages 19 to 27
<b>Risk Management</b>		
Disclose how the organisation identifies, assesses, and manages climate-related risks	Describe the organisation's processes for identifying and assessing climate-related risks	SR Protecting Our Environment, Transition to Low Carbon, Risk Management, Page 28
	Describe the organisation's processes for managing climate-related risks	SR Protecting Our Environment, Transition to Low Carbon, Risk Management, Page 28
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	SR Protecting Our Environment, Transition to Low Carbon, Risk Management, Page 28
<b>Metrics and Targets</b>		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	SR Protecting Our Environment, Transition to Low Carbon, Metrics, Page 28
	Disclose Scope 1, Scope 2, and if appropriate, Scope 3 GHG emissions, and the related risks	SR Protecting Our Environment, Transition to Low Carbon, Pages 28 to 30
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	SR Protecting Our Environment, Transition to Low Carbon, Pages 28 to 30



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