Hongkong Land

Sustainability Performance Report 2025

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Group Chief Executive's Message

"This year, Hongkong Land became a signatory to the UNPRI (United Nations Principles for Responsible Investment) – an international organisation that works to promote ESG factors within investment decision-making and encourages investors to incorporate greater responsibility into their investments. "

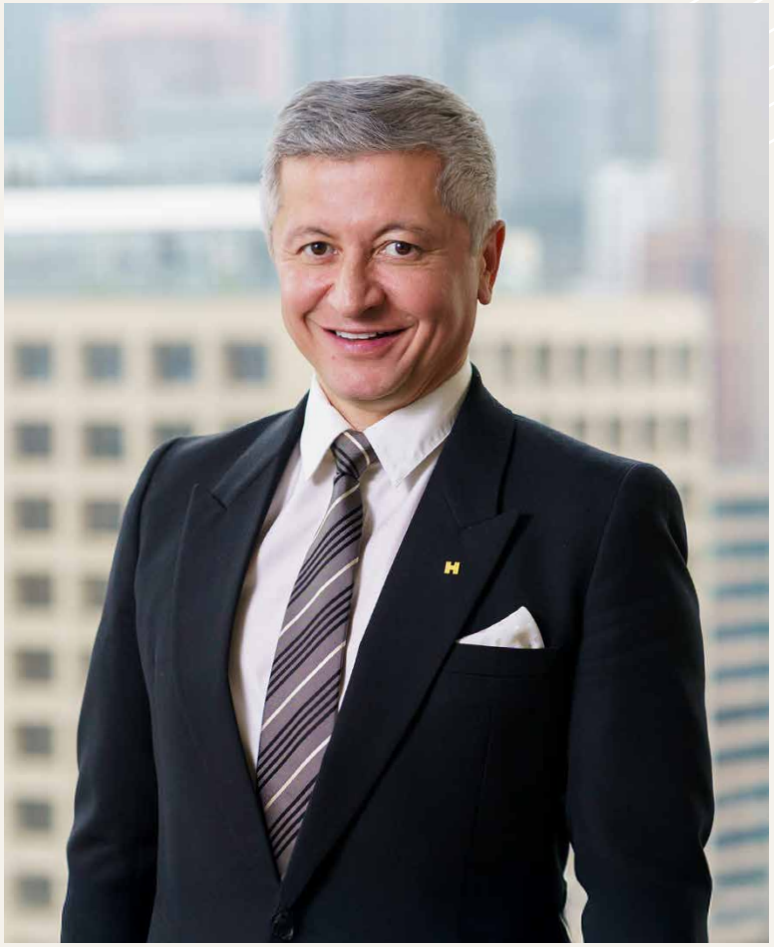
Hongkong Land continued to advance our leadership in sustainability this year. Making steady progress against our Framework 2030 targets, we repeatedly demonstrated our unwavering commitment to shaping sustainable, future-ready cities in partnership with our stakeholders.

Our bold "Experience is central™" strategic focus has begun to pay dividends. Focusing on the development of ultra-premium integrated commercial properties in Asia's gateway cities to drive sustainable, long-term growth, the execution of our strategy is deepening partnerships, improving efficiencies and creating world-class properties that are enriching cities across Asia.

Demonstrating Responsible Investment Leadership

Hongkong Land became a signatory to the UNPRI (United Nations Principles for Responsible Investment) – an international organisation that works to promote ESG factors within investment decision-making and encourages investors to incorporate greater responsibility into their investments.

We also launched our first private real estate fund – the Singapore Central Private Real Estate Fund ("SCPREF"), expected to be the largest private real estate fund in Singapore with more than SG$8 billion of assets under management at inception. The Fund launched with a portfolio of ultra-premium high-performance assets in Singapore which obtained several green building certifications, including BCA Green Mark Platinum. The establishment of SCPREF demonstrates our responsible investment leadership and the success of "Experience is central™", showing that we work to execute our



Group Chief Executive's Message

2035 business strategy. We will continue to strengthen our performance, credibility and recognition as a responsible investment leader.

Impressive ESG Ratings

Hongkong Land once again received outstanding recognition in the 2025 GRESB Real Estate Assessment, reaffirming our global sustainability leadership status. This year, we maintained our position as Global Listed Sector Leader in the Standing Investments Benchmark (Diversified – Office/Retail); and as Global Sector Leader in the Development Benchmark (Diversified), meaning Hongkong Land is one of the highest scorers globally in the Diversified sector.

Advancing Climate Resilience

We embarked on multiple initiatives to strengthen our climate resilience this year. We piloted a Climate Risk Management Software Solution that will enable integrated portfolio-wide climate risk oversight; partnered with our insurance broker on a cross-functional workshop for our Westbund Central project in Shanghai; hosted the second Climate Risk Forum, positioning ourselves as a thought leader for the region; and continued to align and implement climate resilience assessments as part of our investment due diligence to enhance long-term asset value and security.

A Renewed Tenant Partnership Programme

We evolved our successful Tenant Sustainability Partnership Programme into the Sustainability Partnership Programme, the SPP. This streamlined initiative will drive joint sustainability initiatives across retail, office and F&B tenants that will deliver measurable business, environment and community outcomes through tailored tools and incentives. We foresee SPP participants achieving up to 10% energy reduction, 28% water savings and 77% waste diversion rates as well as creating lasting social impacts and tangible business value. This collaborative model will set a new standard for value-driven tenant partnerships across Hong Kong's commercial real estate sector.

The Hongkong Land Foundation

As part of our business strategy adjustment for 2026 and beyond, this year we changed the name of our foundation from HOME FUND to the Hongkong Land Foundation. This change reflects our commitment to building long-lasting partnerships that create measurable benefits. The Foundation's contributions will be built on three pillars: People, Place and Culture. These elements will guide our efforts to empower communities, revitalise environments and celebrate the rich cultural heritage of the areas in which we operate.

As we look back at another year of sustainability growth and success, we also look forward to achieving our mission. By continuing to invest, innovate and work in partnership with our tenants, suppliers, stakeholders, and communities, we will create sustainable value for generations to come.

Michael T. Smith
Group Chief Executive

About This Report

This is Hongkong Land's 16th annual sustainability report, published in three parts on 8 April 2026, covering the period from 1 January to 31 December 2025.

Hongkong Land ("the Group") is firmly focused on aligning with the global transition to a low carbon economy. We aim to amass the infrastructure, talent, technology, and connections necessary to create a sustainable tomorrow for the Group and the communities within which we work. By doing so, we aspire to become a sustainability leader in Asia.

This document, the Sustainability Performance Report 2025, presents our performance highlights and material sustainability performance data from 2025, covering the leasing portfolios and development projects that Hongkong Land holds through subsidiaries and joint ventures, where the Group has management control.

A second document, the Sustainability Report – Framework 2030 & Climate Action, sets out the details of our Sustainability Framework 2030, which showcases our efforts to combat climate change by supporting the Paris Agreement. It emphasises climate adaptation and sustainable growth through science-based emissions reduction targets, and exemplifies our deep commitment to creating sustainable, long-term value. That document also details our sustainability policies, governance structure, double materiality approach, decarbonisation pathway, and our climate-related financial disclosures under the Task Force for Climate-related Financial Disclosures (TCFD) and the IFRS S2 Climate-related Disclosures standard as they relate to the four spotlights of our Sustainability Framework 2030.

A third document, the Data Basis of Preparation and Independent Assurance 2025, includes the limited assurance report from a third party and the Data Basis of Preparation for the report. A fourth document, the Data Book 2025, includes all data tables.

Overviews of Hongkong Land's organisational structure and financial performance are included in the consolidated financial statements provided in our Annual Report, and all activities consolidated for financial reporting purposes are covered. There is no difference between the list of entities included in our Annual Report and those in this Sustainability Performance Report or the Sustainability Report – Framework 2030 & Climate Action.

After Mr Michael T. Smith joined Hongkong Land as Group Chief Executive on 1 April 2024, a six-month strategic review was launched. Upon conclusion of this review, a decision was reached that the Group will no longer invest in the build-to-sell segment of the market in Asia. The Group will instead actively recycle capital out of this segment to finance new integrated commercial property opportunities. Under the new brand focus, "Experience is central™", the Group is expanding its investment properties business in Asian gateway cities, strengthening strategic partnerships to support this expansion, identifying third-party capital to fund future growth, and updating its capital allocation framework to enhance shareholder returns.

This report was prepared in accordance with the Global Reporting Initiative's (GRI) Standards 2021 and with reference to the International Financial Reporting Standards (IFRS) S1 and S2 standards. We also applied the GRI reporting principles of stakeholder inclusiveness, sustainability context, materiality, and completeness to define the report content; and the principles of accuracy, balance, clarity, comparability, reliability, and timeliness to ensure the quality of this report.

The topics covered in this report were selected through a double materiality assessment conducted in 2023, which identified and prioritised the material topics of Hongkong Land in consultation with different stakeholder groups. The material risks were assessed and the materiality assessment has been integrated into the Group's risk register. More information about the materiality matrix can be found in the Sustainability Report – Framework 2030 & Climate Action.

Certain information in this report was independently verified by a third party, PricewaterhouseCoopers (PwC), which provides limited assurance. PwC undertook an assurance engagement with respect to selected sustainability information provided by Hongkong Land. They verified sustainability performance data relating to environmental, social and community measures and presented an Independent Practitioner's Limited Assurance Report to the Board of Directors of Hongkong Land Holdings Limited. The assurance statement can be found in the Data Basis of Preparation and Independent Assurance 2025.

As part of our ongoing efforts to improve our sustainability performance and reporting, we invite you to forward any comments or questions to our Sustainability Committee at gpobox@hkland.com.

ESG Ratings

In 2025, Hongkong Land was ranked highly on several prominent sustainability indices.

Global Real Estate Sustainability Benchmark

- **Global Sector Leader** status in the GRESB Assessment for Development Benchmark (Diversified), receiving one of the highest global scores.
- **Global Listed Sector Leader** status in the GRESB Assessment for Standing Investments Benchmark (Diversified – Office/Retail).
- **Five-star ratings** for both Development and Standing Investments, placing us in the world's top 20%.

GRESB REAL ESTATE sector leader 2025

GRESB REAL ESTATE ★★★★★ 2025

The Dow Jones Best-in-Class World Index

The newly-renamed Dow Jones Best-in-Class World Index, formerly the Dow Jones Sustainability Index, comprises global sustainability leaders as identified by S&P Global through the Corporate Sustainability Assessment. It represents the top 10% of the largest 2,500 companies in the S&P Global BMI based on long-term economic, environmental and social criteria.

- Qualified as a constituent of the **Dow Jones Best-in-Class World Index** for the first year.
- Qualified as a constituent of the **Dow Jones Best-in-Class Asia Pacific Index** for the third consecutive year.

S&P Global Sustainability Yearbook

Hongkong Land was included in the S&P Global Sustainability Yearbook 2026.

Sustainability Yearbook

S&P Global

Sustainalytics

- Ranked "low risk" since 2022
- Received Regional ESG Leader badge

SUSTAINALYTICS

a Morningstar company

Performance Highlights 2025

Climate & Economic Resilience

Advanced Climate Resilience Across our Portfolio

- We pioneered Hong Kong's first tempered and laminated glass recycling solution at Tomorrow's CENTRAL[1] in partnership with HK PolyU and Gammon Construction. Transforming 50 tonnes of demolished tempered and laminated glass into partition blocks and low-carbon cement alternatives supports a closed-loop circular economy for the project.
- We strengthened climate resilience by further integrating climate risk into corporate risk register, and piloting climate resilience strategy and planning on our major projects for future portfolio-wide implementation.
- We also hosted the second Climate Risk Forum, positioning ourselves as a thought leader for the region and protecting long-term asset value and security.

Expanded Hong Kong's first AI-powered Intelligent Facility Management Platform

- The AI-powered Integrated Facility Management Control Tower (IFMCT) is a first-of-its-kind system in Hong Kong that has significantly improved operational efficiency while reducing disruptions and cutting energy consumption.
- The IFMCT integrates more than 20 building systems, automates 66% of work orders and enables proactive maintenance.
- It will be rolled out to the entire Central Portfolio in 2026.

Inspirational Connections

Launched the Sustainability Partnership Programme

- We evolved our successful Tenant Sustainability Partnership Programme into the Sustainability Partnership Programme (SPP) – a comprehensive initiative designed to drive measurable sustainability outcomes across the Central Portfolio.
- 25% of Central's lettable area — over 900,000 sq ft is participating in the programme.
- Driven by feedback for more structured engagement, simplified processes and clearer tenant benefit incentives, the SPP includes regular knowledge-sharing events and was extended beyond office and retail to F&B tenants.

Note:
1. A luxury retail transformation project at LANDMARK.

Performance Highlights 2025

Operational Excellence

A Long Term Incentive Plan for Leaders

- Our rewards framework aligns the long-term interests of our leaders with those of the Group and its shareholders.
- The Long Term Incentive Plan fosters a culture of ownership and strategic alignment by linking a significant portion of executive compensation to shareholder returns and various sustainability performance criteria. 15% of executive compensation is linked to Scope 1 and 2 emission reduction.

Strong Workplace Culture

- Through our three core values – "always forward", "think in generations" and "be a bridge", we leverage innovation, long-term thinking and collaboration to expand our business and strengthen our strategic partnerships.
- We strive to recognise outstanding employees and nurture a positive workplace culture, which continuously elevated our employee engagement level.

Vibrant Communities & Cities

Winter Wonderland in Central

- We partnered with the Hong Kong Tourism Board on "Winter Wonderland in Central", part of Hong Kong WinterFest 2025. Central was lit up, with Prince's Building and seven other iconic buildings becoming a canvas for an immersive light show. Visitors also enjoyed a Christmas market and Santa's workshops. The celebration extended into the New Year with a countdown event featuring live performances and light displays. This campaign recorded a provisional total footfall of 1.4 million.

Hongkong Land Foundation

- As part of the integration of the Group's business strategy, we launched the Hongkong Land Foundation to build long-lasting partnerships and measurable impact on three pillars: People, Place and Culture. We empower communities, revitalise environments and celebrate the rich cultural heritage of the cities in which we operate.
- We organised the In CENTRAL Pickleball Corporate Tournament 2025 on Chater Road. The event featured a range of F&B and live performances, creating a vibrant community atmosphere in the heart of Central.

Progress Towards 2030 Targets

Climate & Economic Resilience

Climate Change

- ✓ Absolute Scope 1 and 2 greenhouse gas (GHG) emissions – Down 46.2% by 2030 from 2019
- ✓ Scope 3 GHG emissions – Down 22% in carbon intensity
- ▶ Reduced Scope 1 and 2 absolute GHG emissions by 37%.
- ▶ In 2025, we expanded our bespoke embodied carbon tool to our new Thailand development, enabling Scope 3 GHG emissions to be tracked.
- ✓ 50% of electricity consumption from renewables, including identifying opportunities for on-site generation
- ▶ Both landlord's and tenants' energy consumption at WF CENTRAL in Beijing were powered by 100% renewable energy in 2025.
- ✓ Reduce electricity intensity by 24.6% from a 2019 baseline
- ▶ Decreased electricity intensity by 47.7% from the 2019 baseline.
- ✓ Embed climate risk considerations into our risk register and investment assessment process
- ▶ Consolidated risk assessments and aligned classifications with enterprise criteria to improve consistency and decision-making.

Green Buildings

- ✓ 90% of leasing portfolio to achieve the second highest or above ratings for green building certification
- ▶ 91% of our leasing portfolio has achieved the second highest or above ratings for the international or national green building certification.
- ✓ 100% of wholly owned leasing portfolio to achieve the highest ratings for green building certification
- ▶ 64% of our wholly owned leasing portfolio has achieved the highest ratings for green building certification.

Resource Management

- ✓ 30% of materials and services, by value, for wholly owned leasing portfolios to be sustainable
- ▶ We embedded our Sustainable Procurement Guidelines into construction tender processes across the Chinese mainland.
- ▶ Our Chengdu project sustainably sourced 46% of materials and services, by value.
- ✓ Improve commercial and construction waste diversion rates to 50% and 60%, by weight, respectively
- ▶ Our commercial waste diversion rate was 47%.
- ▶ Our construction waste diversion rate was 98.83%.

Smart Technologies

- ✓ Invest in and deploy emerging Property Technology solutions in our properties
- ▶ Conducted trials of various types of waste-weighing technologies in the Hong Kong Central Portfolio for future waste management strategies.
- ▶ Successfully completed the Integrated Facility Management Control Tower at Alexandra House, Chater House and Exchange Square to test the effectiveness of advancements in energy optimisation and operational efficiency.
- ▶ Selected the optimal Climate Risk Management Software Solution to improve portfolio wide climate resilience planning.

Sustainable Finance

- ✓ Achieve 50% of debt facilities from sustainable financing
- ▶ 44% of our debt facilities were from sustainable financing.

Progress Towards 2030 Targets

Inspirational Connections

Tenant Engagement

✓ Formalise tenant engagement programmes to jointly improve ESG performance

▶ We evolved the Tenant Sustainability Partnership Programme into the Sustainability Partnership Programme (SPP), and extended it beyond office and retail to include F&B tenants. 25% of Central's lettable area — over 900,000 sq ft were participated in the programme.

Supply Chain Management

✓ 100% of supply chain required to operate in line with the Group's Sustainable Procurement Policy and Supplier Code of Conduct (SCoC)

▶ 44% of our supply chain aligns with the Group's Sustainable Procurement Policy and Supplier Code of Conduct, ensuring responsible sourcing and ethical practices.

✓ Develop ESG criteria for supplier screening and assessment

▶ These criteria currently include compliance with Hongkong Land's SCoC, and consider country-, sector- and commodity-specific risks to minimise any potentially negative environmental, social, governance, and business impacts related to labour, emissions or pollution, cybersecurity, corruption, bribery, conflicts of interest, or anti-competitive practices.

✓ 100% of main contractors and Tier one vendors certified to recognised EHS standards

▶ 93% of main contractors and Tier one vendors were certified to recognised EHS standards.

✓ Establish a sustainability engagement programme with supply chain

▶ We provided training sessions for contractors and Tier one vendors, and briefings on ESG criteria, our Sustainable Procurement Policy and the updated SCoC.

Progress Towards 2030 Targets

Inclusion, Equity & Diversity (IE&D)

✓ Establish a framework to drive inclusion, equity and diversity, focused on gender diversity and Gen Z participation

▶ We established an IE&D steering committee, working committee and volunteer group to build a diverse and inclusive workplace. In 2025, we held 11 IE&D related events which were open to all employees. We also partnered with NGOs to benchmark our practice and introduced different initiatives to help support more than 2,700 of our colleagues, our business partners and the family members.

✓ Achieve a 50:50 gender balance in management positions

▶ There was a 45:55 gender balance (female to male) in management positions in 2025.

✓ Achieve 30% female board representation

▶ Our female board representation was 11% in 2025.

✓ Achieve a gender pay ratio of 1:1

▶ The gender pay ratio was 1:1.06 (Female:Male).

Employee Engagement

✓ Maintain key talent retention rate at 90%

▶ Our key talent retention rate was 95% in 2025.

Talent Attraction, Retention and Development

✓ Undertake learning and development programmes to build capabilities, leadership skills and mental resilience

▶ Conducted a range of online and in-person learning and development programmes, ranging from leadership courses and functional courses to managerial and soft skills training.

✓ Achieve and maintain 20 training hours per employee per year

▶ We delivered 26 training hours per employee.

Occupational Health and Safety

✓ Maintain work-related injury rate below 2.0 for direct employees and onsite contractors

▶ Our work-related injury rate was 0.43 for employees and 0.07 for onsite contractors. Throughout the year, we provided 56,477 hours of health and safety training for our Property Management employees and onsite property contractors.

Wellness

✓ Develop an employee wellness assessment framework and programmes in line with Occupational Health and Safety (OHS) policy

▶ We organised "Wellness Week", with various activities geared to promote the importance of staff mental and physical wellness. We also continued our "Healthy Land, Happy Land" employee programmes centred on physical and mental wellness.

Progress Towards 2030 Targets

Vibrant Communities & Cities

Community Partnerships & Impact

✓ Manage 5 long-term community partnerships per year via Hongkong Land Foundation to deliver long-lasting social impacts[1]

▸ We invested in 12 long-term programmes in 2025.

✓ Enhanced collaborations with non-profits and social enterprises[1]

▸ We partnered with 64 NGOs and social enterprises in 2025.

✓ Create a culture of community service by increasing the staff participation rate to achieve 4,800 volunteer hours annually[1]

▸ Hongkong Land volunteers contributed 9,845 volunteer hours in 2025. The participation rate was 21.4%.

Arts and Culture

✓ Integrate cultural, social and heritage impact considerations into our project planning activities

▸ We organised a heritage tram ride on Hong Kong Island for nearly 30 underprivileged children, who enjoyed a scenic journey while learning about local stories and cultural landmarks.

Note:
1. As part of the integration of the Group's business strategy, we launched the Hongkong Land Foundation and updated targets to build long-lasting partnerships and create measurable benefits.

Climate & Economic Resilience

As a developer, owner and operator of buildings, continuous improvement to the climate and economic resilience of our operations is critical to the future of Hongkong Land. This sustainability spotlight covers topics such as environmental issues, climate risk assessment processes, mitigation measures, and the status and effectiveness of our climate resilience measures.

Climate Change

Hongkong Land takes a long-term view of community building and value generation. As we look to the future, both short and long term, climate change is now an urgent consideration at all levels of society and across all industries. Consumers, businesses and governments are pivoting towards climate-oriented decision making, and the Group intends to become a climate leader in the coming years.

Decarbonisation pathway

One of our fundamental sustainability commitments is to reduce our carbon emissions by setting short-term and long-term targets in line with climate science to achieve net-zero emissions. We aim to achieve net-zero carbon emissions by 2050 through ongoing efforts to reduce our Scope 1, 2 and 3 greenhouse gas (GHG) emissions.

Hongkong Land's science-based targets across Scopes 1, 2 and 3 GHG emissions were validated by the Science Based Targets initiative (SBTi) in June 2022. The Group has publicly committed to a 46.2% reduction in absolute Scope 1 and 2 GHG emissions against a 2019 baseline of 187,830 tCO2-e, as well as a 22% reduction in carbon intensity for Scope 3 GHG emissions by 2030 from 2019 levels for our operations across Asia.

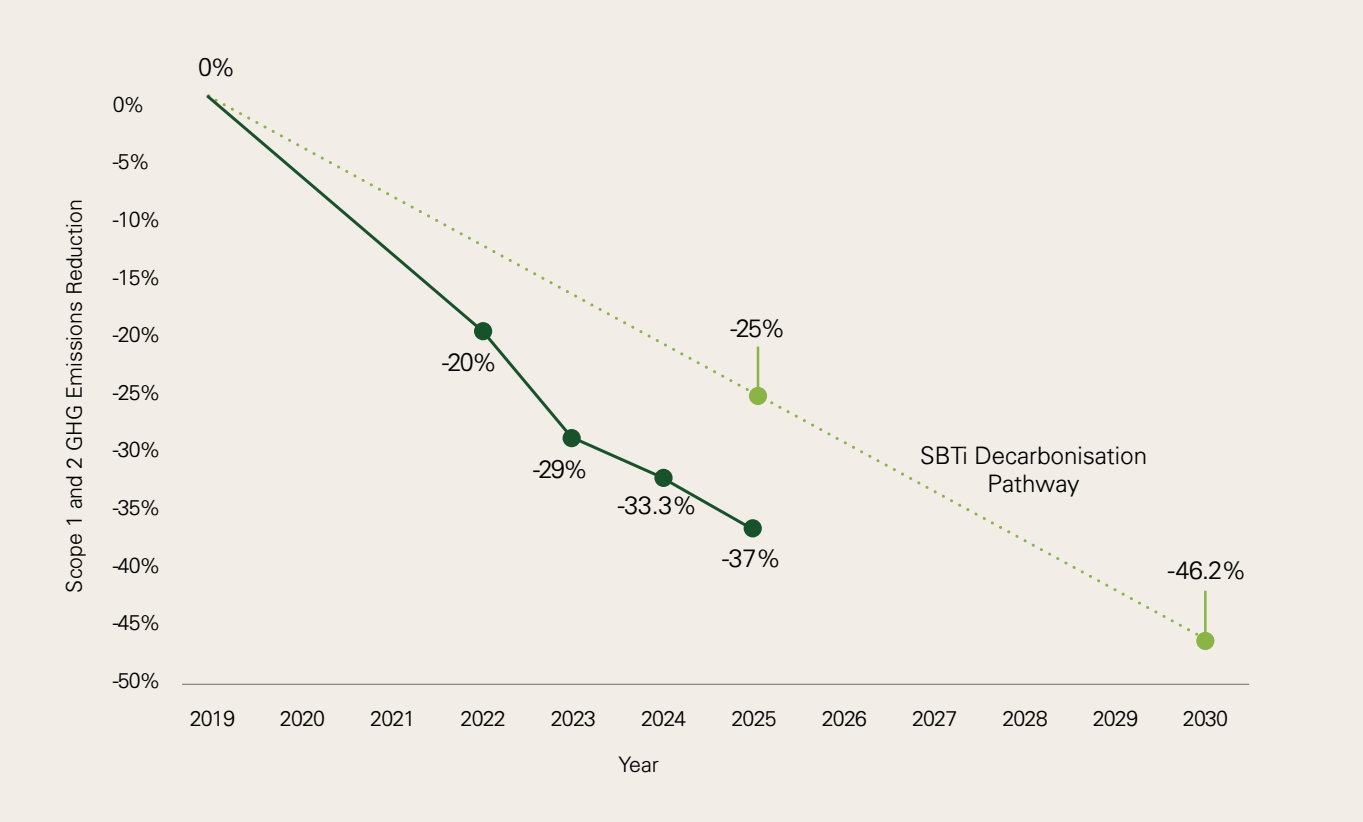
These validated SBTs assure our commitment to reducing our emissions by setting net-zero targets in line with climate science, and are consistent with the Paris Agreement, which aims to limit global warming to 1.5 C. The steady progress we have made against our Scope 1 and 2 targets is shown in the chart below. In 2023, we developed bespoke embodied carbon assessment tools and began measuring carbon emissions from major construction materials. The tools provide a sufficient level of granularity to reflect differences between construction materials sourced in various regions.

In 2024, we added several enhancements to these tools in our Chinese mainland, Indonesia and Philippines calculators, adding supplier-specific materials with extracted emission factors that use updated Environmental Protection Declarations; and replacing existing emission factors with generic emission factors provided from third-party databases, as applicable. We optimised the calculator structure to enhance accuracy and usability. To enable green options for property development to identify and select low carbon materials, we added "green material" tagging feature.

In 2025, we developed an embodied carbon assessment tool for our new development in Bangkok. This allowed our Property Development team to select low-carbon materials at the design stage. We also continued to increase the granularity of these tools and continued optimising the calculator structure to enhance accuracy and usability. We are also encouraging our contractors and material suppliers to adopt low-carbon materials wherever possible.

Climate Change

2025 Progress against SBT Scope 1 and 2 GHG emissions targets for 2030



We reduced Scope 1 and 2 carbon emissions by 37% against a 2019 baseline.

We have identified climate change-related opportunities which can potentially generate positive change in our business operations and expenditures. One opportunity is the consistent innovation and retrofitting of our assets to meet the latest standards. The Group has an annual capital expenditure averaging between US$50-100 million. It is estimated that the annual positive financial implication of capital expenditure is US$5.6 million. The estimated timeframe for positive financial implications is 25 years.

Climate Change

2025 Achievements

Climate change continues to be an urgent issue at all levels of society and across all industries. Consumers, businesses and governments have pivoted towards climate-oriented decision making; a development that will accelerate in the coming years.

Hongkong Land strengthened climate resilience across the Group this year, taking several important steps forward and making significant progress.

We continued to consolidate various climate risk assessments and further aligned risk classifications with our enterprise risk criteria to strengthen business alignment, as part of our ongoing investment due diligence projects.

We began conducting research and piloting a digital Climate Risk Management Software Solution to continue advancing our portfolio-wide climate resilience planning. Since 2020, Hongkong Land has conducted extensive climate risk assessments across our portfolio. These assessments have generated significant data and actionable mitigation insights. Developing this software will allow us to move from assessment to integrated and ongoing management. The software will centralise risk assessment data, allow inherent and residual risks to be determined, track mitigation plans and associated actions implemented by relevant departments, and provide portfolio-wide oversight of physical risk exposure and business progress on mitigation to track financial value-at-risk to help us prioritise actions and track exposure for both internal purposes and external disclosure.

Hongkong Land organised the second Climate Risk Forum in mid-2025, bringing together representatives from across government and industry. The forum expanded public and private sector collaboration on accelerating climate resilience in the city, further establishing our reputation as a climate thought leader for Hong Kong. During the forum's panel discussion, Hongkong Land's Director and Head of Sustainability set out four key actions to foster climate-resilient development:

- Advancing hyperlocal climate risk data mapping for informed decision-making.
- Aligning design strategies with evolving policy frameworks.
- Integrating resilience planning across asset lifecycles.
- Strengthening public-private collaboration for urban adaptation.

Late in the year, we held a Climate Resilience Workshop for our Westbund Central project. Held in partnership with our insurance partner, the workshop aimed to strengthen the project's resilience strategy in line with IFRS reporting requirements and investor expectations. The various sessions focused on:

- Identifying and assessing climate risks at the asset and system levels.
- Reviewing existing design and operational risk controls.
- Exploring opportunities to enhance resilience through sustainable building practices, transit-oriented development and green spaces.

The workshop included team members ranging senior leadership and property management to leasing and development as well as those from risk, insurance and sustainability backgrounds. Overall, it provided critical insights to support gap analysis and future quantitative risk assessments, underscoring Hongkong Land's commitment to regulatory compliance, business continuity during extreme weather events, protecting revenue streams, reducing insurance liabilities, and aligning with our sustainable finance commitments.

Climate Change

Renewable energy

HONG KONG

Rooftop solar generation reaches new heights

On-site renewable energy generation is crucial to Hongkong Land's climate change mitigation strategy. Our 2030 target is to obtain 50% of our electricity consumption from renewables, by maximising on-site generation opportunities and through renewable energy certificates. Our Central Portfolio is moving closer to achieving this goal.

As of 2025, a total of 724 solar photovoltaic panels have been installed across the Central Portfolio's rooftops. Together, the panels produced 91,642 kWh of renewable electricity, which was fed into the HK Electric grid.

Prince's Building Podium Conversion receives EDGE pre-certification

The PBPC project was awarded EDGE pre-certification in May 2025, meaning the building design complies with energy efficient practices, and includes water reduction measures and green construction materials. Specific design features include:

- Energy-efficient cooling system
- Efficient water heating systems
- Smart energy meters
- Reduced wall-to-window ratio
- Improved insulation
- Energy efficient appliances
- 100% upcycled rooftop deck materials

These have enabled the PBPC to reduce energy consumption by 23%, water consumption by 35% and embodied carbon by 57% – reducing annual operational carbon emissions by 259.09 tCO_2-e.

CHINESE MAINLAND

Two-part tariff a renewable win-win for WF CENTRAL

In 2022, WF CENTRAL became the first project in our portfolio and one of the first commercial complexes in Beijing to have both landlord's and tenants' energy consumption powered by 100% renewable energy. This was generated by photovoltaic and wind power systems from Shanxi and Xinjiang provinces in the northwest Chinese mainland.

With the full implementation of the Chinese mainland's two-part electricity tariff in 2025, WF CENTRAL coordinated with the government's Power Supply Bureau to adjust the pricing model, allowing the development to securing an additional discount. The government also eliminated a green power service fee, further lowering electricity costs.

This win-win situation for both landlord and tenant operations allowed WF CENTRAL and all our tenants to achieve 100% green electricity usage for the year.

Green Buildings

Hongkong Land's iconic properties provide spaces that support community wellbeing and create economic growth; they are also best practice examples of green buildings.

Green buildings are vital to climate change resilience, they create positive environmental and social impacts for communities and they are part of the society-wide expectation that the built environment should be climate positive. For these reasons, Hongkong Land prioritises ensuring that our entire portfolio is comprised of green buildings; we also actively participate in global green building certification programmes.

In 2025, all buildings in the Hong Kong Central Portfolio retained their "Triple Platinum" green building status, with each building holding BEAM Plus, LEED, and WELL Platinum certifications. By the end of the year, 91% of our leasing portfolio by floor area, including those held in joint ventures, had achieved green building certification, with all of our buildings in Hong Kong and most of our commercial buildings in Singapore holding the highest ratings in BEAM Plus Platinum and Green Mark Platinum certifications respectively.

One hundred percent of our buildings met the leading energy performance standards, including Hong Kong EMSD Energy Benchmarking: Level good and BCA BESS (Building Energy Submission System) Benchmarking: Top EUI Quartile/ Energy Ranking. Under our own classification system, buildings that have obtained locally and internationally-recognised green building certificates are classified as sustainable products and services. During the year, these energy-efficient buildings and other sustainable products and services generated approximately US$1.19 billion in revenue (about 87.4% of our total revenue) – money which was reinvested into climate change mitigation and adaption measures. Buildings in the Central Portfolio in Hong Kong are also certified to the ISO50001 standard, allowing us to continually improve their energy efficiency. For more information regarding our green building certifications obtained, please refer to Awards, Recognitions and Certifications section.

Hongkong Land is actively engaged in offering sustainable products and services through our operations. Currently, we have linked the performance bonus to the leasing of green buildings for our commercial property team to further incentivise our progress in the provision of sustainable products and services. Furthermore, we also continue to engage our local joint venture partners and stakeholders on sustainability and green initiatives and practices throughout 2025. As of the end of the year, 75% of our properties were certified to the ISO 14001 standard. 25% of our Environmental Management Systems have been verified by third party specialists.

Green Buildings

2025 Achievements

BaseHall: Hong Kong's first green building "Triple Platinum" F&B venue

Hongkong Land became the first developer in Hong Kong to achieve "Triple Platinum" status for a food and beverage venue this year, obtaining BEAM Plus, LEED and WELL Platinum certifications. This feat was made possible through close collaboration between Hongkong Land and our F&B partners and the fact that sustainability objectives are now embedded into lease agreements across the Central Portfolio.

F&B venues present unique decarbonisation challenges due to their high foot traffic and fluctuating occupancy – this makes sustainability optimisation particularly complex. Working with tenants and using innovative thinking and new technology, Hongkong Land addressed issues in terms of air quality management, energy optimisation, water conservation, and waste management, achieving excellence in each category.

BaseHall 02 is a scalable, future-ready model for high-performance F&B spaces, positioning Hongkong Land as the partner of choice for premium brands seeking sustainable, high-traffic locations in Central. The space also symbolises Hongkong Land's successful climate resilience strategies, showcasing our operational adaptability in the face of evolving climate conditions.

Alexandra House wins Green Building Award 2025 Grand Award

Alexandra House received a Grand Award in the Existing Building Category – Facilities Management at the Green Building Award 2025, organised by the Hong Kong Green Building Council. The 49-year-old building was the most "senior" building in the competition, providing a testament to how, through technology and optimisation, it is possible to operate almost any building in an environmentally responsible and sustainable way.

Apart from Alexandra House, our Integrated Facility Management Control Tower (IFMCT) project was also shortlisted as finalists in the Building Products and Technologies category, underlining our outstanding performance in technology.

Energy Management and Efficiency

HONG KONG

Hong Kong's first AI-powered intelligent facility management platform

Following a successful pilot at Alexandra House, we expanded our Integrated Facility Management Control Tower system to Chater House and Exchange Square in 2025, creating further proof of its reliability and adaptability. The IFMCT unifies over 20 building systems into one AI-powered command centre, integrating the Building Management System, AI-driven heating, ventilation, and air conditioning systems, thermal comfort control, energy optimisation, and soft services such as cleaning, vendor management, procurement and tenant wellness monitoring.

Leveraging real-time monitoring, advanced AI analytics and 4D digital twin visualisation, the IFMCT system enhances operational efficiency and minimises disruptions by transitioning from reactive to proactive maintenance – this improves reliability and extends asset lifecycles. In 2026, we will roll out the platform across the entire Central Portfolio.

Green Buildings

IFMCT results for 2025 include:

- A 16% year-on-year reduction in AHU maintenance
- Cutting maintenance frequency from monthly to biannually
- A 66% automation rate for work orders
- An 80% reduction in time needed to retrieve asset documentation.
- A significant decrease in the volume of alarm monitoring calls to both tenants and vendors.

Tomorrow's CENTRAL projects prioritise energy efficiency

Multiple Tomorrow's CENTRAL projects drove Hongkong Land closer to our energy efficiency targets this year. These included:

- Major chiller replacement work at Alexandra House and Prince's Building commenced in 2024 and 2025, respectively, after the existing machinery reached the end of its life span. When work is completed, the new chillers will reduce annual energy consumption across our Central Portfolio by at least 28%, or 600,000 kWh. The work will cover 19% of the Central Portfolio, with an estimated ROI of 28%.
- The Central Portfolio's chiller plant underwent a JEDI AI optimisation of its water-side functions. The work, which included enhancements to pump controls and integrating data with the IFMCT system, reduced air-conditioning electricity consumption by 2-4%. This work covered 100% of the portfolio, with the cost of the enhancement work included in the yearly service subscription cost.
- Nano-filters were installed in the primary air units and air handling units across 100% of Hongkong Land's Central Portfolio. This will reduce air-conditioning electricity consumption by approximately 8%. This was routine maintenance, with no additional capital costs required.
- In the LANDMARK ATRIUM project, the design:
  - Reduces lighting power density and added lighting controls to optimise energy consumption.
  - Includes advanced energy meters to track specific energy consumption parameters.

CHINESE MAINLAND

iBMS smart controls save energy at The Ring, Chengdu

In late 2024, The Ring, Chengdu began implementing an intelligent building management system (iBMS) smart control algorithm to optimise the operating parameters of all equipment in the mall's chiller plant, including all chillers, cooling towers and pumps, while maintaining ideal environmental conditions for staff and visitors. The system achieved substantial energy savings throughout the year, with the hot summer months in particular seeing a significant downward trend in energy consumption.

SOUTH ASIA

INDONESIA

Energy saving strategies at WTC Jakarta

WTC Jakarta prioritised saving energy during the year. The development installed a chiller plant optimisation system at WTC 2, which works by controlling and monitoring the building cooling load and automatically regulating the chiller, cooling tower and pumps to ensure efficient load distribution. Live chiller plant efficiency is displayed and monitored in real time. When fully operation, it will achieve an initial daily energy saving of approximately 10-13%, contributing to reduced operational costs and a smaller carbon footprint.

In May, the Jakarta Land office and the associated building management offices also launched a "Lights Out Hour" campaign, where all lights in non-occupied office areas are switched off during lunch breaks. Average energy savings have been approximately 100 kWh per month.

SINGAPORE

EC fan technology drives energy performance

We continued to install electronically commutated (EC) fans throughout our Singapore properties during the year. These fans make air conditioning systems more efficient and reliable; they are also providing significant power savings – reducing electricity consumption by up to 875,000 kWh per annum for Marina Bay Financial Centre Towers 1 and 2 and Marina Bay Link Mall.

In support of the iLight Singapore festival's "Switch Off, Turn Up" campaign, Hongkong Land switched off all non-essential lights at One Raffles Quay and the Marina Bay Financial Centre every evening starting at 7:30pm during the festival period, which ran from 29 May to 21 June 2025. The total estimated energy savings were about 21,900 kWh.

Green Buildings

Water efficiency

HONG KONG

Digital water monitoring at the Central Portfolio

Hongkong Land began installing water meters to record and monitor fresh water used in toilets, pantries, irrigation, and cleaning work across the Central Portfolio. These data are uploaded to a centralised digital water monitoring platform for further insights and analysis. The first phase of the project was completed in 2025, covering over 60% of the Exchange Square Complex and LANDMARK properties.

We also launched a digital water dashboard to provide insights into our water usage patterns, monitor progress towards our water consumption targets and explore solutions to continuously improve water efficiency.

The use of seawater for cooling and flushing across the Central Portfolio is also helping us move closer to this target. In 2025, fresh water consumption was reduced by 2.5% compared to 2024. The estimated ROI of this water efficiency program is 0.01%.

Reducing water consumption a priority in Tomorrow's CENTRAL

LANDMARK ATRIUM

Hongkong Land has adopted high-efficiency water fixtures across the LANDMARK ATRIUM upgrade project. All toilets, urinals and water faucets installed are certified with a Grade 1 label under the Hong Kong Government's Water Efficiency Labelling Scheme. Dual-flush water closets and infrared sensor urinals with hands-free operation are installed in all toilets, and highly efficient taps and drinking fountains are provided for potable water. These will produce an annual water savings of at least 31%, without including the use of reclaimed seawater for toilet flushing; and a reduction in potable water consumption of least 84% from the baseline. The estimated ROI of this water efficiency program is 361%.

Alexandra House Podium Conversion

All toilets, urinals, water faucets, and shower heads installed are certified with a Grade 1 label under the Hong Kong Government's Water Efficiency Labelling Scheme, ensuring the highest standard of water efficiency. These design measures produce a 47.9% reduction in overall water consumption, without including the use of reclaimed seawater for toilet flushing; and a 51.2% potable water reduction from the baseline – estimated at 168.81 m^3. The estimated ROI of this water efficiency program is 3,287%.

Prince Building Podium Conversion

All newly installed toilets, urinals, lavatory water faucets, and showerheads meet the Hong Kong government's Water Efficiency Labeling Grade 1 requirements, meaning they offer the highest possible water efficiency. Water use reduction design elements incorporated into the project have achieved an overall 30%+ water reduction from baseline – without considering reclaimed seawater for toilet flushing – and a reduction in portable water consumption of 80% from baseline. The estimated ROI of this water efficiency program is 54.7%.

Chinese Mainland

Water saving innovations around our properties

The Ring, Chengdu

We installed a portable circulating filtration system that cleans the mall's main water feature pool. This high-capacity device maintains superior water quality while minimising environmental impact. It can purify over 100 m^3 per hour, regenerating over 98% of the water in situ. This reduces cleaning time by 58% to one hour, while reducing water consumption by 90% and improving energy efficiency by 75%. Overall annual savings are 1,080 tonnes of water and thousands of RMB in chemical and cleaning costs, contrasted with an initial investment of RMB 1,500. The estimated ROI is 100%.

Green Buildings

LANDMARK Riverside

To minimise evaporation from the development's water features, we made adjustments to the operation schedule. On weekdays, when foot traffic is relatively low in the mornings, the water features are not operated. They are operated on weekday afternoons and evenings, and throughout the day on weekends and holidays. This has reduced water consumption by 11.7% and achieved an annual water saving of 1,499 m^3 in 2025. The estimated ROI is 700%.

SOUTH ASIA

INDONESIA

At WTC Jakarta, storm and grey water is being reused and mixed with rainwater to fill the soak well system – the main water source for greenery irrigation in outdoor areas. This process reduces water consumption by about 1%.

Biodiversity/Net-zero design

HONG KONG

Biodiversity preservation is an increasingly important sustainability focus in the corporate world. Given Hong Kong's position as a sub-tropical city with high biodiversity, this year Hongkong Land began exploring the Group's relationship to the urban biodiversity surrounding our properties by conducting our first-ever biodiversity study for the Central Portfolio. The study aimed to:

- Understand the current nature and biodiversity performance of the Central Portfolio;
- Identify nature-related risks and opportunities;
- Determine nature-based solutions that can address any issues; and
- Prepare action plans to enhance biodiversity and create benefits to the community.

The risks and opportunities identified included:

Policy transition risks:

- More stringent nature-related reporting obligations.
- Changes to legislation and regulations that aim to achieve nature-positive outcomes and reduce nature-negative outcomes.

Market transition risks:

- Shifting customer and investor values and preferences to products and/or services that have positive impacts on nature and that mitigate negative impacts on nature.
- A decline in brand and value proposition due to nature performance being perceived as being worse than competitors.

Moving forward, we will conduct a feasibility study to explore the nature-based solutions that are applicable to our Central Portfolio. Potential projects such as greenery enhancements and setting up designated areas to act as wildlife attractions are under consideration.

CHINESE MAINLAND

Westbund Seed Museum

The Seed Museum at Westbund Central is a domed structure built almost entirely of wood. Currently under construction, it will serve as a multifunctional space that blends galleries, workshops and community activities to promote environmental awareness and contemporary art and culture.

Designed as a flagship net-zero carbon building, the building's innovative design uses low-carbon timber for roof structures and advanced energy strategies such as air-source heat pumps for heating, cooling sourced from the district refrigeration plant, and on-site renewable generation, including solar photovoltaic panels supplying the Seed Hall.

Certifications

SOUTH ASIA

THE PHILIPPINES

In June 2025, The Velaris Residences South Tower received an EDGE Preliminary Certificate from the Philippine Green Building Initiative.

SINGAPORE

Renewed WELL Health-Safety certificate for several properties

The WELL Health-Safety Rating signifies our commitment to the health of our building occupants, and our willingness to prioritise the safety and hygiene of our workspaces. This year, One Raffles Quay and Marina Bay Financial Centre had their WELL Health-Safety certificate renewed.

Resource Management

Effective resource management reduces expenditures and climate impacts. It is our policy to conduct an environmental audit of each new property and establish baseline environmental performance metrics at the pre-purchase, acquisition and/or investment stages, and conduct an environmental audit of any acquisitions and mergers at the pre-purchase or pre-acquisition stage.

Hongkong Land is committed to reducing our construction waste footprint throughout our development portfolio through a dedicated policy to specifically manage construction and demolition waste. We use Building Information Modelling (BIM) technology to map out the design, construction and maintenance processes in advance in order to reduce mistakes and avoid redoing various elements. This also helps to reduce material waste.

In 2025, 68% of our construction sites have a dedicated policy commitment or strategy for specifically managing construction demolition waste; 70% of our sites have set project-specific targets for waste reduction, recycling or reuse; 65% of our sites provide incentives for contractors for recovering and recycling building materials; 38% of our workers and contractors have been educated on waste management techniques; 45% of our construction sites implement waste separation procedures; and 80% of the sites regularly buy from or sell to recycled products exchanges. We also employ third-party service providers to manage our waste, where we ensure that the operation is in line with legislative obligations.

Hongkong Land is retrofitting existing buildings across our portfolio with technologies and features to improve resource efficiency, continuously developing our energy, water and waste reduction practices and consistently investigating new opportunities to minimise our use of natural resources.

We have a target to reduce our water intensity by 5% by 2030 against a 2019 baseline. We also have a robust waste diversion strategy across all our properties. We repurpose waste wherever possible – through recycling or by converting it into energy. We are also exploring technologies and strategies to improve tenant and supplier awareness, generate and capture better-quality data and create behavioural change in our tenants and employees to reduce waste at source.

As in other years, in 2024 we employed a third-party auditor to carry out a waste audit of the Central Portfolio buildings. The audit reviewed the disposed general and recyclable waste to ensure the quality of the waste and gained insights into tenant waste management procedures.

Resource Management

2025 Achievements

Proper resource management reduces expenditures and impacts on the climate. We have retrofitted existing buildings across our portfolio with technologies and features to improve resource efficiency, while investigating and taking advantage of new opportunities that minimise our use of natural resources.

Waste Management

HONG KONG

Circularity and waste management in the Central Portfolio

Hongkong Land is continuously exploring opportunities to enhance circularity and improve waste management practices at the Central Portfolio. To drive these efforts, we established a dedicated taskforce in 2024.

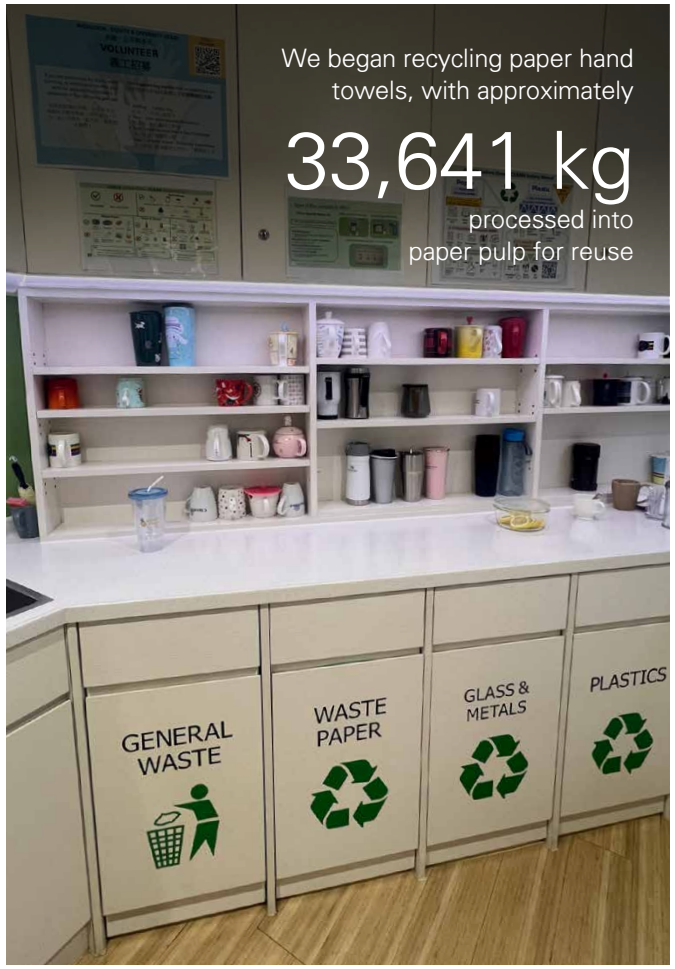
In 2025, these initiatives expanded significantly, and 18 different types of recyclables are now being collected across the portfolio. In addition to common materials such as plastics, paper and metals, this year saw the introduction of:

- Waste Electrical and Electronic Equipment (WEEE): We collected 1,624 kg of WEEE during free quarterly door-to-door collections for office tenants. In partnership with a service provider, functioning devices were repaired and donated to an elderly centre, enabling the setup of a video call station for residents.
- Paper hand towels: We began recycling paper hand towels, with approximately 33,641 kg processed into paper pulp for reuse.
- Coffee grounds: Used coffee grounds from offices were collected and recycled, diverting 1,120 kg from landfill during the year. The recycled grounds will be used to create plant pots, compost and exfoliant soap.
- Smart Recycling Bin Programme: We began participating in the Environmental Protection Department's Smart Recycling Bin Programme, which rewards recycling and encourages tenants to actively contribute to waste reduction.
- Smart scales: All general waste disposed at the Central Portfolio is recorded in a digital platform, enhancing data transparency and accuracy.
- Mooncake box collection: During Chinese New Year, the Central Portfolio offered mooncake box collection services for all occupants and visitors. 175kg were collected and donated to local green groups for recycling.

Waste reduction in Tomorrow's CENTRAL projects

Pioneering Hong Kong's first tempered and laminated glass recycling solution

Hongkong Land became the first developer in Hong Kong to implement an innovative solution for recycling tempered and laminated glass waste from shopfronts and curtain walls – providing a solution to a long-standing challenge in the construction and property sectors.



Resource Management

This breakthrough supports a closed-loop circular economy for the Tomorrow's CENTRAL project by transforming demolished tempered and laminated glass into partition "eco-blocks" and low-carbon cement alternatives. All recycled materials are targeted for reuse within the project, maximising resource efficiency and minimising environmental impact. We also organised a programme with local glass artists to recycle some waste glass into handcrafted works of art, promoting circularity, local craftsmanship and creativity.

This milestone was made possible through a three-part collaboration between Hongkong Land, The Hong Kong Polytechnic University and Gammon Construction.

LANDMARK ATRIUM

Alteration and addition work being conducted at the LANDMARK ATRIUM follows the World Green Building Council's "Circular-Ready Built Environment Checklist", which provides practical steps to implement circular strategies in the project. The checklist includes concepts from the "10R Framework", including:

Refuse
Carefully assess the building's structure and interiors to demolish selectively, preserving the basic structure and reducing waste generation.

Rethink
Contractors should adopt sustainable construction practices.

Reduce
Optimise interior designs to minimise the consumption of materials and reduce waste generation.

Repair
Maintain and fix damaged building elements, rather than replacing whole systems.

Remanufacture
Disassemble, refurbish and reuse existing equipment/ facilities at other sites.

The project uses materials with lower embodied carbon footprints, including green rebar and green concrete. The project construction and demolition (C&D) waste diversion and recycling rates were set at 75% and 30% by weight respectively.

When completed, the LANDMARK ATRIUM will also minimise waste by collecting and storing 18 types of recyclables – paper, mixed plastic, metal, glass, rechargeable batteries, printer cartridges, fluorescent lamps, and electronic waste.

Prince's Building Podium Conversion

The PBPC project was estimated to produce around 1,849 tonnes of C&D waste. Hongkong Land set ambitious waste diversion rates for the project: C&D waste was capped at 75%, the top four C&D waste streams were also set at 75%, and the required C&D recycling rate was 30%.

As of late 2025, the project had gone above and beyond these targets: the C&D diversion rate was 77%; the top four C&D waste streams had diverted 99% of waste; and the C&D recycling rate was 35% and included metal, glass, wood, concrete, stone, timber deck, and gypsum board.

The project has so far generated 721.21 tonnes of C&D waste, significantly lower than initially estimated.

Resource Management

Alexandra House Podium Conversion

The AHPC project also targets a 75% waste diversion rate. This will be achieved through a comprehensive waste management plan and careful monitoring and tracking of the waste produced.

CHINESE MAINLAND

The Ring, Chengdu

In 2025 The Ring, Chengdu began composting tenant coffee grounds and food waste on site, in addition to implementing a sustainable procurement strategy that prioritises environmentally-friendly materials like bamboo fibres, recycled paper and plastics and low-energy appliances. This organic waste is added to garden waste from the property and composted in a centralised location on-site, producing both solid and aerated liquid fertiliser. This then used to improve the soil in green spaces that have been backfilled with construction debris, creating richer soil and lowering costs.

SOUTH ASIA

THE PHILIPPINES

The Velaris Residences

Our long-standing policy of collecting and recycling construction waste materials continued this year. A total of 424 kg of plastic waste was collected from trade contractors and workers, mainly plastic bottles and scrap PVC pipes. Since 2022, the initiative has collected 5,386 kg of plastic waste.

The collected waste was again donated to Plastic Flamingo, an organisation that recycles plastic waste and upcycles it to make furniture and construction boards. Plastic Flamingo's mission is to educate people about how improper plastic waste disposal can cause serious flooding during typhoons, and promote ways to mitigate these negative impacts.

INDONESIA

Waste reduction at WTC Jakarta

Organic waste collection

WTC Jakarta launched an organic waste collection initiative in early 2025 which saw our retail tenants set aside organic waste and place it in a dedicated container in the development's refuse room. The collected waste is then transported to a maggot farm for their consumption. When mature, the maggots are used as food for farm animals and fish. In addition to contributing to a circular economy, this initiative also reduces waste at WTC Jakarta by 5% each month.

Paper to Tree programme

The Paper to Tree programme is a regular event held at WTC Jakarta to collect used paper and upcycle it into plantable seed paper. Three such events have been held since late 2024, collecting a total of almost 2.3 tonnes of used paper, which was then used to create thank you notes implanted with spinach seeds for our tenants.

Smart Technologies

Investing in smart technologies throughout our portfolio allows us to create digital management systems that will reduce energy consumption and waste production, and deliver multiple operational efficiencies and streamlined processes across our properties, resulting in significant cost, resource and staff time savings.

Our digitisation strategy identifies, evaluates and deploys emerging technologies focused on three core areas: customers, assets and enterprise.

Customers: Boosts the competitiveness of our portfolios by maintaining their relevance as unique ecosystems through modernising and enhancing our services and amenities.

Assets: Encompasses our digitisation efforts in both new buildings and existing assets which aim to deploy Property Technology (PropTech) and other solutions throughout our properties. We also use digital tools to design efficient and sustainable products that are tailored to our customers' needs.

Enterprise: Implements new systems that modernise and enhance data-driven operational decision-making.

2025 Achievements

Waste Management Technologies

HONG KONG

New smart waste management system at the Central Portfolio

A new floor-scale-based smart waste management system helps Hongkong Land accurately weigh waste across the Central Portfolio. These data are gathered and automatically uploaded to a smart waste management platform, allowing building managers to develop a comprehensive waste profile. In turn, this helps us accurately measure and monitor waste and develop holistic strategies to optimise waste reduction and recycling.

CHINESE MAINLAND

Tech-enabled food waste treatment at WF CENTRAL

WF CENTRAL's technically advanced on-site food waste treatment equipment can process three tonnes per day, handling nearly 1,000 tonnes of food waste annually. Any residue from processing is converted into organic fertiliser, while leftover grease is repurposed for industrial applications. In 2025, the complex achieved full utilisation of all food waste from our mall tenants and with zero external disposal.

WF CENTRAL also installed electronic floor scales in its refuse rooms in August 2025, enabling the precise measurement of waste sent for treatment and recycling. The scales allow for clear tracking of daily waste in different categories, providing data on weight, documentation, recycling rates, and transfer efficiency.

Smart Technologies

SOUTH ASIA

SINGAPORE

Waste digitalisation programme

In late 2024, Hongkong Land began exploring digitising tenant waste data to enhance waste management and promote higher recycling rates. We appointed a waste disposal contractor with IoT-enabled equipment, enabling real-time monitoring and data-driven decision-making. The initiative was rolled out in April 2025, alongside a series of tenant engagement programmes focusing on waste and recycling. We collected a total of 10,290 kg of recyclables with participation from 53 tenants across MBFC and ORQ from May to October 2025.

Inspirational Connections

Hongkong Land takes pride in creating ecosystems where businesses and people can thrive. This spotlight recognises our commitment to working with our tenants, customers, business partners, and suppliers to create and maintain sustainable urban ecosystems where people can work, live and play.

Customer Experience

We are committed to providing excellence, value and a safe environment for our tenants and their customers. Our talented, dedicated people work to consistently demonstrate our corporate values and exemplify our commitment to customers and visitors.

2025 Achievements

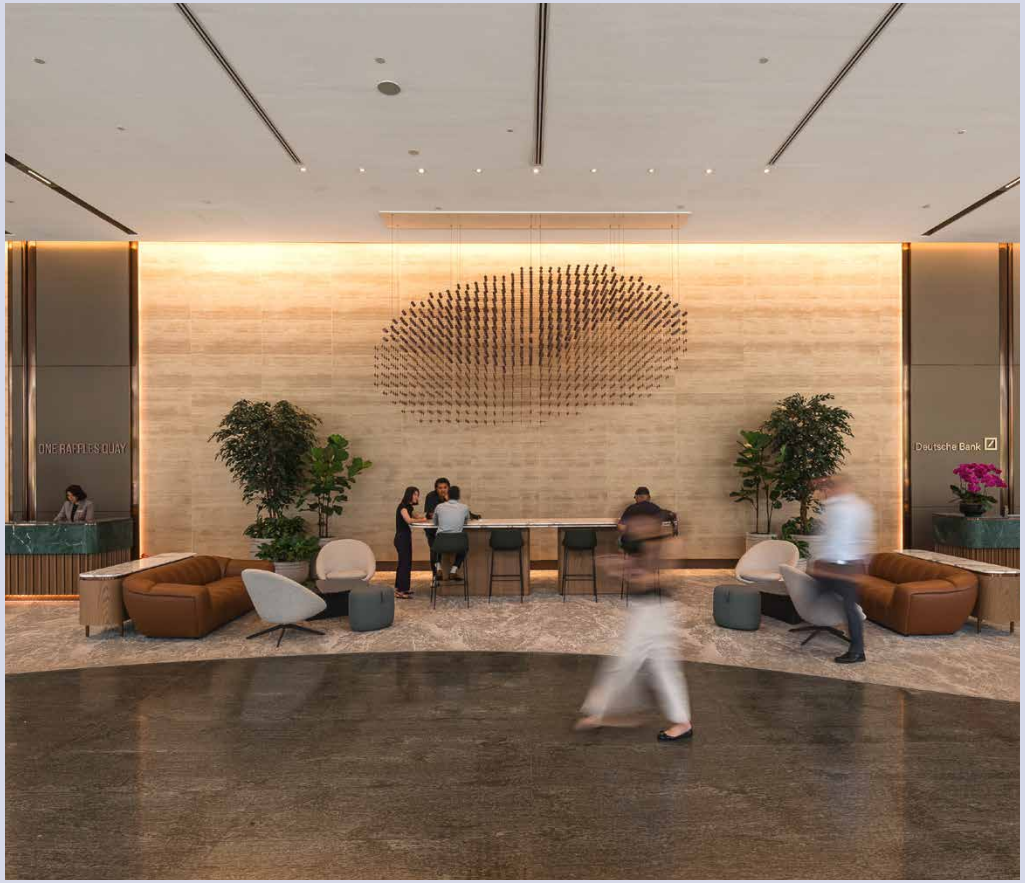
Hong Kong

Wellness initiatives at our Central Portfolio

As part of Hongkong Land's commitment to ensuring the health and wellbeing of our tenants, visitors and staff, numerous natural design elements are present throughout our Central Portfolio. These include outdoor landscaped areas and water bodies, indoor plants and indoor water features. Curtain walls and large windows maximise daylight penetration into indoor areas. Naturalistic design elements such as these have been proven to improve wellbeing and decrease levels of depression and anxiety among office workers.

Thermal comfort is another important part of tenant wellbeing. This year, we upgraded our Centricity app using a customised local platform called Optimal, which gives users personalised control of temperature and air conditioning settings. Optimal also leverages IoT and our LoRaWAN networks to automate indoor environmental quality, combining local climate statistics, air quality indices and an AI machine learning algorithm. By late 2025, Optimal covered 2.1 million square feet of the Central Portfolio.

Meanwhile, Centricity Flex, our WELL Platinum-certified flexible workspace solution, has made continuous improvements over the years to meet the increasing need for more agile and wellness-focused workspaces in Central. Centricity Flex offers flexible private office suite leasing and access to various services and amenities including open work areas, meeting rooms, private lounges and work pods, and event spaces. It has ergonomic furniture, excellent air quality and indoor greenery to optimise health and enhance productivity, and incorporates a number of wellness-oriented strategies into its spaces and services including a meditation room, a mothers room designed for nursing parents and complimentary fresh fruit.



Customer Experience

Outstanding IAQ at Basehall 02

BaseHall 02 became the first F&B venue in Hong Kong to achieve "Triple Platinum" status this year, obtaining BEAM Plus, LEED and WELL Platinum certifications. In terms of occupant wellbeing, the venue is also a global leader in indoor air quality management. Basehall 02 saw the world's first commercial rollout of an air purifier that uses advanced filter and mineral technology. The purifier eliminates fungi, bacteria and viruses, breaks down volatile organic compounds and creates a healthy indoor ambience, which is monitored in real time by numerous IAQ sensors. These sensors also keep air clean through demand control ventilation.

In the venue's commercial kitchens, we implemented a three-phase approach that combines a smart filtration system with real-time ventilation adjustments and continuous monitoring via sensors that ensure consistent performance. A paint which breaks down VOCs was also used in the basement kitchen and the south arcade area, while titanium dioxide-coated ceramic tiles on the kitchen walls resist fungi and bacteria and are extremely easy to clean, prolonging the tile life.

BaseHall 02 became the first F&B venue in Hong Kong to achieve "Triple Platinum" status this year, obtaining BEAM Plus, LEED and WELL Platinum certifications.

Prince's Building Podium Conversion: Targeting RESET Air certification

RESET Air is a rigorous indoor air quality standard that requires a pre-certification design audit, an accreditation site audit and a three-month data auditing period. RESET Air prioritises on-going indoor air quality performance and long-term occupant health in the built environment, focusing on measuring and minimising PM 2.5, total volatile organic compounds (TVOCs), CO_2, temperature, and humidity.

The PBPC obtained RESET Air pre-accreditation in 2025, and had installed multiple air monitors in air supply systems and one outdoor air monitor by October 2025. The project aims to achieve full RESET Air accreditation by early 2026.

Prioritising wellness in the LANDMARK ATRIUM Renovation Project

After renovations are complete, the LANDMARK ATRIUM is aiming to achieve the highest standards of occupant wellbeing and indoor environmental quality. Advanced air quality sensors are being installed throughout the building, continuously monitoring temperature, humidity and pollutant levels, enabling real-time adjustments to ventilation systems and other environmental controls.

Pre- and post-intake filters have been installed in the MVAC system to remove any airborne particles and contaminants and maintain optimal indoor air quality.

Natural materials like stone and wood and eye-catching works of art by culturally significant local artists create an organic and harmonious visual environment; while a large water fountain at the centre of the shopping mall enhances acoustic comfort and the ambient soundscape through the sounds of flowing water. Background noise is minimised by using quieter HVAC equipment and through the careful placement of other noise-generating equipment.

Tenant Engagement

To function effectively, green buildings require green-minded occupants. As we seek to encourage behavioural change, our tenant engagement strategies focus on environmental awareness and knowledge sharing. We are also committed to ensuring that our tenants mirror our commitment to keeping our properties safe and healthy and that they promote the physical and mental wellness of our tenants and their customers.

We conduct tenant satisfaction surveys at all offices and retail properties under our operational control every one or two years to monitor our progress. These surveys cover various topics such as facility management, maintenance, safety, and customer service. The surveys seek to understand our strengths and where we can make improvements, thus helping us progress towards our health and wellbeing target of achieving WELL certification standards (or equivalent) for 100% of our existing leasing portfolio. In 2025, we conducted tenant satisfaction surveys across our Singapore portfolio, China portfolio and South Asia Portfolio. The results revealed an overall tenant satisfaction rate of 93.58% – a high level of satisfaction.

2025 Achievements

HONG KONG

The TSPP evolves into the SPP

In 2025, our successful Tenant Sustainability Partnership Programme (TSPP) evolved into the Sustainability Partnership Programme (SPP). This evolution was shaped by tenant feedback, which included requests for more structured engagement, simplified processes and clearer incentives. The revamp, which includes two involvement tiers, Lite and Elite, and an extension to our F&B tenants, aims to further increase participation, enhance impact and better align with tenant needs and sustainability goals and create a fully integrated ecosystem where environmental and social action is embedded throughout our portfolios.

As with the TSPP, the SPP is a non-binding voluntary programme based on the concept of a green lease, with objectives and principles that rely on the commitment and good faith of all participants. The SPP's objectives include:

- Accelerating sustainable business outcomes for tenants and landlords;
- Sharing environmental data, such as electricity and water consumption figures, to achieve continuous improvements; and
- Establishing a network for strategic initiatives and partnerships.

Tenant Engagement

Participating tenants who fully engage with the SPP can unlock measurable business and environmental value[1], including:

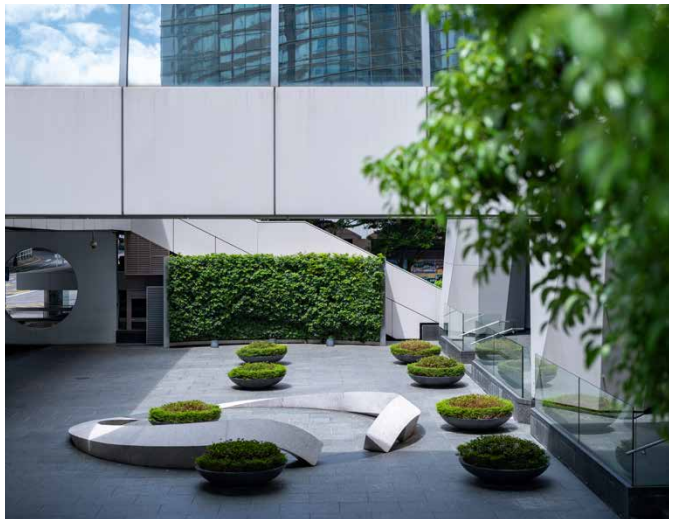
- Saving up to HK$36 per sqm. in utility costs
- Cutting energy use by 10%
- Reducing carbon emissions by 10%
- Lowering water consumption by 28%
- Boosting waste diversion rates by 77%
- Enhancing employee wellbeing
- Driving positive social impact by joining gift-matching and volunteer initiatives

The SPP was initiated across our Hong Kong properties in November 2025.

Internal Sustainability Training

2025 saw the launch of a Hong Kong portfolio-wide sustainability leadership programme designed to grow our sustainability and ESG competencies, and inspire strategic thinking among all Hongkong Land colleagues.

The seven-week training course was a mutual effort organised across several departments –Property Management, People & Culture, Community Partnerships & Impact (CPI), Technology, and Sustainability. A total of more than 200 training hours were delivered in 2025, and it is hoped the programme will expand further in the future.



Green Fit-out Guide Revamp

Our popular Green Fit-out Guide was given a revamp in 2025, providing more green fit-out elements that are applicable to tenant fit-out works. The guide was also extended to the retail sector.

The Green Fit-out Guide now provides a list of sustainable measures and initiatives tenants and their design and construction teams to consider during fit-out. It can also serve as a reference manual for all tenants for any fit-out projects.

The Guide was designed making reference to several local and international green building certifications, namely, BEAM Plus Interior, WELL certification standards and LEED Interior Design and Construction for Commercial Interior Gold ratings.

CHINESE MAINLAND

Circularity at The Ring, Chongqing

The Ring, Chongqing established a sustainable "resource-product-brand" closed loop this year, offering a unique green operations model for the industry. The mall's property management team took green waste from existing vegetation, including cherry blossoms, rosemary and soapberries, turning it into valuable gift items like bookmarks, bracelets and natural cleaning supplies. The team used traditional methods and technology to extract natural saponin from soapberries to create hand wash and handmade soap; and used soapberry pits to make simple yet elegant bracelets.

The team also partnered with the mall's Landscape department to harvest and pre-process rosemary from around the property. During tenant satisfaction visits, after interviewing the store managers, we presented them with a package of fresh rosemary as a "surprise gift from nature", helping underline our circularity philosophy and our attentive tenant service.

These meticulously crafted products symbolise the mall's commitment to circularity and sustainability.

Note:
1. These values vary across tenant sectors such as office, F&B and retail, and are subject to the assumptions and implementation methods of each initiative.

Tenant Engagement

SOUTH ASIA

SINGAPORE

Hongkong Land collaborated with Eco-Business on a one-day workshop called "ESG Outlook 2025 – Sharpening the ESG Focus", covering sustainability risks and trends, climate transition financing and the evolving regulatory landscape as seen through a sustainable finance lens. Held at Bayspace at Marina Bay Financial Centre Tower 2, the workshop attracted several dozen Corporate Sustainability Officers and ESG practitioners. The speakers shared practical insights based on their own experiences in ESG leadership roles, and the participants actively engaged in a masterclass and panel discussion.

INDONESIA

WTC Jakarta partnered with three tenants this year on various initiatives to promote sustainable lifestyle habits. At a blood donation drive, we enacted a "no plastic" rule when offering refreshments; we offered a discount on food and beverage products to customers bringing their own reusable containers to an F&B outlet; and held a "No Hair Goes to Waste" event at a newly-opened salon in the mall, with proceeds going to charity.

Tenant Programmes

HONG KONG

WOMEN in CENTRAL 2025

Part of our efforts to build a connected community and promote equality across our business involves facilitating conversations that matter with our tenants. In 2022, we created WOMEN in CENTRAL, a programme to bring together tenants with different gender identities through events, information sessions and casual gatherings with the intention to educate, connect, give back, and build community within the Central Portfolio.

In 2025, WOMEN in CENTRAL continued to empower and inspire professionals through a series of five impactful events – three panel discussions and two brain trust sessions – focusing on leadership, wellbeing, career development, placemaking, and sustainability; engaging over 200 participants in total.

Lead, Grow, Thrive: Strategies for Career and Leadership Success

In collaboration with JSM, this session featured Lance Tanaka, an international coach and Managing Director of Lance Tanaka Group, who shared strategies for career growth, effective leadership, managing conflict and change, authentic management, and leadership through a gender lens.

Balancing Act: Wellbeing in High-Pressure Careers

In partnership with tenants White & Case and Ontario Teachers, this panel discussion focused on maintaining mental health and wellbeing in high-stakes careers. Speakers offered insights on navigating personal and professional roles, rethinking mental health and practical strategies for balancing ambitions with personal responsibilities.

Next Gen Rising: The Power of Building Business Development Skills

This session explored the importance of business development to career success. The panellists shared

Tenant Engagement

real-world insights, debunked common misconceptions and emphasised the value of networking, giving the attendees tools to build a strong network and elevate their professional presence.

Brain Trust Sessions on Placemaking and Sustainability

Two brain trust sessions held in 2025 focused on innovative approaches to placemaking and sustainability, fostering collaboration and idea sharing. One session focused on feedback from tenants regarding the revamped Sustainability Partnership Programme and their current sustainability priorities.

Earth Week Sustainable Living and Waste Awareness Workshops

During Earth Week in April 2025, we arranged two tenant engagement workshops for office tenants, one focusing on sustainable living and the other on waste awareness. During the workshops, we shared Hongkong Land's successful sustainability initiatives in the Central Portfolio, discussed and then analysed the tenants' operational patterns, suggesting potential green energy and waste management practices the tenants might want to adopt. We also arranged an interactive "Recycle Right" engagement workshop to introduce participating tenants to best recycling practices.

SINGAPORE

BayGreen Engagement Series

The popular BayGreen Engagement series returned in 2025, adding an experiential "learning journey"

component. By combining knowledge-sharing with experiential learning, the series empowered tenants to adopt actionable sustainability practices in their workplaces.

Sustainability Awareness Talk (March 2025)

This session, featuring presenters from the Singapore Environment Council and STRIVE by STX, gave participating tenants insights on eco-certification, green energy strategies and renewable energy certificates through case studies showcasing green building designs, smart energy systems, green leasing, and super-low-energy buildings powered by renewable energy. The event concluded with a visit to the Keppel Seghers Waste-To-Energy Plant.

Sustainability Awareness Talk (July 2025)

Presented in partnership with FairPrice Group and the Singapore Environment Council, this session brought together tenant professionals and sustainability advocates who explored green supply chains, eco-labelling and local sustainable food production. The talk was followed by a behind-the-scenes tour of Nippon Koi Farm's aquaponics facility, exploring how koi fish and hydroponic vegetable farming can coexist in a closed-loop system.

Sustainable Finance Forum (August 2025)

Held in collaboration with CGS International Securities, this session, called "Unlocking Capital for Impact Through Blended Finance" attracted 57 participants and featured a panel discussion with thought leaders on how blended finance can catalyse climate action across ASEAN.

INDONESIA

WTC Jakarta held several tenant engagement events during the year, including two WTC "Executive Breakfasts" – invitation-only events that were attended by high-ranking tenant executives. At the first event in May, we highlighted developments in the economic and financial sectors, while in the September session, participants discussed green financing and the low-carbon economy.

In October, we invited tenants participating in the Paper to Tree programme to share their feedback about the initiative and how we can jointly make improvements. We also discussed the paper cycle, the journey from tree to a finished product, how to give paper a second life, and the various environmental impacts of the paper industry.

Data Privacy and Cybersecurity

Hongkong Land is committed to continuously strengthening our cyber defences. We have developed a robust cybersecurity programme, performing regular vulnerability assessments and penetration tests, arranging regular security awareness training and phishing testing, and other initiatives designed to reduce cybersecurity risks.

Our Information Security Policy governs all customer data. It ensures that personal information is being collected, shared and used in appropriate ways. We partner with an ISO 27001-accredited managed security service provider that provides comprehensive managed security services, including managed detection and response services, through their security operation centres. This strategic partnership is strengthening our cyber defences and improving our ability to protect data and detect and respond to cyber threats. All employees, new and existing, must complete information security awareness training.

In 2025, we continued to strengthen our security awareness training programme, reinforcing our commitment to safeguarding the confidentiality and integrity of information assets. The programme achieved a 97% completion rate across all regions, with staff providing an average content quality rating of 4.9 out of 5. Regular phishing simulations were conducted quarterly during the year, and targeted campaigns were introduced for high-risk roles. These efforts resulted in a phishing test failure rate of under 3.5%, reducing the risks of credential compromises.

As mandated by our Information Security Policy, phishing tests must be conducted quarterly by all employees. Employees who fail a phishing test are required to complete additional phishing awareness training within one month. Metrics such as "phishing-prone" percentages are tracked and reported to management as part of training effectiveness analysis.

We also continued our semi-annual updates to our business contingency plan and incident response procedures in 2025, with the latest update completed in December. All critical systems underwent rigorous resumption testing, followed by a phased restoration of systems and data to validate recovery processes.

Consistent with our governance framework, all IT systems were audited by an external auditor during in the fourth quarter of the year, ensuring compliance with regulatory and internal standards. Annual penetration testing was also conducted in November 2025, including re-tests for major applications following architecture changes, to confirm remediation of prior findings and validate our security posture. These measures continued to reinforce our abiding commitment to operational resilience and cybersecurity risk management.

We adopt a governance-led approach to the responsible use of AI, embedded within its information security, risk management, and data governance policies. Where AI tools are used, users are informed by distinct labeling when content or outcomes are AI-generated or AI-assisted, with accountability remaining with business owners. Business solutions with AI components are periodically reviewed to assess performance and continued relevance, while AI capabilities are subject to periodic review for enhancement or de-prioritisation due to privacy risk or bias.

Data Privacy and Cybersecurity

2025 Achievements

Regional security unification for cybersecurity resilience

Hongkong Land unified our cybersecurity operations across Hong Kong, the Chinese mainland and Southeast Asia in 2025 through a third-party Security Operations Centre (SOC) provider. The SOC uses Google SecOps, an AI-powered platform that provides real-time threat detection, incident responses and log correlations. This uniform SOC coverage ensures consistent threat monitoring and response across all Hongkong Land regional offices. The initiative was led in partnership with JSC, our parent company's cybersecurity team, that uses skilled offshore cybersecurity professionals to support security operations.

By the end of the year, Google SecOps was logging over two billion events per month, giving improved visibility over our security activity. Monthly council meetings now include SOC performance reviews, along with other emerging security topics as part of our robust cybersecurity governance.

In recognition of Hongkong Land's excellence in cybersecurity awareness and practices, we were listed in the Diamond Tier of the HKIRC Cyber Security Staff Awareness Recognition Scheme 2025.

Supply Chain Management

Hongkong Land's supply chain is comprised of a large network of suppliers, vendors and contractors that provide goods and services to support our developments. As set out in our Supplier Code of Conduct (SCoC), we are committed to minimising, controlling and reducing our impact on the environment and to being a positive influence on our operating communities.

Suppliers are required to comply with all applicable laws related to labour and environmental practices and should confirm their compliance with the SCoC and our Sustainable Procurement Policy. The SCoC covers governance aspects and minimises the risk of negative impacts related to corruption, bribery and anti-competitive practices. Hongkong Land incorporates the SCoC into our agreements with third-party suppliers, vendors, and contractors, mandating their compliance. Engaged parties are required to promptly report any suspected violations of this Code to the designated Hongkong Land representative. In 2025, we co-ordinated with our Legal department to update the terms and conditions of contracts and purchase orders, formally incorporating Supplier Code of Conduct requirements into these documents.

Several updates to our SCoC have been made over the years, with sections added on conflicts of interest, confidentiality, personal data privacy, freedom of association, and the right to collective bargaining. Details on anti-bribery, human rights, health and safety, and the environment have also been enhanced.

Suppliers are obliged to provide evidence of their environmental certifications and policies during the tendering process for our review and consideration. Pre-qualification criteria for new tenders for main contractors and Tier one vendors include obtaining ISO 14001 and ISO 45001 certification. If suppliers cannot fulfil the minimum ESG requirements within a set timeline, they are excluded from the contracting process. When selecting suppliers, we assign a weighting to each supplier based on their ESG performance. For example in Hong Kong, we adopted ESG weighting when selecting a new cleaning service provider. Suppliers with better ESG performance are preferred in the supplier selection and contracting processes.

Supply Chain Management

Supplier assessments

Hongkong Land began implementing a supplier screening assessment programme in 2022 to support our supplier ESG programme. Our Board of Directors and executive management oversee the implementation of this programme, which involves identifying suppliers that use sustainable work practices and legal labour and safety practices as well as the implementation of both desktop and on-site supplier assessments on some selected unique significant suppliers in Tier one.

During the assessments, acceptance of Hongkong Land's SCoC and Sustainable Procurement Policy is required.

We consider country-, sector- and commodity-specific risks during the screening process to identify significant suppliers that are subject to more vigorous supplier assessment, development, risk assessment, mitigation, and remediation measures. This minimises any potentially negative environmental, social, governance, and business relevance impacts related to, but not limited to, labour, emissions or pollution, cybersecurity, corruption, bribery, conflicts of interest, or anti-competitive practices. For our raw material suppliers, we especially monitor the quality of their supplies. Sustainable Procurement Guidelines for the Central Portfolio were rolled out in 2025. Sustainability prequalification measures were enacted as part of the generator replacement project, with ISO certification being made a prerequisite for all tenderers.

Business relevance considerations are also considered, and are determined through questionnaires. Our supplier selection requirements are stated in both the supplier screening questionnaire and in the relevant screening procedures. Tenderers that are shortlisted are selected after considering their business relevance, specialist capabilities, tender limits, the estimated workload, and past performance on specific tender-related criteria. Other environmental, social and governance-related factors are also taken into account during the screening process.

Hongkong Land staff are trained on their supplier ESG programme roles. Our Property Development team holds monthly departmental meetings to brief colleagues on the status of supplier screening exercises and the percentage of unique significant suppliers with ISO certificates. We also provide briefings and information to our unique significant suppliers about our ESG programme and its requirements, with the aim of supporting our unique significant suppliers as they build capacity and improve their ESG performance.

At the same time, our new long-term incentive plan (LTIP) links the performance of certain executive staff to our sustainability performance. Under the LTIP, a significant portion of executive compensation is linked to various sustainability performance criteria. This aligns executive incentives with the Group's climate goals.

Supply Chain Management

We regularly review the performance of 1604 unique Tier-1 suppliers on a per job basis. If suppliers experience a workplace incident or accident, we have a supplier demerit point system in place. If any supplier is found to be in non-compliance with our SCoC, they will be put on a watch list for three months, during which time the supplier in question is required to take corrective action and rectify their non-compliance. We provide support and guidance to suppliers on how to implement the corrective action(s), and allow suppliers three months to respond. If, without good reason and depending on the severity level of their non-compliance, the supplier is unable to make these rectifications within three months, they will be suspended and not permitted to bid for any Hongkong Land job until their non-compliance is rectified.

Supplier meetings and briefings are organised to address any misconduct or non-compliance issues, and identify any emerging concerns from projects. We also invite top-performing suppliers to supplier meetings to share their plans and insights on sustainability. At the same time, we host workshops for unique significant suppliers to discuss various sustainability issues, for example, health and safety, carbon reduction, and practical data allocation to support Hongkong Land's sustainability targets. To ensure the safety and quality of our new buildings, our Property Development team will conduct quarterly meetings with suppliers and contractors to ensure all products meet industry standards. We believe that these supplier meetings increase our ESG impact and ensure that the quality of products provided by vendors meet Hongkong Land's standards, as they allow us to work closely with our suppliers to achieve sustainable operations.

Supplier assessments are carried out on an annual basis. The worst-performing suppliers will be disqualified from new tenders until their performance has been re-assessed and found to be satisfactory. We continued to carry out annual supplier assessments for all unique significant suppliers in 2025.

Across our operations, our suppliers are divided into Tier one and Tier two categories. Tier one suppliers are our active suppliers. Our top spending suppliers are also known as critical suppliers. We regularly monitor our Tier one suppliers and request that they disclose their environmental, health and safety (EHS) certification status. In 2025, we spent 93% of our annual spending on contractors or vendors certified to recognised EHS standards, namely ISO 14001 and ISO 45001. We aim for this figure to be 100% by the end of 2030.

To monitor our suppliers' ESG performance in 2025, our Property Development and Property Management teams conducted assessments on 929 unique significant suppliers. We considered environmental, social, governance and business relevance criteria in our screening process for 929 unique significant suppliers. These were conducted via supplier desk assessments, where evidence provided by suppliers is verified, and on-site assessments are carried out by our employees. Additionally, 100% of new suppliers were screened using environmental criteria and 100% of new suppliers were screened using social criteria. We identified that 165 suppliers had actual or potential negative impacts, with 64% of them agreeing to perform correction actions through an improvement plan.

In 2025, we terminated 60 suppliers that had significant sustainable development-related negative impacts. We supported 105 suppliers in implementing corrective actions by providing guidance. This translates to 64% of suppliers with significant negative impacts receiving support.

To further improve suppliers' ESG practices and performance, 359 suppliers strengthened their knowledge through a capacity-building and development programme, such as trainings on the implementation of Hongkong Land's Sustainable Procurement Guideline, etc. including 43% of our unique significant Property Development suppliers. In Singapore, Raffles Quay Asset Management held a series of workshops that engaged 11 suppliers classified as "Tier one significant".

Supply Chain Management

Human Rights Due Diligence Process

Hongkong Land implements a human rights due diligence process, which includes requesting that suppliers include an identity and visa status check during their recruitment process to prohibit the use of child or forced labour, as well as keeping records of wages and work hours to avoid salary arrears in all our workplaces and project sites.

As stated in our Human Rights Policy, Hongkong Land is committed to adhering to the basic Universal Declaration of Human Rights in both our internal operations and all projects in which we invest, in order to prevent human trafficking, forced labour, child labour, and discrimination; and to uphold freedom of association, the right to collective bargaining and equal remuneration. The policy applies to employee relationships and working conditions, client and commercial business engagements, and the selection of suppliers, vendors and contractors, contracts, and relationships.

Human Rights Mitigation and Remediation

We identify human rights risks in our value chain and other activities related to our business by several means. We conduct screening exercises on suppliers, vendors and contractors, requiring them to complete a questionnaire and/or acknowledge compliance with our SCoC, thus agreeing that their company is committed to prohibiting any potential human rights issues with their employees and partners, including child labour, discrimination, forced labour, human trafficking, and issues related to hours of work, compensation, local communities, housing, and health and safety issues.

Hongkong Land monitors the media for any potential violations of our SCoC, regulations and laws. In the event of any identified violations, we promptly escalate the matter to our executive management or department heads, as well as our legal team. They assess the severity of the issues and determine the most effective approach to address the violation(s), which may include issuing legal letters as necessary.

We also conduct assessments on our Tier one and non Tier one suppliers at least every three years, to assess any potential human rights issues as mentioned above. Assessment data shows the total risks identified and risks with mitigation actions taken, alongside a disclosure that there have been no violations of human rights issues. Mitigation plans include risk reduction measures such as suspension of bidding and blacklisting of suppliers.

The terms of contracts signed with our value chain partners, including suppliers, contractors, service providers, and other business partners, include human rights-related requirements.

We have institutionalised a mechanism for reporting and remediating all human rights violations through our Whistleblowing Policy. Our policies allow all our stakeholders, including our employees, suppliers, customers, business partners, and communities to report any human rights-related concerns. All reported allegations are addressed, and we strive to take action on any human rights issues within 20 working days of the occurrence of the incident, and resolve any report within 90 calendar days. All substantiated violations are taken seriously and dealt with according to the severity of the violation, with options including the termination of employees and cessation of business contracts. We also request that suppliers provide details of any remedial action taken to confirm their compliance with our SCoC, including addressing any human rights issues.

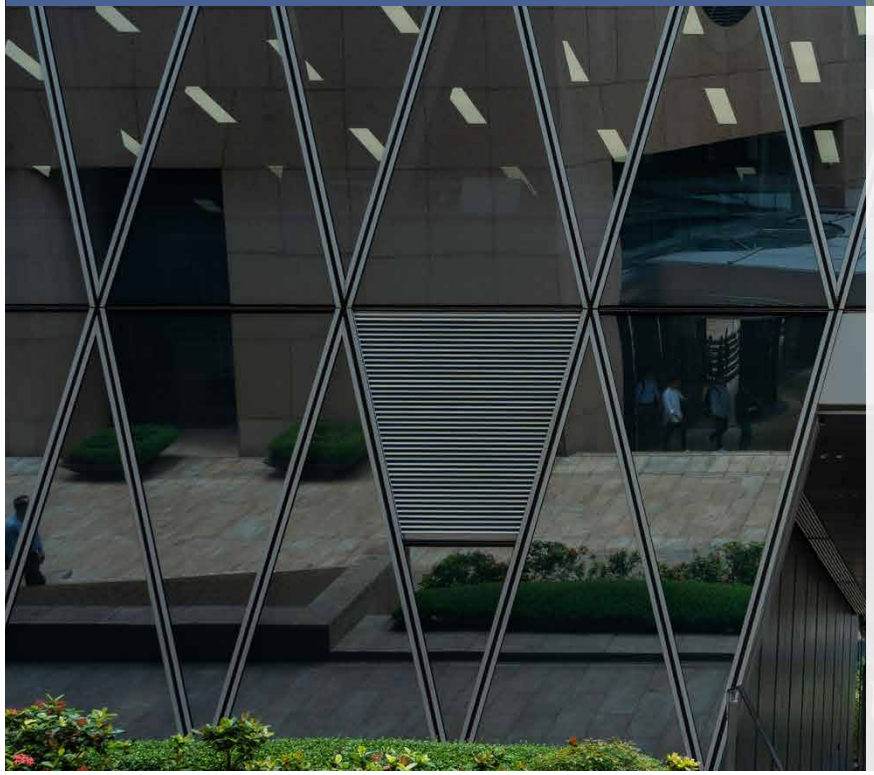
Human Rights Assessment Data

No human rights related risks were identified in our 2025 Human Rights Assessment.

Supply Chain Management

Sustainable Procurement Policy for Property Development

Hongkong Land's Environmental, Social and Governance Policy for Property Development prioritises products that have Environmental Product Declarations, health product declarations or other types of required health and environmental disclosures.



We seek to purchase products from socially responsible sources, wherever possible. We also consider environmental and social impacts over the full product and service lifecycle and consider and apply lifecycle costings of products and services where possible. We also:

- Avoid "red listed" or prohibited building materials or ingredients that pose serious risks to human health and the environment.
- Assess suppliers, vendors and contractors based on their environmental performance, with preference given to those that that adopt internationally recognised management systems and guidance related to sustainability.
- Require suppliers and contractors to follow green procurement guidelines when procuring materials and supplies – for example low embodied carbon materials and recycled materials.
- Periodically conduct on-site visits of critical suppliers and contractors to monitor compliance.
- Undertake periodic evaluations of supplier and contractor performance.
- Encourage suppliers and contractors to adopt a best practice approach to environmental, health and safety, human rights and labour policies, business ethics, and community issues.
- Communicate any Hongkong Land Environmental, Social and Governance ("ESG") Policy and green procurement guidelines updates to suppliers and contractors.
- Enable continuous improvements in sustainable procurement by regularly reviewing the policy to ensure alignment with our SCoC, avoid potential conflicts with ESG requirements and implement up-to-date sustainable technology measures.

Supply Chain Management

2025 Achievements

HONG KONG

Sustainable Procurement Charter membership

Hongkong Land is a member of Green Council's Sustainable Procurement Charter which supports the development of sustainable procurement throughout Hong Kong. We engage with Green Council and other charter members to develop objectives for sustainable procurement which align with the industry's needs and goals and address environmental issues in the supply chain.

Our green procurement specifications stipulate that we purchase green stationery items, including printing paper, alkaline dry batteries, sticky notes, correction fluid, and glue, which we continued to purchase in 2025. We also continued to adopt FSC standards for printed stationery and paper goods including toilet tissue and paper hand towels.

We conducted company-wide training on green specifications this year, as we continued to develop our sustainable procurement practices. The training was provided to our technical service and building operation buyers on the Property Management team, with 94 participants of different grades and with different buyers participating. This training gives our buyers a better working knowledge of potential environmental impacts encountered during the procurement process and how to select goods with green and sustainable materials.

Prince's Building Podium Conversion certified by RESET Embodied

RESET Embodied is a new data-driven standard that evaluates the health, safety and ecological performance of building materials and products in projects. RESET Embodied-certified materials fulfil stringent requirements on sourcing, transparency, relevance, specificity, and data reporting requirements. These products are verified through various standards including Environmental Product Declarations (EPD), Health Product Declarations (HPD), Cradle-to-Cradle certifications, and others.

The PBPC project gained RESET Embodied certification in 2025. By meeting this standard, the project has reduced its embodied carbon, created a sustainable and circular supply chain and heightened safety standards for building occupants. The PBPC project includes over 60 materials with green labels. Of these materials,

- 20 have EPDs
- 12 have HPDs or Cradle-to-Cradle certificates
- 30 have VOC content reports
- 16 have VOC emission reports
- 100% of wood is FSC certified

CHINESE MAINLAND

Promoting green assurance in the procurement process
In 2025, our Chinese mainland Procurement Department began adhering to the new Hongkong Land Chinese mainland Property Supplier Management System which requires suppliers to hold certifications such as those issued by ISO. These ensure that our primary suppliers meet official national or international green standards.

Suppliers shortlisted for engineering renovation projects with a single project amount of no less than RMB100,000 are required to possess ISO certification and other three system certifications.

Supply Chain Management

Comprehensive training for cleaning service providers

The JLC Property Management team implemented a number of enhanced requirements and intensified training for project cleaning contractors in 2025. These measures included:

- The use of safe cleaning agents – Certified neutral cleaners were made mandatory, with strongly acidic or alkaline products prohibited to minimise health and environmental risks.
- Science-based dilution management – Cleaning agents are precisely diluted using dispensers in storage areas, and staff are given pre-mixed solutions before use.
- Regular training sessions – These sessions, conducted every quarter cover chemical hazard handling, spill response, cleaning procedures, proper personal protective equipment (PPE) use, and safety measures involving hazardous material exposure.
- Safety documentation – The use of material safety data sheets was made mandatory for all chemicals with a clear hazard identification.
- Energy and water conservation – Clear protocols were established to reduce resource consumption during cleaning operations.

Calculating sustainable procurement

One of Hongkong Land's 2030 targets is to have our subsidiaries attain a sustainable procurement rate of 30% by 2030. As of late 2025, Century Land and WE City had sustainable procurement rates of 43.63% and 45.89% respectively.

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SINGAPORE

Implementing a Vendor Code of Conduct

As part of Raffles Quay Asset Management's commitment to the United Nations Global Compact's 10 principles, we began incorporating a Vendor Code of Conduct (VCoC) into our business strategies, policies and company culture. By the end of 2025, 76 new vendors had signed the agreement. The VCoC requires all vendors to comply with applicable legal requirements and adhere to its key principles, which encompass labour practices, environmental responsibility, business integrity and ethics, and health and safety.

Operational Excellence

Outstanding people are critical to Hongkong Land's ability to deliver best-in-class services to our tenants and customers. We aim to sustain an inclusive, high-performance work culture that caters to the expectations of our people; and we prioritise the health, safety and wellbeing of all our employees. We are also committed to maintaining and improving robust corporate governance and risk management practices. The following programmes and initiatives also cover our contractual and part-time employees, although these colleagues are ineligible for certain types of benefits and performance management.

Talent Attraction, Retention and Development

Attracting and retaining the right people is essential to providing excellent hospitality, services and value to our customers and to becoming an industry leader. Our talented and dedicated employees consistently demonstrate our corporate values and exemplify our commitment to developing our communities and future-proofing our business for the generations to come.

Hongkong Land recruits a diverse array of talented people from a variety of backgrounds, regardless of their gender, sexual orientation, cultural background, or ethnic group. Our recruitment process is designed to embrace candidates from all walks of life, including ethnic minorities, individuals in recovery from poor mental health and people with disabilities. To leverage their unique backgrounds and skillsets, we create specific roles to enhance their experience and on-the-job learning.

Fair compensation

We provide a fair and competitive compensation and benefits package for employees at all levels, that aims to attract, retain and reward high-performing employees at all levels. The package reflects individual contributions, performance and accountability and contributes to the Group's financial sustainability. Hongkong Land also provides support for degree programmes and certifications for all employees.

To ensure that every team member is synchronised with our business trajectory and to encourage an environment of transparent dialogue, Hongkong Land has a suite of initiatives to drive a two-way communication model. This dynamic information exchange includes top-down dialogues which ensure that our strategic vision and goals are clearly conveyed, and bottom-up feedback channels that invite insights and opinions from those on the front lines of our operations. To optimise flexibility, we have introduced check-in sessions and agile conversation to ensure that continuous conversations take place throughout the year. Team members are able to choose their preferred format – a quick coffee chat to briefly discuss objectives and behaviours, or a longer, more formal discussion.

Talent pipeline development

We identify front-running employees for nomination into our key talent pool through our talent review process and our talent pipeline development strategy which forecasts hiring needs and actively develops new talent pools. Employees identified as front-runners are primed to ascend the leadership ladder and step into senior roles in the future. This succession planning is performed at multiple levels and across roles. To understand the aspirations of these key talents, we engage in individualised conversations that chart their career trajectories. From discussing their ambitions to drafting custom development blueprints, every conversation aims to align their personal growth with our organisation's objectives.

Our STARS programme is part of our commitment to develop key future key talent. This is a group of top early-career talented people from the Chinese mainland that are chosen to undergo a bespoke three-year training experience. STARS participants benefit from business simulations, project site visits, internal rotations, mentorship with executives, and an annual camp to transform and accelerate their careers.

In 2024, we comprehensively reviewed our recruitment process to enhance inclusivity, focusing on age, gender and disability. We scrutinised each step of the employee journey, from job requisition to pre-onboarding, after which we proposed several improvements: Publicly sharing our IE&D statements in job advertisements; adding a feature allowing managers to actively choose candidates with different abilities; and partnering with NGOs to source diverse talent. We also committed to providing targeted training for our People & Culture team and all managers, aiming to empower them to champion inclusivity with confidence and expertise.

Talent Attraction, Retention and Development

2025 Achievements

Performance & Development

Multi-level strategy and values engagement

Hongkong Land's new strategy and values were launched in late 2024 via a comprehensive communication plan. To ensure full understanding and alignment with these values, we conducted company-wide townhalls and leader-led sharing sessions on our new direction throughout 2025.

Department leaders followed up by hosting their own sessions that connected the new strategy and values to specific business unit goals. We also hosted dedicated educational sessions focused on our core business and key financial drivers. This multi-layered approach has helped to deepen employee engagement, foster a unified understanding of our priorities and embed these values into our daily operations.

Driving a culture of performance excellence

Hongkong Land completely redesigned our performance management framework in 2025. In a company-wide strategic alignment, we developed a list of objectives for the senior leadership team before cascading them through the organisation to ensure every employee in instilled with the same core priorities. We then held mandatory calibration sessions for all departments heads, establishing a common language for performance and mitigating bias to guarantee fairer outcomes.

This alignment also embedded company values into performance evaluations, meaning that the company now actively reinforces desired behaviours and is engaged in building a more united, positive and ethical company culture. Staff are evaluated fairly based on their personal contributions, which builds trust and provides reliable data to make critical decisions about promotions, development and succession planning.

Our new performance management mechanism is designed to be relevant to each employee, cascading from the Group's strategy down to the individual level and driving end-to-end performance goals. Appraisal reviews are conducted for all employees annually. To optimise flexibility, we have introduced check-in sessions and "agile dialogue" to ensure that continuous conversations take place throughout the year. Team members are able to choose their preferred format – a quick coffee chat to briefly discuss objectives and behaviours, or a longer, more formal discussion.

Training and development needs are also embedded into our performance management cycle, encouraging all staff to discuss their career and development plans with their manager. To supplement this, our merit-based employee recognition programme bolsters the system by celebrating individual brilliance and team resilience.

To strengthen leadership accountability and align individual performance with our long-term strategic vision, we also implemented a structured, team-based performance appraisal framework for senior leaders. This model ensures that 50% of each leader's performance objectives are directly tied to collective company-wide outcomes. Key metrics include corporate financial performance, core strategic goal attainment, brand reputation management, and operational excellence initiatives. This integrated approach ensures that leadership incentives are harmonised with our broader sustainability and stakeholder goals, reinforcing a culture of shared responsibility and driving cohesive progress.

We also revamped our short-term staff incentive plan to create a transparent formula linking performance ratings and monetary rewards. This motivates staff to pursue and achieve business-critical objectives.

Leadership Development

The Hongkong Land leadership integration process accelerates how we onboard new leaders. This process was adjusted in 2025 – we now gather team perceptions via a questionnaire and conduct interviews with

Talent Attraction, Retention and Development

new leaders to understand their perspectives. This feedback is then shared in a facilitated session. This combined approach builds trust, aligns expectations and establishes effective collaboration from the outset, ensuring a smoother transition for everyone.

We also created a new leadership competency model that clearly defines exceptional leadership. The model provides a detailed framework outlining the skills, behaviours and mindsets required for success in leadership roles at all levels. Communication of the new model commenced in 2025, laying the foundation for its future integration into our core People and Culture practices.

Leadership Engagement Series

This series of events strengthened organisational alignment, built trust and enhanced connectivity among leaders and employees across regions by focusing on fostering transparent communication, enabling cross-regional networking and creating opportunities for shared learning.

A leadership offsite event brought together around 100 leaders to align with strategic priorities. The agenda featured a business update from the CEO, followed by an in-depth review of the internal investment strategy by the Chief Investment Officer. A panel of key external investors shared critical market insights, while another session focused on reinforcing organisational leadership standards through a detailed briefing and cross-level dialogue on the updated Leadership Competency Framework and its associated expectations.

Another "Engaging with EDs" initiative was held in October and November, fostering direct dialogue between managers and senior leaders. Twelve informal coffee sessions and 12 happy hour sessions facilitated these interactions, that engaged 133 participants in total, representing 90% of targeted managers. The series received highly positive feedback from respondents.

Long Term Incentive Plan

The Hongkong Land Long-Term Incentive Plan (LTIP) was officially enacted in 2025. This important component of our rewards framework aligns the long-term interests of our leaders with those of the company and its shareholders. By linking a significant portion of executive compensation to shareholder returns and various sustainability performance criteria, the LTIP fosters a culture of ownership and strategic focus. In terms of climate-related considerations, Scope 1 and 2 greenhouse gas emissions reductions are factored into executive remuneration, aligning executive incentives with the Group's climate strategy and goals.

Employee Learning and Development

Personal support with Skillsoft

This year, we reactivated our Skillsoft platform, providing employees with on-demand, flexible learning on any topic, supporting development anywhere and at any time. To ensure effectiveness, the platform is complemented with personalised one-on-one support sessions that help staff create tailored development plans that align with their goals.

We also grouped employees into learning cohorts, fostering a collaborative environment where participants can share insights, challenges and best practices, enriching the learning experience with peer-to-peer support. The participants reported greater clarity on new topics that produced measurable productivity gains. Its success also created positive internal advocacy, with participants encouraging other colleagues to join. Skillsoft has helped spark a continuous learning culture and growth mindset that is essential for our future.

Sustainability Video Series

We launched the Hongkong Land Sustainability Video Series in 2025. The ten-episode series highlights the

Talent Attraction, Retention and Development

four pillars of our Sustainability 2030 Strategy: Climate & Economic Resilience, Inspirational Connections, Operational Excellence, and Vibrant Communities & Cities. Each episode features Hongkong Land colleagues discussing how their work relates to our sustainability agenda, helping every staff member understand what sustainability in action looks like.

The series has helped standardise understanding across departments, reducing project onboarding time for green initiatives. Its relatable, colleague-led format has also improved the efficiency of internal communications, leading to a rise in staff-submitted sustainability ideas that have directly contributed to operational improvements and community projects.

Property Management Sustainability Leadership Programme

This 11-week ESG education initiative was designed to improve sustainability understanding and engagement. This immersive learning journey examined the core components of ESG, including energy and carbon emissions, diversity and inclusion and governance structures. The programme included a practical training project where cross-functional teams analysed real-world scenarios, then developed and presented ESG strategies. By the end, the participants had an improved understanding of how they can drive sustainability in their business function and act as ambassadors for ESG across the company.

Green@HKL e-learning

Created to improve our Operations colleagues' knowledge of recycling, this informative five-video series covered the practicalities of paper, plastic, food waste, metal, and glass recycling. This educational resource is a key step towards creating and deepening a culture of responsible waste management within Hongkong Land. The initiative contributed to improving the overall waste diversion rate to 47% across our portfolio this year.

REThink Conference attendance

The annual ReThink Hong Kong conference is Asia's largest climate action and sustainable business solutions event. This year, Hongkong Land sponsored several colleagues' attendance at the event as a strategic investment to catalyse innovation and maintain our industry leadership. Our representatives gained exposure to global best practices and emerging trends – knowledge that they can use to implement forward-thinking strategies and add depth to our tenant partnerships.

Happy@Work

The Happy@Work initiative, launched in partnership with Employers' Federation of Hong Kong this year, focused on enhancing employee wellbeing and fostering a positive workplace culture. Through activities, wellness programmes and engagement workshops across our Hong Kong properties, the initiative aimed to boost morale, reduce stress and promote work-life balance to the 20 participating employees and their families. The initiative included mindfulness sessions, fitness challenges and social events designed to strengthen team connections and develop a more collaborative and resilient workforce.

Excellence in Performance Management coaching workshop

An "Excellence in Performance Management" coaching workshop was conducted for 16 Hong Kong department heads, covering goal setting, coaching techniques and performance review skills. Practical abilities were strengthened through role-play exercises and case study discussions. Post-event feedback indicated an increase in coaching frequency from managers and an improvement in team goal clarity.

Talent Attraction, Retention and Development

CHINESE MAINLAND

The Development Centre initiative was set up this year for construction site leaders at our Westbund Central project. Its aim was to build leadership capability and accelerate a high-performance culture that aligns with our new growth strategy. Through tailored assessment activities and a high-impact development experience, this rigorous initiative aimed to internalise behavioural expectations. Ten site managers participated, having their leadership competencies and development needs evaluated in order to facilitate individual and collective growth – giving us a clear profile of our leadership strength and helping support the long-term success of the Westbund Central project.

SOUTH ASIA

INDONESIA

We conduct regular staff education sessions to refresh colleagues' training knowledge. The topics include servicing tenants, emergency procedures and security awareness, procurement standard operating procedures, building fire protection systems, and reinstatement and construction work procedures. We also provide "healthy treats and snacks" sessions on the last Thursday of the month and fun pre-work aerobic exercise sessions every other Friday.

Human Capital Development

HONG KONG

Annual internship programme

Hongkong Land's annual internship programme reflects our lasting commitment to nurturing future talent and building a robust pipeline for the company. This year, the programme engaged 15 high school and university students. They attended a comprehensive onboarding session, followed by an immersive exploration of our property assets. The interns also met with senior leadership, gaining insights into our strategy and operations. One high-performing intern is now a full-time Hongkong Land employee, underlining the programme's ongoing success.

Engineer trainee programme

Hongkong Land enrolled as a Scheme A accredited company with the Hong Kong Institution of Engineers (HKIE) in 2025, demonstrating our commitment to developing exceptional engineering talent. We subsequently recruited two engineer trainees and over the next two years, we will guide them through a comprehensive development journey that will provide them with experience, mentorship and guidance.

Methodist Centre Career Fair

Hongkong Land participated in this annual career fair, connecting with a diverse pool of qualified candidates. Through on-site interviews, we successfully hired 25 new staff for our Building Operations team, highlighting the value of community engagement in the recruitment process.

CHINESE MAINLAND

The Stella Programme

Launched in late 2023, the Stella Programme was designed to cultivate the next generation of commercial real estate leaders in the Chinese mainland. High-potential candidates are picked to attend intensive one- or two-month exchange programmes based in Hong Kong where they learn best practices and innovative approaches from Hongkong Land's global operations and apply them in our Chinese mainland portfolio.

So far, eight participants have completed their placements, producing two property managers, one for Westbund Central; two commercial supervisors; three functional support staff, and one management trainee. The Stella Programme will continue in 2026, developing high-standard talent for our commercial properties and ensuring a sustainable talent pipeline.

Employee Development and Support

Enhanced leave benefits

Hongkong Land recognises and believes in the profound importance of family, especially during such life-changing moments as welcoming a new member. In addition to marriage leave and compassionate leave, we also want to enable our employees to spend more meaningful time with their loved ones.

We enhanced our maternity, paternity and adoption leave benefits in 2023, going beyond government regulations and requirements. Our policies now include 16 weeks of maternity leave and 10 days of paternity leave. We also held instructor-led workshops and online learning modules, run in seven languages, for all managers, with supplementary toolkits and activities to embed family-friendly behaviours in the workplace. We continued to encourage events such as the Hongkong Land Family Day, which this year welcomed around 500 carers and children and encouraged conversations, connections and support mechanisms for parents. We now also offer secondary carer leave for female colleagues whose spouse in a same-sex marriage is pregnant, embodying our commitment to a welcoming and inclusive
work environment.

Additionally, our Adoption Leave Policy grants leave based on the carer's function in the family, instead of their gender, breaking down gender stereotypes and empowering our employees to celebrate the diversity needed to drive Hongkong Land forward, which is four weeks for female staff and five days for male staff. We also provide volunteer leave to volunteers who have participated in Hongkong Land-sponsored community programmes. We regularly review employee benefits to support the health and wellness of employees and their families.

Enhanced leave benefits for working parents

Hongkong Land has upgraded our leave benefits for working parents. As of 2025, eligible working parents of children who are Singapore citizens are entitled to six days of paid child care leave per year. Parents of non-citizens are entitled to two days of childcare leave per year, in accordance with the Employment Act. Parents are eligible for this leave until the year their child turns seven, regardless of the number of children they have.

Enhanced Fitness Plans

In 2024, our Fitness Plan expanded from Hong Kong, Thailand, Indonesia, and the Philippines to include Singapore and Malaysia. In Hong Kong, the "Fitness Plan/ Exercise Class Sponsorship" now also covers "sports club membership fees" and "sports venue rental fees," offering all colleagues at all levels greater flexibility in their fitness choices. Additionally, increased budgets in Thailand, Indonesia, and the Philippines encourage more staff to participate in these programs.

Embracing digital transition programmes

With digital tools becoming more prevalent and aiding productivity in the workplace, this year, Hongkong Land began offering our employees training sessions to raise the awareness of the ethical use and security of AI and optimise their use of such tools, for example the Copilot software.

This year, the Hongkong Land Technology department organised a three-session AI training series. The sessions covered important AI-related topics such as strategic brainstorming using the Copilot tool; the essentials of using AI responsibly making reference to Hongkong Land's AI Guidelines; building a knowledge base using Copilot Notebooks to uncover hidden trends in internal OneDrive files; streamlining documentation with AI tools; making PowerPoint presentation pitch decks using Copilot and other creative AI tools; and managing stakeholders using Copilot as a communication tool. All colleagues were mandated to attend the first session of the series.

Inclusion, Equity and Diversity (IE&D)

Inclusion, equity and diversity (IE&D) concepts are vital to our daily operations. IE&D is included as a topic in training for all Hongkong Land employees. We are committed to building a diverse and inclusive workplace where everyone is respected, valued, supported, and feels a sense of belonging. During new staff orientation training, all new joiners are provided with training related to our Code of Conduct, including the topics of discrimination, harassment and IE&D, and suggestions on how to deal with such topics, should they arise, as well as the use of reporting channels.

Hongkong Land does not expect incidents of discrimination, harassment, vilification, or victimisation, but if an incident of this kind does occur or is alleged, there are established suggestions and procedures to be followed with direct supervisors and the Head of People & Culture. Should a formal complaint be recorded, a prompt and thorough investigation will be conducted, followed by a set series of procedures up to and including a review by a panel of senior executives who will decide whether to uphold the complaint and apply disciplinary procedures. All employees are encouraged to come forward with any concerns and are free to do so without fear of victimisation or penalty.

To ensure that our IE&D framework is embedded into the Group's daily operations, the eight-member Hongkong Land IE&D Steering Committee has three strategic focus areas: Gender, Disability and Age. The committee includes three executive directors and is led by a female executive director. A working committee of 12 people and 137 volunteers, appointed from across all levels of the Group, ensures that our IE&D vision and initiatives are executed and that change takes place as initiatives are driven forward.

To amplify our focus areas, three pillars have been established:

- Policy, which creates policies for a supportive workplace;
- Education Programmes that promote inclusivity; and
- Events to generate awareness and encourage discussion and discourse about IE&D.

To further drive inclusivity, in addition to providing these initiatives to all our employees, we have also made some of them available to family members, business partners and our tenants.

With respect to the gender pay ratio, Hongkong Land's Compensation and Benefits Philosophy was put forth in 2023, setting out how competitiveness relates to compensation. The philosophy covers all Hongkong Land employees and sets out a clear reviewing and monitoring process that references knowledge requirements, leadership, problem-solving skills, impact, and interpersonal skills in individual job roles and includes all genders, nationalities and ages.

We have also adopted fair pay practices that apply to males and females doing equal work or work of equal value. We have established a structured pay system that is free of sex bias and which identifies and minimises any gender pay gaps. It also provides equal employment opportunities and enhances employee engagement through IE&D-related discussions.

Inclusion, Equity and Diversity (IE&D)

2025 Achievements

International Women's Day

Hongkong Land celebrated International Women's Day across our properties. The day, themed "Accelerate Action", featured several events and celebrations, including two dynamic panel discussions aiming to inspire gender equality progress. In the first, Hongkong Land's senior female leadership gave their insights on driving change; while the second saw male allies discuss their role in fostering an inclusive culture.

Each discussion was followed by a Q&A session, sharing learning and reinforcing our commitment to accelerating gender equality in the company and the wider community.

Agewhale elderly care planning talk

Hongkong Land hosted an educational talk in partnership with Agewhale, an organisation that empowers and supports individuals and businesses as they navigate the complexities of elder care. Focusing on elderly care planning and supporting employee caregivers, the session covered key topics like ageing trends, challenges, understanding caregiving responsibilities, and recognising caregiver burnout.

The talk emphasised the importance of emotional preparation, family communication and building sustainable support networks, and provided resources to help employees balance personal and professional responsibilities. This initiative reflects Hongkong Land's enduring commitment to supporting staff wellbeing.

Family Day

Hongkong Land welcomed more than 100 participants to our Family Day 2025. With technology as the theme, participants enjoyed a series of interactive activities including a digital quiz, "bristle bot" building, and a digital "checkpoint hunt" that sparked curiosity and showed how innovation can be applied in everyday life. The participants also took a tour of our Central Monitoring Centre and solar installations, observing how technology is advancing sustainability across the Central Portfolio.

Disability Event – "An Hour As..."

For the second year, we held this immersive workshop designed to deepen our colleagues' understanding of disability inclusion. Through exhibition, roleplay and group discussion sessions, participants engaged in activities that simulated various disabilities. The programme emphasised empathy and encouraged reflection on the barriers faced by people with disabilities. Attendees then shared insights and proposed to promote and deepen inclusion at Hongkong Land, aiming to help drive meaningful change in our workplace culture.

Inclusion, Equity and Diversity (IE&D)

Inclusive hiring partnership with MINDSET

Hongkong Land continued our partnership with MINDSET to integrate individuals recovering from mental illness into the workforce, placing six individuals into roles in our office. The partnership provides valuable work experience, practical skills development and a supportive pathway for professional and personal recovery. By offering a stable work environment, we empower these individuals to reintegrate with society.

In December, to commemorate International Day of Persons with Disabilities, Hongkong Land's Inclusion, Equity & Diversity Committee hosted a Mindbrew Café pop-up, where colleagues could enjoy a drink and connect with baristas from the inclusive employment programme. The event encouraged staff participation through optional donations, with all proceeds going to MINDSET to further empower mental health recovery through skills and opportunities.

Continuing our mentorship programme

In 2025, Hongkong Land continued our mentoring scheme to provide development opportunities to people with a desire to grow. This platform gives our colleagues avenues to master new skills, gain insights into organisational structures and relationships, conduct discussions about life and wellness, and learn from the rich experience of our senior leaders.

Throughout 2025, the scheme hosted training courses and events. One workshop encouraged participants to "draw your life's dream", where mentors and mentees drew their personal dream on a piece of paper and shared it with others, sparking conversations about the future and growth in both life and the workplace.

The programme's 16 mentors generously shared their experience and knowledge with 28 mentees, who found the scheme valuable, gaining actionable plans, insightful advice, fresh ideas, and a significant boost in confidence.

Inclusion, Equity and Diversity (IE&D)

The new service offerings provide enhanced mental health support for all employees and their dependents, integrating technology with professional care.

Employee Support Programmes

Employee Assistance Programme

We transitioned our Employee Assistance Programme (EAP) to a new provider in 2025. The new service offerings provide enhanced mental health support for all employees and their dependents, integrating technology with professional care. Key features include self-guided digital content, on-demand one-to-one clinical sessions, and a 24/7 crisis helpline. The service also matches users with coaches and counsellors who share their cultural and language backgrounds, and access is available via a toll-free careline, website and dedicated app. This upgraded service underscores Hongkong Land's commitment to supporting holistic employee wellbeing.

Family caregiving pilot programme

A pilot programme introduced in 2025 offered comprehensive support for colleagues managing family caregiving responsibilities. This initiative, run by the Agewhale organisation, offered two tiers of assistance: WhatsApp-based support delivers immediate guidance for urgent queries, while the second, more in-depth support tier offers personalised coaching and action plans for complex long-term caregiving challenges. This multi-layered approach ensures colleagues receive both immediate help and sustained, strategic support.

Workplace stress management

Hongkong Land's Property Development team held a unique workplace stress management and team-building event in 2025 – a friendly air hockey competition. This lively and informal get-together allowed colleagues from across the department to connect, compete and take a mental break from project pressures and deadlines.

Employee Engagement

Hongkong Land understands the importance of employee engagement and is therefore diligent about conducting annual employee engagement surveys and creating different initiatives to drive the engagement level.

We began conducting surveys in 2022 across all our operations to gauge the views of our staff and gather feedback on how to make Hongkong Land an even better place to work. To ensure that our engagement score and net promoter score (NPS) are improving, Hongkong Land conducts various communication sessions for top management, department heads, managerial staff, and general staff to ensure they are aware of staff engagement levels and the related strengths and opportunities. Action plans are then developed and effectiveness regularly tracked to ensure that all areas for improvement are addressed.

To continuous elevate our employee engagement level, we have identified two pivotal areas of focus for each department. We have also incorporated employee engagement as a critical metric in our performance objectives for all department heads. The lessons learned from stakeholder engagement are systematically disseminated across the Group through debriefing sessions.

Wellness-related questions are now included in these engagement surveys, under topics such as Employee Satisfaction ("How happy are you working at Hongkong Land?"), Wellbeing ("People at my company take a genuine interest in each other's wellbeing"), Work-life Balance ("I am able to successfully balance my work and personal life"), Purpose ("The work that I do at my company is meaningful to me"), and others. We also invite feedback from our employees, asking them to suggest what type of future wellness activities they would like Hongkong Land to organise.

Employee Engagement

2025 Achievements

Recognising our employees

Hongkong Land places immense value on the contributions of our employees. We strive to recognise outstanding employees and reinforce our core values through the Employee Recognition Programme, which highlights and rewards behaviours that align with our values to nurture a positive workplace culture.

In 2025, the recognition programme awarded more than 35 official recognition awards across Hong Kong, the Chinese mainland, and South Asia. Complementing this, our newly introduced Staff Appreciation Week generated strong engagement, including 17 nominations for the "Employees' Most Favorite" award and over 600 written appreciations displayed on our Staff Appreciation Wall. By consistently highlighting outstanding performance and introducing fresh ways to celebrate our team, this initiative has boosted morale and encouraged a continued culture of excellence.

We also organised a variety of fun staff activities during the year to deepen bonds between teams. These included the highly anticipated annual party, various bazaars with large staff discounts on the purchase of groceries, electrical appliances and health products, and cross-department activities to promote a company-wide spirit of collaboration.

Our Cross-teams Committee also continued its work, helping colleagues connect with different departments and work on initiatives together, such as the Annual Party Organising Committee, IE&D Committee, and the Winter Wonderland Internal Working Committee.

Continuous feedback embedded into our performance management mechanism

This year, Hongkong Land embedded continuous feedback principles into our performance management system. The new framework promotes regular check-ins and a range of approaches from informal conversations to formal 30-minute discussions that incorporate structured feedback. The system is integrated with our e-PMS, empowering employees to adapt their objectives while strengthening manager-employee collaboration.

Agile work environment and employee benefits

Hongkong Land understands that agility is a key organisational success factor. To cater to society's changing needs, we formally adopted hybrid modes of work in 2022, offering our staff the flexible working hours. This heightens staff engagement and productivity and creates an inclusive working environment and culture based on trust and outcomes rather than time spent in the office. We also allow some employees to work on a part-time basis to fit their personal needs. We continued these hybrid work modes throughout 2025.

Long service awards are given every year to staff who have served Hongkong Land for 10, 20, 30, and 40 years. In 2025, 59 colleagues from Hong Kong, the Chinese mainland and South Asia received long service awards.

Around 800 colleagues from all over the world attended the Annual Dinner and close to 100 operational staff were at the Annual Lunch. Long service and employee recognition awards were presented, recognising our employees' loyal contributions and outstanding performance respectively.

Employee Engagement

Staff events

Values in Action

Hongkong Land launched our Values in Action initiative to embed our core values – "Always Forward", "Think in Generations" and "Be a Bridge" – into everyday work practices. The initiative included a dedicated Values Portal, a video series and accessible resources that serve as practical guides. We also hosted a Culture Day event attended by over 200 colleagues featuring interactive games booths. Participants collected stamps from each activity and redeemed them for special treats, creating a memorable experience that demonstrated our values in engaging and hands-on ways.

Annual Party 2025

The Hongkong Land Annual Party was held in early 2025. Made up of an Annual Dinner for staff and Annual Lunch for operations staff who had to be on duty during the Annual Dinner, the party aimed to foster a deeper sense of connection and appreciation across the Hongkong Land community.

Around 800 colleagues from all over the world attended the Annual Dinner and close to 100 operational staff were at the Annual Lunch. Long service and employee recognition awards were presented, recognising our employees' loyal contributions and outstanding performance respectively.

Hongkong Land Summer Bazaar

In July 2025, the Summer Bazaar offered colleagues the chance to come together, browse and shop and enjoy exclusive shopping discounts from our partner merchants. Free food and drinks were also provided, bringing teammates closer together and strengthening our internal community.

Staff Appreciation Week

Our Staff Appreciation Week recognises the dedication and achievements of our employees by conveying gratitude from the Group to our staff and fostering a culture of appreciation. Held in December 2025, the week featured on-site massage sessions for staff and a highly popular staff appreciation wall, with over 600 thank you cards created and posted. A concurrent employee recognition programme brought in 17 nominations, with finalists advancing to a company-wide voting for cash prizes.

Occupational Health and Safety

The health and safety of our staff is of paramount importance to Hongkong Land. In Hong Kong, our health and safety management systems enable us to develop, implement and maintain efficient and effective operations.

ISO 45001 standard

Hongkong Land has operated using the OHSAS 18001 standard since 2015, and is transiting to the ISO 45001 standard. Currently, 75% of our properties are certified to the ISO 45001 standard. Our Occupational Health and Safety management systems cover all employees and workers. They are internally audited and certified by an external party.

These systems give us an enhanced understanding of potential issues and place a stronger emphasis on top management to actively engage and take accountability for potential risks and opportunities. Extended requirements for consultations with workers and worker participation are also included in these standards. To support the learning needs of our operational and frontline employees, the Property Management team has developed several training courses, such as on-the-job occupational health and safety training on working at height, fire safety, electrical work safety, and safety in manual handling. These courses ensure that our employees have sufficient knowledge to safeguard building safety and control operational quality.

Site safety management

We had no major incidents or confirmed incidents of non-compliance with relevant laws or regulations in our operations in 2025. This is in part due to the comprehensive site safety management system we have developed, which includes safety checks, evaluations, project management plans, and departmental safety standards. Each construction site also has on-site safety monitoring provided by a full-time external safety consultant.

We have set up a Safety Investigation Committee to thoroughly investigate and review safety incidents; and have changed our safety reporting structure and procedures to report all fatal accidents, serious incidents and near misses in a timely manner to increase transparency. We have reviewed the feasibility of formalising daily safety inspection reporting procedures and channels to strengthen site safety monitoring and controls. We are also enacting a safety incentive scheme – a reward-based initiative that aims to promote a Group-wide safety culture and encourage all our stakeholders to meet and exceed safety standards.

Hongkong Land's policies and procedures go beyond compliance with the Occupational Safety and Health Ordinance and other relevant Hong Kong legislation. Our Occupational Health and Safety Management System has now earned ISO 45001 accreditation in our Hong Kong, Singapore, Jakarta, and Phnom Penh portfolios, as well as in some buildings in our Chinese mainland portfolio.

The health and safety performance of our construction sites is incorporated into employees' compensation including Group Chief Executive. The fatal work-related accidents are taken into account in the compensation calculation.

We share and promote good workplace safety practices across the Group and are reviewing safety handbooks and technical specifications with a view to enhancing workplace practices, where applicable and suitable, particularly around high-risk activities such as working at height or in confined spaces, and when using welding or cutting equipment.

In the Chinese mainland, we have implemented comprehensive safety incident investigations and a stricter penalty scheme for both internal staff and external parties. We also send messages to workers' families regarding any safety awards or unsafe acts; and arrange tours of construction projects that cover best safety, quality and sustainability practices.

Meanwhile in Hong Kong, we have implemented our Site Safety Management System – we conduct quarterly safety audits of all our construction projects and have incorporated Smart Safety Supervision specifications into all our works contracts.

The Total Recordable Incident Rate per 200,000 person-hours was maintained below 2.0, our target, both for our employees and contractors in 2025.

FLHSS audits

Since 2013, our Property Management team has conducted Fire, Life, Health, Safety, and Security (FLHSS)

Occupational Health and Safety

audits to review risk management performance. Our target is to obtain a FLHSS score of 90 or above across our operations. These audits are performed by a third party to ensure independence. For the past ten years, we have conducted annual audits at all our operating commercial properties in Hong Kong, Macau, Singapore, Beijing, Shanghai, Chongqing, Chengdu, Jakarta and Phnom Penh.

The audit scope includes fire safety, fire services maintenance, hazard control, on-site testing, health and safety in the workplace, as well as business continuity plans, security and safety governance. The audit involves document reviews, site inspections, tenant visits, fire and life equipment testing, and interviews with property managers, technical managers, building supervisors, and engineers. Once an audit is complete, the relevant Property Management team will follow up with any recommendations provided by the third-party consultant.

OHS training

Our Connect platform offers on-the-job OHS training on topics such as working at height, fire safety, electrical work safety, safety of manual handling, and others. We also establish, implement and maintain procedures to identify training needs and develop programmes to ensure awareness and competence at each function and level. In 2025 we delivered 56,477 hours of OHS training for all Property Management staff and on-site workers using e-learning and in-person class training modules.

Safety inspections

Safety inspections, which are carried out at all our managed properties, enable Hongkong Land to identify potential hazards and decide what preventative measures to take, if any, to avoid accidents and incidents.

The scope of these safety inspections includes fit-out areas, building facilities, F&B outlets, work-at-height situations, building maintenance units, and other areas. Our Registered Safety Officers (RSOs) and building staff conduct these inspections regularly. Examples of unsafe conditions we look for include slip and trip hazards caused by trailing cables, uneven or damaged floor surfaces, defective ladders and other hazards in fit-out areas; as well as unsafe behaviours such as not wearing proper personal protective equipment and not following safe working procedures.

All employees are expected to comply with safe working procedures, and safety management performance targets are included in annual appraisals. In the case of any accident or incident, we promptly carry out an investigation to determine the cause and develop procedures to prevent recurrence.

In terms of security, Hongkong Land takes matters such as crime detection and prevention and loss prevention extremely seriously. We continued to invest in upgrades to our security systems and improvements to physical security across our properties to protect our staff, tenants and customers.

Occupational Health and Safety

In addition to our annual FLHSS audits mentioned above, a security risk assessment (SRA) is conducted on each building every three years by an external security consultant. The SRA covers all aspects of security risk, from global threats to specific concerns regarding local law and order, as well as security protection details and other arrangements for each building.

All observations and recommendations made by the FLHSS audits and SRAs were duly addressed.

Safety drills

In terms of responding to potential emergency events, Hongkong Land requires precise planning to ensure the fastest possible response and recovery. Fire response and evacuation drills are conducted with our staff and tenants on an annual basis, which help to evaluate existing plans, familiarise occupants with Fire Emergency Plans, alarms and evacuation routes, practice evacuation procedures, and provide training opportunities to fire marshals.

During the drills, we conduct demonstrations and exercises for tenants on the use of portable fire extinguishers. Company requirements dictate that fire response teams must arrive at suspected fire incident locations within three minutes of an alarm sounding.

We also provide online fire marshal training to all tenants in the Central Portfolio, ensuring that they understand building fire orders, fire procedure instructions, evacuation procedures, fire marshal duties, and the use of portable fire extinguishers and hose reels.

2025 Achievements

HONG KONG

Tomorrow's CENTRAL safety programmes

Each project involved in our transformative Tomorrow's CENTRAL initiative has adopted the Smart Site Safety System (4S), devised by the Hong Kong Development Bureau and the Construction Industry Council to mitigate risks on construction sites by using technology such as smart wearable devices, sensors and cameras. Each site has received a 4S Label, signifying their full compliance with the scheme.

Hongkong Land also developed a bespoke virtual reality-based safety training programme for Tomorrow's CENTRAL, featuring site-specific scenarios including escalator dismantling, cable diversions and chiller installations. This immersive training allows workers to practise high-risk tasks in controlled environments, significantly enhancing safety awareness and competency.

LANDMARK ATRIUM

An emergency response plan has been put in place for the LANDMARK ATRIUM renovation project, detailing the emergency procedures to be taken in case of fire, flooding and other potential emergencies. The plan lists clear procedures for immediate action during emergencies which will minimise property damage and support business continuity, while ensuring compliance with legal requirements and fostering public trust.

CHINESE MAINLAND

"Safety Star" programme

Hongkong Land launched a new programme for all our projects under construction in the Chinese mainland this year – electing "Safety Stars" and conducting several "anti-unsafe operation" activities. Safety Star workers who abide by safety rules and advise others to against unsafe practices are given written commendations and material rewards. By the end of 2025, 1,500 Safety Stars were recognised – 70 receiving company-level awards and 1,430 receiving project-level awards.

Occupational Health and Safety

During the anti-unsafe operation activities, letters of commendation are sent to the families of workers with good safety performance, while warning letters are sent to the families of workers with typical unsafe operations.

Medical examinations for contractor staff

In 2023, we launched a campaign across our Chinese mainland properties to provide medical examinations for on-site outsourced staff from our service contractors – mostly frontline cleaners, security guards and repair persons.

This initiative has received consistently high praise from our contractors. Hongkong Land is the first and only property management Group in the Chinese mainland to provide such services to the staff of outsourced service contractors.

SOUTH ASIA

Safety workshop for all South Asia projects

Ninety-two participants from Hongkong Land's 15 South Asia development properties attended a safety workshop this year. Together, they shared best construction safety practices and action plans in the hopes of further improving site safety across the region, promoting a culture of safety and reaching our ultimate goal: zero fatal and zero unsafe incidents. Each of these projects also underwent quarterly safety audits in line with new Hongkong Land safety procedures.

SINGAPORE

Renewal of our Integrated Management System

In Singapore, our Integrated Management System consists of Facilities Management and an Environment, Health and Safety Management System. This system was audited by a third-party accredited certification body in 2025 and achieved the ISO 41001, ISO 14001 and ISO 45001 standards at the operational asset level.

This renewal brings numerous benefits, including improved regulatory compliance, enhanced risk management and safer workplaces. It also supports environmental sustainability, reduces costs and boosts operational efficiency, leading to a proactive safety culture and higher employee engagement.

Workplace Engagement Series

In August 2025, we held an inaugural Workplace Engagement Series workshop at Bayspace. Covering safety, health, environment, and governance, the two-session workshop engaged 82 colleagues, partners and stakeholders on critical topics such as emergency preparedness, safe work practices, ESG integration, and building a safety-first culture. This series reinforced our commitment to fostering a safe, sustainable and responsible workplace.

Wellness

Keeping pace with the ongoing shift in corporate culture towards emphasising workplace wellbeing, Hongkong Land continued to take significant strides in our commitment to supporting the physical and mental wellbeing of all our employees this year.

Since 2017, we have run our "Healthy Land Happy Land" (HLHL) programme for employees, a comprehensive wellness programme with a core focus on physical, mental and family wellbeing, and the importance of a healthy workplace.

Hongkong Land also offers a number of physical fitness and mental wellness activities designed to look after the holistic health of our employees. These promote an active lifestyle and help to nurture work-life balance. This year, we organised a variety of activities in our different regions, from physical and mental health talks to exercise classes, workshops, interest classes, and talks on health topics and tips.

All 12 buildings in the Central Portfolio and all Hongkong Land buildings in Singapore and Jakarta have now been awarded the WELL Health-Safety Rating.

WELL Certifications in 2025

In addition to maintaining WELL Core v2 Platinum certification for our headquarters, all 12 buildings in the Central Portfolio also obtained WELL Core v2 Platinum certification. Meanwhile, all Hongkong Land buildings in Singapore and Jakarta hold the WELL Health-Safety Rating. Our buildings obtained credit in all five areas of the rating, including Cleaning and Sanitisation Procedures, Emergency Preparedness Programmes, Health Services Resources, Air and Water Quality Management, and Stakeholder Engagement and Communication.

Additionally, Hongkong Land received several WELL Leadership Awards during the year. We were awarded the highest WELL Score in Asia, and were named market leaders in the Air, Water, Movement, and Thermal Comfort categories. This international recognition is further evidence that Hongkong Land has established operational strategies that support occupant and employee health and safety – both physical and mental.

Wellness

2025 Achievements

Healthy Land Happy Land 2025 activities

As part of our growing commitment to employee wellbeing, we held several "Healthy Land Happy Land" events throughout the year, giving staff valuable opportunities to recharge and learn something new. Highlights included:

Food Waste Jewellery Upcycling workshop – 20 colleagues learned to use their creativity to upcycle fruit peelings and vegetable scraps into unique food waste jewellery for themselves or their loved ones.

Bath Bomb workshop – Around 30 participants took part in this fun workshop, learning how to create bath bombs with skin-healthy ingredients and fragrant essential oils like lavender, lemon and vanilla.

Hong Kong-style Milk Tea workshop – 24 colleagues got the inside story on Hong Kong-style milk tea, learning the proper brewing techniques and utensils, the difference between the various types of tea and other secrets of this popular beverage. Each participant made their own bottle of freshly-brewed milk tea to share with family and friends.

DIY Massage Oil workshop – 40 colleagues learned the fundamentals of aromatherapy and its healing effects on the body, mind and spirit from a certified aromatherapist. They also discovered safe and effective ways to use essential oils, practised acupoint massage techniques and explored simple relaxation breathing exercises.

Wellness

Personal Finance and Investing Lunch and Learn Session – 66 colleagues attended a session on finance and investing, the first of its kind at Hongkong Land. They learned about the importance of diversification and goal-based investing, common investment traps and hidden costs and practical steps to get started with their investment journeys.

Navigating Caregiving: A guide to the Journey Ahead Lunch and Learn Session – Around 50 colleagues learned how to develop an effective elderly care plan and find reliable resources to help them look after the elderly people in their lives.

Say "Yes" to Breastfeeding

Hongkong Land continued our long-standing support of UNICEF Hong Kong's "Say Yes to Breastfeeding" campaign. This year, we received a Certificate of Appreciation 2025/2026 from UNICEF, expressing their gratitude to us for promoting a breastfeeding-friendly workplace. The lactation room at our One Exchange Square office is available to female colleagues who have applied for maternity leave, and is equipped with a refrigerator, liquid soap, a sink, and running water.

Wellness Dollars

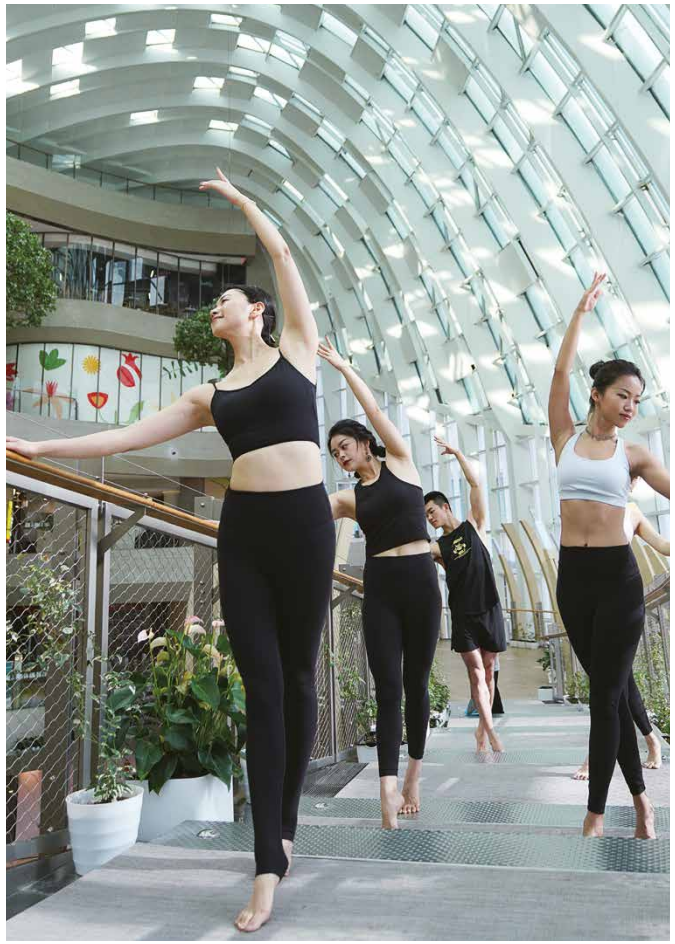
The Wellness Dollars initiative encourages our staff to proactively maintain a healthy lifestyle. Introduced in 2024, the initiative gives HK$1,000 per calendar year to eligible employees for them to invest in their personal wellbeing and support their wellness goals. Eligible expenses that can be reimbursed include dental care, vision care, nutrition counselling, health supplements, and fees for joining activities organised by the Jardines Sports Association.

Exercise and fitness sponsorships

To encourage regular exercise habits for our employees, Hongkong Land's "Fitness Plan / Exercise Class Sponsorship Scheme" reimburses eligible staff for expenses incurred for fitness or gym plans, exercise classes, club membership fees, and sports venue rental fees.

Health Bazaar

We held a first-of-its-kind Health Bazaar in October 2025. We invited representatives from Mannings to our office with a wide variety of health and wellness products, made available at promotional prices. A registered pharmacist was also present and provided individual health consultations for colleagues.



Vibrant Communities & Cities

This spotlight encompasses Hongkong Land's support of local communities. As a large regional property group, our business can only operate and flourish in communities that are healthy and sustainable. It is both our duty and our mission to support these communities to ensure that they thrive.

Community Partnerships & Impact

The Hongkong Land Foundation: A New Direction for our Community Commitment

Hongkong Land is dedicated to community partnerships & impact. Over the past five years, our work in this regard has focused on housing challenges and youth development in our communities. Now, as we adjust our business strategy for 2026 and beyond, we have changed the name of our foundation to "the Hongkong Land Foundation" (the Foundation), reflecting our commitment to building long-lasting partnerships that create measurable benefits.

Hongkong Land aims to enhance livelihoods in the communities we serve, ensuring that our contributions have a lasting impact. By utilising our expertise and resources through the Foundation, we will drive meaningful change in liveable cities.

Moving forward, our strategy will remain the same, adhering to three pillars: People, Place and Culture. These elements will guide our efforts to empower communities, revitalise environments and celebrate the rich cultural heritage of the areas in which we operate.

Hongkong Land Foundation Impact

598 Volunteers

9,845 Volunteer hours

231 Volunteer events

70,553 Beneficiaries

12 Long-term strategic grants

2 Emergency support grants for Tai Po Blaze

Hongkong Land Foundation 2025 Projects

Supporting New and Emerging Sports for Young People

The Central and Western District Recreation and Sports Association launched a new sports-related project for children with diverse backgrounds and their families, with support from the Hongkong Land Foundation.

The project is introducing emerging sports such as Mölkky, Dodgebee and Floorball to over 5,000 primary and secondary students. It seeks to spark interest by providing exposure to these innovative sports, broadening the students' horizons and offering them new perspectives on physical activity.

In addition to promoting physical health, the project aims to enhance mental wellbeing and ensure that financial barriers do not prevent underprivileged students from enjoying a diverse range of sports.

"This programme gave me the chance to try new and emerging sports that I had never played before. I really enjoyed playing Mölkky and Try Tag Rugby. Through these activities, I learned how important teamwork is. I also became better at communicating and working with my classmates. At the beginning, we found the new sports quite challenging. After more practice, I learned new skills and felt a strong sense of achievement. This experience has encouraged me to try more new sports in the future."

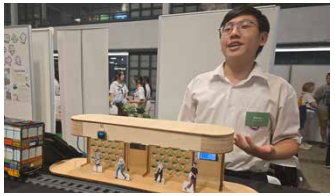
– Student from St. Matthew Primary School

Nature in the City: Smart Solutions for Sustainable Urban Living

The Grand Challenge 2025 was a regional competition engaging 12,000 students from over 500 secondary schools in Hong Kong in urban sustainability and the development of smart solutions for sustainable urban living.

The project sought to inspire young minds using design thinking to explore urban planning and develop innovative solutions that integrate people, technology, infrastructure, and nature. Through engaging masterclasses and exciting competitions, participants collaborated to find creative ways to improve the urban environments.

Supported by the Hongkong Land Foundation, the top teams received sponsorship for a trip to Singapore in 2026, where they will gain invaluable international experience by connecting with industry leaders and local students. This opportunity is broadening the students' perspectives on sustainability and empowering them to generate impactful ideas for their local communities.



"The masterclass was informative and engaging, providing participants with valuable exposure to industry perspectives. The tutors demonstrated strong professional knowledge and offered constructive feedback on our team's ideas. The open exchange among finalists was particularly inspiring, as it allowed us to broaden our understanding of different approaches and refine our concepts through meaningful peer discussion."

– Finalist team member

Enhancing Local Community Livelihoods through Research

Hongkong Land partnered with City University of Hong Kong on a research project called "Enhancing Hong Kong's Shared Urban Environment Through Community Engagement". The project aims to improve the city's urban environment by analysing public space usage in Central, assessing community perceptions and identifying opportunities to create more pleasant and vibrant areas within the city.

To kick off the project, we launched temporary activations that transformed Chater Road into a lively pedestrian area featuring various mental and physical wellness-related activities, various types of entertainment and new resting spaces. These made the space more energetic and inviting, encouraging social interaction and fostering stronger community ties.

Contributing to the Community Through Volunteering

Building Lasting Partnerships with Social Enterprises

In 2025, Hongkong Land reinforced our commitment to social responsibility by partnering with several social enterprises focused on environmental, social and governance initiatives and heritage preservation. These included Woodliving, Time to Gold and Anewtoys.

Together, we organised engaging, hands-on workshops for underprivileged children, covering such topics as creative recycling, upcycling and traditional craftsmanship. These included:

Upcycling experience – Volunteers guided children as they upcycled tram glass, creating unique coasters and raising sustainability awareness.

Chocolate workshop – Disabled youths from Co.at, a social enterprise specialising in chocolate making, led volunteers and children in making chocolates, building connections through this sweet experience.

Traditional crafts – Volunteers and kids came together to learn the art of making dragon beard candy, creating moments of joy.

"Blank Walls to Big Smiles" – Volunteers, along with the girls from HCSA Dayspring in Singapore, turned dull walls into a colourful and creative artwork at the organisation's headquarters.

Festive celebrations – Volunteers organised engaging activities for children with special needs, accompanying them to play and explore their community.

"Human library" event – Volunteers engaged children by sharing stories and taking part in activities to promote Indonesian culture, art and heritage.

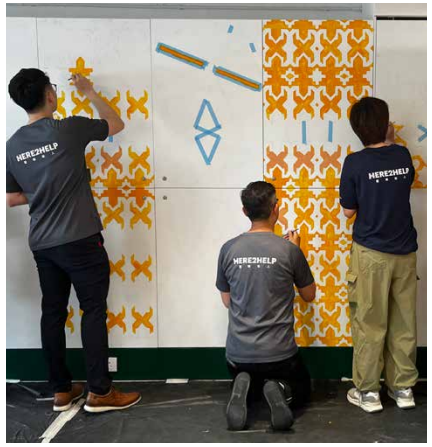
Contributing to the Community Through Volunteering

HUB 13: Skill-based Volunteers Create an Inclusive Extended Living Space

HUB 13 is Hong Kong's first extended living space that embraces culturally inclusive concepts. Designed for the To Kwa Wan community in partnership with Caritas Hong Kong and using a participatory design approach, HUB 13 features a halal kitchen that caters to ethnic minority families.

Hongkong Land's skill-based volunteers teamed up with other business partners, including Gammon and The Landmark Mandarin Oriental, to help fit out the extended living spaces, benefiting more than 3,000 people living in subdivided units.

Our volunteers also collaborated with the area's ethnic communities to enhance the space through mural wall paintings, the installation and decoration of cabinet doors, and by offering volunteer services to underprivileged children through various workshops.



Community Events at the Central Portfolio

Fashion Summit 2025 – Asia's Sustainable Fashion Event in Central

As the strategic partner for the Fashion Summit 2025, Hongkong Land proudly hosted this fashion exhibition and art workshop at The Rotunda of Exchange Square in Central from 12 to 29 November. Asia's leading sustainable fashion event, it was supported by the Cultural and Creative Industries Development Agency and organised by the Clothing Industry Training Authority.

The exhibition showcased sustainable fashion by 11 designers from Britain, Italy, France, Korea, the Chinese mainland, and Hong Kong. It provided a visible platform for emerging sustainable designers to display their work.

Walk Up Jardine House 2025

Hongkong Land participated in the Walk Up Jardine House 2025, competed in both the team relay and the individual run event, achieving notable success.

We proudly secured the Champion title in the Jardine Matheson Women's Individual Challenge and finished as 1st Runner-Up in both the Women's Team Relay and the Barrow Cup. Our Group Chief Executive, Mr Michael T. Smith, officially started the race, and numerous volunteers from Hongkong Land assisted at various stations and booths throughout the event. Over 15 Hongkong Land tenants also supported the event, underlining our enduring commitment to community health and wellbeing and teamwork in Hong Kong.

Community Events at the Central Portfolio

Celebrating Christmas in Heart of Hong Kong

As the 2025 Christmas season unfolded, Hongkong Land embarked on our annual mission to create a vibrant and festive atmosphere that would capture hearts and the true spirit of the holidays.

Winter Wonderland at Statue Square

Hongkong Land partnered with the Hong Kong Tourism Board to create a Winter Wonderland at Central's Statue Square, spreading joy and warmth during the holiday season. Throughout December, the square blossomed into a lively Christmas fair, with beautifully decorated four-storey Christmas trees, food stalls and engaging workshops that were open to everyone.

Our dedicated volunteers worked alongside our NGO partners, including Caritas and the Boys' and Girls' Clubs Association, inspiring joy through holiday decoration-making workshops and making memories with Santa Claus. It was a festive celebration for all generations, filled with joy, creativity, connections, and uplifting community spirit.

Noëlia at LANDMARK: Joy Begins with Giving

We transformed LANDMARK ATRIUM into an exhilarating Christmas playground, complete with a gigantic slide. This festive makeover made the mall into a destination for visitors of all ages. Every ticket purchased and all proceeds from the Christmas merchandise booth went to support our charity partner, SideBySide.

Both these events helped turned Hong Kong's CBD into a festive haven, spreading cheer while giving back to those in need, and inspiring everyone to carry the generous and happy spirit of Christmas into the year ahead.

Neighbourhood Connectivity

Caring for the community and being a good corporate citizen are core values for Hongkong Land. These are reflected in our long-term commitment to the communities in which we operate.

In Hong Kong's core Central district, our vision has shaped the iconic commercial and financial heart of the city. We continuously reinvest in our portfolio, introducing innovative design and architectural elements which are essential to the community's experience of working, living, shopping, and entertainment in Central.

Hongkong Land built one of the city's first mixed-use buildings in 1931, and its first publicly-accessible elevated footbridge in 1965 which connected Prince's Building and the Mandarin Oriental Hotel. These features are now integral to the liveability and walkability of the city, providing convenient, accessible and temperature-controlled paths widely used by the public regardless of weather conditions. Today, we also utilise our footbridge in Central to display ESG-related messages.

We are particularly conscious of the need for social integration and are motivated to create greater urban accessibility, mobility, connectivity, and safety in communities around our portfolio. All of our new developments are connected to public transportation facilities to increase accessibility and lower transportation costs for those in close proximity to a public transport node, and adopt energy-saving designs to reduce electricity costs for future occupants.

For example, to enhance urban liveability through walking and cycling, Hongkong Land included an "end-of-trip" facility at our One Raffles Link property. This facility, which encourages people to use alternate transport by providing bicycle parking, lockers and a bicycle maintenance station, was one of the first in Singapore. We believe that this facility is inspiring our tenants to explore alternative modes of travel and reduce their carbon footprint by going "car-light", which also promotes other sustainable transportation options such as car sharing.

In addition to the excellent walkability and transportation links in all our developments, our Property Management teams provide in-depth fire marshal training, including fire procedure instructions, evacuation procedures and training on how to use portable fire extinguishers and hose reels.

We also create inclusive designs that go above and beyond accessibility laws and codes by integrating universal design principles that accommodate diverse needs and create a fully inclusive environment for our buildings, enhancing not only accessibility but also the health and wellbeing of building users. Half of the sites we own and/or operate promote healthy living conditions and support community wellbeing, including incorporating special measures for handicapped persons. For example, the "Tomorrow's CENTRAL" project is ensuring lift access to all public area that goes beyond compliance.

2025 Achievements

HONG KONG

Winter Wonderland in Central

In 2025, Hongkong Land partnered with the Hong Kong Tourism Board (HKTB) to reinvigorate the festive atmosphere in Central through the Winter Wonderland in Central campaign. Statue Square was transformed into a Christmas town anchored by the return of the iconic 20-metre-tall outdoor Christmas tree, while Chater Road became a "Starlight Boulevard," seamlessly connecting festive installations across Central, including LANDMARK ATRIUM.

The campaign exemplified Hongkong Land's "Experience is central™" brand philosophy and carried forward a festive lighting legacy dating back to 1965, when large-scale

Neighbourhood Connectivity

Christmas illuminations were first introduced along Chater Road. Following a temporary suspension in late November due to an unfortunate incident in Tai Po, Hong Kong, festivities resumed on 10 December 2025, helping restore warmth, positivity, and festive spirit to the city during the Christmas and New Year season. The celebration extended into the New Year with a refreshed countdown event at the pedestrianised section of Chater Road, featuring live performances, light displays, and commemorative souvenirs distributed in collaboration with HKTB.

Across the wider festive period from 14 November 2025 to 4 January 2026, excluding the suspension period from 29 November to 9 December, the campaign recorded a provisional total footfall of 1.4 million, demonstrating strong stakeholder engagement, effective execution, and positive public reception.

Accessible facilities in Tomorrow's CENTRAL

To ensure that the project meets and exceeds accessibility standards and is a safe and welcoming place for all customers, merchants and staff, numerous barrier-free access were incorporated into the design. Major considerations include:

- Baby-care rooms
- Family restrooms with infant changing tables and wheelchair- and elderly-friendly facilities

Reusing materials for sustainable causes

As part of our Tomorrow's CENTRAL project, Hongkong Land is partnering with various parties to reuse recyclable materials obtained during renovation and alteration and addition work. We collaborated with several NGOs to reuse materials from the MO Bar materials in the HUB 13 community project in To Kwa Wan. We also partnered with the Central and Western District Council to reuse waste glass, converting it into sandbags to be used by the local communities to avoid flooding during extreme weather incidents.

SOUTH ASIA

SINGAPORE

Community Food Drive

In February 2025, Hongkong Land held an important community event advocating for the reduction of food waste and supporting those in need. Organised in collaboration with several corporate partners and The Food Bank Singapore, the "From Excess to Access: Know Your Food and Community Food" event sold SG$781 worth of food that was near its expiry date or past its best-before date. Additionally, SG$1,355 was raised in donations for The Food Bank Singapore, and 110kg of food was donated – equivalent to 366 meals. This collective effort reflects our shared commitment to building a more sustainable and caring community.

INDONESIA

Embracing EV infrastructure

Hongkong Land's development projects in Indonesia, including Asya, Nava Park and Altea, provide spaces in their electricity distribution boards for EV charging stations. These create future capacity for EV charging points and give property owners the flexibility to upgrade their properties at their own cost and at the time of their choosing.

Arts and Culture

Hongkong Land recognises the importance of culture and the arts to society. Healthy, thriving communities embrace art in all its forms and work to preserve cultural elements; while supporting the arts can inspire, support and empower entire communities.

Hongkong Land established an Art Committee in our Chinese mainland portfolio in 2022. The committee is responsible for formulating a cross-departmental artwork strategy and promoting exchanges and collaborations between artists and art-related promotional work.

2025 Achievements

SOUTH ASIA

SINGAPORE

dbEnable 11th Anniversary Concert

Hongkong Land is proud to have supported Deutsche Bank's dbEnable 11th Anniversary Concert at the newly renovated Garden Plaza at One Raffles Quay. Held on 1 July 2025, the concert drew an audience of about 200 people, including tenants, partners, the public, and government representatives. Performances by artists of differing abilities created a powerful platform for awareness and empathy. After the event, there was a noticeable increase in tenant enquiries into collaboration and partnership opportunities for similar programming.

INDONESIA

WTC Jakarta hosted five art exhibitions during the year, including our very own "Acts of Kindness" – a photography competition that encouraged our tenants to capture heartwarming interactions between people at the development.

Heritage Preservation

Hongkong Land integrates cultural, social and heritage impact considerations into our project planning activities to ensure the preservation and celebration of local heritage.

2025 Achievements

Central Heritage Tour on Tram

Hongkong Land collaborated with Tramplus, the Hong Kong Tramways charitable initiative, to organis a heritage tram ride from Western District to Causeway Bay for nearly 30 underprivileged children living in subdivided housing.

The children enjoyed a scenic journey aboard the historic tram while playing a fun game of bingo, learning about local stories and cultural landmarks. Our Corporate Archives representatives also enjoyed this unique opportunity to share historical facts about the Group and Hong Kong through storytelling.

Panel Discussion: How Corporations Preserve Heritage

This discussion, held at the Soho House club in Sheung Wan, explored how historic buildings can be revitalised and archives and traditions safeguarded. This lively forum highlighted the innovative ways in which businesses are bridging the past and present to foster cultural and economic progress.

Hongkong Land made valuable contributions, with our representative sharing her experiences in leveraging business records and heritage narratives to engage internal and external stakeholders and preserve corporate and social memories.

Awards, Recognitions and Certifications

Category	Location	Company/Building	Award Organisation	Award/Recognition/Certification
Green Buildings*	Hong Kong	Alexandra House	Hong Kong Green Building Council	Grand Award- Existing Building - Green Building Award
		Centricity and Bespoke Salon at 2/F Chater House	Hong Kong Green Building Council	BEAM Plus Certification for Interiors - Platinum
		Edinburgh Tower, Gloucester Tower, York House and LANDMARK ATRIUM	Hong Kong Green Building Council	BEAM Plus Existing Buildings V2.0 Comprehensive Scheme - Final Platinum
		Central Portfolio	U.S. Green Building Council	LEED Certification for Operation and Maintenance: Exisiting Building - Platinum
		Hongkong Land Head Office	Hong Kong Green Building Council	BEAM Plus Certification for Interiors - Platinum
		Jardine House BaseHall 02	Hong Kong Green Building Council	BEAM Plus BI V2.0 Beta Version - Platinum
		Prince's Building Podium Conversion	Green Building Certification Inc. (GBCI) and World Bank Group	EDGE Preliminary Certificate
	Beijing, the Chinese mainland	WF CENTRAL	U.S. Green Building Council	LEED Certification for Operation and Maintenance: Exisiting Building - Platinum
	Chengdu, the Chinese mainland	WE City Tower 2	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Core and Shell Development - Gold
		The Ring Centre Tower 2, Chengdu	U.S. Green Building Council	LEED v4 Building Design and Construction: Core and Shell Development
	Chongqing, the Chinese mainland	The Ring Garden City - Shopping Mall	U.S. Green Building Council	LEED v4 Building Design and Construction: Core and Shell Development
		The Ring Garden City - Tower 1	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Core and Shell Development - Gold
		The Ring Garden City - Tower 5	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Core and Shell Development - Gold
		The Ring, Chongqing	U.S. Green Building Council	LEED Certification for Operations and Maintenance: Existing Buildings - Platinum
		The Ring Centre Tower A	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Core and Shell Development - Gold
		The Ring Centre Tower B	U.S. Green Building Council	LEED Certification for Building Design and Construction: Core and Shell Development - Gold
		MixC CENTRAL	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Core and Shell Development - Platinum
	Hangzhou, the Chinese mainland	Hangzhou Bay	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Core and Shell Development - Gold
	Nanjing, the Chinese mainland	One JLC	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Core and Shell Development - Gold
		Two JLC	U.S. Green Building Council	LEED Certification for Building Design and Construction: Core and Shell Development - Gold
		UNIHOOD	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Core and Shell Development - Gold
	Shanghai, the Chinese mainland	LCM S2 GLP Tower	U.S. Green Building Council	LEED Certification for Building Design and Construction: Core and Shell Development - Gold
		LCM	Shanghai Green Building Council	Certificate of Green Building Design Label – Two Stars
		LCM S1 and S3	U.S. Green Building Council	LEED Certification for Core and Shell Development - Gold
		LCM S1 and S4	U.S. Green Building Council	LEED v4 Building Operations and Maintenance: Exisiting Buildings
		Galaxy Centre	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Core and Shell Development - Gold
		Galaxy Midtown P1-T1 Office Building	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Core and Shell Development - Gold
		Galaxy Centre office buliding Tower S1	U.S. Green Building Council	LEED certification for Building Design and Construction: Core and Shell Development - Gold
		Galaxy Centre office buliding Tower S2	U.S. Green Building Council	LEED certification for Building Design and Construction: Core and Shell Development - Gold
		Galaxy Centre office buliding Tower S3	U.S. Green Building Council	LEED certification for Building Design and Construction: Core and Shell Development - Gold
		Galaxy Midtown P1-T2 Office Building	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Core and Shell Development - Gold
		Shanghai Westbund Financial Hub	U.S. Green Building Council	LEED Certification for Cities and Communities: Plan and Design - Platinum

Remark: The data with the symbol * have been independently verified by PricewaterhouseCoopers.

Awards, Recognitions and Certifications

Category	Location	Company/Building	Award Organisation	Award/Recognition/Certification
Green Buildings*	Shanghai, the Chinese mainland	Westbund Financial Hub (Plot C) Convention center	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: - New construction and major renovation - Gold
		Westbund Financial Hub (Plot C) Hotel	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Hospitality - Gold
		Westbund Financial Hub (Plot D)	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Core and Shell Development - Platinum
		Westbund Financial Hub (Plot E)	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Core and Shell Development - Platinum
		Westbund Financial Hub (Plot F)	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Core and Shell Development - Platinum
	Suzhou, the Chinese mainland	Suzhou Central	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Core and Shell Development - Platinum
		Hotel Project	U.S. Green Building Council	LEED Pre-certification for Building Design and Construction: Hospitality - Gold
	Macau	One Central Macau	U.S. Green Building Council	LEED Certification for Operation and Maintenance: Existing Building - Gold
	Singapore	Marina Bay Financial Centre Tower 1, Tower 2 & Marina Bay Link Mall	Building and Construction Authority, Singapore Government	Green Mark Certification - Platinum
		Marina Bay Financial Centre Tower 3	Building and Construction Authority, Singapore Government	Green Mark Certification - Platinum
		One Raffles Quay	Building and Construction Authority, Singapore Government	Green Mark Certification - Platinum
	Phnom Penh, Cambodia	EXCHANGE SQUARE	Building and Construction Authority, Singapore Government	Green Mark Certification - Gold
	Jakarta, Indonesia	World Trade Centre Complex	Building and Construction Authority, Singapore Government	Green Mark Certification - Gold
		Astra Land Indonesia - Ammaia Ecoforest	Green Building Council Indonesia	Greenship Neighborhood - Gold
		Altea (Ruby)	Greenship Neighborhood Plan	Greenship Neighborhood Plan – ver 1.0: Platinum
		Asya	Greenship Neighborhood Plan	Greenship Neighborhood Plan – ver 1.0: Gold
	Cebu, Philippines	Mandani Bay Suites Tower 1 and 2	Philippine Green Building Council	BERDE GBRS - New Construction - Vertical Residential Development - 5-Stars
Energy Management	Hong Kong	Central Portfolio	BSI Pacific Limited	ISO 50001:2018
	Shanghai, the Chinese mainland	Westbund Financial Hub	Municipal Housing and Urban-Rural Development Management Committee	Shanghai Ultra-Low Energy Consumption Building Project Certification
		Century Land	Municipal Housing and Urban-Rural Development Management Committee	Shanghai Ultra-Low Energy Consumption Building Project Certification
Environmental Management	Hong Kong	Central Portfolio	BSI Pacific Limited	ISO 14001:2015
	Beijing, the Chinese mainland	WF CENTRAL	Bureau Veritas	ISO 14001:2015
	Chengdu, the Chinese mainland	Hongkong Land (Chengdu) Property Services Co. Ltd	Bureau Veritas	ISO 14001:2015
		The Ring, Chongqing	Bureau Veritas	ISO 14001:2015
		Beryl Grove	Bureau Veritas	ISO 14001:2015
		The Pinnacle	Bureau Veritas	ISO 14001:2015
		River One	Bureau Veritas	ISO 14001:2015
		Hillview	Bureau Veritas	ISO 14001:2015

Remark: The data with the symbol * have been independently verified by PricewaterhouseCoopers.

Awards, Recognitions and Certifications

Category	Location	Company/Building	Award Organisation	Award/Recognition/Certification
Environmental Management	Hangzhou, the Chinese mainland	Hongkong Land (Hangzhou) Property Services Co. Ltd	Bureau Veritas	ISO 14001:2015
		The Riverside	Bureau Veritas	ISO 14001:2015
	Nanjing, the Chinese mainland	Hongkong Land (Nanjing) Property Services Co. Ltd	Bureau Veritas	ISO 14001:2015
		River and city	Bureau Veritas	ISO 14001:2015
		LCM	Bureau Veritas	ISO 14001:2015
	Wuhan, the Chinese mainland	Hongkong Land (Wuhan) Property Services Co. Ltd	Bureau Veritas	ISO 14001:2015
		Lakeward Mansion	Bureau Veritas	ISO 14001:2015
		Dream Land	Bureau Veritas	ISO 14001:2015
	Singapore	Marina Bay Financial Centre Tower 1, 2 & 3 and Marina Bay Link Mall	SGS United Kingdom	ISO 14001:2015
		One Raffles Quay	SGS United Kingdom	ISO 14001:2015
		One Raffles Link and CityLink Mall	SOCOTEC Certification International	ISO 14001:2015
	Phnom Penh, Cambodia	EXCHANGE SQUARE	TÜV Rheinland	ISO 14001:2015
	Jakarta, Indonesia	World Trade Centre Complex	TNV System Certification	ISO 14001:2015
Carbon Reduction	Hong Kong	Alexandra House	Hong Kong Green Building Council	Zero-Carbon-Ready Building Certification Scheme - Target Setting Certificate - Existing Building, Energy Performance for Whole Building - Year 2030 - Extra Low
		Chater House	Hong Kong Green Building Council	Zero-Carbon-Ready Building Certification Scheme - Energy Performance Certificate - Existing Building, Energy Performance for Landlord - Low, for Whole Building - Extra Low
		LANDMARK	Hong Kong Green Building Council	Zero-Carbon-Ready Building Certification Scheme - Energy Performance Certificate - Existing Building, Energy Performance for Landlord - Low, for Whole Building - Extra Low
		Jardine House	Hong Kong Green Building Council	Zero-Carbon-Ready Building Certification Scheme - Energy Performance Certificate - Existing Building, Energy Performance for both Landlord and Whole Building - Super Low
		Exchange Square Complex	Hong Kong Green Building Council	Zero-Carbon-Ready Building Certification Scheme - Energy Performance Certificate - Existing Building, Energy Performance for both Landlord and Whole Building - Super Low
		Prince's Building	Hong Kong Green Building Council	Zero-Carbon-Ready Building Certification Scheme - Energy Performance Certificate - Existing Building, Energy Performance for both Landlord and Whole Building - Super Low
		Alexandra House	Hong Kong Green Building Council	Zero-Carbon-Ready Building Certification Scheme - Energy Performance Certificate - Existing Building, Energy Performance for Whole Building - Low
		Central Portfolio	Environmental Campaign Committee	Hong Kong Green Organisation Certification - Carbon Reduction Certificate

Awards, Recognitions and Certifications

Category	Location	Company/Building	Award Organisation	Award/Recognition/Certification
Health and Safety	Hong Kong	Central Portfolio	BSI Pacific Limited	ISO 45001:2018
		Prince's Building	Occupational Safety & Health Council, Labour Department, Department of Health	24th Hong Kong Occupational Safety & Health Award 2025 - Safety Performance Award (All Industries) - Excellence Award
		Hongkong Land (Property Management) Limited	Labour Department	Good Employee Recognition Campaign 2025
	Beijing, the Chinese mainland	WF CENTRAL	Bureau Veritas	ISO 45001:2018
	Chengdu, the Chinese mainland	Hongkong Land (Chengdu) Property Services Co. Ltd	Bureau Veritas	ISO 45001:2018
		The Ring, Chongqing	Bureau Veritas	ISO 45001:2018
		Beryl Grove	Bureau Veritas	ISO 45001:2018
		The Pinnacle	Bureau Veritas	ISO 45001:2018
		River One	Bureau Veritas	ISO 45001:2018
		Hillview	Bureau Veritas	ISO 45001:2018
	Hangzhou, the Chinese mainland	Hongkong Land (Hangzhou) Property Services Co. Ltd	Bureau Veritas	ISO 45001:2018
		The Riverside	Bureau Veritas	ISO 45001:2018
	Nanjing, the Chinese mainland	Hongkong Land (Nanjing) Property Services Co. Ltd	Bureau Veritas	ISO 45001:2018
		River and city	Bureau Veritas	ISO 45001:2018
	Shanghai, the Chinese mainland	LCM	Bureau Veritas	ISO 45001:2018
	Wuhan, the Chinese mainland	Hongkong Land (Wuhan) Property Services Co. Ltd	Bureau Veritas	ISO 45001:2018
		Lakeward Mansion	Bureau Veritas	ISO 45001:2018
		Dream Land	Bureau Veritas	ISO 45001:2018
	Singapore	Marina Bay Financial Centre Tower 1, 2 & 3 and Marina Bay Link Mall	SGS International Certification Services Singapore Pte Ltd	ISO 45001:2018
		Marina Bay Financial Centre Tower 1, 2 and Marina Bay Link Mall	Workplace Health and Safety Council (Singapore)	Safety and Health Award Recognition for Projects (SHARP) 2025
		One Raffles Link & Citylink Mall	SOCOTEC Certification International	ISO 45001:2018
		One Raffles Quay	Workplace Health and Safety Council (Singapore)	Safety and Health Award Recognition for Projects (SHARP) 2025
			SGS International Certification Services Singapore Pte Ltd	ISO 45001:2018
		Raffles Quay Asset Management Pte Ltd	Workplace Health and Safety Council (Singapore)	BizSAFE Star - Level 5
			Workplace Health and Safety Council (Singapore)	BizSAFE Partner
			Workplace Health and Safety Council (Singapore)	WSH Influencer Programme
	Phnom Penh, Cambodia	EXCHANGE SQUARE	TÜV Rheinland	ISO 45001:2018
	Jakarta, Indonesia	World Trade Centre Complex	The International Certification Network	ISO 45001:2018

Awards, Recognitions and Certifications

Category	Location	Company/Building	Award Organisation	Award/Recognition/Certification
Quality Management System	Beijing, the Chinese mainland	WF CENTRAL	Bureau Veritas	ISO 9001:2015
	Chengdu, the Chinese mainland	Hongkong Land (Chengdu) Property Services Co. Ltd	Bureau Veritas	ISO 9001:2015
		The Ring, Chongqing	Bureau Veritas	ISO 9001:2015
		Beryl Grove	Bureau Veritas	ISO 9001:2015
		The Pinnacle	Bureau Veritas	ISO 9001:2015
		River One	Bureau Veritas	ISO 9001:2015
		Hillview	Bureau Veritas	ISO 9001:2015
	Hangzhou, the Chinese mainland	Hongkong Land (Hangzhou) Property Services Co. Ltd	Bureau Veritas	ISO 9001:2015
		The Riverside	Bureau Veritas	ISO 9001:2015
	Nanjing, the Chinese mainland	Hongkong Land (Nanjing) Property Services Co. Ltd	Bureau Veritas	ISO 9001:2015
		River and city	Bureau Veritas	ISO 9001:2015
	Shanghai, the Chinese mainland	LCM	Bureau Veritas	ISO 9001:2015
	Wuhan, the Chinese mainland	Hongkong Land (Wuhan) Property Services Co. Ltd	Bureau Veritas	ISO 9001:2015
		Lakeward Mansion	Bureau Veritas	ISO 9001:2015
		Dream Land	Bureau Veritas	ISO 9001:2015
Facility Management System	Hong Kong	Alexandra House	Electrical and Mechanical Services Department	Building O&M Best Practice Awards 2024 Excellence Award for Best Practice
		Exchange Square	Electrical and Mechanical Services Department	Building O&M Best Practice Awards 2024 Merit Award for Best Practice
			Electrical and Mechanical Services Department	Building O&M Best Practice Awards 2024 Safety Award
			Electrical and Mechanical Services Department	Building O&M Best Practice Awards 2024 ESG Award
		Hongkong Land (Property Management) Limited	Electrical and Mechanical Services Department	Building O&M Best Practice Awards 2024 Innovation Award
		LANDMARK ATRIUM, Edinburgh Tower, Gloucester Tower, York House	Electrical and Mechanical Services Department	Building O&M Best Practice Awards 2024 Merit Award for Best Practice
			Electrical and Mechanical Services Department	Building O&M Best Practice Awards 2024 Safety Award
			Electrical and Mechanical Services Department	Building O&M Best Practice Awards 2024 ESG Award
	Singapore	One Raffles Link	SOCOTEC Certification International	ISO 41001:2018
		One Raffles Quay	TÜV SÜD PSB	ISO 41001:2018
		Marina Bay Financial Centre Tower 1, 2 & 3 and Marina Bay Link Mall	TÜV SÜD PSB	ISO 41001:2019

Awards, Recognitions and Certifications

Category	Location	Company/Building	Award Organisation	Award/Recognition/Certification
Wellbeing	Hong Kong	Alteration and addition work on 42/F to UR/F, Gloucester Tower, LANDMARK, HK	The International WELL Building Institute	WELL Health-Safety Rating
		Centricity Flex	The International WELL Building Institute	WELL Certified Platinum
		Central Portfolio	The International WELL Building Institute	WELL Core Platinum
		Central Portfolio	The International WELL Building Institute	Highest WELL Score in Asia
		Central Portfolio	The International WELL Building Institute	WELL Concept Award Winners - Air, Water, Movement, Thermal Comfort
		Hongkong Land Head Office (4/F-9/F One Exchange Square)	The International WELL Building Institute	WELL Certified Platinum
		Jardine House BaseHall 2 & 3	The International WELL Building Institute	WELL Core Platinum
	Chongqing, the Chinese mainland	MixC CENTRAL	The International WELL Building Institute	WELL Precertification under The WELL Building Standard
	Shanghai, the Chinese mainland	Shanghai Westbund Financial Hub	The International WELL Building Institute	WELL Precertification under The WELL Community Standard
		Westbund Financial Hub (Plot D)	The International WELL Building Institute	WELL Precertification under The WELL Building Standard
		Westbund Financial Hub (Plot E)	The International WELL Building Institute	WELL Precertification under The WELL Building Standard
		Westbund Financial Hub (Plot F)	The International WELL Building Institute	WELL Precertification under The WELL Building Standard
		Westbund Financial Hub (Site G03)	The International WELL Building Institute	WELL Certified Gold
		Westbund Financial Hub (Site G09)	The International WELL Building Institute	WELL Ceritified Gold
	Suzhou, the Chinese mainland	Suzhou Central	The International WELL Building Institute	WELL Precertification under The WELL Building Standard
	Nanjing, the Chinese mainland	JLC Tower 1	The International WELL Building Institute	WELL Core Platinum
		JLC WEST	The International WELL Building Institute	WELL Precertification under The WELL Building Standard
	Macau	One Central Macau	The International WELL Building Institute	WELL Precertified
	Singapore	One Raffles Quay	The International WELL Building Institute	WELL Health-Safety Rating
		One Raffles Link & Citylink Mall	The International WELL Building Institute	WELL Health-Safety Rating
		Marina Bay Financial Centre	The International WELL Building Institute	WELL Health-Safety Rating
	Jakarta, Indonesia	World Trade Centre Complex	The International WELL Building Institute	WELL Health-Safety Rating
Media Award	Beijing, the Chinese mainland	WF CENTRAL	BANG Media	The Best BANG! Awards, 2025 Beijing Best Luxury Landmark
Human Resources	Hong Kong	Hongkong Land (Mansions) Limited	HR Asia	Best Companies to Work For in Asia
		Hongkong Land Limited	HR Asia	Best Companies to Work For in Asia
			CTGoodJobs	Best HR Awards 2025 - Employer of the Year - Grand Award
			CTGoodJobs	Best HR Awards 2025 - Top Happiest Culture Award - Grand Award & Triple Crown
			CTGoodJobs	Best HR Awards 2025 - Best Family-friendly Employment Policy Award - Gold Award
			CTGoodJobs	Best HR Awards 2025 - Best Corporate Wellbeing Programme Award - Grand Award
Cybersecurity	Hong Kong	Hongkong Land Limited	Hong Kong Internet Registration Corporation Limited (HKIRC)	Cyber Security Staff Awareness Recognition Scheme - Diamond Tier

Memberships and External Charters

Memberships

Hongkong Land supports sustainability and drives policies promoting sustainable business and society through partnerships with government, corporations, trade associations and non-profit organisations.

Monetary contributions to and spending for:	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Lobbying, interest representation or similar	0	0	0	0	0
Local, regional or national political campaigns / organisations / candidates	0	0	0	0	0
Trade associations or tax-exempt groups (Membership fee)	USD 128,655	USD 151,974	USD 131,251	USD 157,985	USD 196,125
Others	0	0	0	0	0
Total contributions and other spending	USD 128,655	USD 151,974	USD 131,251	USD 157,985	USD 196,125

Trade/industry associations with the largest amount of contributions or membership fees in 2025:

Name of organisation	Total amount paid in 2025
The Real Estate Developers Association of Hong Kong	USD 75,679
International WELL Building Institute	USD 30,066
Hong Kong Green Building Council	USD 25,697
The Canadian Chamber of Commerce in Hong Kong	USD 25,697

Memberships and External Charters

Memberships

Location	Organisation	Nature of Membership
Hong Kong	Business Environment Council*	Council member
	Business Environment Council*	Board of Directors
	Business Environment Council*	Member, Executive Committee
	Business Environment Council*	Member, Circular Economy Steering Committee
	Business Environment Council*	Member, Climate Change Business Forum Advisory Group
	Hong Kong General Chamber of Commerce*	Corporate member
	Hong Kong Green Building Council*	Platinum Patron member
	Hong Kong Green Building Council*	Institutional Member, Communications & Membership Committee
	Hong Kong Green Building Council*	Institutional Member, Green Labelling Committee
	Hong Kong Green Building Council*	Member, Climate Change Framework (Operating Carbon) Working Group
	Hong Kong Green Building Council*	Vetting committee member, Zero Carbon Ready Building Certification Scheme
	Canadian Chamber of Commerce in Hong Kong	Corporate member (Platinum Sponsor)
	Asia Pacific Real Estate Association	Corporate member
	China Real Estate Chamber of Commerce Hong Kong and International Chapter Limited	Corporate member
	The American Chamber of Commerce in Hong Kong	Corporate member
	The British Chamber of Commerce in Hong Kong	Corporate member
	The British Chamber of Commerce in Macau	Corporate member
	The Hong Kong Association of Property Management Companies Limited	Corporate member
	The Hong Kong Management Association	Corporate member
	The Real Estate Developers Association of Hong Kong	Corporate member
	ULI Service Limited*	Corporate member
	Occupational Safety & Health Council (Green Cross Group)	Corporate member
	International Facility Management Association Hong Kong Chapter	President
	The International Social Security Association	Vision Zero Campaign Corporate Member
	Hong Kong Archives Society	Institutional member
	International WELL Building Institute*	IWBI Keystone Membership
Singapore	Singapore Green Building Council*	Founding member
	Singapore Green Building Council*	Corporate member
	Singapore International Facility Management Association	Founding member
	Singapore Institution of Safety Officers	Corporate member
	United Nations Global Compact*	Corporate member (Signatory)
	Singapore Business Federation	Corporate member
	Singapore National Employers Federation	Corporate member
	Singapore International Chamber of Commerce	Corporate member

Remark: Organisations with the *symbol next to their names support the Paris Agreement to mitigate climate change.

Memberships and External Charters

Memberships

Location	Organisation	Nature of Membership
United Kingdom	Business Archives Council	Individual member
-	Asia Venture Philanthropy Network	Corporate member
-	World Business Council for Sustainable Development*	Member (through the Jardines Group)
-	Task Force on Climate-related Financial Disclosures (TCFD)*	TCFD Supporter

Remark: Organisations with the *symbol next to their names support the Paris Agreement to mitigate climate change.

External Charters

Name of Charter	Supporting Organisation
Charter on External Lighting	Environment Bureau, HKSAR Government
Green Event Pledge	Environmental Protection Department, HKSAR Government
Carbon Neutral Partnership	Environment Bureau, HKSAR Government
Sustainable Procurement Charter	Green Council
Occupational Safety Charter	Labour Department, HKSAR Government and Occupational Safety & Health Council
Joyful@Healthy Workplace Charter	Occupational Safety & Health Council
Charter on Preferential Appointment of OSH Star Enterprise	Occupational Safety & Health Council
Mental Health Workplace Charter	Department of Health, Labour Department, HKSAR Government and Occupational Safety & Health Council
Good Employer Charter	Labour Department, HKSAR Government
Premier Smoke-free Housing Management Recognition	Hong Kong Council on Smoking and Health
Heart Caring (plus) Charter, Heart Caring Company	Occupational Safety & Health Council
BEC Net-Zero Carbon Chapter	The Business Environment Council
Employment Friendly Organisation	Hong Kong Council of Social Service
Breastfeeding Friendly Premises - Gold Label	UNICEF
Food Wise Hong Kong Charter	Environmental Protection Department, HKSAR Government
Energy Saving Charter	Electrical and Mechanical Services Department, HKSAR Government
Glass Container Recycling Charter	Environmental Protection Department, HKSAR Government
4T Charter	Electrical and Mechanical Services Department, HKSAR Government

Summary of Performance Data - ISSB-based Disclosures

With reference to the ISSB-based disclosures, Hongkong Land has reported for the second time key quantitative metrics related to the five financial material issues identified in our double materiality assessment, and industry-based metrics set out in the Sustainability Accounting Standards Board (SASB) standards. The below metrics are accounted for based on inputs, assumptions and methods consistent to our consolidated financial statements.

Reporting Boundary:
For the reporting year 2025, the reporting boundary of these metrics includes the leasing portfolio and developments of the Group's significant assets, which generate most recurring income in 2025. We will continue to broaden the reporting boundary of these metrics to fully align with the consolidated financial statements in our future reports.

	Unit of Measurement	2025	Anticipated in 2026
Climate & Economic Resilience			
Proportion of Revenue from Green Building Portfolio	%	99	-
Investment in Climate Change Adaptation and Mitigation (e.g. Building Information Modeling (BIM) and high efficient chiller plants)	USD	8.9 million	15 million
Savings from Energy Efficiency Measures (e.g. Chiller replacement and Control Tower implementation)	USD	2.6 million	-
Inspirational Connections			
Enhancing Tenant Experience (e.g. Retail podiums reconfiguration and additional pedestrian access)	USD	100.6 million	166.5 million
Procurment of Sustainable Products and Services (e.g. Building and construction supplies in Green Specifications and environmental and other technical consulting services)	USD	52 million	69.5 million
Operational Excellence			
Improving Employee and Contractor Safety (e.g. FLHSS audit and Health & Safety risk assessment)	USD	5.7 million	5.7 million

	Unit of Measurement	2025
SASB Real Estate Metrics		
IF-RE-410a.2 Percentage of tenants that are separately metered or submetered for grid electricity consumption	%	100%
IF-RE-410a.2 Percentage of tenants that are separately metered or submetered for water withdrawals	%	100%

Hongkong Land