

**CapitaLand Integrated Commercial Trust**  
Sustainability Report 2025

# About CapitaLand Integrated Commercial Trust

CapitaLand Integrated Commercial Trust is the first and largest real estate investment trust listed on Singapore Exchange Securities Trading Limited (SGX-ST) with a market capitalisation of US\$14.1 billion or S\$18.2 billion, as at 31 December 2025. It debuted on SGX-ST as CapitaLand Mall Trust in July 2002 and was renamed in November 2020 following the merger with CapitaLand Commercial Trust.

As the largest proxy for Singapore commercial real estate, CICT owns and invests in quality income-producing assets primarily used for commercial (including retail and / or office) purpose, located predominantly in Singapore. CICT's portfolio comprises 20 properties in Singapore, two properties in Frankfurt, Germany, and three properties in Sydney, Australia, with a total property value of S\$27.0 billion<sup>1</sup> or US\$21.0 billion based on valuations of its proportionate interests in the portfolio as at 31 December 2025.

CICT is managed by CapitaLand Integrated Commercial Trust Management Limited, a wholly owned subsidiary of CapitaLand Investment Limited, a leading global real asset manager with a strong Asia foothold.

## Glossary

2030 SMP	: CLI 2030 Sustainability Master Plan	ESIA	: Environmental & Social Impact Assessment
AR 2025	: CICT's Annual Report 2025	ETS	: Environmental Tracking System
BCA	: Building and Construction Authority	FBC	: Fraud, Bribery and Corruption
CaaS	: Cooling-as-a-Service	GFA	: Gross Floor Area
CICT / Trust	: CapitaLand Integrated Commercial Trust	GHG	: Greenhouse Gas
CHF	: CapitaLand Hope Foundation	GRI	: Global Reporting Initiative
CICTML / Manager	: CapitaLand Integrated Commercial Trust Management Limited, the manager of CapitaLand Integrated Commercial Trust	GSR	: Global Sustainability Report
CICTML Board / Board	: Board of the Manager	IFRS	: International Financial Reporting Standards
CIF	: CapitaLand Innovation Fund	ISSB	: International Sustainability Standards Board
CLI / Sponsor / CLI Group	: CapitaLand Investment Limited	OHS	: Occupational Health and Safety
CSXC	: CapitaLand Sustainability X Challenge	REIT	: Real Estate Investment Trust
Directors	: Directors of the CICTML Board	RCSA	: Risk and Control Self-Assessment
EHS	: Environmental, Health and Safety	SASB	: Sustainability Accounting Standards Board
EMS	: Environmental Management System	SBG	: Sustainable Building Guidelines
ESG	: Environmental, Social and Governance	SBTi	: Science Based Targets initiative
		Sq ft	: Square Feet
		SR / SR 2025 / Report	: CICT's Sustainability Report 2025
		UN SDGs	: United Nations Sustainable Development Goals
		Unitholders	: Unitholders of CICT

## Mission

To deliver stable distributions and sustainable total returns to unitholders.

## Vision

Asia's premier commercial REIT.

## Purpose

Creating inspiring work-play environments and delightful experiences anchored by a strong ESG commitment.

## Values

- Winning Mindset
- Integrity
- Respect
- Enterprising

<sup>1</sup> Excluding Bukit Panjang Plaza, which was divested on 27 February 2026.

# About the Report

## International Standards and Guidelines

With the Integrated Reporting Framework now housed under the IFRS Foundation, CICT is consolidating our disclosure strategy around the IFRS Sustainability Standards issued by the ISSB. This Report incorporates climate-related disclosures from IFRS S2 and the climate-relevant provisions of IFRS S1.

This Report is prepared in accordance with the GRI Standards 2021 and aligns with the Monetary Authority Singapore (MAS) Guidelines on Environmental Risk Management for Asset Managers and complies with the SGX-ST Listing Manual Rules 711A and 711B. CICT adopts the GRI Standards for this Report due to its global recognition and coverage of sustainability disclosures pertinent to CICT's business. This Report also references the UN SDGs and SASB real estate sector-specific standards.

CICT is committed to the 10 principles of the United Nations Global Compact (UNGC) in the areas of human rights, labour, environment and anti-corruption. This commitment aligns with that of our Sponsor, CLI, a signatory to the UNGC since 2015. CLI is also a signatory of the UN-supported Principles of Responsible Investing (UN PRI) since February 2023.

As a testament to our efforts to enhance ESG standards and improve disclosures, CICT continues to be listed in ESG indices such as FTSE4Good Index Series.

## Reporting Scope and Period

As a CLI-sponsored REIT, CICT is externally managed by wholly owned subsidiaries of CLI, including CICTML and the property managers who oversee the daily property operations. Employees<sup>1</sup> of CICTML and the property managers are responsible for the Trust and its property and portfolio operations. Their respective teams are identified as employees of the Trust. The non-executive directors of the CICTML Board are not employees of CICT. This Report covers CICT's portfolio for the financial period from 1 January 2025 to 31 December 2025 (FY 2025), unless otherwise stated.

On 30 May 2025, CICT divested its 45% interest in CapitaSpring's third-party managed serviced residence component, with GHG emissions accounted for under Scope 3. On 26 August 2025, CICT completed the acquisition of the remaining 55% interest in CapitaSpring's commercial component, making it a wholly owned asset. As at 31 December 2025, CICT's portfolio comprised 21 properties in Singapore, two in Frankfurt, Germany, and three in Sydney, Australia.

Guided by GHG Protocol (operational control method) which sets the global standard on how to measure, manage and report GHG emissions, this Report details the environmental performance of properties under CICT's operational control. They include

the 21 operating properties in Singapore, which account for S\$25.9 billion or 94% of CICT's portfolio property value as at 31 December 2025. Of the 21 properties, ION Orchard is a 50% joint venture over which CICT does not have operational control, and hence its consumption data is reported under Scope 3 GHG emissions. The overseas assets, which are third-party managed, comprise the Australia and Germany portfolios accounting for S\$1.5 billion or 6% of CICT's portfolio property value as at 31 December 2025. This Report covers their consumption data for energy, water and waste, as available at the time of reporting. Additional environmental metrics are being tracked and monitored internally. Any restatements of previously reported data, if applicable, will be indicated and explained within the relevant sections of this Report.

This Report has undergone a comprehensive internal review. Our Sponsor, CLI, is obtaining external assurance, with reference to the International Standard on Assurance Engagements 3000 (ISAE 3000), for its GSR 2025 performance data expected to be released by 31 May 2026. CICT's properties and employees are included within the scope of CLI's external assurance engagement. This Report is to be read in conjunction with [CICT's AR 2025](#). In line with our commitment to environmental sustainability, this Report is not printed.

## Board Statement

At CICT, we are committed to growing in a responsible manner, by delivering long-term economic value and contributing to the environmental and social well-being of our communities. The operations of CICT's properties are managed by the property managers (which mainly comprise subsidiaries of CLI), in accordance with the property management agreements. The material ESG factors have been identified with set targets for 2030, considering CICT's business focus and in alignment with the CLI 2030 SMP. Advancing towards a common set of goals, the CICTML Board has reviewed and endorsed the material ESG factors put up by the management team.

CICT's ESG factors aim to maximise impact through building portfolio resilience, optimising resources, enabling thriving and future-adaptive communities, and stewarding responsible business conduct and governance.

The CICTML Board is responsible for overseeing CICT's sustainability efforts and takes these ESG factors into consideration when determining its strategic direction and priorities. The CICTML Board also approves the executive compensation framework based on the principle of linking pay to performance. The Manager's business plans are translated to both quantitative and qualitative performance targets, including sustainable corporate practices.

<sup>1</sup> Employees hired by, and / or report to, and / or provide dedicated services to the Manager.

# Contents

## Overview

About The Report and Board Statement	01
Pathways & Trends	04
CEO Message	06
ESG Highlights	07
Corporate Governance Highlights	08
Awards & Recognition	09
Sustainability Approach	10

## Environmental

Commitments & Progress	14
Climate Resilience (Adaptation and Mitigation)	16
Carbon Emissions	21
Energy Efficiency	22
Water Management	24
Waste Management / Circularity	25
Biodiversity / Natural Capital	26
Innovative Solutions for A Sustainable Tomorrow	26

## Social

Commitments & Progress	28
Health & Safety	29
Social Integration	32
Engaging Our Stakeholders	33
Our Shoppers	36
Our Tenants and Community	40
Our Investors	44
Our Employees	46
Our Suppliers	51

## Governance

Commitments & Progress	52
Corporate Governance	54
Risk Management	56
Financial	57

## References

GRI Content Index	58
-------------------	----

## Information on CICT's Website

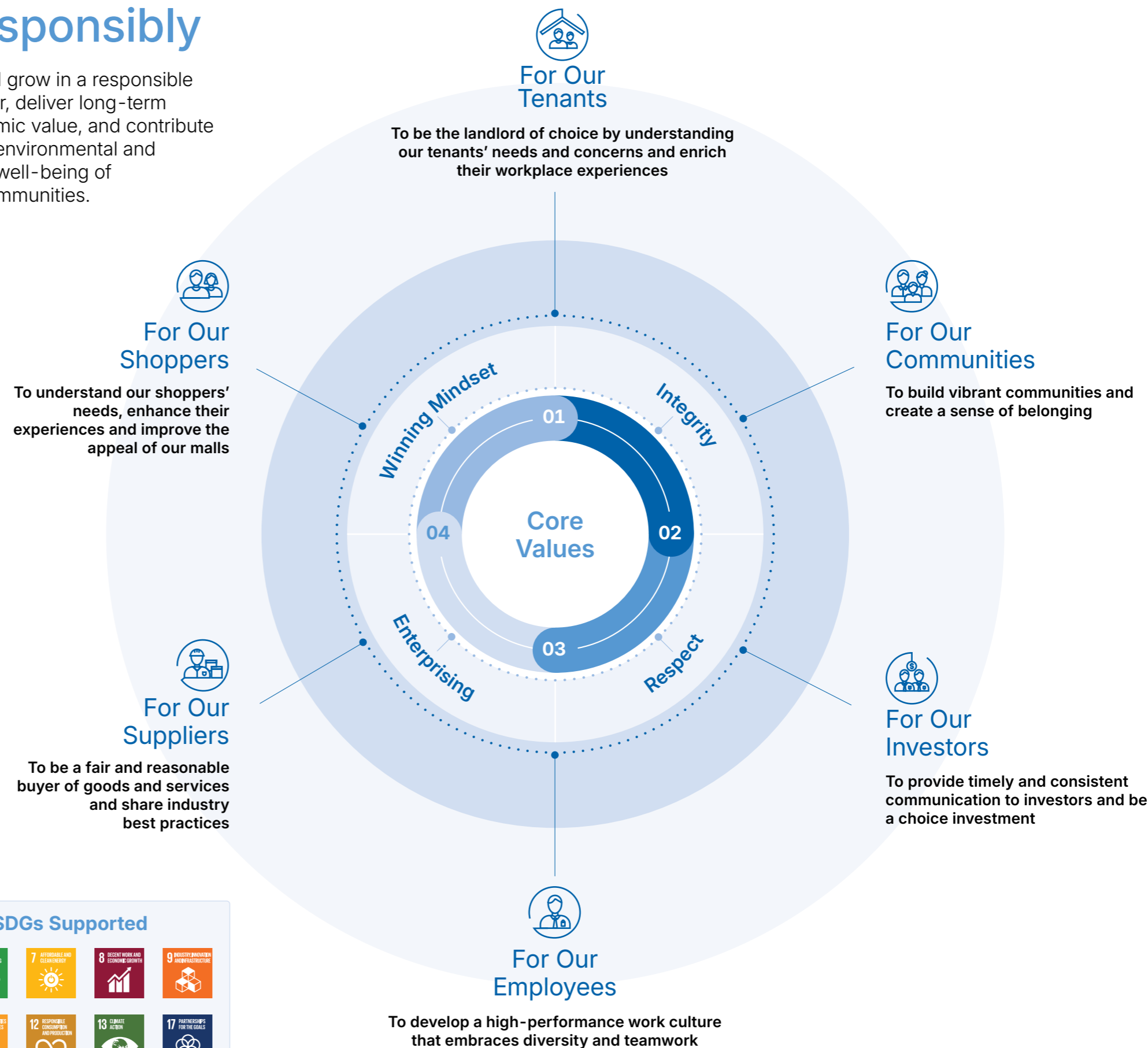
[Climate Scenario Analysis 2022](#)

[SR 2025 Data Pack](#), comprising:

- GHG Emissions Data Methodology
- Key ESG Data Summary
- Portfolio Green Ratings and Universal Design Awards
- IFRS S2 Content Index
- IFRS Volume 36 – Real Estate Metrics
- United Nations Global Compact

# Growing Responsibly

We will grow in a responsible manner, deliver long-term economic value, and contribute to the environmental and social well-being of our communities.



# Pathways & Trends

## Leveraging CLI 2030 SMP Pathways

The 2030 SMP sets out CLI's sustainability ambitions and provides a framework aligned with its business strategy and climate science. CICT takes guidance from this framework in setting sustainability priorities to ensure our efforts are aligned and directed towards a common objective.

The 2030 SMP is reviewed and refined periodically to remain relevant. CLI will adapt its strategies as technologies evolve, stakeholder expectations change, and new climate solutions emerge. For more information, please refer to the 2030 SMP [here](#).

**Build**

**Portfolio Resilience and Resource Efficiency**

**Focus Areas:**

- Low Carbon Transition
- Water Conservation and Resilience
- Waste Management and Circular Economy

---

**Integrate sustainability in the entire real estate life cycle.** In particular, factoring environmental and social (including health and safety) impact assessments and an internal carbon price into the investment evaluation process.

**Source climate-technology solutions** through the global CSXC for piloting and adoption throughout the portfolio.

**Use data analytics and digitalisation** to track and analyse trends in environment parameters and use the insights for portfolio optimisation.

**Strengthen innovation and collaboration** by tapping on the S\$50 million CIF, and by sourcing globally and within CLI for new ideas and technologies to meet our bold sustainability ambitions.

**Work with partners to create shared values** that benefit the wider real estate community through partnerships and mentorships.

**Raise capital through sustainable finance instruments.** By embracing sustainable finance initiatives that demonstrate our sustainability leadership. Any interest rate savings can be redirected into our decarbonisation efforts.

**Enable**

**Thriving and Future-Adaptive Communities**

**Focus Areas:**

- Social Impact
- Human Capital Development
- Health and Wellness
- Customer and Supplier Partnerships

---

CapitaLand Hope Foundation as a vehicle to **amplify the social impact of our contribution to the communities** by collaborating with ecosystem partners to support key underserved needs of children, youth and seniors through donations, volunteerism and thought leadership.

**Build a culture of volunteerism** among staff and leveraging its ecosystem to rally customers and business partners to do good together.

**Develop capability and build a culture of sustainability** throughout the organisation.

**Empower staff** with relevant knowledge and skillsets to make decisions that align with our sustainability goals.

**Cultivate stakeholder engagement** through thought leadership and advocacy, towards ensuring CapitaLand as a sustainable brand that cares for the environment and communities that it serves.

**Steward**

**Responsible Business Conduct and Governance**

**Focus Areas:**

- Corporate Governance
- Transparent Reporting
- ESG Risk Management

---

**Ensure robust ESG governance structure,** where the Board of CICTML reviews and endorses key material ESG issues and the sustainability strategy presented by Management. The management and the CICT sustainability committee are responsible for execution on the ground through cross-team collaboration.

**Monitor and report to ensure transparency of sustainability progress.** Continue to validate performance by external assurance<sup>1</sup> and align sustainability reports to international standards and frameworks.

**Integrate ESG into Balanced Scorecard Framework** and sustainability targets embedded in policies, processes, best practices, and key performance indicators.

<sup>1</sup> CICT relies on CLI's external assurance conducted annually since its 2010 GSR under CapitaLand Limited. The assured data covers the sustainability performance of CLI's global operations and portfolio, which includes CICT properties in Singapore.

# CEO Message

At CICT, we are committed to creating long-term value for our stakeholders by integrating sustainability into our business model. As Singapore's largest REIT and a proxy for the commercial real estate market, we have a responsibility to build a resilient, future-ready portfolio. Guided by CLI's 2030 SMP, we continued to make steady progress towards our sustainability targets in 2025 through the collective efforts of our Board, management and teams, in close partnership with our stakeholders.

## Reducing our environmental footprint

Our environmental strategy focuses on managing and reducing our environmental impacts, pursuing green initiatives and innovations that promote energy efficiency across our assets, and strengthening climate resilience by diligently identifying and managing our climate-related risks and opportunities.

Our portfolio remained 100% green-rated as at end-2025. During the year, three properties achieved higher levels of green building certifications. Notably, The Atrium@Orchard became Singapore's first operational office-retail building to attain the BCA Green Mark Platinum (Super Low Energy) certification, which recognises buildings that achieve at least 60% energy savings while meeting stringent standards for renewable energy integration and intelligent energy management. Asia Square Tower 2 also attained the same distinction, affirming its position among best-in-class sustainable buildings. Raffles City Singapore was upgraded to Green Mark Platinum certification from Gold<sup>PLUS</sup>. These milestones reflect our commitment to sustainable asset management and operational excellence, amid increasingly stringent BCA standards.

CICT also continued to be recognised by global sustainability benchmarks for its ESG performance. Under the GRESB Real Estate Assessment 2025, our ESG benchmark against global standards, CICT maintained its 5-Star Rating with a score of 92 points, a one-point improvement from 2024. We also maintained our MSCI ESG Rating of 'AA' for the fourth consecutive year, and continued to be included in the FTSE4Good Index in 2025, marking our 18<sup>th</sup> consecutive year of inclusion since September 2007.

During the year, we continued to tap into sustainability-linked and green financing. In FY 2025, CICT increased its green financing with the issuance of S\$150 million 3.088% 7-year fixed rate notes and S\$300 million 2.25% 7-year fixed rate notes in March and September 2025 respectively. As at 31 December 2025, the total outstanding sustainability-linked and green financing was S\$6.8 billion (31 December 2024: S\$4.8 billion), and accounted for about 63% of total borrowings.

**“We remain committed to integrating sustainability across our portfolio and alongside our tenants, driving meaningful initiatives that make a difference.”**

## Maximising social impact

We believe our properties play an important role as social hubs that bring people together. In 2025, we continued to strengthen our engagement with tenants, shoppers and communities through many longstanding and diverse programmes held at our properties. These include tenant partnerships, wellness initiatives, and sustainability campaigns. Some examples are: carnivals on heart health in conjunction with National Heart Week and World Heart Day where shoppers could enjoy free health screenings and heart wellness talks; and exhibitions in celebration of SG60, where artwork created from found materials and community contributions were displayed. These efforts support vibrant and engaging spaces that foster meaningful connections and shared experiences, enhancing overall satisfaction. More details can be found in the Social: Engaging our Stakeholders section of this Report.

## Upholding strong governance

Strong governance underpins our sustainability approach. We continue to embed sustainability considerations into our business strategy, risk management and decision-making processes, supported by transparent reporting and robust oversight. As a listed issuer and a constituent of globally recognised ESG indices, CICT has aligned this Report with the IFRS Sustainability Disclosure Standards (Standards) as mandated by SGX RegCo, enhancing the quality and relevance of our sustainability-related disclosures.

Our efforts continue to be recognised by leading local and international benchmarks. As a testament to our efforts, CICT was named winner of the Singapore Corporate Governance Award (REITs & Business Trusts Category) at the SIAS Investors' Choice Awards 2025 and ranked among the top five public listed companies (PLC) in Singapore and top 50 in ASEAN PLC at ASEAN Corporate Governance Awards 2025.

## Partnering for a sustainable future

CICT's properties continue to serve as testbeds for sustainability initiatives through CLI's CSXC and CIF. We are excited to pilot new initiatives as featured in this Report. These collaborations allow us to pilot innovative solutions, build capacity across our ecosystem, and foster a culture of shared responsibility for environment stewardship.

Looking ahead, we remain committed to integrating sustainability across our portfolio and alongside our tenants, driving meaningful initiatives that make a difference. By delivering consistent progress and practical outcomes, we aim to contribute positively to a more sustainable future while creating enduring value for our stakeholders.

**Tan Choon Siang**  
Chief Executive Officer

# ESG Highlights

## Advancing Our Low Carbon Transition

**Targets and Performance** (reduction targets are based on a 2019 baseline)

### 2030 Targets

### 2025 Progress

#### To Reduce

Absolute Scope 1 & 2 GHG Emissions <sup>1</sup>	<b>by 46%</b>	↓ <b>13%</b>
Carbon Emissions Intensity	<b>by 72%</b>	↓ <b>24%</b>
Energy Consumption Intensity	<b>by 15%</b>	↓ <b>21%</b>
Water Consumption <sup>2</sup> Intensity	<b>by 15%</b>	↓ <b>14%</b>
Waste Intensity in Daily Operations	<b>by 20%</b>	↓ <b>16%</b>

#### To Achieve

Waste Recycling Rate in Daily Operations	<b>25%</b>	<b>10%</b>
Renewable Energy	<b>45%</b>	<b>2%</b>

## Embracing the Tenets of Sound Corporate Governance



**100%**

of CICTML Employees Attended Fraud, Bribery & Corruption Awareness Training



**~24**

Training Hours per Employee



**~54%**

Female Representation in Senior Management Level

## Fostering Positive Change through Social Good



**908**

Volunteering Hours by Employees



**>98%**

of Employees Attended at Least One ESG Training



**100%**

Supply Chain Vendors Committed to Abide by Supply Chain Code of Conduct



**Zero**

Employee Work-related Fatality or Permanent Disability

<sup>1</sup> Refers to gross greenhouse gas emissions. For more information on greenhouse gases covered by this target, please refer to the GHG Emissions Data Methodology available in the [SR 2025 Data Pack](#). CICT plans to address any remaining residual carbon with carbon offsets and are currently reviewing the carbon offsets strategy with CLI. Please see the Carbon Mitigation Hierarchy on page 20 of this Report.

<sup>2</sup> All water withdrawn by CICT is assumed to be discharged. For the purposes of this report, the term "water consumption" has been used to represent the water used in CICT's business operations.

# Corporate Governance Highlights

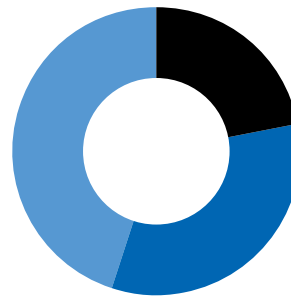
## Board Composition (9 Directors)

### Board Independence

**67%**  
Independent

**33%**  
Non-Independent

### Age Spread



**22%**  
50 years & below

**33%**  
51-60 years old

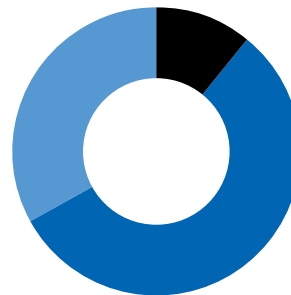
**45%**  
61 years & above

### Gender Diversity

 **5**  
Males

 **4**  
Females

### Tenure Mix



**11%**  
0-3 years

**56%**  
3-6 years

**33%**  
>6 years

## Committee Composition

### Audit and Risk Committee

**4** Members  **100%**  
Independent


### Executive Committee


**3** Members  **100%**  
Non-Independent


### Nominating and Remuneration Committee

**3** Members  **67%**  
Independent

## Meeting Attendance

 **98.4%**  
Board Meeting

 **100%**  
Audit and Risk  
Committee Meetings

 **100%**  
Nominating and Remuneration  
Committee Meetings

 **100%**  
Annual General  
Meeting

# Awards & Recognition

## Recognition & Rankings



### Singapore Corporate Awards 2025

- Gold - Best Investor Relations
- Gold - Best Annual Report  
*(REITs and Business Trusts category)*



### SIAS Investors' Choice Awards 2025

- Winner - Singapore Corporate Governance Award  
*(REITs and Business Trusts category)*



G R E S B

### GRESB Real Estate Assessment 2025

- Maintained 5-Star Rating with a score of 92 points
- Maintained 'A' for GRESB Public Disclosure with a score of 100 points

### REITs Symposium Award 2025

- Winner - Best Managed REIT Award
- Winner - Most Preferred REIT Leadership Award

Included in the  
**2025 Fortune Southeast Asia 500 List**

### Singapore Governance and Transparency Index (SGTI) 2025

Ranked 3<sup>rd</sup> with an overall score of 104.2  
*(REIT & Business Trust category)*

### ASEAN Corporate Governance Awards

- One of the Top 5 Public Listed Companies (PLC) in Singapore
- Top 50 ASEAN PLC

**MSCI**  
ESG RATINGS



CCC B BB BBB A **AA** AAA



FTSE4Good

Constituent of the  
**FTSE4Good Index Series**  
since September 2007

### Sustainalytics

Rated 9.0 - Negligible Risk

Included in the 2025 Top Rated ESG Companies List



### Equileap

Ranked first in Singapore for gender equality in 2026

# Sustainability Approach

## Sustainability Commitment

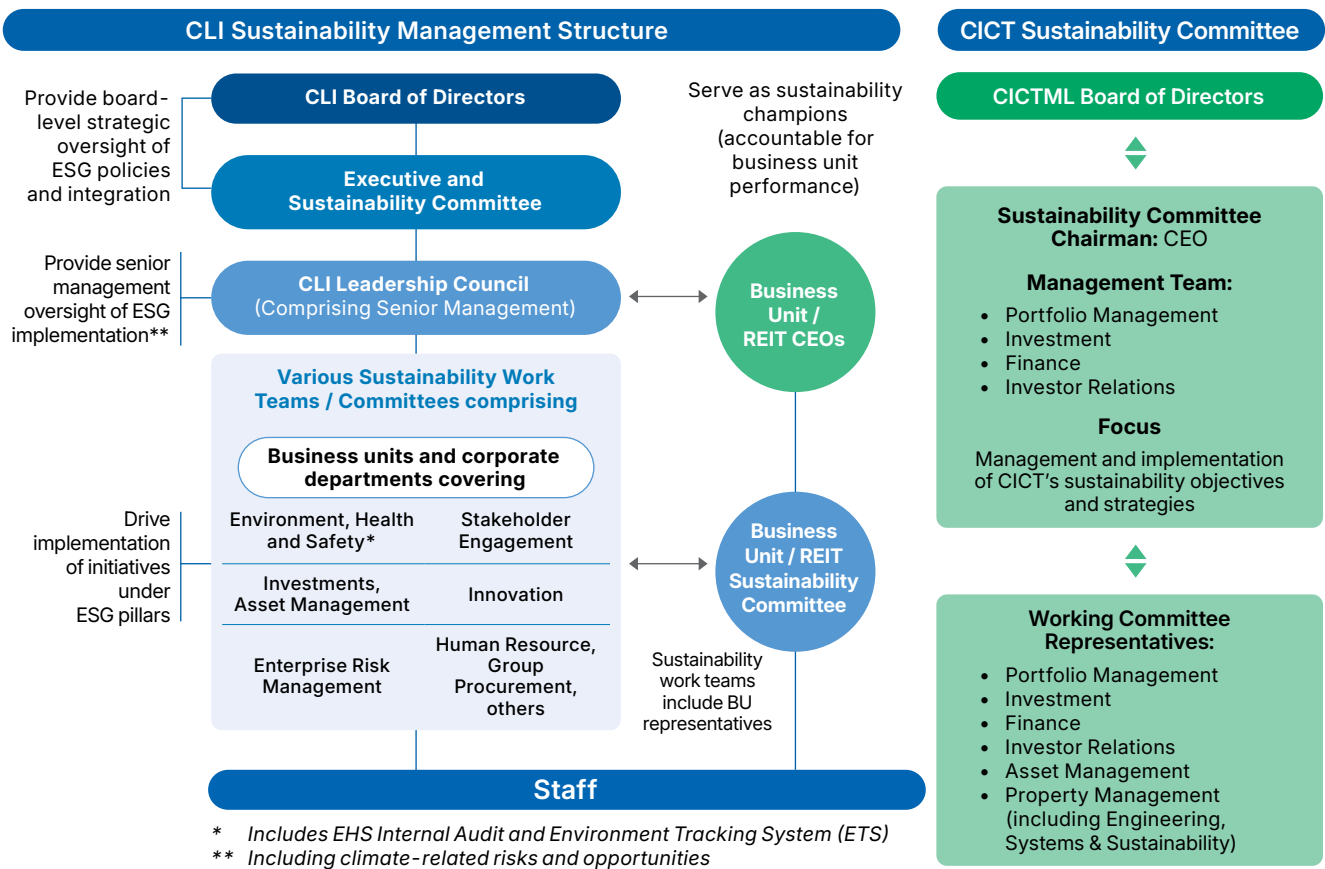
CICT aligns its sustainability goals with CLI to achieve the sustainable performance of its portfolio. Both CICTML and the property managers oversee CICT's business and operations, ensuring adherence to CLI's sustainability framework, policies, and guidelines, including its ethics and business conduct code. Guided by the CLI 2030 SMP, CICT is committed to drive efforts on meeting the SBTi-approved Scope 1 and 2 GHG emissions targets aligned with a 1.5°C trajectory<sup>1</sup>. CICT is also aligned with CLI's commitment to achieve Net Zero<sup>2</sup> by 2050 for its Scope 1 and 2 GHG emissions. Specific pathways have been established for each ESG pillar and focus area, with strategies to evolve alongside advancements in technology and scientific research. Roadmaps and plans are developed to achieve CICT's sustainability objectives, which will enable the Trust to create a greater positive impact on both the environment and communities.

committee, is led by CLI's Chairman. Terms of reference for this committee include overseeing CLI's sustainability strategies, including providing guidance to management and monitoring progress against achieving the goals of CLI's sustainability initiatives, as well as oversight of matters relating to climate-related risks and opportunities. The CLI ESC is supported by the CLI Leadership Council which makes strategic resource allocation decisions. The sustainability work teams comprise representatives from CLI's business units and corporate functions. Each business unit has its own EHS Committee to drive initiatives. More information about how the ESC takes into account sustainability issues, including climate-related risks and opportunities, when overseeing strategic and investment decisions can be found in CLI's Corporate Governance Report in its Annual Report 2025.

The property managers, led by the CEO of Commercial Management at CLI, have their own EHS committee. The property managers are supported by an Engineering, Systems and Sustainability team responsible for integrating sustainability into operations.

## Group-wide Commitment

CLI's group-wide sustainability management comes under the purview of a CLI Board Committee – the Executive and Sustainability Committee (ESC)<sup>3</sup>. The ESC, which is a Board



1 This is using the absolute contraction approach.  
 2 This refers to net greenhouse gas emissions. For more information on greenhouse gases covered by the target, please refer to the GHG Emissions Data Methodology.  
 3 The Executive Committee and the Strategy and Sustainability Committee merged to form the Executive and Sustainability Committee with effect from 1 January 2025.

## Role of CICTML Board, Management and Staff

The CICTML Board considers sustainability issues as part of its strategic formulation and confirms the material ESG factors listed by the Manager and property managers. The Board oversees the management and monitoring of the key material ESG factors and determines the Trust's risk appetite, guiding the nature and extent of material risks that CICT is prepared to accept in pursuit of its strategic and business objectives. Among the material risks, climate change (including climate-related risks and opportunities) is recognised as particularly crucial. The Board is actively involved in discussions on climate-related initiatives and regularly evaluates climate change risks as part of its Enterprise Risk Management (ERM) Framework. Updates to the Board are provided at least biannually during quarterly or ad hoc Board meetings, comprising various climate-related topics, such as the 2030 SMP, climate-related risks and opportunities, green capital expenditure, green ratings of properties, and performance metrics, including carbon emissions data, progress towards reduction targets, and stakeholder expectations regarding climate change. Reports of any environmental incidents, including climate-related damages or disruptions, are also presented to the Board. Environmental impact factors

are integral to the asset investment evaluation process and strategy and are accordingly brought to the Board's attention.

The CEO of CICTML, who also serves as an Executive Director, chairs the Sustainability Committee. The committee provides strategic oversight, drives initiatives, and guides reporting on climate-related risks and opportunities, as well as broader environmental issues. The CEO is responsible for CICT's climate-related targets. A key objective of the senior management is to transit to a low-carbon business aligned with climate science and to build a resilient and resource-efficient portfolio. To support this, the Directors of CICTML, senior management and relevant stakeholders participate in training sessions regularly to enhance their capacity in managing climate-related risks and opportunities. The frequency and content of these capacity-building training courses are reviewed regularly to incorporate current and emerging issues relating to environmental risk management. Every Board member has participated in sustainability training as mandated by SGX, and all new and existing Board members are briefed on the 2030 SMP, sustainability management at CICT, and climate-related matters. Please refer to page 74 of [CICT's AR 2025](#) for more information on Directors' Development.

## Roles and Responsibilities of CICT's Sustainability Committee

Roles	Responsibilities
<b>CEO and Executive Director</b>	<ul style="list-style-type: none"> <li>Responsible for decisions on ESG-related targets and engagements with stakeholders.</li> </ul>
<b>Portfolio Management</b>	<ul style="list-style-type: none"> <li>Works closely with Asset Management and Property Management teams to evaluate solutions relating to matters including green energy procurement, greening of the portfolio and related capital expenditure, and promoting workplace safety and health.</li> <li>Engages with staff and investors on ESG matters.</li> </ul>
<b>Investment</b>	<ul style="list-style-type: none"> <li>Responsible for seeking growth opportunities with climate change impact as one of the assessment criteria.</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>Responsible for securing green financing and engaging with stakeholders such as bankers and debt investors.</li> </ul>
<b>Investor Relations</b>	<ul style="list-style-type: none"> <li>Responsible for engagements with stakeholders including investors and ESG rating agencies as well as ESG reporting matters.</li> </ul>
<b>Asset Management</b>	<ul style="list-style-type: none"> <li>Responsible for proposing solutions relating to matters including green energy procurement, greening of the portfolio and related capital expenditure.</li> <li>Engages various internal stakeholders on ESG matters.</li> </ul>
<b>Property Management</b> – <b>Operations, Engineering, Systems and Sustainability</b>	<ul style="list-style-type: none"> <li>Responsible for driving innovative ESG solutions and operational efficiency and processes, including innovations and green initiatives and execute potential scale-up, achieving target consumption savings, promoting workplace safety and health and engaging with staff, tenants, service providers and relevant government agencies for ESG matters.</li> </ul>

## Maintaining Diversity on the Board

The CICTML Board embraces diversity and has in place a Board Diversity Policy. The Board Diversity Policy ensures that the Board comprises talented and dedicated Directors with a diverse mix of expertise, experience, perspectives, skills and backgrounds, with due consideration to diversity factors. Diversity factors include, but not limited to, diversity in business or professional experience, age and gender. [For more information, please refer to the Corporate Governance section of CICT's AR 2025.](#)

## Materiality

The CICTML Board endorses the material ESG issues that are most relevant and significant to CICT and its stakeholders, taking into consideration their relevance or impact to the business, strategy, financial planning, business model and key stakeholders. A double materiality approach is adopted, considering issues which are material from either the impact or financial perspectives<sup>1</sup>, or both. Potentially material ESG issues arising from activities across CICT and CLI's value chain (including immediate and longer term risks and opportunities) are identified primarily through ongoing engagement with the CICT team, CLI's business units and external stakeholders. In addition, we review various sources including investor questionnaires, and ESG surveys, benchmarks and frameworks such as GRESB and SASB to enhance our understanding of the industry's material ESG issues.

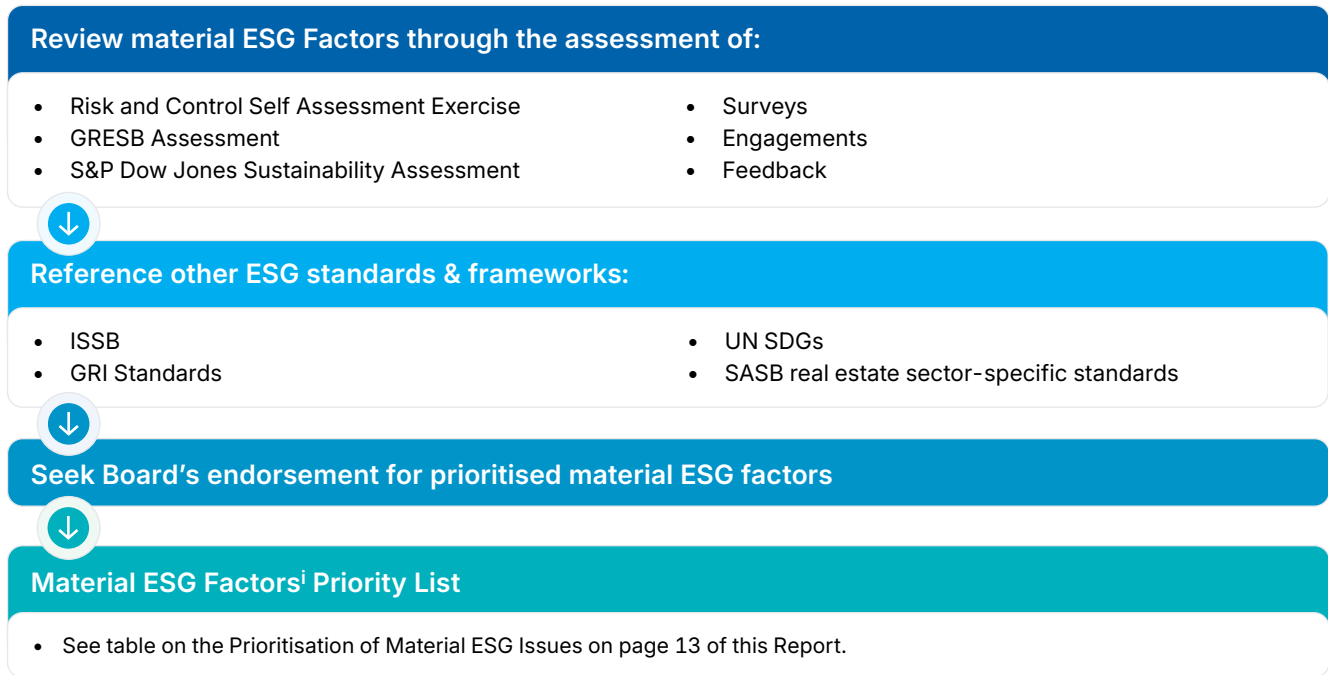
In addition, CICT has a regular process to review, assess and feedback in relation to ESG topics. The FY 2025 review affirmed the robustness of core material topics, while introducing refinements to align with evolving standards and investor priorities. Key updates include a stronger emphasis on Climate

Resilience (Adaptation and Mitigation) to address specific investor focus on climate-related risks, expanding the Waste Management topic to include Circularity and encompassing upstream and lifecycle activities like usage of recycled materials, as well as introducing references to Natural Capital alongside Biodiversity to acknowledge the growing relevance of the Taskforce on Nature-related Financial Disclosures (TNFD) and anticipated IFRS S3 Disclosure Standards on Biodiversity, Ecosystems and Ecosystem Services.

Identified material issues are reported in a corporate risk register through the annual group-wide RCSA exercise<sup>2</sup>, which identifies, assesses and documents material risks and the corresponding internal controls to manage those risks. The material risks include fraud, bribery and corruption, climate-related, safety, health and well-being, and human capital which are ESG-relevant. Identified material ESG issues are then prioritised based on the likelihood and potential impact on CICT's business continuity. For external stakeholders, priority is given to issues important to the community and applicable to CICT and CLI.

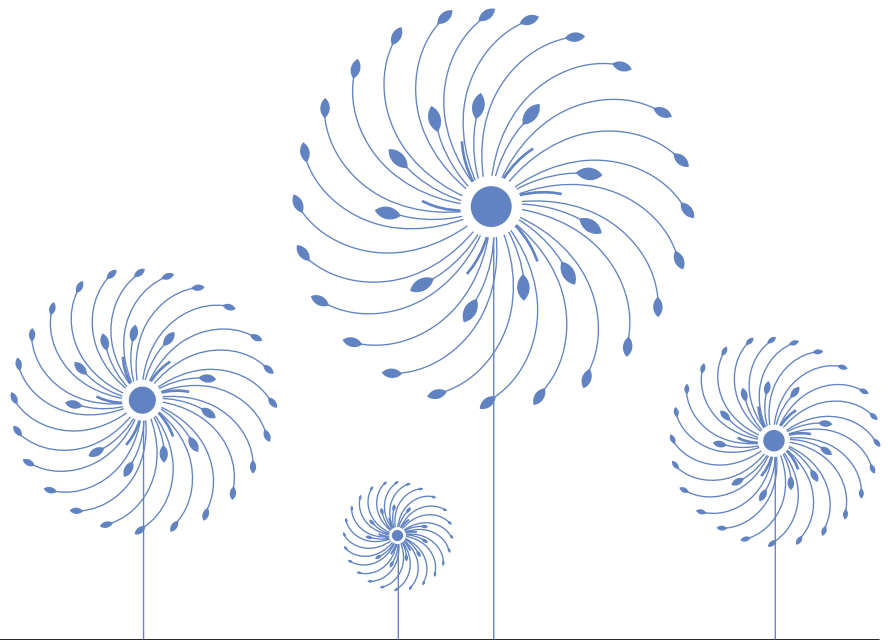
1 To identify ESG issues which are potentially financially material, CICT takes reference from the SASB Standards for Real Estate and Real Estate Services, which identify sustainability factors that are material to short, medium, and long-term enterprise value for the industry.  
 2 For more information on CICT's ERM and the group-wide RCSA exercise, please refer to the Risk Management section of [CICT's AR 2025](#) and the Risk Management section under Governance of this Report.

## Regular Review, Assessment and Feedback Process for Material ESG Factors



i Economic Performance, Market Presence and Governance are deemed to be material for CICT but not considered as ESG Factors.












## Prioritisation of ESG Material Issues



1 Includes green leases and tenant engagement on ESG matters.  
 2 Includes products and services promoting customer health and safety, and green-certified buildings.  
 3 Includes consideration of compliance, economic performance and cybersecurity.  
 4 Relates to our zero tolerance stance regarding child / forced labour and covers employees and supply chain.

# Commitments & Progress

Please refer to [CICT's website](#) for information on our Environmental Framework.

Areas of Focus	2030 Targets & Commitments	2025 Performance	UN SDGs Supported
 <p><b>Low-carbon Transition</b></p>	Achieve science-based target of reducing absolute Scope 1 and 2 GHG emissions by 46% from 2019 baseline <sup>1</sup>	13% reduction in absolute Scope 1 and 2 GHG emissions	     
	Reduce carbon emissions intensity by 72% from 2019 baseline	24% reduction in carbon emissions intensity	
	Reduce energy consumption intensity by 15% from 2019 baseline	21% reduction in energy consumption intensity	
	Generate 45% of total electricity consumption from renewable sources	2% of total electricity consumption from renewable sources	
	Achieve a minimum green rating for all operating properties	100% of CICT portfolio by GFA are minimally BCA Green Mark certified or equivalent	
 <p><b>Water Conservation and Resilience</b></p>	Reduce water consumption intensity by 15% from 2019 baseline	14% reduction in water consumption intensity	
 <p><b>Waste Management and Circular Economy</b></p>	Reduce waste intensity in our day-to-day operations by 20% from 2019 baseline	16% reduction in waste intensity	
	Achieve 25% recycling rate in our day-to-day operations	10% recycling rate	
 <p><b>Sustainable Innovation and Technology</b></p>	Actively embrace innovation to ensure commercial viability without compromising the environment for future generations	10 innovations and green initiatives are underway or pending installation in CICT properties (more details in "Innovative Solutions For A Sustainable Tomorrow" section on pages 26 to 27 of this Report)	
 <p><b>Sustainable Operation Excellence</b></p>	Obtain ISO 14001 certification for EMS	Maintained ISO 14001 for EMS	
		EMS is externally audited annually, providing assurance to top management and external investors on CICT's compliance and alignment to best practices	

<sup>1</sup> This refers to gross greenhouse gas emissions. For more information on greenhouse gases covered by this target, please refer to the GHG Emissions Data Methodology. CICT plans to address any remaining residual carbon with carbon offsets and are currently reviewing the carbon offsets strategy with CLI. Please see the Carbon Mitigation Hierarchy on page 20 of this Report.

## Ensuring Sustainability and Safety of Operations and Properties

Guided by CLI's EHS Policy, CICT is committed to protecting the environment and upholding the occupational health and safety of everyone in the workplace and properties. This policy is readily available to all staff, suppliers, service providers and partners.

CICT adopts CLI's EMS to effectively track and manage its properties' environmental footprint. The EMS is integrated with the OHS Management System to form a comprehensive EHS Management System (EHSMS). The EHSMS is third-party audited and certified to ISO 14001 and ISO 45001 standards, ensuring compliance with globally recognised environmental and occupational health and safety management benchmarks. It provides a systematic framework to identify, assess, and mitigate significant environmental aspects of business operations, using a rigorous risk assessment methodology that considers occurrence probability, potential impact severity, and control measures. Staff actively contribute to reducing CICT's environmental footprint by reporting environmental issues, non-compliances and non-conformities, fostering a proactive and comprehensive approach to sustainability.

## Internal and External Audits

As a CLI-sponsored REIT, CICT taps into the internal and external audit system of CLI to ensure that the implementation of its EMS is effective and aligned with the ISO 14001 and ISO 45001 standards. External audits are conducted annually by a third-party accredited certification organisation. The ISO 14001 certification encompasses all business functions in Singapore covering property development, property management, corporate management and operations. Third-party managed properties in Australia and Germany are excluded.

Through CLI's ETS, CICT monitors energy and water usage, waste generation, and carbon emissions across its portfolio. The system evaluates initiatives such as efficiency measures, biodiversity risk assessments, and physical risk management, including flood risk and water management.

Since migrating to a cloud-based platform, data tracking and accuracy have significantly improved, enabling better benchmarking and identifying efficiency opportunities. The platform also helps each property team to analyse targets, review trends, and refine consumption strategies. At the business unit and Group levels, consolidated data is assessed to track progress against reduction targets, with regular desktop audits ensuring compliance and performance monitoring. Since 2021, the ETS has started tracking the performance of its properties against the 2030 SMP targets and new indicators, such as green building certifications of each property.

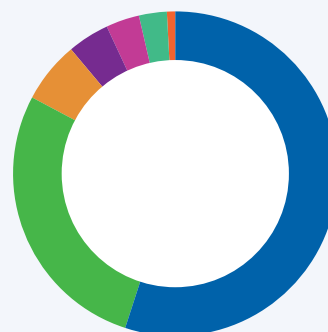
## Committed to Green Building Rating

CICT's portfolio remained 100% green-rated as at 31 December 2025 with all 2025 renewals successfully extended or recertified. In 2025, The Atrium@Orchard became Singapore's first operational office-retail building to achieve BCA Green Mark Platinum (Super Low Energy), while Asia Square Tower 2 also attained the same certification. In addition, Raffles City Singapore was upgraded to Green Mark Platinum from Gold<sup>PLUS</sup>. The portfolio's green certifications are shown in the chart below; the individual properties' green ratings are available in the [SR 2025 Data Pack](#).

Standardising our green ratings with globally recognised certification organisations strengthens the rigour and credibility of our portfolio's green credentials. A diversified mix of green ratings enhances market recognition and alignment with evolving regulatory and investor expectations, while supporting local and international sustainability goals. This also helps keep our buildings resilient, resource-efficient and future-ready as we transition to a low carbon economy.

Our properties hold green certifications including BCA Green Mark, BREEAM, EDGE, Green Star, LEED and NABERS. Each certification focuses on different sustainability dimensions: LEED and BREEAM emphasise on whole building efficiency; Green Star and NABERS prioritise environmental impact and operational performance; BCA Green Mark and EDGE focus on resource efficiency and sustainable design, amongst others.

Green Ratings by GFA as at 31 March 2026 (%)



● BCA Green Mark Platinum	55.3
● BCA Green Mark Gold & Gold <sup>PLUS</sup>	27.7
● NABERS Energy	6.0
● BREEAM Good	4.2
● EDGE	3.5
● LEED	2.8
● Green Star	0.6

## Environmental

### Setting Green Rating Targets

By 2030, CICT aims to have all its existing operating properties environmentally friendly and achieving a minimum certification level from a green rating system endorsed by a national government ministry / agency or the World Green Building Council.

For new developments in Singapore, CICT sets the BCA Green Mark Gold<sup>PLUS</sup> as the baseline target certification. Committed to ongoing sustainability, CICT plans to regularly update and sustain its portfolio's green certifications, striving to attain at least the BCA Green Mark standard for all operating properties.

### Encouraging Tenant Green Lease Programme

Beyond developing and investing in environmentally sustainable properties and managing them according to best practices, CICT acknowledges the importance of collaboration with tenants in influencing and supporting its sustainability goals. CICT's Singapore properties have a green lease programme setting minimum standards for tenant equipment and lighting efficiency. Over 97% of CICT's Singapore portfolio, based on net lettable area, has adopted these green leases as at 31 December 2025. In addition, a green fit-out guide is given to new tenants to encourage the adoption of greener fit-outs, lighting efficiency requirements and to promote green practices and behaviour.

## Climate Resilience (Adaptation and Mitigation)

CICT aims to achieve operational efficiency and long-term sustainability for its real estate portfolio through efficient and responsible resource and waste management as well as the consideration of community impact.

### Managing climate-related risks and opportunities

CICT recognises the impact of climate change on its portfolio presents both risks and opportunities. In pursuing a low-carbon transition, CICT aims to mitigate transition risks while building portfolio resilience against the physical risks of climate change through adaptation.

CICT began incorporating initial climate-related disclosures aligned with the IFRS sustainability disclosures in FY 2024, and from FY 2025 is in full alignment with IFRS S2 and climate-relevant provisions of IFRS S1, following the mandatory requirement by SGX RegCo for climate-related disclosures. These disclosures build on CICT's past disclosures following the TCFD recommendations, which are now incorporated into IFRS S2 and overseen by the ISSB. In response to evolving climate-related disclosure standards and investor demand for sustainability-related financial information, CICT will continue to enhance its reporting to meet emerging best practices and regulatory requirements.

For identifying climate-related risks and opportunities, CICT generally considers the short-term time frame to be within two to three years, medium-term time frame to be until 2030, and long-term time frame to be beyond 2030. These timeframes align with our business planning cycles. [IFRS S2 10\(c\), 10\(d\)](#)


## CICT's Approach

### Climate Transition Plan – Governance

The CICTML Board considers sustainability issues as part of its strategic formulation, determines the material ESG factors and oversees the endorsement and monitoring of the material ESG factors. The Board approves the Trust's risk appetite, which determines the nature and extent of material risks that CICT is willing to take to achieve its strategic and business objectives. The Board oversees CICT's Enterprise Risk Management (ERM) Framework, and regularly reviews CICT's risk profile, material risks and mitigation strategies. [IFRS S2 6\(a\)\(i\), 6\(a\)\(iv\)](#)

The Board is actively involved in discussions on climate-related initiatives and environmental performance metrics. Taking the lead from CLI, the Board is updated on relevant climate-related topics including the 2030 SMP, green capital expenditure plans, performance metrics such as carbon emissions, progress on the reduction targets, as well as stakeholders' expectations on climate change. [IFRS S2 6\(a\)\(iii\), 6\(a\)\(v\)](#) Physical climate risks are also reported to the Board. EHS factors are considered as part of CICT's investment evaluation process and strategy, and presented to the Board as part of the proposed investment plan. [IFRS S2 6\(a\)\(iv\)](#) As CICT's portfolio is part of CLI's portfolio, its climate transition plan is aligned with the 2030 SMP.

Please refer to pages 12-17 of the [CLI Global Sustainability Report 2024](#) for more details on CLI's climate transition plan.

 More details on CICT's Sustainability Approach are found on pages 10 to 13 of this Report.

[IFRS S2 6\(a\), 6\(b\)](#)

## Climate Transition Plan – Strategy

CICT's portfolio has gone through a process of climate scenario analysis in 2022 to understand how the identified climate-related risks and opportunities could impact future operations. [IFRS S2 22\(b\)\(ii\)](#) The analysis considers scenarios based on the latest global and scientific developments (scenarios from 1.5°C to 3°C for immediate to long-term time frames), to draw conclusions on the financially material physical and transition risks and validate its current strategy. Together with CLI, CICT regularly reviews the mitigation and adaptation plans, and identifies opportunities, in alignment with the 2030 SMP. The 2030 SMP is designed to build resilience throughout CLI and CICT's operations and future-proof the real estate portfolio against climate change risks. The same plan will also avoid premature obsolescence and adopt available opportunities. [IFRS S2 22\(b\)\(i\)](#)

From CICT's climate scenario analysis, it was determined that CICT's business strategy remains relevant and no changes to it are required to address identified climate-related risks and opportunities. [IFRS S2 14\(a\)\(i\), 22\(a\)\(i\)](#) While scenario analysis serves as a helpful tool to facilitate informed decision-making and test business resilience against plausible futures, it is not a precise predictor of future performance and outcomes. We acknowledge the inherent limitations and uncertainties associated with this modelling, particularly in relation to potential future changes in policy, market conditions and technology. Accordingly, these strategic insights should be interpreted in the context of evolving global climate trajectories and may require periodic review and update. [IFRS S2 10\(a\), 10\(b\), 10\(c\), 10\(d\), 13\(a\), 13\(b\), 22\(a\)](#)

Potential impacts of climate-related risks and opportunities assessed across the portfolio were identified under the different scenarios. CICT faces more exposure to physical risks under the 3°C scenario in the long term relative to transition risks as minimal transition policies are expected to be in place and the development of low-carbon technology or related market changes may take time. Conversely, under the 1.5°C and 2°C scenarios, CICT faces higher levels of transition risks as more stringent climate-related policies are expected to be introduced and implemented. [IFRS S2 22\(b\)\(i\)](#)

While CICT has disclosed the identified climate-related risks and opportunities and associated risk ratings as part of the climate scenario analysis, more detailed quantitative information relating to these risks are not currently disclosed. The financial effects of each known risk and opportunity are not separately identifiable at present, and contains an inherent level of measurement uncertainty. The insights on both quantitative and qualitative assessments of the risks identified provide a basis for the next steps in understanding the severity of risk impacts across time horizons<sup>1</sup>. [IFRS S2 15\(a\), 15\(b\), 16\(a\), 16\(b\), 16\(c\), 16\(d\), 22\(b\)](#)

The outcomes of the 2022 climate scenario analysis for CICT's portfolio and the mitigating measures can be found on pages 26 to 31 of [CICT's Sustainability Report 2023](#) and on [CICT's website](#). [IFRS S2 10\(a\), 10\(b\), 10\(c\), 13\(a\), 13\(b\), 22\(a\), 22\(b\)](#) For FY 2025, CICT has affirmed that the outcomes of the 2022 climate scenario analysis remain relevant to CICT's portfolio. While the climate scenario analysis for physical risk indicated that CICT's properties had no risk of fluvial flooding, we recognise that intense or prolonged rainfall can cause flooding in certain low-lying areas of Singapore. This reinforced the need for proactive measures. A case study on how we safeguard our properties with flood prevention measures is shared on [CICT's website](#). Additionally, we are engaging with our tenants to identify climate-related opportunities. As an ongoing process, CICT, alongside CLI, will review and update, if appropriate, the processes associated with risk management in order to account for the identified material environmental and climate-related risks.

In 2023, a global CLI portfolio review was conducted to assess the capital expenditure (CapEx) required to meet the 2030 SMP environmental targets. This review aimed to ensure that sufficient CapEx to enhance assets' environmental performance was incorporated into the annual budgets of the respective business units. To support the achievement of the 2030 SMP targets, CICT actively reviews and rejuvenates its portfolio assets to ensure their market relevance and long-term value creation, while closely monitoring, tracking, and governing CapEx deployed for these asset enhancement initiatives. [IFRS S2 14\(a\)\(i\), 14\(a\)\(iv\), 14\(a\)\(v\), 14\(b\), 29\(e\)](#)

CICT leverages CLI's SBG to ensure environmental considerations are factored in all stages of a project, from feasibility, design, procurement, construction, operations to development. It covers new acquisitions, developments and refurbishments, as well as joint venture developments where CICT has management control. The SBG is regularly reviewed to ensure continuous improvement, with a focus on four key objectives of minimising carbon footprint and energy consumption, water management, reducing the generation of waste, and promoting biodiversity in the real estate life cycle.

<sup>1</sup> Time horizons are defined in alignment with our business planning cycles for assessing climate-related risks and opportunities: short-term (2-3 years), medium-term (until 2030), and long-term (beyond 2030).

## Climate Transition Plan – Strategy (cont.)

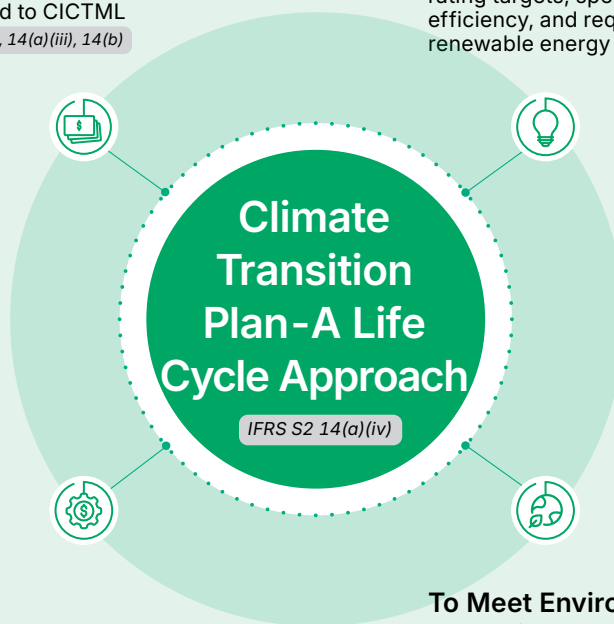
Based on risks and opportunities identified, the Board and management actively consider the trade-offs between short-term capital outlays and long-term climate resilience. The Investment, Portfolio Management and Property Management teams make strategic decisions that prioritise upfront investments in energy-efficient equipment and green building certifications. While these initiatives may increase short-term operational costs, they are assessed and approved based on their ability to enhance the asset's long-term climate resilience, reduce future transition risks, and preserve asset value over time. IFRS S2 6(a)(iv)

### For New Investments

All new investments into operational assets and development projects undergo the ESIA during due diligence to identify any environmental (including climate change) risks and opportunities related to the asset / project site and its surroundings. The assessment covers performance metrics such as energy efficiency, as well as transition and physical risk and opportunity considerations. An internal shadow carbon price is also applied. Significant findings from the assessment would be incorporated in the investment paper submitted to CICTML Board for approval. IFRS S2 14(a)(ii), 14(a)(iii), 14(b)

### For New Developments / Redevelopments

Through the implementation of CLI's SBG, the aim is to identify and address the risks and opportunities of climate change right from the design stage. The local context of each project will be studied in detail, and appropriate measures will be taken into consideration with regards to adaptation of climate change. SBG also sets guidelines for buildings to be more energy efficient, such as setting green rating targets, specifying minimum equipment efficiency, and requiring the use of onsite renewable energy whenever possible.



### For Operating Properties

At the operational asset level, the CLI Environmental, Health and Safety Management System (EHSMS), which is audited by a third-party accredited certification body to ISO 14001 standard, serves to monitor transition risks relating to climate regulations via EHS legal registers updates and regular stakeholder engagements. Operational issues pertaining to climate change, energy and water are also identified and managed through the EHSMS to strengthen the climate resilience of the Trust's portfolio.

### To Meet Environmental Targets for Operating Properties

The CLI 2030 SMP further outlines the targets and pathways for transition to a low-carbon business that is aligned with climate science. Energy use and carbon reduction targets, as well as green certification targets are set for its operational assets. Initiatives are put in place to improve the environmental performance, resilience and durability of its assets through system upgrades, system optimisation, effective maintenance and changes to user behaviour. The continued achievement of high green building ratings as well as energy and water efficiency measures put in place to achieve the reduction targets would help to mitigate the impact of changing weather conditions.



## Climate Transition Plan – Risk Management

Our assessment of climate resilience is integrated into the annual, group-wide RCSA exercise, which informs our strategic planning process. There have been no changes to CICT's risk management processes since the previous reporting period. The existing framework and procedures remain in place and continue to be applied consistently. <sup>IFRS S2 25(a)(vi), 25(c)</sup> The RCSA adopts a structured risk matrix, whereby physical risk levels (high, medium, low) are determined using the ESIA Risk Assessment Guideline, which prescribes criteria for how each identified risk can be categorised based on the potential impact (extent of any asset damage, recovery time and mitigation) and likelihood. <sup>IFRS S2 25(a)(i), 25(a)(ii), 25(a)(iii), 25(a)(iv), 25(a)(v)</sup> These criteria, which are communicated group-wide, differ depending on the type of risk.

CICT actively manages and mitigates the identified risks through targeted operational strategies and financial planning. A key component of the SBG is the mandatory ESIA which is carried out during the feasibility study phase for investments in operational assets or development projects as part of due diligence. This involves establishing the baseline environmental performance, such as energy efficiency and comparing it against our 2030 targets. The assessment also includes transition and physical risks and opportunity considerations, as well as the application of an internal carbon price.

For more information, please refer to the Risk Management section on pages 97 to 102 of [CICT's Annual Report 2025](#) and Climate Risk Management section on pages 26 to 27 of [CICT's Sustainability Report 2023](#). <sup>IFRS S2 25(b), 25(c)</sup>



## Climate Transition Plan – Metrics and Targets

CICT tracks and manages the carbon emissions and related metrics of its managed and owned operational properties via its cloud-based ETS. This includes industry-based metrics derived from the SASB Standards for Real Estate. <sup>IFRS S2 32</sup>

Since 2010, CLI has disclosed Scope 1, Scope 2, and Scope 3 GHG emissions for its global portfolio, including CICT's data, through its annual GSR, which is subject to external assurance. CICT takes guidance from the operational control approach as defined by the GHG Protocol Corporate Standard, in line with CLI. For more information, please refer to Carbon Emissions and Energy Efficiency sections on pages 21 to 23 for FY 2025 performance and the [SR 2025 Data Pack](#). <sup>IFRS S2 29(a)</sup>

Aligned with CLI's science-based target, CICT commits to reducing its absolute<sup>1</sup> Scope 1 and 2 GHG emissions by 46% by 2030 from a 2019 baseline. CICT is also committed to Net Zero<sup>2</sup> for Scope 1 and 2 GHG emissions by 2050, aligned with CLI's transition to a low-carbon business, adhering to the targets outlined in its 2030 SMP. CLI's reduction targets for absolute Scope 1 and 2 GHG emissions is validated by the SBTi to align with the goals of the Paris Agreement to keep global temperature rise to 1.5°C in this century. For more information, please refer to the Environmental Targets on page 14 of this Report. <sup>IFRS S2 33, 34, 35, 36</sup>

Aligned with CLI, CICT has set sustainability and climate-related performance metrics and targets that are linked to the remuneration policies for members of senior management, such as the Balanced Scorecard framework for FY 2025 which included both quantitative and qualitative targets relating to climate change. Within the 35% combined weightage assigned to Sustainability, People, and Digitalisation & Innovation, the Sustainability dimension includes the target on 'carbon emissions intensity reduction'. <sup>IFRS S2 29(g)</sup>

CICT references CLI's shadow internal carbon price<sup>3</sup>, introduced in 2021, to quantify climate-related risks and opportunities associated with new investments. This internal carbon price, introduced by CLI, feeds into the proprietary Return on Sustainability metric, enabling the integration of ESG considerations alongside financial returns when making investment decisions. The approach ensures more holistic decision-making and supports the allocation of capital toward lower-carbon solutions and renewable energy projects that advance long-term sustainability goals. <sup>IFRS S2 29(f)(i), 29(f)(ii)</sup> Overall, this assessment guides the businesses to consider Environmental and Social (including Health and Safety) risks and opportunities upfront and identify mitigation measures earlier. The significant findings of the ESIA and their cost implications are incorporated in the investment paper submitted to CICT's Board for approval.

- <sup>1</sup> Refers to gross greenhouse gas emissions. For more information on greenhouse gases covered by this target, please refer to the GHG Emissions Data Methodology.
- <sup>2</sup> Refers to net greenhouse gas emissions. For more information on greenhouse gases covered by the target, please refer to the GHG Emissions Data Methodology.
- <sup>3</sup> This is based on the anticipated Singapore carbon tax (S\$50 to S\$80 per tonne) to be implemented in 2030. For potential investments in markets where there are country level carbon taxes which are higher, then the higher carbon tax will apply in the ESIA process.

## Environmental

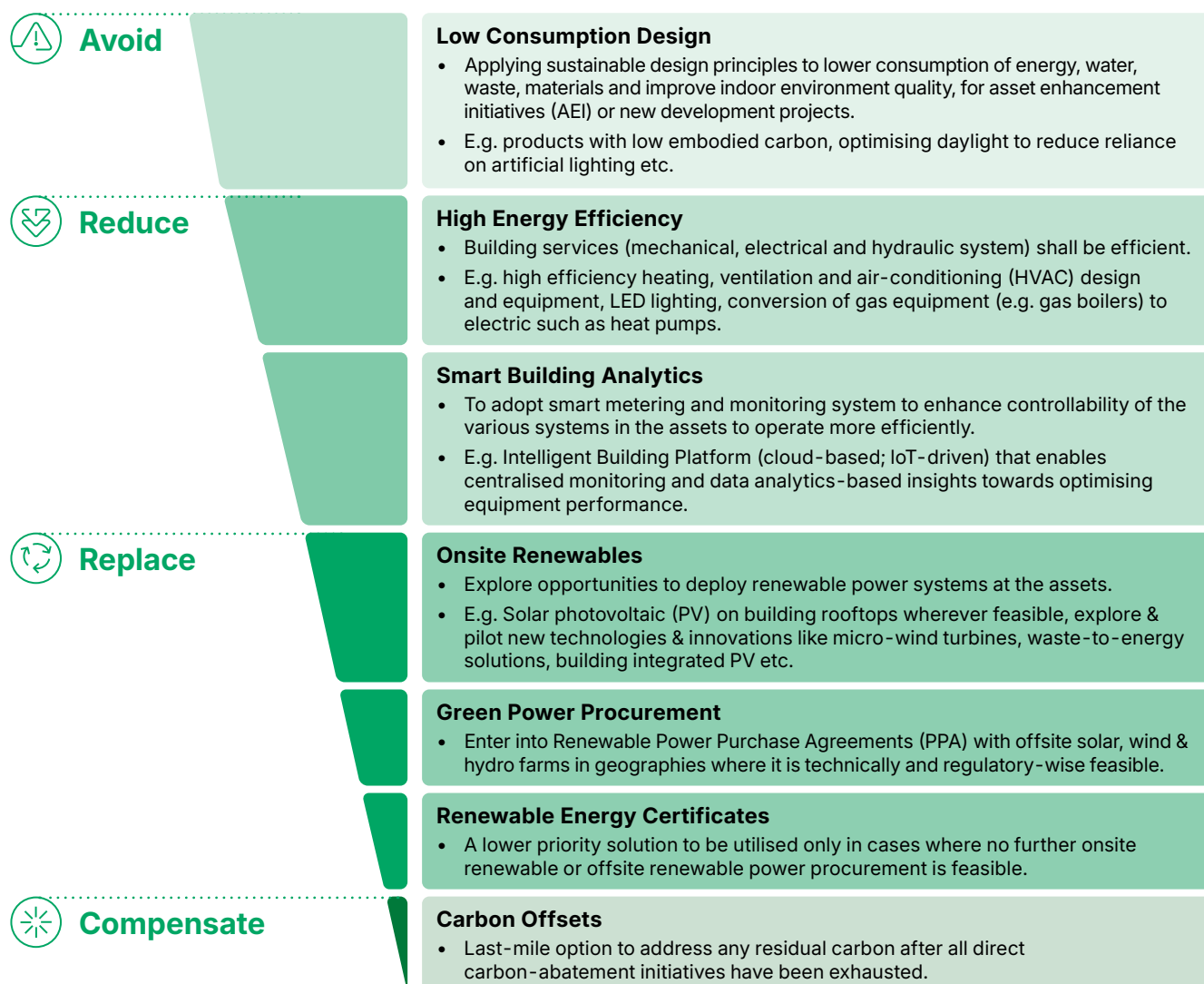
CICT adopts CLI's Carbon Mitigation Hierarchy for decarbonisation across the real estate life cycle, including new build or asset enhancement projects. <sup>IFRS S2 14(a)(v)</sup> Project data is monitored through CLI's ETS, during construction and operation. The first stage of carbon mitigation is to avoid emissions. This is accomplished with low-carbon design in the early stages of a project when major refinements can be made quickly and efficiently, drawing on the SBG. The next stage focuses on reducing emissions through the use of high-efficiency mechanical and engineering equipment and smart building analytics. Further down the hierarchy, replacing grid electricity and onsite fuel consumption with onsite renewable energy is emphasised, as well as offsite green power procurement through corporate Power Purchase Agreements. Many of the latest smart building and onsite renewable solutions are also under pilots through the CSXC or CIF programmes.

If onsite generation and green power cannot fully meet a building's energy needs, CICT may use Renewable Energy Certificates (RECs) where appropriate.<sup>1</sup> Any use of RECs will be aligned with existing SBTi requirements.

For residual emissions, CICT is reviewing its carbon offsets strategy with CLI. Offsets may be used only as a last-mile measure for residual emissions beyond our existing SBTi-aligned reduction targets and decarbonisation actions to reach Net Zero. They will be sourced from high quality reputable carbon credit projects that undergo the necessary verification and certification processes, aligned to international standards, with a preference for nature-based carbon removal solutions. No carbon credits were purchased or retired for the reporting year. <sup>IFRS S2 36(e)</sup> We will work towards ensuring the credibility and integrity of the offsets that we plan to procure in the future.

<sup>1</sup> Assets in CICT's overseas portfolio may purchase energy from green or renewables-focused utilities, which may include renewable energy certificates from accredited wind, solar, hydro, or biomass generators. Since Australia assets are third-party managed, they fall under Scope 3 and do not fall under CICT's Scope 1 and 2 decarbonisation target.

## Carbon Mitigation Hierarchy



## Reporting Scope

This report covers CICT's portfolios in Singapore, Australia and Germany and includes the consumption trend from 2019 to 2025. Taking guidance from the operational control as defined by the Greenhouse Gas Protocol Corporate Standard, this report covers the environmental performance of properties under CICT's operational control. It includes CICT's 21 operating properties in Singapore for the reporting year 2025, as detailed below by their respective asset classes. IFRS S2 29(a)

Retail	Office	Integrated Development
Bedok Mall, Bugis+, Bugis Junction, Bukit Panjang Plaza, CQ @ Clarke Quay, IMM Building, ION Orchard <sup>i</sup> , Junction 8, Lot One Shoppers' Mall, Tampines Mall and Westgate.	Asia Square Tower 2, CapitaGreen, Capital Tower, CapitaSky (70% interest), CapitaSpring <sup>ii</sup> , and Six Battery Road.	Funan, Raffles City Singapore, Plaza Singapura and The Atrium@Orchard.

- <sup>i</sup> ION Orchard is a 50% joint venture where CICT has no operational control, hence consumption data is reported under Scope 3 GHG emissions.
- <sup>ii</sup> CapitaSpring was reclassified from integrated development to office following the divestment of serviced residence component on 30 May 2025.

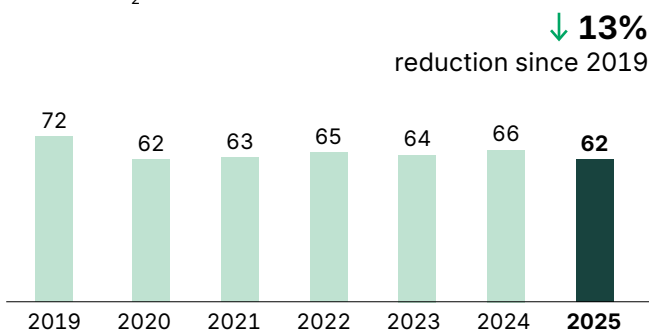
The overseas assets are managed by third parties, and their consumption is accounted for under Scope 3 GHG emissions. The properties include the Australia portfolio (acquired in 2022), comprising 66 Goulburn Street, 100 Arthur Street, and 101-103 Miller Street and Greenwood Plaza; and the Germany portfolio, consisting of Gallileo and Main Airport Center. Consumption data for energy, water and waste were reported, where available, at the time of reporting. For Gallileo, data for FY 2025 is limited as the property was undergoing AEI and the office tower was progressively handed over to the major tenant in 4Q 2025.

Intensity data<sup>1</sup> is calculated based on GFA of landlord-controlled areas and excludes assets under stabilisation or assets that do not have the full-year consumption data for the reporting year.

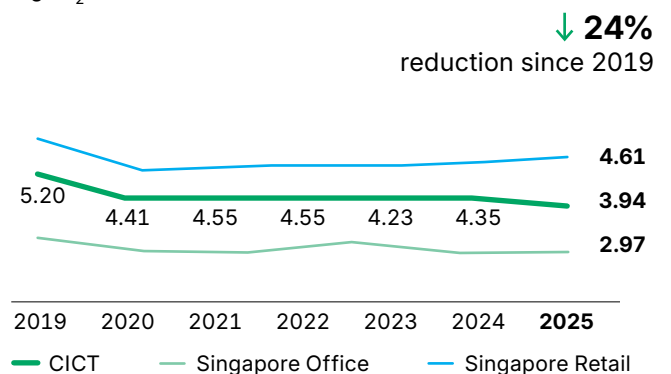
Please refer to the GHG Emissions Data Methodology tab in the [SR 2025 Data Pack](#) which details the methodology and computation of our Scope 1, 2, and 3 GHG emissions.

## Carbon Emissions

**Carbon Emissions (Scope 1 & 2)**  
(ktonnes CO<sub>2</sub>e)



**Carbon Emissions Intensity<sup>1</sup>**  
(kgCO<sub>2</sub>e/m<sup>2</sup>/month)



In 2025, CICT's Singapore operating properties recorded 62,147 tonnes of CO<sub>2</sub>e for Scope 1 and 2 carbon emissions. This is a 13% reduction from the 2019 baseline. On a year-on-year (YoY) basis, the emissions decreased by 6%, supported by increased use of renewable energy and improvements in energy efficiency across the portfolio. The carbon emissions intensity was 3.94 kgCO<sub>2</sub>e per m<sup>2</sup> per month, representing a 24% reduction compared to the 2019 baseline. IFRS S2 29(a)(i), 29(a)(vi), 29(a)(v)

<sup>1</sup> 2019–2025 intensities reflect Singapore properties within CICT's operational control, with exclusions in specific years due to properties being newly operational, stabilising, under construction / upgrading, or recently acquired. These exclusions include Funan (2019–2020), 21 Collyer Quay and CapitaSpring (2020–2022), and CapitaSky (2022).

## Environmental

### Scope 3 GHG Emissions

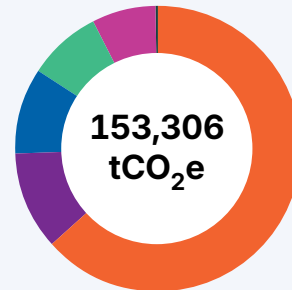
For this Report, CICT expanded its Scope 3 reporting to seven Greenhouse Gas Protocol's Scope 3 categories. Category 13 Downstream Leased Assets accounted for about 64% of CICT's Scope 3 GHG emissions. This was followed by Category 3 Fuel and Energy-related Activities of about 11%, Category 1 Purchased Goods and Services of about 10%, Category 5 Waste Generated in Own Operations of about 8%, and Category 2 Capital Goods of about 7%. Category 6 Business Travel and Category 4 Upstream Transportation and Distribution accounted for about 0.1% and 0.01% respectively.

CICT aims to conduct a comprehensive review to better track and disclose its material Scope 3 GHG emissions. CICT will continue to work closely with its value chain, especially tenants and suppliers, to decarbonise.

IFRS S2 29(a)(vi)

For more information, please refer to the Environmental tab of the SR 2025 Data Pack.

### Breakdown of Scope 3 GHG Emissions in Categories

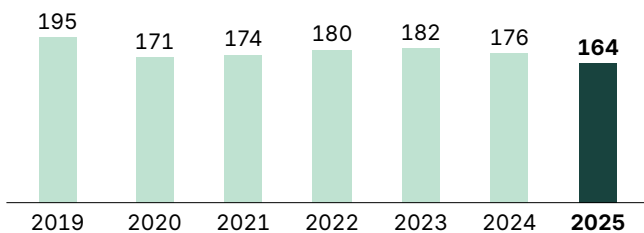


● Cat 13 Downstream Leased Assets	63.5%
● Cat 3 Fuel and Energy-related Activities	11.1%
● Cat 1 Purchased Goods and Services	9.9%
● Cat 5 Waste generated in Own Operations	8.2%
● Cat 2 Capital Goods	7.2%
● Cat 6 Business Travel	0.1%
● Cat 4 Upstream Transportation and Distribution	0.01%



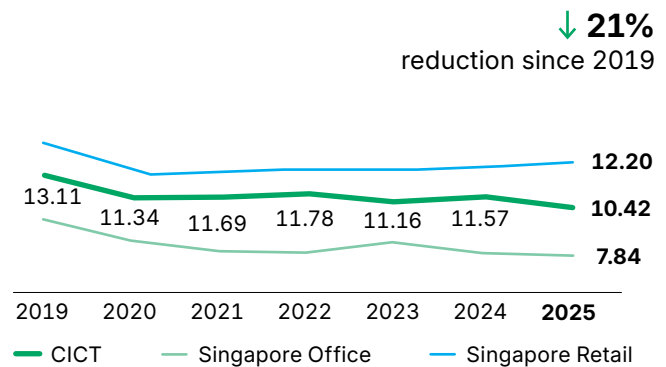
### Energy Efficiency

#### Energy Consumption (GWh)



In 2025, CICT's energy consumption for the landlord-controlled areas of its Singapore operating properties within its operational control was 164,343 MWh, including approximately 93 MWh from direct fuel consumption. The energy consumption decreased about 6.4% YoY, primarily due to ongoing optimisation of building systems and enhanced energy management. Relative to the 2019 baseline, CICT achieved a 21% reduction in energy consumption intensity in 2025.

#### Energy Consumption Intensity<sup>1</sup> (kWh/m<sup>2</sup>/month)



The energy consumption by tenants was 216,267 MWh in 2025<sup>2</sup>. This includes the energy consumption by Raffles City Singapore's hotel component and the electric vehicle charging stations at our Singapore properties. However, the tenant consumption at Plaza Singapura is excluded as their energy consumption is billed directly by the utility provider.

For the properties which are not within CICT's operational control, the total energy consumption for landlord-controlled areas was approximately 43,190 MWh in 2025.

<sup>1</sup> See Note 1 on page 21 of this Report. Previous energy intensity ratios included only purchased energy and natural gas. For FY 2025, all energy types, including fuel, electricity, and thermal energy (heating, cooling, steam), are included.

<sup>2</sup> This includes tenant electricity consumption and district cooling usage.

## Renewable Energy

In 2025, the onsite solar photovoltaic (PV) systems at Asia Square Tower 2, IMM Building and Lot One Shoppers' Mall generated approximately 2,623 MWh of renewable energy, about 6% lower YoY. The installation at Lot One Shoppers' Mall was operational from November 2025, and this system has a total capacity of 234 kWp, generating 164,000 kWh of solar energy annually, enough to power approximately 37 four-room HDB flats. We continue to make progress in increasing the solar PV footprint across CICT's Singapore properties. IFRS S2 14(a)(ii)

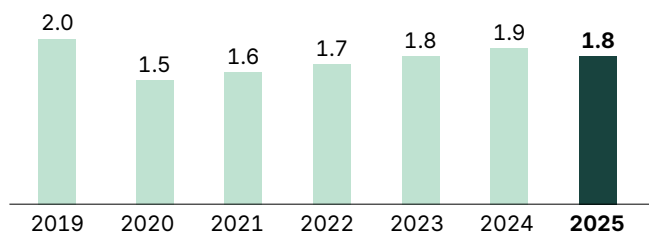
For the overseas properties, about 50% of the electricity consumption was from renewable sources. Specifically, the three third-party managed properties in Australia utilise 100% green / renewable energy. The Main Airport Center in Germany utilises about 98% green / renewable energy. This has enabled the avoidance of 5,829 tonnes of CO<sub>2</sub>e Scope 3 GHG emissions.

Focus	Initiatives
<b>Control, Metering and Monitoring</b>	Leverage Building Management System and Intelligent Building Platform
	Implement sub-metering
	Ensure all equipment operates within designated operational hours
<b>Central Air Conditioning (AC) System</b>	Monitor daily system performance with Measurement & Verification (M&V) System
	Conduct optimisation for AC system via smart engineering controls
	Perform preventive and periodic servicing and maintenance
	Equip auto tube-cleaning system
	Conduct energy audit periodically
<b>Lighting</b>	Adopt high-efficiency LED lighting
	Equip lighting motion sensors
	Adopt smart lighting management
<b>Renewable Energy</b>	Review and implement solar PV systems at suitable properties
<b>Equipment</b>	Upgrade to higher-efficiency equipment

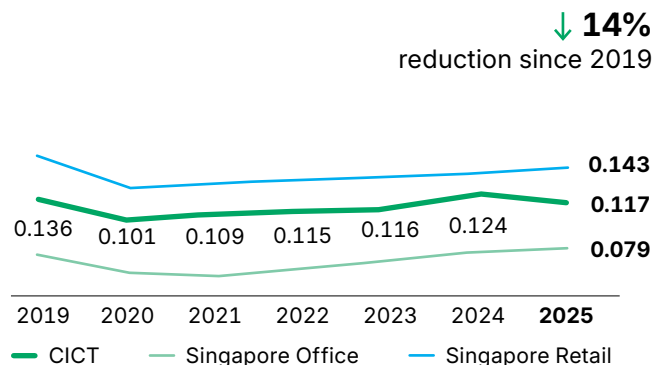


## Water Management

### Water Consumption (million m<sup>3</sup>)



### Water Consumption Intensity<sup>1</sup> (m<sup>3</sup>/m<sup>2</sup>/month)



<sup>1</sup> See Note 1 on page 21 of this Report.

CICT adopts a strategic approach to managing water across its portfolio, focusing on reducing water consumption, reusing water, and preventing water pollution. Regular surveys are conducted to gain insights into the water sources and discharge processes for each property. Across CICT's Singapore and overseas properties, water is supplied by municipal providers. Given the nature of our office, retail and mixed-use properties, water usage is primarily tied to building operations, with wastewater directed through municipal systems as required under local regulations.

In 2025, CICT's total water consumption for the Singapore operating properties (including recycled water) amounted to 1,848 m<sup>3</sup>, reflecting a decrease of about 1.7% YoY. Compared to the 2019 baseline intensity, the 2025 water intensity was a 14% reduction at 0.117 m<sup>3</sup>/m<sup>2</sup>/month.

According to the World Resources Institute's Aqueduct Water Risk Atlas, Singapore is expected to maintain a low overall water risk by 2030, while Germany and Australia were rated as low-medium overall water risk. CICT's portfolio does not comprise any region with high or extremely high risk levels. Nonetheless, we are actively managing our water consumption by utilising recycled sources, including harvested rainwater and NEWater. These sources are used for plant irrigation, hi-jetting of car park decks, cooling towers, and sprinkler systems across our operating properties in Singapore.

In 2025, recycled water accounted for about 41% of our total water consumption for our Singapore operating properties. For the landlord-controlled areas of our Germany and Australia properties, consumption was about 59,634 m<sup>3</sup> in 2025.

#### Focus

#### Control, Metering and Monitoring

#### Initiatives

- Use digital water meters to detect leakage and record meter readings
- Monitor water usage system
- Conduct technical assessments periodically
- Implement condensate recycling / rainwater harvesting where feasible
- Reduce / recycle blowdown for cooling towers by exploring innovative technologies
- Leverage innovations (please see the section "Innovative Solutions for a Sustainable Tomorrow" on pages 26 to 27 of this Report)

#### Equipment

Upgrade to higher-efficiency equipment

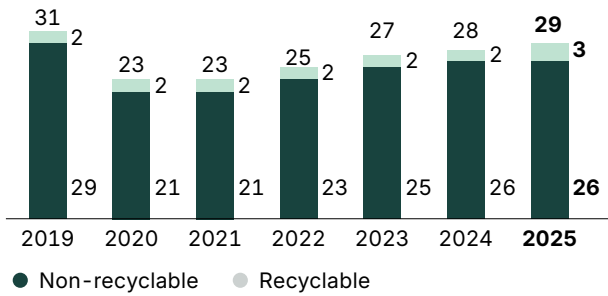
#### Rainwater Harvesting

Reuse of stormwater in properties where possible

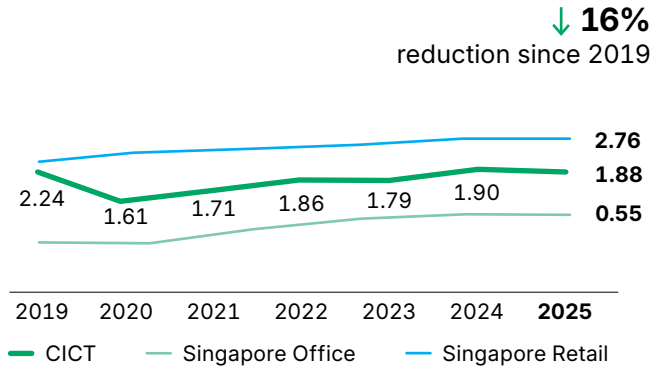


## Waste Management / Circularity

**Waste**  
(ktonnes)



**Waste Intensity<sup>1</sup>**  
(kg/m<sup>2</sup>/month)



<sup>1</sup> See Note 1 on page 21 of this Report.

CICT is committed to responsibly managing the waste generated at our properties. In 2025, we gathered waste data from all our operating properties in Singapore, where licensed contractors were tasked with waste collection and disposal.

All waste generated at CICT properties is non-hazardous. About 26,185 tonnes of non-recyclable waste and 2,816 tonnes of recyclable waste were collected, totalling 29,001 tonnes in 2025. This represents an increase of 4.5% YoY largely due to increased business activity across the Singapore properties.

Recyclable materials accounted for 9.7% of the total waste, comprising 94.7% paper, 1.7% metal, 1.3% food waste, 1.0% plastic, 0.7% electronic waste (e-waste), 0.4% glass, and 0.2% other recyclable waste.

Compared to the 2019 baseline intensity, the 2025 waste intensity was a 16% reduction at 1.88 kg/m<sup>2</sup>/month.

Given that the majority of waste at CICT's properties originates from tenants, guests, and the general public, we proactively encourage waste reduction and recycling, including having recycling bins in the properties. For e-waste, CICT continued its partnership with Cimelia Resource Recovery, for the Singapore office properties and the ALBA Group, appointed by the National Environment Agency, for the Singapore retail properties.

The properties in Germany and Australia recorded approximately 1,015 tonnes of waste in 2025, of which 65% was recyclable waste.

### Focus

#### Recycling

### Initiatives

Deploy collection stations at properties for paper, plastic, metal and electronic waste

Partner with NEA to collect drink containers at our malls via a reverse vending machine programme

Leverage innovation and technology (please see the section "Innovative Solutions for a Sustainable Tomorrow" on pages 26 to 27 of this Report)

## Environmental

### Biodiversity / Natural Capital

CICT recognises its role in protecting the natural environment and is committed to preserving the biodiversity of its sites and the wider area wherever possible. All CICT properties are located in urban and built-up areas. No sites are situated within protected areas, thereby eliminating any material biodiversity risk.

CICT incorporates greenery within its properties to enhance the wellness of its end-users and the vitality of the surrounding communities over the long term. The SBG encourages the use of certified wood (e.g. wood products with Forest Stewardship Council, certifications from the Programme for the Endorsement of Forest Certification) and other more sustainable wood materials and products, such as composite wood, engineered wood and bamboo. As part of the EMS, CICT ensures wastewater is responsibly disposed of via municipal facilities to prevent water pollution and impact on biodiversity.

### Innovative Solutions for a Sustainable Tomorrow

CICT is committed to pursuing innovative solutions in energy and water conservation, waste management, and efficiency improvements to drive progress towards our 2030 targets

and Net Zero ambition. We leverage innovative solutions such as smart systems, automation, and sustainable practices to minimise our environmental impact.

The CSXC is a global platform driving innovation and collaboration in sustainable built environments. Since its launch by CLI in November 2020, CSXC has grown steadily, supporting CICT in exploring emerging solutions to address sustainability challenges. Fostering innovation among staff, the S\$50 million CIF was launched by CLI in 2021, with 90 initiatives completed or still in progress, as at 31 December 2025. 37 of these were focused on sustainability. CICT had concluded the CIF pilot to enhance energy efficiency of the air distribution system maintaining optimal thermal comfort within CapitaSky.

In Jurong Lake District, the Jurong Lake Innovation Challenge (JLDIC) brings together stakeholders, start-ups, and institutions to address environmental challenges. CICT's involvement in JLDIC centres on zero waste and water system optimisation through digitalisation and smart technologies towards a sustainable future.

Currently, 10 innovations and green initiatives are underway or pending installation at CICT properties.

### Update on Existing Initiatives at Properties

#### Energy Saving



#### Disinfecting Filtration System (CSXC) at CapitaGreen

Designed to replace traditional media filters, improving air handling efficiency and reducing fan motor energy usage

Status: ●●●●○

Progress monitoring completed

#### Solar Hybrid ACDC Air-con (CSXC) at IMM Building

Operates on solar power and only switches to grid energy on low sunlight, reducing grid dependency

Status: ●●●●○

Progress monitoring completed

#### Enhanced Integrated Facilities Management Platform at Bedok Mall

Optimises operational performance and efficiency through digitising maintenance tasks with enhanced data analytics

Status: ●●●●●

Concluded - Achieved 25% reduction in man-hours, surpassing the target of 8%.

#### Car Park Smart Lighting at IMM Building

Improves energy efficiency through scheduled and remote lighting control

Status: ●●●●●

Concluded - achieved improvement in energy savings for car park lighting through the upgrade to efficient smart LED lights. Typically, smart LED outperform standard LED lights by delivering an additional 45% energy savings.

## Water Saving



### Water System Monitoring (JLDIC) at IMM Building

Using artificial intelligence and sensors to monitor and detect problems in water systems.

**Status:** ●●●●●

Concluded – Through this pilot, the sensor technology demonstrated insufficient monitoring and detection accuracy. We have decided not to proceed with further implementation and will explore alternatives.

### WAVE Valve Technology (CSXC) at Funan

Using air compression valve to improve water meter accuracy.

**Status:** ●●●●●

Concluded – As the pilot did not return a consistent trend in water consumption due to the volatility of dynamic footfall within the trial site, this solution was determined to be not suitable for further implementation.

## Recycling



### Waste Recycling Data Digitalisation (JLDIC) at IMM Building

A sustainable resource station embedded with a loadcell system to collect, sort, track, and report waste recycling data.

**Status:** ●●●●●

Concluded – While intended to provide insights into tenant recycling, this initiative saw low adoption, suggesting a potential mismatch between our initial approach and tenant preferences. We intend to leverage these learnings to explore more impactful and cost-effective alternatives to promote recycling engagement across our portfolio.

### NEWBitumen (CSXC) at Four Malls

Using recycled plastic to create sustainable construction material "NEWBitumen" to be used for road paving.

**Status:** ●●●●●

Concluded – In FY 2025, a total of **5,725 kg** of plastic waste was collected, which included contributions from four of CICT's malls (Raffles City, IMM, Tampines Mall, Plaza Singapura) and six of the tenants at these malls. This waste was repurposed into NEWBitumen to pave **3,277 m<sup>2</sup>** of eco-road at two showflats in Singapore under CapitaLand Development and another driveway in Science Park. For more information, please refer to the writeup under Feature Stories on [CICT's website](#).

## New Green Initiatives

### Energy Saving



#### U-opt Intelligent Control System (CSXC) at Bedok Mall

For Fan Coil units that boost ACMV energy efficiency by integrating smart controls to existing equipment via real time sensors and automation to reduce energy consumption.

**Status:** Bedok Mall was selected as one of two potential sites in Singapore to carry out this proof-of-concept at. The vendor is finalising the baselining, with installation scheduled to commence thereafter.

### Green Energy













#### HydroVigor (CSXC) at Westgate

Transforming built water tanks into scalable, 24/7 micro hydropower plants turning everyday water used into on-site electricity.

**Status:** Westgate was identified as a potential site to carry out a proof-of-concept at. The vendor is assessing the feasibility of the implementation together with the operations team onsite.

# Commitments & Progress

Please refer to [CICT's website](#) for information on our Social Framework.

Areas of Focus	2030 Targets & Commitments	2025 Performance	UN SDGs Supported
 <p><b>Diversity</b></p>	At least 40% female representation in Senior Management Level	About 54% female representation in CICT's Senior Management level	
 <p><b>Human Capital Development</b></p>	Employee engagement survey score of at least 80% (with at least 85% participation) At least 85% of employees to attend one ESG training programme and be future-ready and productive through CLI Building Capability Framework	83% CLI global employee engagement score (eNPS <sup>1</sup> = 17) 85% CLI global employee participation rate More than 98% of CICT employees attended at least one ESG programme	
 <p><b>Supply Chain Management</b></p>	Contractors and vendors to abide by CLI's Supply Chain Code of Conduct	About 100% of CICT's supply chain agreed to abide by CLI's Supply Chain Code of Conduct	
 <p><b>Proactive Customer Relationship Management</b></p>	Annual / biennial tenant satisfaction Surveys	In FY 2025, 100% of tenants across CICT's retail and office Singapore portfolio were invited to participate in the annual Tenant Satisfaction Survey. CICT achieved an overall tenant satisfaction score of 79% and a Net Promoter Score of 83%.	
	Community engagement activities	See the Engaging our Stakeholders section of this Report	
	Encourage employee volunteerism	908 volunteering hours by CICT employees	
	Ensure emergency response procedures are in place	See the Health & Safety section of this Report	
	Conduct periodic safety briefings such as biannual emergency evacuation drills	Two evacuation drills conducted for all properties	
 <p><b>Human Rights</b></p>	Zero tolerance of child / forced labour	Zero cases of child / forced labour	
 <p><b>Occupational Health &amp; Safety</b></p>	Maintain ISO 45001 certification for its OHS Management System	Retained ISO 45001 certification	
	Zero incident resulting in staff fatality and permanent disability	Zero staff fatality and permanent disability	
	Zero incident resulting in contractor staff fatality and permanent disability	Zero contractor staff fatality and permanent disability	

<sup>1</sup> eNPS refers to Employee Net Promoter Score.

# Health & Safety

## Approach to Occupational Health and Safety (OHS)

The OHS of our stakeholders is of utmost importance to us. We recognise that an effective OHS management system is not only a key part of risk management but also vital for enhancing productivity, morale, and overall well-being of stakeholders. Our goal is to maintain a safe and secure environment in our properties, thereby optimising the shop and work experiences. In line with this commitment, CICT follows CLI's Environmental, Health and Safety (EHS) Policy which outlines our commitment to managing OHS issues. In addition, CLI's OHS Management System allows us to identify and review OHS hazards, assess risks, formulate policies, ensure accountability, develop action plans, and engage stakeholders actively.

At CICT, OHS is a collective endeavour, with our Board, senior management and staff actively participating through an integrated EHSMS and various stakeholder engagement activities. CICT is committed to maintaining high OHS standards and minimising occupational injuries, aiming for a 'zero harm' outcome.

## Audited OHS Management System

Since 2009, reputable, accredited third-party certification bodies have been conducting annual audits of CLI's OHS and EHS Management Systems in line with international standards. Meanwhile, CLI has an internal audit system to ensure EHS conformance and effective implementation that are aligned with the ISO 14001 and ISO 45001 standards. Internal audits are diligently conducted at least once annually. The established system applies to and encompasses all employees and term contractors engaged in activities at CICT properties.

CICT's primary products and services comprise its managed properties, including retail, office, and integrated developments, and the associated facility management services. 100% of these significant asset categories have undergone health and safety impact assessments at key stages of their lifecycle, including asset procurement, retrofitting, AEs, and the operational phase. These evaluations are conducted through third-party audits for ISO 45001 certification and relevant building certification ratings such as BCA Green Mark, which evaluate occupant well-being. All required audits were successfully completed in 2025 with no significant negative impacts identified for remediation.

## OHS Risk Management

Our objective is to eliminate or reduce risks. Hazard Identification and Risk Assessments are key components in CLI's OHS Management System. They are reviewed annually or following an incident or where there is a significant process change. OHS hazards are identified from the administration, development and operational functions of CLI's businesses, and their risks are assessed. Examples of hazards include slip, trip and fall, fall from height and falling objects. With OHS as a line function, the business units establish SOPs to minimise the risk of such hazard occurrences.

Since October 2020, the ESIA was implemented as a mandatory requirement for new investments to proactively identify and mitigate risks. To further strengthen safety, CICT has adopted CLI's Global Safety Guidelines to enhance safety standards across the organisation.

## Training and Awareness

To facilitate the effective implementation of its EHS Management System, staff training and awareness programmes are organised. In 2025, more than 94% of CICT employees attended at least one EHS-related training amounting to over 3400 training hours. These include trainings on first-aid, fire safety, ergonomics and implementing incident management processes. This expands the reach of trainers to countries where CLI operates. Best practices on safety and lessons learnt through safety advisories and bulletins are shared on the CLI intranet. As part of the OHS Management System, emergency response procedures are in place to address potential OHS risks. Periodic briefings and annual evacuation drills are conducted to familiarise tenants with regular emergency response actions.

Social

Health & Safety

**CapitaLand Safety Convention 2025**

In October 2025, CapitaLand Commercial Management hosted its annual Safety Convention at Capital Tower, themed "Empower, Engage & Ensure." The event, opened by the CEO of Commercial Management, Mr. Ervin Yeo, aimed to enhance safety awareness and foster a safety culture within the team. Key takeaways for CICT operational staff included the application of Design for Safety principles, which involve the practice of identifying and removing potential dangers before a project is built.



**Trainings to Enhance Safety Proficiency of In-house Technicians**

To enhance the safety proficiency of its in-house technicians, CICT conducted a targeted training programme at the Ascott Centre for Excellence. Held on 14 and 21 July 2025, the programme focused on key safety topics, including workplace safety hazards, risk assessment & hazard identification, work at height awareness, confined space safety awareness, and case studies in facilities management.



**Measuring Our Safety Performance**

Legal requirements are reviewed quarterly, and compliance with these requirements is evaluated annually. CICT's OHS performance monitoring extends to all employees (both full-time and part-time) and contractors involved in the daily operations. Employees are required to take personal responsibility for their OHS and are encouraged to report OHS incidents, including non-compliance and non-conformity cases, to the relevant business unit management representatives.

CICT's OHS performance for 2025 is disclosed below. To improve our OHS performance continually, we will continue to monitor and evaluate our OHS performance. It will enable us to reinforce our OHS standards and refine the standard operating procedures.

	CICT Employees	Term Contractors
Work-related fatality	0	0
Work-related injury <sup>1</sup>	3	8
Injury Rate <sup>2</sup>	3.3	2.2
Lost Day Rate <sup>3</sup>	15.2	33.4

**One case<sup>4</sup> of non-compliance with local environmental / OHS laws in 2025**

1 Of the three work-related injuries for CICT employees, there was one case of slip, trip and fall, and two cases of being cut by objects. Thorough investigations were conducted, and all necessary follow-up actions, such as reinforcing the OHS standard operating procedures amongst staff to minimise the occurrence of such hazards, were undertaken.  
 2 Defined as the number of work-related injuries over total scheduled work hours for all employees for the year per million hours worked.  
 3 Defined as the number of lost days over total scheduled work hours for all employees for the year per million hours worked.  
 4 Despite efforts to ensure compliance, there was one minor case relating to non-compliance with operational standards at a CICT property which resulted in a S\$400 fine paid in January 2026. Immediate corrective action was taken to ensure future compliance.

## CICT Employees



**>35%**

Attended Health Screening<sup>1</sup>



**3.1%**

Absentee Rate<sup>2</sup>



**>94%**

Attended EHS-related training



**>3,400**

EHS-related training hours clocked



**>98%**

Attended ESG-related training



**>5,400**

ESG-related training hours clocked

## Term Contractors



**99%**

Are minimally bizSAFE Level 3 certified at point of contract award

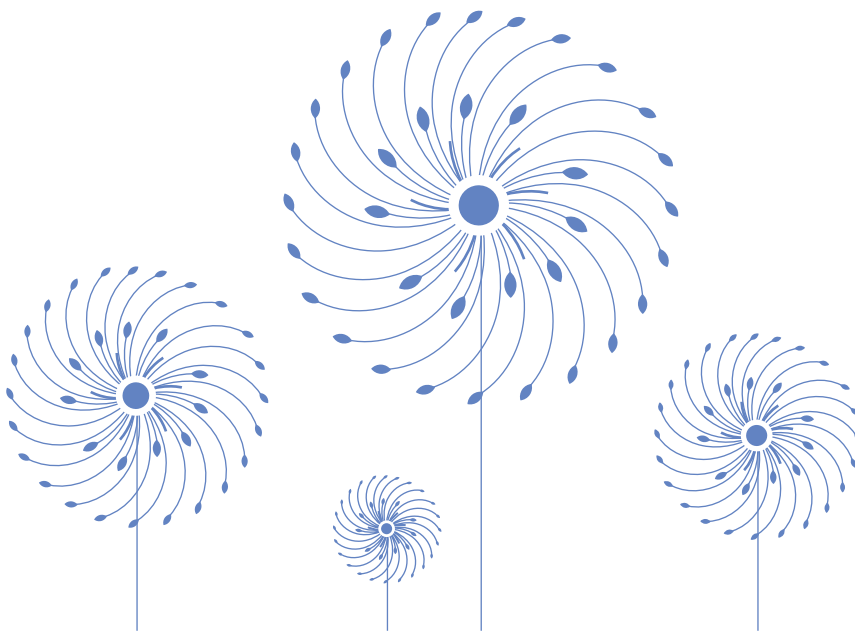


**100%**

Signed CLI's Supply Chain Code of Conduct

<sup>1</sup> Includes the free basic health screening for employees and the comprehensive health screening option provided under the flexible benefits scheme.

<sup>2</sup> Absentee rate is based on medical/hospitalisation leave taken by employees, regardless of whether it was a work-related illness or not, over total number of scheduled workdays.



# Social Integration

CICT is dedicated to creating safe, accessible, vibrant, and quality real estate developments that enrich the lives of stakeholders and the communities surrounding our properties. In line with this commitment, CICT adheres to the CLI's SBG which incorporate social integration standards. The SBG ensures that the accessibility and usability criteria are considered from the onset of any project development, such as major renovations and developments in Singapore. The social integration criteria in the SBG include:

- Ensuring accessibility in the built environment for people of different age groups and varying abilities
- Providing connectivity to public transport, roads, amenities and between buildings
- Providing community spaces as public gathering points

Universal Design (UD) considerations ensure that the public areas of our properties are accessible and welcoming of people of all ages and abilities. They include:





- Seamless connectivity to the external surrounding environment, e.g. bus stops, adjacent buildings, streets and sidewalks

- Wheelchair-accessible parking lots and family lots
- Barrier-free access from wheelchair-accessible parking spaces and family parking lots to lift lobbies
- Sheltered and barrier-free drop-off areas
- Designated pedestrian lanes in carparks
- Amenities such as wheelchair-accessible restrooms, lifts, and nursing rooms

BCA awarded six of our properties UD Mark, recognising their excellence in universal building design and accessibility. Please see the green ratings and the UD certifications of our properties in the [SR 2025 Data Pack](#).

For operating properties, the target is to achieve a minimum green rating for all operating properties. For new projects in Singapore, the target is to achieve at least a UD Mark Gold certification as assessed by BCA. Overseas properties are to comply with local UD / barrier-free codes and guidelines and are encouraged to adopt Singapore's BCA UD Guide in the absence of local codes and guidelines when undergoing asset enhancement.







## Provision of Amenities for the Diverse Community

 <b>Accessibility</b>	<b>All</b> properties are conveniently located near public transport hubs	<b>26</b> properties with disability access facilities <sup>1</sup>	<b>25</b> properties with guide dog-friendly policy
 <b>Green Transportation</b>	<b>All</b> All properties have Bicycle parking zones  <b>&gt;1,322</b> Bicycle bays	<b>19</b> properties with electric vehicle (EV) charging facilities  <b>&gt;111</b> EV charging stations <sup>2</sup> across Singapore and overseas properties	<b>7</b> Malls with Flexar electric car-sharing service (CQ @ Clarke Quay, Funan, Lot One Shoppers' Mall, Plaza Singapura, Raffles City Singapore, Tampines Mall and Westgate)
 <b>Community Engagement Spaces</b>	<b>23</b> properties in Singapore and overseas with community event spaces		
 <b>Family-friendly Amenities</b>	<b>20</b> properties with family and nursing rooms		

1 Including accessible alighting / boarding bays, accessible lifts, conveniently located accessible parking spaces near lift lobbies, and wheelchair-friendly public toilets equipped with grab bars.  
 2 CICT is exploring collaboration with electric car charging service providers to increase the number of electric vehicle charging stations at our properties.

# Engaging Our Stakeholders

## A Curated Approach for Stakeholders

Engagement Channels		Focus Areas	Response
 <p><b>Shoppers</b></p>	<p>To understand our shoppers' needs, enhance their experiences and improve the appeal of our malls</p> <ul style="list-style-type: none"> <li>Marketing and promotional events</li> <li>Loyalty programmes</li> <li>Online and mobile platforms</li> <li>Social media platforms</li> <li>Shopper interviews</li> <li>Quarterly email messages from CEO, Commercial Management</li> </ul>	<ul style="list-style-type: none"> <li><b>Safe Environment:</b> high quality and well-managed malls with amenities such as family-friendly facilities</li> <li><b>Delightful Shopping Experience:</b> omnichannel and experiential shopping with new retail concepts</li> <li><b>Sustainable buildings:</b> universal design and green features</li> </ul>	<ul style="list-style-type: none"> <li>Maintain efficient, green-rated properties</li> <li>Curate and optimise tenant mix and reconstitute portfolio proactively</li> <li>Leverage technology and digital platforms such as CapitaStar's ecosystem to build loyalty</li> <li>Co-create concepts with tenants</li> </ul>
 <p><b>Communities</b></p>	<p>To contribute to the communities as a responsible corporate citizen</p> <ul style="list-style-type: none"> <li>CHF collaboration to contribute to non-profit organisations</li> <li>ESG management</li> <li>Corporate social responsibility programmes</li> <li>Membership in national initiatives that promote sustainable buildings, and health and safety such as BCA Green Built-Environment Advisory Committee, and the Workplace Safety and Health Council</li> </ul>	<ul style="list-style-type: none"> <li><b>Sustainable buildings:</b> universal design and green features</li> <li><b>Community engagement:</b> employee volunteerism and community programmes to raise awareness on various topics</li> </ul>	<ul style="list-style-type: none"> <li>Pursue green ratings for all properties in the portfolio</li> <li>Grant three days of volunteer leave per employee</li> <li>Participate actively in community programmes with social / charity objectives</li> <li>Partner with government / national agencies and tenants to promote sustainability and healthy living</li> </ul>
 <p><b>Tenants</b></p>	<p>To be the landlord of choice by understanding our tenants' needs, enriching their workplace experiences, and fostering vibrant communities with a sense of belonging</p> <ul style="list-style-type: none"> <li>Programmes and activities</li> <li>Office Tenant Relations Specialists and Key Account Managers</li> <li>Meetings with key existing and new tenants and other informal tenant gatherings, such as shop / office openings</li> <li>Joint promotions and strategic partnerships</li> <li>Monthly newsletter "your Workplace Community"</li> <li>Social media platforms</li> <li>Post-event feedback</li> <li>Half-yearly email messages from CEO, Commercial Management</li> </ul>	<ul style="list-style-type: none"> <li><b>Safe Environment:</b> high quality and well-managed offices with amenities</li> <li><b>Sustainable buildings:</b> universal design and green features</li> <li><b>Partnerships:</b> customer engagement and cross sharing</li> </ul>	<ul style="list-style-type: none"> <li>Maintain efficient, green-rated properties</li> <li>Curate and optimise tenant mix and reconstitute portfolio proactively</li> <li>Leverage technology and digital platforms such as CapitaStar's ecosystem, including its mobile application CapitaStar@Work, to extract synergies and cross-selling opportunities</li> <li>Regular engagement with tenants to build relationships and ensure prompt responses to their needs</li> </ul>
 <p><b>Investors</b></p>	<p>To provide timely and consistent communication to Investors and be a choice investment</p> <ul style="list-style-type: none"> <li><a href="#">CICT's website</a></li> <li>Annual general meetings</li> <li>SGXNet announcements</li> <li>Annual reports</li> <li>Sustainability reports</li> <li>Biannual media and analysts results briefings</li> <li>Analyst group calls</li> <li>Roadshows, conferences, meetings, teleconferences</li> <li>Property visits</li> </ul>	<ul style="list-style-type: none"> <li><b>Growth:</b> sustainable long-term returns</li> <li><b>Accountability:</b> communicate performance, strategies, risks and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Reconstitute portfolio proactively</li> <li>Manage assets and portfolio proactively</li> <li>Manage capital prudently</li> <li>Uphold strong corporate governance</li> <li>Create value via a disciplined approach to acquisitions and divestments</li> <li>Seek and evaluate investor feedback</li> <li>Commit to annual sustainability reporting</li> <li>Participate in GRESB real estate assessment annually</li> <li>Build win-win partnerships</li> </ul>
 <p><b>Employees</b></p>	<p>To develop a high-performance work culture that embraces diversity and teamwork</p> <ul style="list-style-type: none"> <li>Formal and informal staff communications</li> <li>Employee engagement programmes, including volunteer and recreation activities</li> <li>Employee engagement surveys</li> <li>Performance feedback and appraisals</li> <li>Teambuilding workshops and training courses</li> </ul>	<ul style="list-style-type: none"> <li><b>Engagement:</b> regular staff engagement for reward &amp; recognition</li> <li><b>Development:</b> work-life balance, training &amp; development, health &amp; well-being</li> </ul>	<ul style="list-style-type: none"> <li>Host regular staff communication sessions to communicate financial performance, strategy, target performance indicators</li> <li>Conduct annual performance review and identify training and development goals</li> <li>Monitor occupational health and safety issues</li> <li>Identify action plans to improve employee welfare and well-being</li> <li>Conduct annual training on FBC awareness. For 2025:                             <ul style="list-style-type: none"> <li>100% of CICTML employees completed the training</li> <li>About 99% of CICT employees completed the training</li> </ul> </li> </ul>
 <p><b>Suppliers</b></p>	<p>To be a fair and reasonable buyer of goods and services and share industry best practices</p> <ul style="list-style-type: none"> <li>Term contractor / vendor evaluation system</li> <li>Supplier collaboration to manage EHS challenges</li> <li>Facilitate supply chain compliance to internal standard operating procedures such as CLI's EHS Policy</li> </ul>	<ul style="list-style-type: none"> <li><b>Engagement:</b> regular engagement and feedback channel for improvements</li> <li><b>Compliance:</b> EHS objectives &amp; OHS practices</li> </ul>	<ul style="list-style-type: none"> <li>Recognise supply chain partners for exceeding standards in service quality via the CLI's HOST Programme</li> <li>Collaborate to manage EHS challenges such as an epidemic outbreak</li> <li>Monitor and report EHS performance quarterly</li> <li>Evaluate term contractors and vendors half-yearly and engage in feedback sessions for continuous improvement</li> <li>Share CLI's Supply Chain Code of Conduct with suppliers which sets out the requirements in the areas of legal, compliance, anti-corruption, human rights, health and safety, as well as environmental management. For 2025, all suppliers with new or renewal contracts signed CLI's Supply Chain Code of Conduct</li> <li>Build win-win partnerships</li> </ul>

## Social

### Driving Positive Social Impact

CICT is committed to fostering strong relationships with our stakeholders through diverse programmes designed to engage, educate, and enrich. These initiatives include informative knowledge-sharing sessions on health and well-being, active support for charitable causes, and encouraging employee volunteerism. In 2025, we launched a wide array of programmes tailored to the different needs of our stakeholders.

Initiatives	Stakeholders		Objective Met
Retail Events	Shoppers	Tenants	Enhancing Customer Experience (including raising awareness for environment, well-being and safety, as well as knowledge-sharing, volunteering and charity)
<b>Portfolio-wide</b>			
• Weaving Prosperity & Joyous Abundance			
• A Cinematic Odyssey	✓	✓	✓
• Mofusand Holidays			
• Tourist Campaigns			
Mall-centric Promotions > 500 events	✓	✓	✓
2-way points conversion between CapitaStar and KrisFlyer / KrisPay	✓	✓	✓
2-way points conversion between CapitaStar and Ascott Star Rewards	✓	✓	✓
Points conversion from UOB UNI\$ to eCapitaVoucher	✓	✓	✓
CapitaStar x Mastercard Partnership - Mastercard as CapitaStar's preferred payment scheme partner	✓	✓	✓
CapitaStar x PAssion: Exclusive eCapitaVoucher Rewards	✓	✓	✓
CapitaStar x Shopback Partnership	✓	✓	✓
CapitaStar x DBS Partnership	✓	✓	✓

Initiatives	Stakeholders				Objective Met				
Community Events	Shoppers	Tenants	Employees	Suppliers	Raising Awareness & Sharing Knowledge	Environment Health and Safety	Health & Wellness	Volunteering & Charity	Enhancing Customer Experience
Leadership Series		✓	✓		✓				✓
Let's Get Down To Earth	✓	✓	✓		✓	✓			✓
Tenants Treats		✓	✓		✓	✓	✓		✓
Live It Up!	✓	✓	✓		✓		✓	✓	✓
#LoveOurSeniors Meal Delivery and Essential Care Pack		✓	✓		✓			✓	✓
Chinese New Year 2025 Programmes		✓	✓						✓
World Table Tennis Singapore Smash 2025 Corporate Challenge		✓	✓		✓		✓		✓
Let's Celebrate Local		✓	✓		✓				✓
Regular Community Partners' Programming / CBD Community Activities		✓	✓		✓	✓	✓		✓
Brown Bag & Masterclass Events		✓	✓		✓		✓		✓
Healthy Workplace									
Ecosystem	✓	✓	✓		✓		✓		✓
Others									
ESG Trainings			✓	✓	✓	✓			✓

# Our Shoppers



## Objective:

To understand our shoppers' needs, enhance their experiences and improve the appeal of our malls.

## Empowering a Greener Tomorrow



### Let's Get Down to Earth 2025

CapitaLand's annual "Let's Get Down to Earth" (LGDTE) 2025 sustainability festival was held across CICT properties in Singapore from 17 March to 4 April 2025. Launched at Funan, the festival provided engaging and interactive experiences promoting sustainable living. The LGDTE Down to Earth Clubhouse featured an interactive activities and rewards encouraging shoppers to adopt sustainable habits. The festival also featured the SG Eco Fund Grantees Showcase, the eco-marketplace, workshops, green deals, and e-waste collection points. A highlight was the display of the CapitaLand Go Green Hub Design Project, showcasing the work of Temasek Polytechnic winners.

### Geneco's Forest of Prosperity 2025

Into its fifth year, Geneco's Used Red Packet Recycling Initiative has expanded to over 160 locations islandwide. CapitaLand supported the initiative through the #ForestofProsperity Chinese New Year pop-up at Bugis Junction, where shoppers pledged their support in exchange for a limited-edition DIY craft kit. Shoppers could also drop off used or excess red packets at participating CapitaLand malls and workspaces. In total, more than 1,000 kg of red packets were collected and sent to a paper mill for recycling.



## Connecting with the Community Through Art



### Creative Intersections 2025: Snakes and Ladders

As part of Singapore Art Week 2025, Funan presented the fifth edition of its Creative Intersections exhibition, Snakes and Ladders, curated by Justin Loke from Vertical Submarine for the second consecutive year. Inspired by the classic board game, the exhibition featured immersive installations, hands-on workshops, and interactive experiences that invite shoppers to embark on a journey reflecting the game's ups and downs. Showcasing works by 15 local artists, the exhibition transformed Funan into a dynamic hub of contemporary creativity.

### Light to Night Singapore 2025: Return to Paradise (PLAY)

An immersive installation by local artist Beverley Ng featured at Funan's B2 Underground Pedestrian Link, co-commissioned by National Gallery and CapitaLand for Light to Night 2025. It offered a nostalgic reflection on Singapore's early-2000s culture, blending nostalgic play spaces with the rise of digital connection and creative expression.



### "Shorelines" Exhibition in Collaboration with National Gallery Singapore

Partnering with National Gallery Singapore to present "Shorelines" across three CICT malls via a large-scale public artwork by local artist Ang Song Nian with 60 Merlion sculptures in celebration of SG60. Created from found materials and community contributions, the works reflected Singapore's evolving identity and collective memory. From a "Milo Dinosaur" Merlion to interpretations made of lacquer, LEGO, and ceramic, half of the sculptures were original contributions by artists, designers, and community collaborators, each offering a unique reflection of the Singapore story.

## Promoting Health and Wellness Through Sports

### Singapore Smash 2025

As the Official Event Supporter for Singapore Smash 2025, CapitaLand collaborated with World Table Tennis to organise community sports activations at CQ @ Clarke Quay to promote healthy living and community engagement. Activities included table tennis challenges with prizes and vouchers, held in the lead-up to the main Singapore Smash 2025 event at OCBC Arena. Special guest appearances by national players Izaak Quek and Zhou Jingyi complemented the activations.



### World Aquatic Championships

As the official community activation partner for the World Aquatics Championships in Singapore, CapitaLand created vibrant fan zones across multiple malls and workspace properties, including Asia Square Tower 2 and Funan. Shoppers enjoyed interactive experiences, such as a diving platform, Vasa Trainer competitions, and a water polo reaction wall, as part of community roadshows leading up to the competition.



## Celebrating Cultural Heritage

### Frame Your Heritage

In conjunction with Singapore HeritageFest 2025, Bugis Town launched “Frame Your Heritage”, a campaign that reinterprets tradition through a contemporary lens. The campaign featured hands-on workshops where heritage crafts met modern sensibilities. They included exploring Singapore’s gin distillery, creating ang ku kueh with gin-infused fillings, learning Peranakan beadcraft, and applying rattan weaving techniques to personalise footwear. As part of the same festival, CQ @ Clarke Quay partnered with Singapore River One and Let’s Go Tours to curate an experiential Singapore River Tour that celebrated the heritage and stories of Clarke Quay. Through guided walks, traditional local cake tastings, and a scenic river cruise, the programme invited locals and visitors alike to immerse themselves in the sights, flavours, and cultural legacy of the river precinct.



## Fostering Unity and Enhancing Community Spirit

### National Family Festival

The National Family Festival, organised by the Ministry of Social and Family Development and Families for Life, was hosted across several CapitaLand malls, including Tampines Mall, Westgate and Lot One. Visitors enjoyed a myriad of attractions such as bouncy castles, DIY crafts and sports, creating meaningful moments that brought families together while strengthening community connections.



### Heart Health Carnival

In conjunction with National Heart Week and World Heart Day, the Singapore Heart Foundation organised the Heart Health Carnival at Junction 8 under the theme “Resilient Hearts, United Future.” The event was officiated by Senior Minister of State for Foreign Affairs and Home Affairs Ms Sim Ann. Shoppers enjoyed free health screenings, fitness sessions, heart wellness talks, and interactive booths promoting healthy lifestyle choices and early intervention.



# Our Tenants and Community



## Objective:

To contribute as a responsible citizen and be the landlord of choice by understanding our tenants' needs, enriching their workplace experiences and fostering vibrant communities with a sense of belonging.

### Let's Get Down to Earth



Celebrating CapitaLand's 25<sup>th</sup> year organising the "Let's Get Down to Earth!" festival, the event, inspired by the digital world, featured the theme "Bits of effort add up to big bytes of impact." Over two weeks, the festival, across 25 properties, showcased practical sustainability tips through more than 50 activities, 188 partnerships, and engaging over 5,000 participants.

### Tenants Treats



This event held a few times in a year aims to strengthen community bonds within CapitaLand workspaces by encouraging tenants to prioritise self-care, take meaningful breaks, and participate in sustainable activities to reduce plastic waste.

### Live It Up!



The fourth edition of CapitaLand's Wellness and Community Festival, Live It Up!, featured over 200 wellness activities across 36 CapitaLand retail and workspace properties, engaging more than 14,100 participants over 25 days. Highlights included the launch weekend at CQ @ Clarke Quay with SG60-themed workouts and a wellness retreat at CapitaSpring. The festival brought fitness and health to the community through mass workouts, workshops, and wellness-related eDeals promoting healthier choices.

## #LoveOurSeniors: Meal Delivery and Essential Care Pack



Through the #LoveOurSeniors initiative, more than 250 tenants, staff, and partner volunteers came together to create a meaningful social impact across five meal delivery sessions, fostering community spirit while caring for seniors islandwide. Additionally, over 280 volunteers, supported by a logistics partner, distributed 2,000 care packs filled with essential items to provide comfort and support to our seniors.

## #LoveOurSeniors Carnival 2025

The #LoveOurSeniors Carnival 2025 was held on 8 October at IMM, engaging nearly 1,000 seniors alongside over 600 staff volunteers from CapitaLand, which included volunteers from CICT. The carnival featured activities designed to support seniors' physical and mental well-being, promote social inclusion, and encourage interaction. Highlights included nostalgic game booths, exercise sessions, and hands-on age-tech and cyber-awareness activities.



## Let's Celebrate Local

Let's Celebrate Local, a celebration of Singapore's 60<sup>th</sup> birthday, brought together tenants at CapitaLand properties, including CICT's properties such as CapitaSpring. Tenants enjoyed an afternoon of community spirit, local treats and engaging activities, including a popular Merlion Soap Making workshop.



## Regular Community Partners' Programming / Cbd Community Activities

To promote connection and well-being, CapitaLand partners with community organisations to offer lunchtime workshops on mental wellness, self-care, and financial management. This year, offices at CapitaGreen and CapitaSpring hosted a range of activities, including health and wellness sessions, green workshops, and community games.



# What Our Tenants Say

## POP MART



CapitaLand has been a trusted partner in POP MART's journey. Its strong tenant mix, extensive and strategically located network of malls, and professional asset management team have been key drivers of our brand expansion in Singapore.

From the launch of our first full-fledged store at Funan in 2021, we have grown and now operate six stores within CapitaLand's owned or co-owned malls. In addition, CapitaLand's collaborative and responsive approach, including offering opportunities for pop-ups and seasonal activations, has supported our brand visibility and continued growth. These initiatives have enabled us to engage customers in fresh and dynamic ways, reinforcing the value of our partnership with CapitaLand.

**Mr Jeremy Lee**, Business Director, SEA and Middle East, Pop Mart International Group Limited



JLL values CapitaLand's leadership in green building design, proactive ESG roadmap, and collaborative approach to developing innovative workplace solutions. CapitaLand's dedication to sustainability, technology integration and tenant wellbeing aligns seamlessly with JLL's purpose of shaping the future of real estate for a better world.

This partnership has enabled us to demonstrate a healthy, flexible and future-ready workplace that enhances talent attraction, client engagement, and supports long-term business growth.

**Mr Robert Macdonald**, Head of Corporate Real Estate, APAC, JLL



Over the years, Paradise Group has chosen to establish many of our restaurants at CapitaLand malls, as CapitaLand consistently demonstrates a strong ability to create thriving lifestyle destinations that support long-term brand growth. Beyond prime locations and strong footfall, CapitaLand offers a well-balanced tenant mix that allows our diverse restaurant concepts to thrive.

CapitaLand goes beyond the role of a traditional landlord. The team invests time to understand our business model and operational needs. Their collaborative, data-driven approach has played a meaningful role in supporting our continued growth in Singapore. They have supported us through coordinated marketing exposure, mall-wide promotions, engagement initiatives as well as festive and peak-period campaigns that amplify our reach and strengthen customer recall. Even during challenging periods, their operational support and constructive solutions have helped us remain resilient and continue expanding. These efforts collectively position CapitaLand as a long-term strategic partner in our success within Singapore's dynamic F&B landscape.

**Mr Hew Woong Yong**, Head, Business Development & Partner Relations, Paradise Group Holdings Pte Ltd



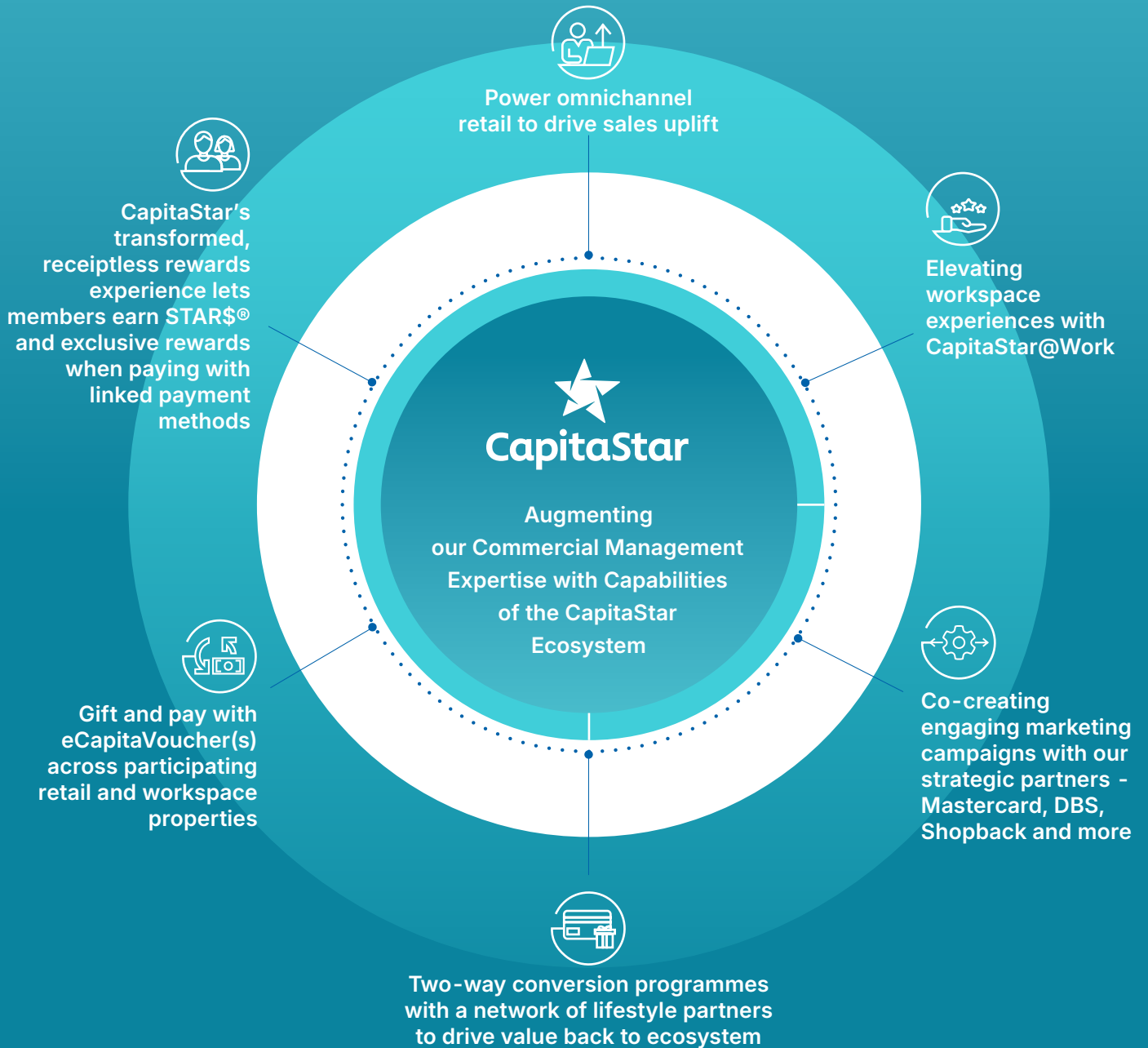
Our choice of Raffles City Tower for our office location was a strategic alignment with a premier business address, a confidence mirrored in our selection of CapitaLand properties in China. We greatly value CapitaLand's professional and forward-looking management. The Commercial Leasing team in Singapore exemplifies this through their highly collaborative and responsive partnership. CapitaLand's commitment to sustainability and creating premium, future-ready workspaces also reflect our corporate values.

This partnership transcends a standard landlord-tenant dynamic as CapitaLand serves more as a strategic ally invested in our growth, providing an environment that enhances our workplace excellence and operational needs.

**Mr Mike Ong**, Director (Government Relations), Ubiquant Technology Services Pte Ltd

# The CapitaStar Ecosystem

## Driving Value Creation Initiatives for Shoppers and Tenants via the CapitaStar Ecosystem



# ~1.9 million

CapitaStar members in Singapore

# Our Investors



## Objective:

To provide timely and consistent communication to stakeholders and be a choice Investment.

The investor relations and communication teams are dedicated to fostering proactive, timely, and transparent communication with the investment community which encompasses Unitholders, prospective retail and institutional investors, as well as analysts and journalists. Guided by our Unitholders' Communication and Investor Relations Policy, we design and implement regular communication programmes to facilitate meaningful and effective engagements.

## Constituent of Key Indices



CICT remains in the FTSE Straits Times Index, FTSE4Good Index Series, MSCI Global Standard Indices, GPR General Indices and GPR 250 Indices, and other indices.

Read more about our investor engagement approach on [CICT's website](#)

We engaged with various investor groups via channels as outlined below.

### Retail Investors



#### Engagement channels

- Small / large group meetings
- SIAS – CICT Unitholder Engagement
- Annual and Extraordinary General Meetings (AGM and EGM)
- REITs Symposium
- Property tour
- Emails / Calls
- REITs on the Move by SGX and SIAS

### Institutional Investors



#### Engagement channels

- One-on-one and group meetings
- 1H and FY Post-results and 1Q and 3Q business update briefings
- Conferences
- Non-deal Roadshow
- Property tours
- ESG engagements
- Emails / Calls

#### Engaged:

- Had 350 meetings with more than 300 institutional investors from over 200 local and global companies

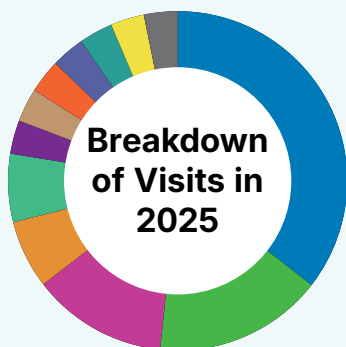
### Sell-side Analysts



#### Engagement channels

- One-on-one and group meetings (as and when)
- 1H and FY financial results briefings and 1Q and 3Q business update calls
- Property tours

## Property Visits

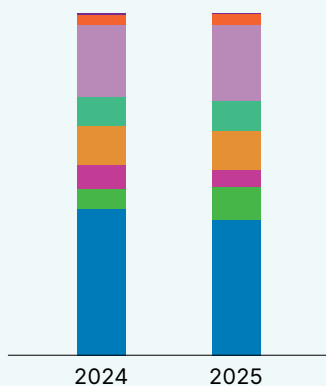


CapitaSpring	35.5%
Raffles City Singapore	16.1%
ION Orchard	12.9%
Funan	6.5%
Westgate	6.5%
Bugis Junction	3.2%
CapitaGreen	3.2%
IMM Building	3.2%
Plaza Singapura	3.2%
Six Battery Road	3.2%
Tampines Mall	3.2%
The Atrium@Orchard	3.2%

## Unitholding Composition

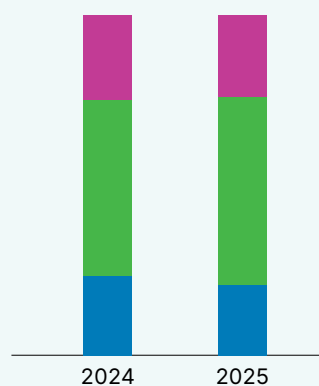


### Identified Unitholdings by Geography (%) As at 31 December



	2024	2025
● Singapore	46.2%	<b>43.0%</b>
● Hong Kong	5.5%	<b>9.1%</b>
● Other Asia	6.6%	<b>4.9%</b>
● UK	10.7%	<b>10.6%</b>
● Europe (ex UK)	7.8%	<b>8.3%</b>
● North America	20.0%	<b>20.7%</b>
● Australia / New Zealand	2.7%	<b>3.3%</b>
● Rest of the World	0.5%	<b>0.1%</b>

### Unitholdings by Investor Type (%) As at 31 December



	2024	2025
● CLI	23.3%	<b>20.7%</b>
● Institutional Investors	51.6%	<b>55.4%</b>
● Retail Investors	25.1%	<b>23.9%</b>

### Investor and Media Contacts:

If you have any enquiries or would like to find out more about CICT, please contact:

**Ms Allison Chen**  
Senior Manager, Investor Relations  
Direct: +65 6713 1502

**Ms Genevieve Chung**  
Senior Manager, Group Communications  
Direct: +65 6713 3858

**Email**  
ask-us@cict.com.sg

**SGX Ticker Code**  
CapLand IntCom T

# Our Employees



## Objective:

To develop a high performance work culture that embraces diversity and teamwork.

Please view the *CapitalLand Social Charter, Diversity, Equity & Inclusion policy, Harassment policy and other Human Resource (HR) related policies and practices on [CICT's website](#)*

As a CLI-sponsored REIT, CICT is managed externally by wholly owned CapitalLand subsidiaries, including the Manager and property managers who oversee the daily property operations. The Manager's employees<sup>1</sup> and property managers are responsible for the Trust, property and portfolio operations of CICT. Their respective teams are identified as CICT employees in this Report. The total global employee headcount for 2025 was 465, of which 100% were full-time employees. There were no non-guaranteed hours employees or part-time employees directly employed by CICT.

In 2025, 44 new employees were onboarded, which is equivalent to a new hire rate of 9.5%. There was voluntary turnover during the year, with 51 employees leaving CICT, resulting in a healthy turnover rate of 11%, which is unchanged year-on-year. Notably, 57.8% of our employees have been with CICT for more than five years, symbolising our commitment to employee retention and organisational stability.

## Embracing Diversity

CICT leverages CLI's integrated human capital strategy to recruit, develop and motivate its workforce. Key performance indicators (KPIs) for CICT, the business and people development are aligned with the employees' performance goals. Employees are provided with training opportunities to boost their performance.

CICT embraces diversity, equity, and inclusivity regardless of age, religion, gender, race, nationality, or family status. We believe employees can make significant contributions based on their talent, expertise and experience. Having a gender-diverse mix of employees is also a target in CLI's 2030 SMP. CICT's global workforce comprises an almost equal proportion of females and males at a ratio of 53:47 (2024: 52:48).

A localisation strategy is adopted for CICT's overseas operations where reasonable and practical. More than 95% of senior management positions were filled by individuals hired from the local community. This ensures that the teams on the ground

understand the local socio-political and cultural sensitivities to help deliver targeted business outcomes for the Trust.

Internal and external talents are identified to build the bench strength and talent pipeline for CICT's leadership succession planning. Talent recruitment is via a network of local and overseas universities. CLI has ongoing Graduate Programmes that nurture promising young graduates from various disciplines with less than one year of working experience. In 2025, a pilot Listed Funds Investment Analyst Programme has been launched, offering fresh graduates a 24-month programme with structured rotations across REITs and Asset Management Teams to gain hands-on experience and hone holistic investment skillsets. Apart from fresh graduates, experienced and mid-career professionals as well as industry veterans are employed at CICT.

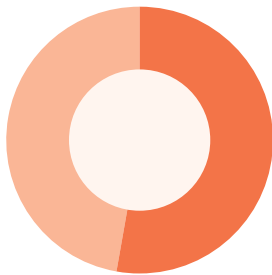
Having a vibrant, motivated, and qualified workforce has provided CICT with a competitive edge. In 2025, approximately 64% of employees were aged between 30 to 50, while 49% of the workforce held tertiary qualifications, including Bachelor's, Master's, or Postgraduate degrees. The Human Resource team continued to offer diversity, equity, and inclusion trainings covering topics such as managing unconscious or implicit bias at the workplace, understanding and appreciating multiculturalism, and harnessing the benefits of a diverse workforce. Exit interviews are conducted with resigning employees as part of the continuing efforts to improve the Trust's retention policies and initiatives.

CICT has a performance-oriented work culture that values diversity and teamwork, aligning with CLI's commitment to being a workplace of choice. In 2025, approximately 67% of CICT's workforce were from the Chinese ethnic group. Given that the majority of CICT's operations are in Singapore, the workforce composition aligns with the country's demographic profile. As at end-June 2025<sup>2</sup>, 74% of Singapore residents were Chinese, while the remaining 26% comprised Malays, Indians, and other minority ethnic groups.

<sup>1</sup> Employees hired by, and / or report to, and / or provide dedicated services to the Manager.

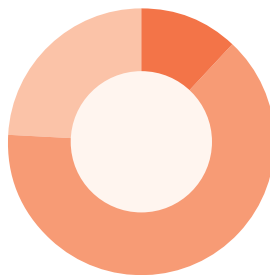
<sup>2</sup> Based on the latest information from the Department of Statistics Singapore as at 30 June 2025.

### Employee Gender Diversity Profile



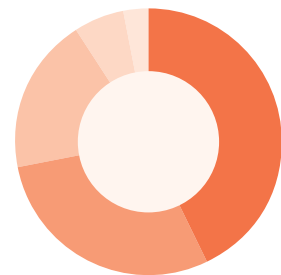
● Female	53%
● Male	47%

### Employee Profile by Age



● <30 years old	12%
● 30-50 years old	64%
● >50 years old	24%

### Employee Educational Profile

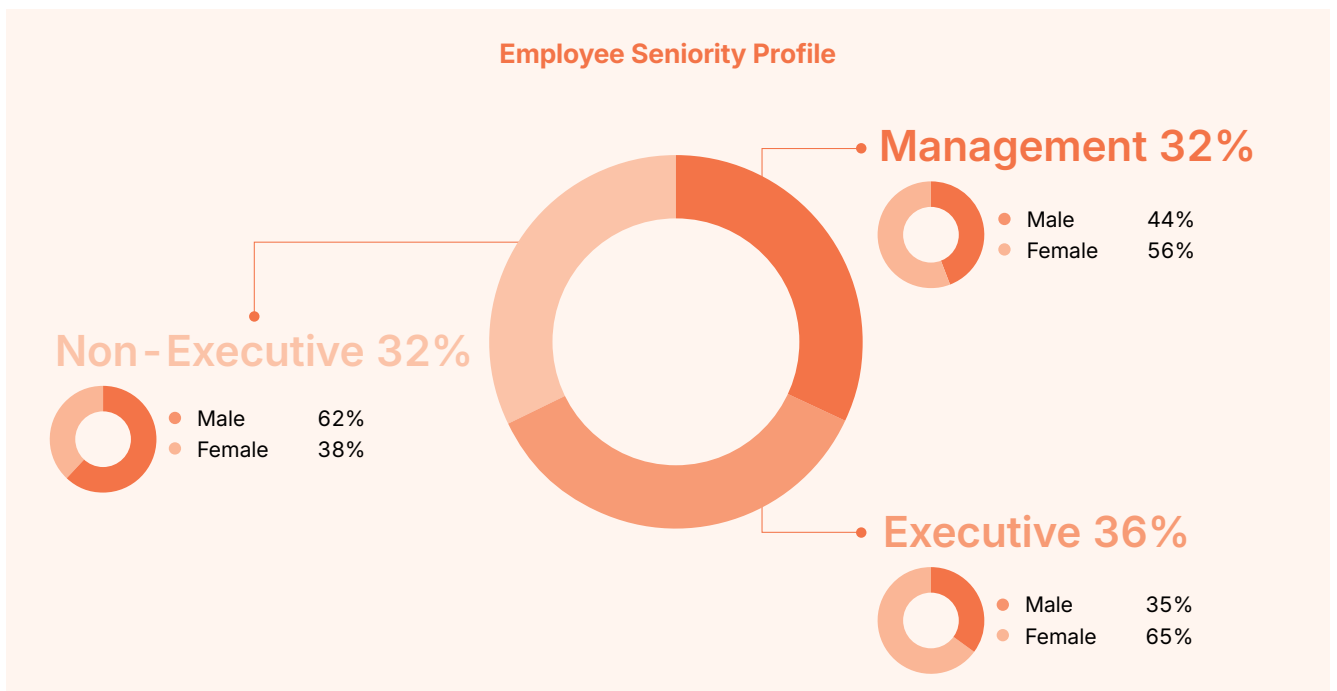


● Bachelor's Degree	43%
● GCE O Level / Industrial	29%
● Diploma / GCE A Level	19%
● Master's Degree / Post-Graduate	6%
● Others	3%

## Building a Gender-Equitable Workplace

There continues to be strong female representation in the management and senior management levels. In 2025, women held approximately 56% of management roles. At the senior management level, women held approximately 54% of positions.

CICT rewards employees fairly based on merit, ability, and experience for comparable roles across its hierarchy. Its incentive system focuses on performance and is gender-agnostic. Employee pay is benchmarked against the market based on job roles using gender-neutral pay surveys provided by independent remuneration consultants. In the 2025 exercise, no major pay gap was found<sup>1</sup>.



<sup>1</sup> We benchmarked the gender pay gap using the 12% average gender pay gap in 2023 by the Organisation for Economic Co-operation and Development (OECD) which covers more than 140 countries including Europe, where CICT has a presence. The average gender pay gap for CICT is about 7% in favour of males at non-executive; about 2% in favour of males at executive levels, and less than 4% in favour of males at management and above levels.

## Social

### Our Employees

#### Upholding the Right to Freedom of Association

CICT respects its employees' right to freedom of association and their right to join trade unions. CICT is guided by the Industrial Relations Act that allows trade unions in Singapore to represent employees for collective bargaining, providing them an avenue to address any industrial disputes. A cordial working relationship with the unions is maintained, which promotes positive working conditions and improves productivity for the mutual benefit of employees and the Trust.

More than 58% of CICT's workforce in Singapore were covered by collective agreements. Notwithstanding this, all other CICT overseas employees who are not covered by collective bargaining agreements will have their key employment terms aligned to the relevant legislation in the countries they operate in.

#### Cultivating a Positive Work Environment

CICT recognises that a positive work environment is essential to attract, motivate and retain talent. Personal development, health and work-life harmony are promoted through CLI's overall well-being programme. Employee benefit programmes are designed to provide various options catering to different needs and these include flexible medical and insurance plans, flexible work arrangements, and employee wellness activities. Part-time employees are also entitled to the same benefits on a pro-rata basis. The robust performance management system ensures that all employees receive regular performance and career development reviews.

In our commitment to responsible business practices and ensuring the financial security of our employees, CICT adheres to the respective social security contribution or pension plan obligations of the countries where it operates. For instance, CICT and its employees make monthly contributions to the employees' Central Provident Fund<sup>1</sup> (CPF) accounts in accordance with the prevailing regulations in Singapore.

The voluntary turnover rate provides insights into employee satisfaction, engagement, and organisational health. In 2025, CICT's voluntary turnover rate was healthy at 11%, indicating high employee engagement and good organisational health.

#### Employee Wellness

CICT is committed to ensuring a safe work environment that supports the well-being of its employees. As part of the well-being programme, ongoing support through financial assistance, employee assistance, and healthcare hotlines are offered to employees in need. In 2025, a range of health and wellness programmes was organised to promote a balanced lifestyle, spanning the pillars of mental, physical, career, social, and financial wellness. Activities included fitness sessions such as yoga, Zumba, and Pilates, as well as community runs and mental resilience talks focused on meditation and burnout prevention. The initiatives also featured marble coaster workshops, sessions on managing family relationships, financial and legal literacy sessions.

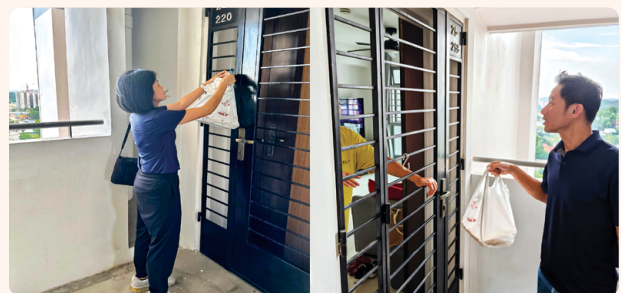
Annual health screening programmes are also made available for employees, and more than 35% of CICT's employees in Singapore participated in 2025.

### Making a Difference via Community Engagement and Volunteerism

Employees who wish to participate in volunteering activities are granted up to three days of Volunteer Service Leave (VSL) to encourage them to give back to society. As part of our efforts to recognise and acknowledge employees' social contribution as volunteers, CHF, the philanthropic arm of CapitaLand Group, donates to an employee's choice of charitable and environmental programmes, if the employee has taken all three days of VSL within the year.

In 2025, more than 29% of CICT employees generously volunteered for community and social causes, putting in about 908 volunteer hours. The level of commitment varies based on the number of activities held each year and the time involved in each event. Notably, in 2025, CICT employees participated in a group volunteer initiative to

deliver meals to seniors in need of community support, and also in a carnival at IMM featuring activities designed to support seniors' physical and mental well-being, promote social inclusion, and encourage interaction.



▲ CICT employees demonstrated their commitment to social responsibility by volunteering to deliver meals to seniors in need.

<sup>1</sup> The CPF is a comprehensive social security savings plan introduced by the Singapore government to enforce savings by salaried workers for a more secure retirement.

## Empowering the Workforce with Future-Ready Skills

CICT is committed to building a future-ready workforce, channelling up to 3% of its annual wage bill towards learning and development programmes. A future-ready workforce is cultivated through CLI's in-house initiatives such as the Learning CAREnival and the Building Capability Framework.

Overall, approximately 98% of CICT's global workforce attended at least one learning session, and the average training hours completed by each employee for the year was about 24 hours. More than 98% of CICT's employees attended at least one ESG training course in 2025.

More than 97% of employees participated in digital learning, clocking over 2,300 digital training hours in 2025.

Employees can participate in certified skills training programmes, personal development courses, and industry seminars and conferences. Eligible employees may apply for a maximum of 10 days of paid leave annually for examinations supported by

CICT. Additionally, employees may apply for sponsorship for both full-time and part-time courses, provided they meet the established eligibility criteria.

In 2025, CICT's employees who are licensed representatives as recorded by MAS completed over 33 training hours per employee, which was above the minimum requirement by MAS.



## Fostering a Connected and Engaged Workforce

At CICT, we are committed to fostering a dynamic and engaged workforce through active employee participation. Open communication is encouraged via multiple feedback channels for employees to obtain a fair review and ensure a prompt response to concerns relating to any aspect of their employment. This includes harassment, grievance handling, and whistle-blowing policies applicable to all employees. CLI's Voice of Employees platform provided a confidential avenue for anonymous feedback on any work-related matters and to provide suggestions to enhance employee experience. Employees could also raise their concerns to a higher level of management or the HR department.

CICT holds quarterly staff communication sessions where the CEO outlines the strategic direction, shares updates on operational and financial performance, and addresses any work-related matters. During these sessions, external parties and employees from other CLI business units are invited to share their expert insights in their respective domains, such as sustainability, corporate social responsibility, and market valuation. The management also connects with employees through informal interactions, such as catch-up sessions and team bonding events.



▲ To boost teamwork and morale, CICT employees took a day trip to JB in 2025 for their annual team-bonding event, which included engaging activities like go-karting and laser tag.

## Social

### Our Employees



▲ External professionals were invited to share on growth opportunities, investors' interests across markets and challenges for listed funds at the CLI Listed Funds Symposium.

CLI Listed Funds hosted two events in 2025 – the Durian Indulgence event in August, which provided employees opportunities to strengthen connections, and the Listed Funds Symposium in November, which provided a valuable platform for learning and networking, featuring market expert insights on AI, CLI's sustainability journey and developments in equity markets and REITs. In particular, the Symposium facilitated knowledge exchange among CLI REIT leaders and industry experts, addressing key challenges in REIT management. It also ended with a fun-filled Amazing Race teambuilding activity held within one of CICT's award-winning properties, Funan, offering employees opportunities to foster collaboration and build team spirit.

The CapitaLand intranet serves as a communication platform, providing employees with access to the latest company updates, employment policies, benefits, corporate governance, and ethical guidelines. All new employees undergo an orientation programme to familiarise themselves with CLI's business operations, strategies, core values, and management philosophies.

To measure employee well-being, CLI conducted the global employee engagement survey 2025, which included CICT employees. Through a third-party vendor which ensures confidentiality, the survey achieved a participation rate of 85% and an engagement score of 83% (2024: 85%).



▲ CLI Listed Funds colleagues connected over a shared appreciation for the 'king of fruits'.

# Our Suppliers



## Objective:

To be a fair and reasonable buyer of goods and services and help share and establish industry best practices.

Read more on our supplier engagement on [CICT's website](#)

## Supply Chain Management

### Supply Chain Due Diligence and Selection

CICT works closely with its supply chain partners (contractors, vendors and suppliers) who are committed to high-quality EHS standards. We leverage our sponsor, CLI's third-party due diligence process to assess the ESG performance of critical suppliers. This facilitated the implementation of targeted ESG capability-building programmes for underperforming suppliers to improve their ESG performance towards a more sustainable and responsible supply chain. Supply chain vendors are selected through a structured and rigorous procurement process, which encompasses a balanced evaluation of financial and non-financial criteria, including safety requirements.

To influence supply chain partners to operate responsibly in the areas of anti-corruption, human rights, health and safety, and environmental management, CICT adopts the CLI Procurement Policy which incorporates sustainable procurement principles and the CLI Supply Chain Code of Conduct which form the basis of our supplier engagement. In 2025, 100% of CICT's supply chain<sup>1</sup> agreed to abide by the CLI Supply Chain Code of Conduct.

### Emphasis on Compliance, Health and Safety

Guided by CLI's in-house contractor management guidelines, we require all contractors to comply with local government and other legal requirements. Contractors must ensure that their staff are adequately trained or briefed on EHS measures and comply with CLI's contractor house rules, which outline requirements such as the use of personal protective equipment and the reporting of accidents.

All CapitaLand service partners receive quarterly training, delivered by qualified safety professionals registered with the Ministry of Manpower (MOM). Following each session, the Commercial Management Safety Team collects feedback to refine future training requirements. These sessions are

supplemented with short quizzes, covering key safety topics such as Hazard Identification & Risk Assessment, Working at Height Safety, and Safe Work Practices on Mobile Elevated Working Platforms.

As CICT's properties are predominantly in Singapore, the procurement spend is mainly on local suppliers. Preference is given to ISO 14001 and ISO 45001 certified companies or equivalent. In Singapore, we aim to appoint supply chain partners who are at least bizSAFE Level 3-certified. The bizSAFE programme is advocated by Singapore's Workplace Safety and Health Council to promote workplace safety and health in small and medium enterprises. In 2025, approximately 99% of CICT appointed contractors<sup>2</sup> in Singapore were minimally bizSAFE Level 3-certified. Where applicable, CICT stipulates similar requirements for its overseas properties.

CICT identified its cleaning and security contractors at its operational properties to be critical suppliers, and tracked their health and safety performance at its properties globally. In 2025, our cleaning and security contractors recorded an injury rate of 2.2 cases per million hours worked and a lost day rate of 33.4 days per million hours worked.

### Performance Monitoring and Evaluation

Appointed supply chain vendors were evaluated periodically on their performance to ensure their continuous compliance with the procurement policy. Non-compliances will be flagged for correction and high sustainability risk suppliers with performance issues will be monitored closely for improvement. Suppliers that contravened or attempted to contravene any anti-corruption laws will be subject to contract termination.

## Preferred Supplier Criteria




### Certified with:

- BizSAFE Level-3 and above
- ISO 14001
- ISO 45001

<sup>1</sup> Property maintenance and project-related contracts for owned and operationally managed properties and projects. This includes supply chain complying with their own code of conduct which is equivalent or more stringent than the CLI Supply Chain Code of Conduct.  
<sup>2</sup> Refers to term contractors where their work is on-site at CICT properties.

# Commitments & Progress

Please refer to [CICT's website](#) for information on our Governance Framework.

Areas of Focus	2030 Targets & Commitments	2025 Performance	UN SDGs Supported
 <p><b>Corporate Governance</b></p>	<p>At least 85% of employees attended one compliance-related training</p> <hr/> <p>Ensure sustainability targets are integrated into balanced scorecard framework and key performance indicators to determine executive remuneration, including CICT Performance Unit Plan</p>	<p>FBC awareness training:</p> <ul style="list-style-type: none"> <li>- 100% of CICTML employees completed</li> <li>- About 99% of CICT employees completed</li> </ul> <p>Cyber awareness training:</p> <ul style="list-style-type: none"> <li>- 100% of CICTML employees completed</li> </ul> <hr/> <p>Under the Balanced Scorecard framework, CICT's strategy and goals are translated to performance outcomes comprising both quantitative and qualitative targets in various dimensions including sustainability and climate related metrics such as carbon emissions intensity reduction <i>IFRS S2 29(g)(i)</i></p> <p>For more information regarding remuneration, please refer to the Corporate Governance section of CICT's AR 2025</p>	
 <p><b>Transparent Reporting</b></p>	<p>Ensure reporting is aligned to international standards such as TCFD / IFRS Standards by ISSB and GRI with disciplined internal checks as well as external assurance of data by accredited bodies</p>	<p>CICT's SR 2025 is aligned to GRI Standards and GHG Protocol (operational control method), UN SDGs and SASB real estate sector-specific standards. This Report adheres to the enhanced sustainability reporting regime mandated by SGX-ST, and includes climate-related disclosures aligned with IFRS S2 and the climate-relevant provisions of IFRS S1</p> <p>CICT relies on CLI's external assurance conducted annually for their GSR. The assured data covers the sustainability performance of CLI's global operations and portfolio, which includes CICT's Singapore properties</p>	

Areas of Focus	2030 Targets & Commitments	2025 Performance	UN SDGs Supported
 <p><b>Risk Reporting</b></p>	<p>Ensure processes to identify, assess, and manage sustainability risks and opportunities in the short, medium, and long-term are integrated into overall ERM processes</p> <hr/> <p>Ensure sustainability risks and opportunities are managed in line with overall risk appetite and strategy</p>	<p>Annual group-wide RCSA exercise requires BUs and corporate functions to identify, assess and document material risks which include ESG-related risks and opportunities, along with their key controls and mitigating measures</p> <p>For more information on the RCSA exercise and risk management processes, please refer to Risk Management under the Governance section of this Report and the Risk Management section of CICT's AR 2025</p> <hr/> <p>CICT is aligned with CLI's 2030 SMP to ensure that it remains relevant to the business strategy and is in accordance with climate science</p> <p>Performance against the 2030 SMP targets and Balanced Scorecard targets is tracked and reported to the Board semi-annually</p>	
 <p><b>Compliance</b></p>	<p>Uphold corporate governance standards with reference to the Code of Corporate Governance 2018</p> <p>Adhere to the highest standards of ethical conduct</p>	<p>Zero cases reported through the whistleblowing reporting mechanism</p>	
 <p><b>Training</b></p>	<p>All licensed representatives of the Manager to fulfil mandatory training obligations</p>	<p>All CICTML licensed representatives completed an average of 33 training hours per employee, above MAS minimum requirement. In total, they clocked over 430 training hours</p> <p>All CICTML licensed representatives completed the FBC training</p>	
 <p><b>Sustainable Finance</b></p>	<p>Diversify funding sources with sustainable financing</p>	<p>Established Green Finance Framework in February 2022</p> <p>63.1% of CICT's total borrowings are sustainability-linked / green loan facilities and green bonds as at 31 December 2025</p>	

# Corporate Governance

CICT embraces the fundamental principles of corporate governance with a strong commitment to the key principles of accountability, transparency, and sustainability. By selecting highly talented and motivated individuals, implementing robust processes, and maintaining a well-structured organisational framework, the Manager manages CICT’s activities with the utmost integrity and strategic foresight to the benefit of Unitholders. This, in turn, allows the Manager to achieve operational excellence, set the strategic direction to pursue CICT’s long-term strategic ambitions, generate sustainable growth and foster a deep sense of trust with the Unitholders as well as HSBC Institutional Trust Services (Singapore) Limited in its capacity as trustee of CICT (Trustee).

The Manager’s core values, ethics, and practices provide a strong foundation for a trusted and respected business enterprise. The Board is responsible for setting CICT’s corporate governance standards and policies and plays a key role in it. This sets the tone from the top and underscores the importance of strong corporate governance to CICT.

For a detailed disclosure on CICT’s governance framework and the application of its corporate governance practices for FY 2025 that aligns with the standards of the Code of Corporate Governance 2018, please refer to the Corporate Governance section of [CICT’s AR 2025](#).

## Zero-Tolerance against Fraud, Bribery and Corruption

The Manager maintains a zero-tolerance stance against fraud<sup>1</sup>, bribery and corruption, which applies to all employees and extends to its business dealings with third parties.

In 2026, CLI Group has updated the existing fraud, anti-bribery and corruption and third-party due diligence policies. The Manager adopts CLI Group’s Global Anti-Bribery & Corruption (ABC) Policy and Global Fraud Policy supported by related internal policies and guidelines. These policies provide clear expectations for all employees to maintain the highest legal and ethical standards in their work and business dealings.

To detect and prevent fraud and misconduct, the Manager adopts fair and transparent practices, maintains documented policies and internal controls, and fosters a culture of integrity grounded in its core values. These expectations are regularly reinforced by Management during staff engagements. Employees receive mandatory training on relevant policies, and must provide an annual declaration to uphold CLI Group’s values and refrain from any unethical or corrupt practices.

Substantiated cases of fraud, bribery and corruption are reported to the ARC quarterly and shared with the risk management champions regularly. Actions taken can include termination of the employee’s contract, and / or reporting to the appropriate external authorities. In 2025, there were no substantiated cases. In addition, there were no cases involving anti-competition or money laundering behaviour.

CICT made no payment and donation to politicians or political parties as it expects to be judged on its own merits. CHF’s constitution also states that no grant or assistance shall be given in aid of any political organisation or purpose.

Further details on the Global ABC Policy, including facilitation payments<sup>2</sup> as well as consequences for non-compliance, and the Global Fraud Policy, are accessible through the intranet.

**NO**

substantiated cases involving anti-competition or money laundering behaviour in 2025

**NO**

donations to political parties and causes in 2025

<sup>1</sup> Fraud is the use of deception with intention of obtaining an advantage, avoiding an obligation or causing loss to another party. Fraud can be perpetrated by employees, third parties or a collusion between employees and third parties.

<sup>2</sup> Facilitation payments are nominal payments made to low level Government Officials with the intention of expediting a routine administrative process, such as the processing of applications or the issuance of visas. This Policy prohibits facilitation payments in any jurisdiction.

## Whistle-blowing Policy

A whistle-blowing policy<sup>1</sup> and other procedures, including grievance handling, are in place to provide the Manager's employees and external parties who have dealings with the Manager or its authorised asset / property managers, with a well-defined, accessible and trusted channel to report grievances, suspected FBC, dishonest practices or other improprieties in the workplace. It also allows for the independent investigation of any reported incidents and the determination of appropriate actions for follow-up. The objective of the whistle-blowing policy is to encourage the reporting of such matters – that employees or external parties making any report in good faith will be able to do so with confidence, that they will be treated fairly and to the furthest extent possible, be protected from reprisal if any.

The Board, with the assistance of the ARC, as well as support from the Management, is responsible for the oversight and governance of FBC Risk Management. The ARC assesses the adequacy and effectiveness of the internal controls (including financial, operational, compliance and information technology controls) and risk management systems established by management to manage risks.

## Other Ethical Management Issues

CICT is committed to adopting the best practices and complies with the relevant legislations and requirements. Marketing activities relating to shopping malls and office spaces, such as advertisements and promotions (A&P), are generally guided by external A&P consultants, and are in compliance with local marketing requirements as stipulated by CICT and CLI.

## Training

Across CLI, initiatives were implemented to ensure that all employees understand CLI's core values and principles, in shaping the way CLI works and functions. This is a compulsory component in the onboarding training for new employees as part of the CapitaLand Immersion Programme (CIP), an employee orientation for new employees from various countries. For existing employees, there are dedicated training courses in Singapore where specific examples and applications of CLI core values in the workplace are shared.

### Training in 2025



100%

of CICTML

employees received FBC and whistleblowing training covering topics such as ethics and code of conduct, anti-corruption, preventing and detecting fraud, money laundering, profiling and investigation techniques, and professional judgement and obligations relating to whistleblowing.



About 97%

of CICT employees attended cyber awareness training to acquire and refresh their knowledge on how to detect potential cyber breaches, especially critical given their increased reliance on digital services. All CICTML employees attended the cyber awareness training.

<sup>1</sup> An extract of the CLI Whistle-blowing Policy is available at <https://www.capitaland.com/en/investment/about-us/corporate-governance/codes-and-policies/whistle-blowing-policy.html>.

### Risk Management

The Board of CICTML is responsible for the governance of risk, ensuring that the management upholds a sound risk management system and internal controls to safeguard the interests of CICT and its stakeholders. Assisted by the Audit and Risk Committee, the Board approves CICT's risk appetite (risk tolerance), determining the nature and extent of material risks CICT is willing to take to achieve its strategic objectives. The Board also regularly reviews CICT's risk profile, material risks and mitigation strategies. This oversight ensures the adequacy and effectiveness of the risk management framework and policies and includes monitoring of risk exposure through key indicators.

Annually, a group-wide RCSA exercise<sup>1</sup> is conducted to identify, assess and document material risks, along with their key controls and mitigating measures. Respective business units and corporate functions are engaged in reviewing the risk register for currency and relevance. Where necessary, we incorporate new findings to strengthen our control environment and maintain alignment with our long-term strategic objectives.

One of the key material risks identified was climate-related risks, encompassing both physical and transition risks. CICT prioritises material ESG issues based on their likelihood and potential impact on business continuity and development. CICT is cognisant of emerging and evolving regulatory and compliance risks across its operating markets.

Some of these physical and transition risks include:

- Heightened Disclosure Requirements in Singapore – all listed Straits Times Index-Constituent issuers in Singapore have to report climate-related disclosures aligned with the IFRS Sustainability Disclosure Standards from FY 2025 and Scope 3 disclosures from FY 2026. External limited assurance on Scope 1 and 2 GHG emissions will be required from FY 2029<sup>2</sup>.
- Evolving Market Risks and Accelerating Climate Action – including shifts in carbon and electricity prices, and customer expectations driven by global and national climate initiatives. Singapore announced that the carbon tax was raised to \$25/tCO<sub>2</sub>e from 2024, and will be raised further to \$45/tCO<sub>2</sub>e in 2026 and 2027, with a view to reaching \$50-80/tCO<sub>2</sub>e by 2030, signalling businesses and individuals to reduce their carbon footprint in line with national climate goals<sup>3</sup>. Singapore, Australia and Germany have announced their commitment to Net Zero by 2050<sup>4</sup>.
- Flood Risk and Preparedness – Most of CICT's Singapore properties are equipped with flood prevention system and measures, such as flood barriers, sensors, water level pumps and flood emergency response plans. Please see our feature Safeguarding our Properties and Communities with Flood Prevention Measures on CICT's website.

For more information on the CICT's risk management, please refer to the Risk Management section of [CICT's AR 2025](#)

<sup>1</sup> Risk management processes, including those related to climate-related risks, remained unchanged during FY 2025.

<sup>2</sup> Source: [Singapore Exchange Regulation](#), as at 25 August 2025.

<sup>3</sup> Source: [National Climate Change Secretariat, Carbon Tax](#), as at 17 February 2025.

<sup>4</sup> Source: [Department of Climate Change, Energy, the Environment and Water \(Australia\)](#) and [Federal Ministry for Economic Affairs and Climate Action \(Germany\)](#), as at 25 November 2025.

# Financial

CICT generates value and achieves sustainable returns through investing in and managing a portfolio of assets. The financial performance is detailed in [CICT's AR 2025](#) under Financial Highlights, Financial Review and Financial Statements. Underpinning CICT's growth strategy is the sourcing and allocation of capital. More details can be found under Capital Management section in [CICT's AR 2025](#).

## Financial Performance for FY 2025



Gross Revenue

**S\$1,619.2 million**

↑ 2.1% YoY



Distributable Income

**S\$860.9 million**

↑ 14.4% YoY



Net Property Income

**S\$1,189.7 million**

↑ 3.1%



DPU

**11.58 cents**

↑ 6.4% YoY

## Capital Management as at 31 December 2025



Aggregate Leverage

**38.6%**



Issuer Credit Rating

**A3**

by Moody's

**A-**

By S&P



Total Borrowings on fixed rate

**74%**



**63.1%**

of total borrowings are sustainability-linked / green financing

CICT's capital management strategy focuses on diversifying funding through sustainable financing and extending debt maturity. CICT has actively pursued new ways to enhance its financial resilience with a strong emphasis on sustainable finance, reinforcing CICT's commitment to responsible growth. The establishment of the CICT Green Finance Framework in February 2022 underlines this focus, aiming to align CICT's ESG goals with the 2030 SMP.

CICT through CMT MTN Pte. Ltd. issued S\$450.0 million of unsecured green bonds in 2025, comprising S\$150.0 million 3.088% 7-year fixed rate notes due 29 March

2032 and S\$300.0 million 2.25% 7-year fixed rate notes due 27 September 2032. These were issued on 28 March 2025 and 25 September 2025 respectively. The proceeds from the two green notes have been fully utilised to refinance eligible Green Buildings under the CICT Green Finance Framework. More information can be found on [CICT's website](#).

The total outstanding sustainability-linked and green financing was S\$6.8 billion as at 31 December 2025, accounting for about 63% of total borrowings, including joint ventures' borrowings.

# GRI Content Index

**Statement of use** CICT has reported in accordance with the GRI Standards for the period, 1 January 2025 to 31 December 2025.

GRI Standard	Disclosure	References and reasons for omission (if applicable)	
<b>GRI 1: Foundation 2021</b>	-	Sustainability Report 2025	
<b>General Disclosures</b>			
<b>GRI 2: General Disclosures 2021</b>	2-1	Organisational details	About CapitalLand Integrated Commercial Trust SR About the Report (Pg 1)
	2-2	Entities included in the organisation's Sustainability Reporting	SR About the Report (Pg 1)
	2-3	Reporting Period, Frequency and Contact Point	Reporting period is from 1 January to 31 December 2025. Published annually, the SR 2025 is published in end-April 2025.  SR About the Report (Pg 1)
	2-4	Restatements of Information	<a href="#">SR 2025 Data Pack</a>
	2-5	External Assurance	SR About the Report (Pg 1) SR Pathways and Trends (Pg 2) SR Governance (Pg 52)
	2-6	Activities, Value-Chain and Other Business Relationships	About CapitalLand Integrated Commercial Trust <a href="#">AR Business Model (Pg 16 - 17)</a> <a href="#">AR Value Creation (Pg 18 - 19)</a>
	2-7	Employees	We have excluded the employee breakdown by region as majority of CICT employees are based in Singapore, with only a few in Australia and Germany. SR About the Report (Pg 1) SR Our Employees (Pg 46 - 47) <a href="#">SR 2025 Data Pack</a>
	2-8	Workers who are not employees	SR Health and Safety (Pg 29 - 31) SR Our Suppliers (Pg 51 - 53) <a href="#">SR 2025 Data Pack</a>
	2-9	Governance Structure and composition	<a href="#">AR Corporate Governance (Pg 72 - 96)</a> SR Sustainability Approach (Pg 10 - 11)
	2-10	Nomination and selection of the highest governance body	<a href="#">AR Corporate Governance (Pg 72 - 96)</a>
	2-11	Chair of the highest governance body	<a href="#">AR Board of Directors (Pg 24 - 27)</a> <a href="#">AR Corporate Governance (Pg 72 - 96)</a>
	2-12	Role of the highest governance body in overseeing the management of impacts	<a href="#">AR Corporate Governance (Pg 72 - 96)</a> SR Sustainability Approach (Pg 10 - 11)
	2-13	Delegation of responsibility for managing impacts	SR Sustainability Approach (Pg 10 - 11)
	2-14	Role of the highest governance body in sustainability reporting	SR Sustainability Approach (Pg 10 - 11) <a href="#">AR Corporate Governance (Pg 72 - 96)</a>
	2-15	Conflicts of interest	<a href="#">AR Corporate Governance (Pg 72 - 96)</a>

<b>GRI Standard</b>	<b>Disclosure</b>	<b>References and reasons for omission (if applicable)</b>	
2-16	Communication of critical concerns	During the reporting period, no critical concerns were raised to the Board. For the purpose of this disclosure, "critical concerns" refer to significant issues that could substantially affect the organization's ability to achieve its strategic objectives, impact its financial performance, or pose material risks to its operations, reputation, or compliance obligations. <a href="#">AR Corporate Governance (Pg 72 - 96)</a> SR Sustainability Approach (Pg 10 - 11) SR Governance (Pg 52 - 58)	
2-17	Collective knowledge of the highest governance body	<a href="#">AR Corporate Governance (Pg 72 - 96)</a> SR Sustainability Approach (Pg 10 - 11)	
2-18	Evaluation of the performance of the highest governance body	<a href="#">AR Corporate Governance (Pg 72 - 96)</a>	
2-19	Remuneration policies	<a href="#">AR Corporate Governance (Pg 72 - 96)</a>	
2-20	Process to determine remuneration	<a href="#">AR Corporate Governance (Pg 72 - 96)</a>	
2-21	Annual total compensation ratio	<a href="#">AR Corporate Governance (Pg 86)</a>	
2-22	Statement on sustainable development strategy	SR About the Report (Pg 1) SR CEO Message (Pg 6)	
2-23	Policy Commitments	<a href="#">Environmental Framework</a> <a href="#">Social Framework</a> <a href="#">Governance Framework</a>	
2-24	Embedding policy commitments	SR Sustainability Approach (Pg 10 - 11) SR Environmental (Pg 14 - 27) SR Social (Pg 28 - 51) SR Governance (Pg 52 - 56)	
2-25	Processes to remediate negative impacts	<a href="#">AR Corporate Governance (Pg 72 - 96)</a> SR Governance (Pg 52 - 56)	
2-26	Mechanisms for seeking advice and raising concerns	<a href="#">AR Corporate Governance (Pg 72 - 96)</a> SR Governance (Pg 52 - 56) <a href="#">Social Framework</a>	
2-27	Compliance with laws and regulations	<a href="#">AR Corporate Governance (Pg 72 - 96)</a> SR Governance (Pg 52 - 56) SR Health & Safety (Pg 29 - 31)	
2-28	Membership associations	SR About This Report (Pg 1) SR Engaging our Stakeholders (Pg 34)	
2-29	Approach to stakeholder engagement	SR Social (Pg 33 - 34)	
2-30	Collective bargaining agreements	SR Our Employees (Pg 48)	
<b>Material Topics</b>			
<b>GRI 3: Material Topics 2021</b>	3-1	Process to determine material topics	SR Sustainability Approach (Pg 12)
	3-2	List of material topics	SR Sustainability Approach (Pg 13)

## References

GRI Standard	Disclosure	References and reasons for omission (if applicable)
<b>Topic-Specific Standards</b>		
<b>Economic Performance and Benefit to Stakeholders</b>		
<b>GRI 201: Economic Performance 2016</b>	201-1	Direct economic value generated and distributed <a href="#">AR Financial Review (Pg 32 - 33)</a> SR Financial (Pg 57)
	201-2	Financial implications and other risks and opportunities due to climate change SR Managing Climate Change (Pg 17)
<b>GRI 202: Market Presence 2016</b>	202-2	Proportion of senior management hired from the local community SR Our Employees (Pg 46)
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1	Infrastructure investments and services supported SR Social Integration (Pg 32)
<b>Business Ethics</b>		
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics <a href="#">AR Risk Management (Pg 97 - 102)</a> SR Governance (Pg 52 - 56)
<b>GRI 205: Anti-Corruption 2016</b>	205-1	Operations assessed for risks related to corruption <a href="#">AR Risk Management (Pg 97 - 102)</a> SR Our Suppliers (Pg 51) SR Governance (Pg 54)
	205-2	Communication and training on anticorruption policies and procedures SR Governance (Pg 54)
	205-3	Confirmed incidents of corruption and actions taken SR Governance (Pg 55)
<b>GRI 415: Public Policy 2016</b>	415-1	Political contributions SR Governance (Pg 55)
<b>Risk Management</b>		
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics <a href="#">AR Risk Management (Pg 97 - 102)</a> SR Governance (Pg 56)
<b>GRI 417: Marketing and Labelling 2016</b>	417-3	Incidents of non-compliance concerning marketing communications Zero instances of non-compliance concerning marketing communications.
<b>GRI 418: Customer Privacy 2016</b>	418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data No substantiated complaints regarding breaches of customer privacy and losses of customer data.
<b>Energy Efficiency</b>		
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics SR Environmental (Pg 22 - 23)
<b>GRI 302: Energy 2016</b>	302-1	Energy consumption within the organisation SR Environmental (Pg 22) <a href="#">SR 2025 Data Pack</a>
	302-2	Energy consumption outside of the organisation SR Environmental (Pg 22) <a href="#">SR 2025 Data Pack</a>
	302-3	Energy intensity SR Environmental (Pg 22) <a href="#">SR 2025 Data Pack</a>
	302-4	Reduction of energy consumption SR Environmental (Pg 22) <a href="#">SR 2025 Data Pack</a>
	302-5	Reductions in energy requirements of products and services SR Environmental (Pg 23)

GRI Standard	Disclosure	References and reasons for omission (if applicable)
<b>Water Management</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SR Environmental (Pg 24)
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	SR Environmental (Pg 24)
	303-2 Management of water discharge-related impacts	SR Environmental (Pg 24)
	303-3 Water withdrawal	SR Environmental (Pg 24) <a href="#">SR 2025 Data Pack</a>
	303-4 Water discharge	Wastewater is discharged into the public sewerage system or sewage treatment plant. SR Environmental (Pg 24)
	303-5 Water consumption	SR Environmental (Pg 24) <a href="#">SR 2025 Data Pack</a>
<b>Biodiversity / Natural Capital</b>		
<b>GRI 101: Biodiversity 2024</b>	101-1 Policies to halt and reverse biodiversity loss	SR Environmental (Pg 26) No material biodiversity risk was identified during the reporting period.
	101-2 Management of biodiversity impacts	
	101-4 Identification of biodiversity impacts	
	101-5 Locations with biodiversity impacts	
<b>Climate Resilience (adaptation and mitigation)</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SR Environmental (Pg 16 - 22)
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	SR Environmental (Pg 21) <a href="#">SR 2025 Data Pack</a>
	305-2 Energy indirect (Scope 2) GHG emissions	SR Environmental (Pg 21) <a href="#">SR 2025 Data Pack</a>
	305-3 Other indirect (Scope 3) GHG emissions	SR Environmental (Pg 22) <a href="#">SR 2025 Data Pack</a>
	305-4 GHG emissions intensity	SR Environmental (Pg 21) <a href="#">SR 2025 Data Pack</a>
	305-5 Reduction of GHG emissions	SR Environmental (Pg 21) <a href="#">SR 2025 Data Pack</a>
<b>Waste Management / Circularity</b>		
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	SR Environmental (Pg 25)
	306-2 Management of significant waste-related impacts	SR Environmental (Pg 25)
	306-3 Waste generated	SR Environmental (Pg 25) <a href="#">SR 2025 Data Pack</a>
	306-4 Waste diverted from disposal	SR Environmental (Pg 25) <a href="#">SR 2025 Data Pack</a>
	306-5 Waste directed to disposal	SR Environmental (Pg 25) <a href="#">SR 2025 Data Pack</a>

## References

GRI Standard	Disclosure	References and reasons for omission (if applicable)
<b>Supply Chain Management</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SR Social (Pg 51) SR Engaging our Stakeholders (Pg 33 - 34)
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	SR Our Suppliers (Pg 51)
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	SR Our Suppliers (Pg 51)
<b>Human Capital</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SR Social (Pg 46 - 50) SR Engaging our Stakeholders (Pg 33 - 34)
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	SR Our Employees (Pg 46) <a href="#">SR 2025 Data Pack</a>
<b>GRI 402: Labour / Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes	Unions and staff will be engaged in advance of significant operational changes to minimise disruption and impact.
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	SR Our Employees (Pg 49) <a href="#">SR 2025 Data Pack</a>
	404-2 Programmes for upgrading employee skills and transition assistance programmes	SR Our Employees (Pg 49)
	404-3 Percentage of employees receiving regular performance and career development reviews	All employees receive regular performance and career development reviews. SR Our Employees (Pg 48)
<b>Occupational Health and Safety</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SR Social (Pg 29 - 31) SR Engaging our Stakeholders (Pg 33 - 34)
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	SR Social (Pg 29 - 31)
	403-2 Hazard Identification, risk assessment, and incident investigation	SR Health & Safety (Pg 29) SR Our Suppliers (Pg 51)
	403-3 Occupational health services	SR Our Employees (Pg 48)
	403-4 Worker participation, consultation, and communication on occupational health and safety	SR Social (Pg 29) SR Engaging our Stakeholders (Pg 33 - 34) SR Our Suppliers (Pg 51)
	403-5 Worker training on occupational health and safety	SR Engaging our Stakeholders (Pg 33 - 34) SR Health & Safety (Pg 29) SR Our Suppliers (Pg 51)
	403-6 Promotion of worker health	SR Health & Safety (Pg 29) SR Engaging Our Stakeholders (Pg 33 - 34) SR Our Suppliers (Pg 51)

<b>GRI Standard</b>	<b>Disclosure</b>	<b>References and reasons for omission (if applicable)</b>
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR Engaging our Stakeholders (Pg 33 - 34) SR Health & Safety (Pg 29) SR Our Suppliers (Pg 51)
	403-8 Workers covered by an occupational health and safety management system	SR Health & Safety (Pg 29) SR Our Suppliers (Pg 51) <a href="#">SR 2025 Data Pack</a>
	403-9 Work-related injuries	SR Health & Safety (Pg 30) <a href="#">SR 2025 Data Pack</a>
<b>Diversity (Board and staff)</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SR Social (Pg 46 - 47) SR Engaging our Stakeholders (Pg 33 - 34)
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	SR Our Employees (Pg 47) <a href="#">AR Corporate Governance (Pg 72 - 96)</a> <a href="#">SR 2025 Data Pack</a>
	405-2 Ratio of basic salary and remuneration of women to men	SR Our Employees (Pg 47)
<b>Human Rights</b>		
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	There were no reported incidents of unlawful discrimination in 2025.
<b>GRI 408: Child Labour 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labour	CICT has a zero-tolerance approach against child labour - <a href="#">Social Policies</a> SR Social (Pg 28) SR Our Suppliers (Pg 51)
<b>GRI 409: Forced or Compulsory Labour 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	SR Social (Pg 28) SR Our Suppliers (Pg 51)
<b>Stakeholder Engagement</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SR Engaging our Stakeholders (Pg 33 - 34)
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programmes	SR Environmental (Pg 15) SR Our Employees (Pg 36 - 42)
	413-2 Operations with significant actual and potential negative impacts on local communities	SR Environmental (Pg 15) SR Social (Pg 28) SR Our Suppliers (Pg 51)
<b>Products and Services</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SR Social (Pg 35 - 42)
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	SR Health and Safety (Pg 29 - 31) SR Engaging our Stakeholders (Pg 33 - 34)
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	SR Health and Safety (Pg 30)



**Capitaland Integrated Commercial  
Trust Management Limited**

Company Registration Number: 200106159R

168 Robinson Road  
#30-01 Capital Tower  
Singapore 068912  
Tel: +65 6713 2888  
Fax: +65 6713 2999  
Email: [ask-us@cict.com.sg](mailto:ask-us@cict.com.sg)  
<https://www.cict.com.sg>