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YANLORD

Strengthening Foundations Advancing with Discipline



YANLORD LAND GROUP LIMITED
SUSTAINABILITY REPORT 2025



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INTRODUCTION

ABOUT YANLORD

Yanlord Land Group Limited (“Company” and together with its subsidiaries, “Yanlord” or “Group” or “we” or “our” or “us”) is a real estate developer focusing on developing high-end fully-fitted residential, commercial and integrated property projects in strategically selected key and high-growth cities in the People’s Republic of China (“PRC”) and Singapore. The Company has been listed on the Mainboard of the Singapore Exchange since June 2006.

Building on its established track record for developing high-end residential property developments in prime locations within affluent cities of the PRC, the “Yanlord” name has become synonymous with quality, establishing itself as a premium brand within the property development industry in the PRC. Currently, Yanlord has an established presence in over 20 key high-growth cities across the six major economic regions of the PRC. In Singapore, developments of Leedon Green and Dairy Farm Residences have been completed, with another residential project, Hillock Green, currently under development.

Since 2003, Yanlord has been developing high-quality commercial and integrated properties for long-term investment purpose, such as shopping malls, offices, serviced apartments and hotels. Currently, Yanlord holds a portfolio of core completed investment and hotel properties across multiple cities in the PRC. In Singapore, the Group holds a high-quality investment property portfolio and hotels. These projects are generating a growing rental income and serve as long-term investments for the Group. For more details on our portfolio, please refer to Yanlord’s Annual Report for the financial year ended 31 December 2025 (“FY 2025”) (“Annual Report 2025”).

OUR CORE VALUES

Mission Statement

Managing with benevolence and integrity,
achieving perpetuity through perseverance

仁信治业 持之以恒

Corporate Philosophy

Developing land with devotion,
building quality accommodation with passion

善待土地 用心造好房

KEY FINANCIAL HIGHLIGHTS FOR FY 2025

RMB14.369 billion
in revenue

RMB1.898 billion
of profit before income tax

RMB435 million
of profit for the year

RMB268 million
of profit attributable to owners of the
Company

RMB13.972 billion
of property contracted pre-sales of the
Group together with its joint ventures and
associates for a total gross floor area (“GFA”) of
618,512 square metres (“sqm”)

RMB98.022 billion
in total assets as at 31 December 2025

RMB1.463 billion
of corporate income tax

ABOUT THIS REPORT

Amid an evolving economic landscape and market uncertainties, Yanlord remains dedicated to integrating sustainability into its business strategy. Yanlord is committed to fostering resilience, innovation and responsible growth, with a view to creating long-term value for a diverse range of stakeholders, including employees, customers and local communities. Yanlord is committed to strong corporate governance and environmental stewardship, with the aim of contributing to a more sustainable and inclusive future, while maximising shareholder returns.

Yanlord's Sustainability Report for FY 2025 ("Sustainability Report 2025") provides stakeholders with a holistic and transparent account of Yanlord's approaches, initiatives and performance in environmental, social and governance ("ESG") and sustainability aspects.



Reporting Scope and Period

The sustainability reporting scope for FY 2025 covers:

PRC (including the Hong Kong Special Administrative Region ("Hong Kong SAR"))

- **Yanlord's main business segments**
 - i. Property Development¹
 - ii. Managed Properties²
 - iii. Hotels & Serviced Apartments
- **Yanlord Corporate Offices**

Singapore

- **United Engineers Limited ("UEL")**
 - i. Property-related Business
 - ii. Non-property related Business
- **Yanlord Corporate Office**

Other Regions

- **UEL**

¹ Property Development refers to ongoing property development projects.

² Managed Properties refers to operational investment properties (including owned and managed hospitality properties).

Reporting Standards

The Sustainability Report 2025 is prepared with reference to the Global Reporting Initiative ("GRI") 2021 Standards ("GRI Standards 2021") and the sustainability reporting requirements set out in the Listing Manual of the Singapore Exchange Securities Trading Limited ("Listing Manual"). In addition, the GRI G4 Construction and Real Estate ("CRE") Sector Disclosures and the recommendations of the Task Force on Climate-Related Financial Disclosures ("TCFD") are included in the Sustainability Report 2025. The GRI Standards 2021 was chosen for its international recognition as a reporting framework. It encompasses a wide array of disclosures that are both suitable and relevant for Yanlord to effectively communicate its sustainability initiatives and approach to managing ESG topics to stakeholders.

Yanlord has conducted an internal review of its sustainability reporting process. Yanlord has not obtained external independent assurance for the current reporting period, but will consider doing so in the future as its sustainability reporting practices mature and taking into account the requirements of the Sustainability Reporting Advisory Committee.

Feedback

We welcome any feedback, comments or suggestions relating to this Sustainability Report 2025 or on our sustainability approach and practices. Please direct your queries to:

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2025 SUSTAINABILITY HIGHLIGHTS

ECONOMIC

Revenue of the Group
RMB14.369 billion
in FY 2025

2025 TOP 50
China Real Estate Developers

2025 TOP 10
China Foreign Real Estate
Developers

ENVIRONMENTAL

100%
Property Under Development
across the PRC and Singapore
**met Green Building
design requirements**

STARRY BAY and XI TANG in Suzhou,
and Yanlord Four Seasons The Park 3
in Shenzhen have attained
**Green Building
Two-Star Certification**

Four Seasons Park (Phase 2) in
Zhongshan and Yanlord The Great
Bay (Phase 2) in Zhuhai have attained
**Green Building
One-Star Certification**

SOCIAL

26%
female executive management
and supervisors

Zero
occupational diseases and
work-related fatalities

Zero
incidents of non-compliance
concerning health and safety
impacts of products and services

**Continuous employee
engagement**
through annual townhall and
employee appreciation events

92%
customer satisfaction score from
annual customer satisfaction
survey for customers in the PRC

GOVERNANCE

**Majority-Independent
Board of Directors**
comprises 7 directors, of whom
4 are independent non-executive
directors and 3 are executive directors

MSCI-ESG Rating
maintained at A

Zero
incidents of corruption or unethical
business conduct across all business
operations

Zero
incidents of breach of Code of Business
Conduct

100%
anti-corruption training coverage for
property business in the PRC

100%
coverage of new projects on
**Sunshine Procurement
Platform**
Anti-bribery and anti-corruption policy
included as part of contract terms with
suppliers

AWARDS

Yanlord Land Pte. Ltd.

- 2025 TOP 50 China Real Estate Developers
- 2025 TOP 10 China Foreign Real Estate Developers

Shanghai Yanlord Property Management Co., Ltd.

- 2025 Four-star Enterprise for Shanghai's Comprehensive Property Service Capability
- 2025 Shanghai Property Management Industry AAA Enterprise in Integrity Commitment
- 2025 Shanghai Property Management Industry Association Excellent Member

Chengdu Yanlord Property Management Co., Ltd.

- 2025 Top 100 Brands in the Property Management Industry of the 10th China International Property Management Summit Forum

Cangjie Commercial Plaza, Suzhou

- The Best Retail Architecture in China and the Five-star Retail Architecture in Jiangsu at the Asia Pacific Property Awards 2025-2026
- The World's Best Commercial Architecture at the International Property Awards 2025-2026
- The Gold Award in the Commercial Street Category at the 11th CREDAWARD Real Estate Design Awards

Smriti Curtilage, Suzhou

- 2025 National Excellent Engineering Survey and Design Award

Yanlord ParcVue

- The Most Potential Hotel Group of China Hospitality Industry at the 2025 China Hospitality Brand Value Award

Grand ParcVue Hotel Residence, Chengdu

- Global Traveller – Selected City Hotel of the Year
- Singapore Global Network – Special Sponsor
- Agoda – Gold Circle Award
- Trip.com – Best-Selling Hotel Award 2025
- Booking.com – Traveller Review Awards 2025

Yanlord ParcVue Hotel Residence, Nanjing

- Trip.com – Most Distinctive Hotel Award 2025

InterContinental Hotel, Zhuhai

- Voyage – Selected Wedding Hotel of the Year 2025
- Target – Luxury Hotel of the Year
- That's – Landmark Hotel of the Year
- LUXURYTIMES – Best Scenic Hotel 2025
- Big Line Holiday – Hong Kong Travellers' Favourite Hotel Award
- Trip.com – Luxury Quality Hotel Award 2025 and Luxury Hotel Ranking 2025

Crowne Plaza Sanya Haitang Bay Resort, Sanya

- InterContinental Hotels Group – Outstanding Guest Experience Award
- Dianping Must-Stay List 2025
- Trip.com Reputation Ranking 2025 – Global Top 100 Family-Friendly Resort Hotels
- Zhiketong – Best Partner of the Year 2025
- Voyage China Travel Awards 2025 – Readers' Choice Hotel

Yanlord Viale Hotel, Tianjin

- Best Lifestyle Hotel Award – 2025 China Hotel Men Dun'er Awards
- Trip.com – User Favourite Hotel of the Year 2025





APPROACH TO SUSTAINABILITY

BOARD STATEMENT

The Board of Directors of the Company (“Board”) is pleased to present Yanlord’s ninth Sustainability Report.

Yanlord remains steadfast in its commitment to delivering high-quality products and services that respond to the evolving expectations of our customers and stakeholders. Amid continued macroeconomic volatility and structural adjustments across the real estate and hospitality sectors, sustainability remains a core strategic priority guiding our business decisions and operations. We believe that our long-standing emphasis on quality, resilience, and responsible development positions Yanlord to navigate market cycles prudently while creating long-term value for our stakeholders.

The Board has overall responsibility for the Group’s sustainability strategy and reporting, and oversees the integration of sustainability considerations into the Group’s strategic direction and key business decisions. Supported by the Risk Management and Sustainability Committee (“RMSC”), the Board oversees the identification, monitoring, and management of material ESG factors. Based on the materiality review conducted in FY 2025, the existing 12 material ESG topics were reaffirmed to remain relevant to Yanlord’s business and operating environment. The outcomes of the review were presented to the RMSC and subsequently to the Board, and it was determined that no changes to the material topics were required for the reporting period.

In FY 2025, the operating environment for the real estate, property management, and hospitality sectors remained challenging, with varying conditions across markets.

In the PRC, the property sector continued its structural readjustment, characterised by subdued transaction volumes, cautious homebuyer sentiment, and a continued policy focus on stabilising the market and promoting high-quality urban development. Policy measures introduced by national and local authorities to support housing demand, optimise supply structures, and encourage green and sustainable development have begun to provide gradual support to the sector. Within this context, Yanlord remained disciplined in project selection, maintained high standards in design and construction quality, and focused on meeting genuine end-user demand in core cities.

In Singapore, the residential property market remained resilient amid a stable macroeconomic environment, supported by prudent regulatory measures and sustained underlying housing demand. The investment property and hospitality segments experienced gradual normalisation, with performance influenced by global economic uncertainty, evolving travel patterns, and operating cost pressures. Against this backdrop, Yanlord continued to focus on operational excellence, asset quality, and customer experience across its Singapore portfolio.

Across all markets, our managed properties and hospitality businesses continued to prioritise service quality, operational efficiency, and customer satisfaction. In the hospitality segment, softer consumer sentiment and heightened competition reinforced the importance of cost discipline,

differentiated offerings, and service innovation. Yanlord responded by strengthening operational management, enhancing guest experience, and deepening engagement with business partners, while upholding high standards of environmental stewardship and data protection.

In this Sustainability Report 2025, we have enhanced the depth and clarity of our ESG disclosures, guided by the GRI Standards 2021. The report reflects our ongoing efforts to improve transparency in areas such as sustainability governance, climate-related considerations, supply chain management, and responsible business practices.

While uncertainties persist across our operating environment, the Board remains cautiously confident in the resilience of Yanlord’s long-term fundamentals. We will continue to strengthen governance, prudently manage risks, and pursue sustainable growth opportunities aligned with our strategic priorities. Looking ahead, Yanlord remains committed to advancing its sustainability journey through continuous improvement, stakeholder engagement, and responsible development, as we work towards building resilient, inclusive, and sustainable communities over the long term.

SUSTAINABILITY GOVERNANCE

The four-tier sustainability governance structure begins at the top with the Board, which is ultimately responsible for the Company’s sustainability reporting. The Board maintains oversight of the business affairs and strategic direction of the Group, as well as determining the material ESG topics pertinent to the Group’s business on an annual basis.

The Board is supported by the RMSC which ensures that there is an appropriate focus on sustainability by management. The RMSC oversees the ESG Management Committee, which comprises members of senior management who formulate and supervise policies and initiatives relating to Yanlord’s material ESG topics. Through the support of the ESG Task Force, specific sustainability practices are implemented across the respective departments and communicated to stakeholders.

Progress updates on the Sustainability Report 2025 were presented to RMSC and the Board for their consideration and approval. The progress updates included details of the 12 material ESG topics pertinent to the Group’s business for FY 2025.

Further details are set out in the sustainability governance structure on the right:

SUSTAINABILITY GOVERNANCE STRUCTURE

| BOARD | |
|--|--|
| <p>comprises 7 directors, of whom 3 are executive directors and 4 are independent non-executive directors</p> | <ul style="list-style-type: none"> • Ultimately responsible for ensuring that there is an appropriate focus and commitment to sustainability • Determines the ESG topics identified as material and pertinent to the business of the Group and ensures that they are appropriately monitored and managed • Bears overall responsibility for the Company’s sustainability reporting |
| RMSC | |
| <p>comprises 3 members, of whom the majority, including the chairman, are independent non-executive directors</p> | <ul style="list-style-type: none"> • Assists the Board in reviewing the Group’s risk management system and sustainability-related matters • Recommends the identified material ESG topics and the approach to sustainability reporting to the Board • Ensures ESG topics and related sustainability-matters are appropriately monitored and managed |
| ESG MANAGEMENT COMMITTEE | |
| <p>comprises senior management personnel</p> | <ul style="list-style-type: none"> • Formulates policies and implements measures relating to ESG topics • Reviews the progress and effectiveness of sustainability measures, as well as performance achieved against sustainability targets • Provides periodic sustainability updates to the RMSC |
| ESG TASK FORCE | |
| <p>comprises a cross-functional team</p> | <ul style="list-style-type: none"> • Supports the formulation and execution of sustainability practices and initiatives, and coordinates communication with stakeholders both internally and externally • Focuses on various ESG workstreams, including: <ul style="list-style-type: none"> - Compliance, anti-corruption, risk management and customer privacy; - Climate change - green buildings and operations; - Quality of product and services, including customer satisfaction; - Occupational health and safety; - Employment and training; and - Other sustainability-related workstreams |

STAKEHOLDER ENGAGEMENT

Yanlord proactively interacts with a diverse range of stakeholders to better understand their interests, needs and concerns. This proactive approach enables Yanlord to identify potential risks and opportunities, effectively guiding the formulation of appropriate follow-up actions. Yanlord leverages on a myriad of channels to proactively engage with its key stakeholders. Further elaborations on each stakeholder group are as follows:

Investors

Yanlord prioritises transparency and accuracy in its communication with the investment community. Multiple channels are in place to ensure timely dissemination of both financial and non-financial information, supporting investors in making informed judgements and investment decisions.

In line with Yanlord's continuous disclosure obligations, material information relevant to the Group, including information that may affect the trading price or value of the Company's shares, is disclosed immediately and promptly. Other information, such as details of the Company's annual general meeting and financial results announcements, is published within the stipulated timeframe. In addition, investors are also kept abreast of Yanlord's developments through, among others, periodic analyst and investor meetings as well as other announcements and media or press releases published on the Singapore Exchange's website and Yanlord's corporate website. Email alert service is available for investors who wish to receive notifications of announcements published by the Company.



Business Partners

Yanlord believes that long-standing and healthy business relationships are both impactful and mutually beneficial, contributing to economic and ESG outcomes. The Group maintains both online and offline engagement channels, including dialogue sessions, meetings, conferences and forums, to ensure timely communication with business partners and alignment of expectations.

Suppliers

Yanlord collaborates closely, and maintains long-lasting business relationships, with suppliers who adhere to regulatory requirements and environmental, health and safety ("EHS") standards. All suppliers are required to conduct regular EHS risk assessments. In FY 2025, Yanlord continued to organise seminars, as well as peer-sharing sessions and ongoing vendor evaluations. These measures were taken to align expectations and foster cooperative business relationships.



Employees

Yanlord values its employees at all levels and cares for their wellness, as well as personal and professional development. The Group is committed to creating and maintaining a conducive, safe and healthy working environment, while ensuring that the remuneration packages offered to its employees are fair and appropriate. Through a structured performance appraisal system and taking into consideration corporate performance as well as relevant budget in line with the Group's business plans, the Group ensures that its employees' remuneration packages are commensurate with their roles, responsibilities and performance as well as the appropriateness and reasonableness of such remuneration packages, while balancing the Group's long-term sustainability and growth. In FY 2025, the Group conducted its usual performance reviews and launched special training courses to help employees adapt to market changes and development. The company intranet remains an important channel for communication between the Group and its employees. Ongoing support for employees is provided through discussion meetings, a counselling service and channels for handling complaints.

STAKEHOLDER ENGAGEMENT



Local Communities

Yanlord operates and grows in a socially responsible manner through efficient use and allocation of resources, with universal design in its properties to maximise spaces for a safe and healthy lifestyle. Yanlord actively engages in various Corporate Social Responsibility (“CSR”) initiatives, including collaborations with charities and non-governmental organisations for community developments. Philanthropic donations, in monetary and in-kinds, are made to organisations focused on alleviating poverty, and promoting education and health. In FY 2025, Yanlord sponsored various community activities across its managed properties. The “Road to Brightness 2.0” charity project has continued to help more patients receive effective treatment.

Media

Yanlord maintains both online and offline engagement channels, including but not limited to annual reports, project launch functions, media or press releases and interviews, to ensure transparent and timely communication of information relating to the Group, such as information on business operations and performance as well as corporate and business updates, which are also made available publicly.

Regulators

Yanlord is committed to regulatory compliance and is subscribed to industry update meetings, policy awareness briefings, news releases by government authorities and participation in workshops/seminars on topics relating to the new (including changes of) policies or measures in order to keep abreast of new rules and regulations development.

Customers (Residents, Tenants, Guests And Visitors)

Yanlord is committed to maintaining the highest standards of products and services delivered to its customers and conducts regular satisfaction surveys, leveraging its integrated customer and call centres to proactively gather feedback. The Group provides multiple channels for customers to give feedback, such as through the Customer Relationship Management data platform, the customer service hotline and third-party partner platforms where customers can rate and give feedback. All feedback is systematically collected and reviewed on a regular basis, enabling Yanlord to enhance its services. Each business unit continues to monitor customer satisfaction, and in FY 2025, customer satisfaction levels for sales services have increased significantly.



STAKEHOLDER ENGAGEMENT

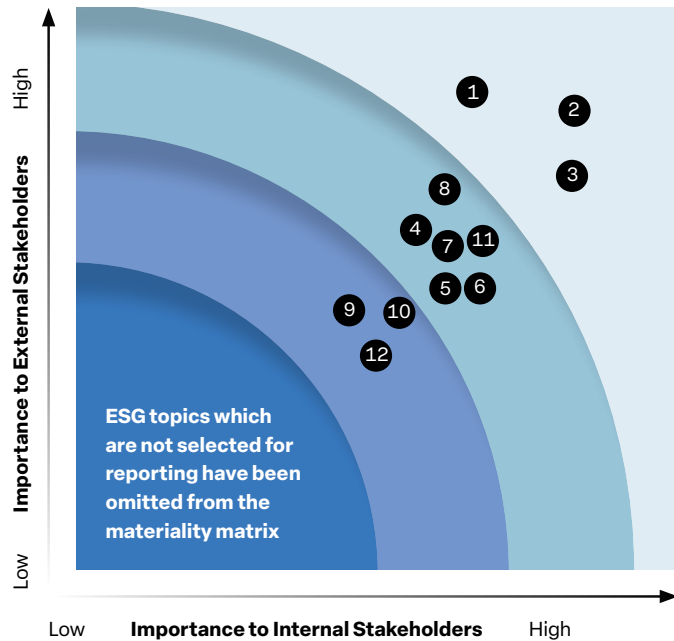
| Key Stakeholder Groups | Key Concerns/ Interests Raised by Stakeholder Group | Yanlord's Response | Modes of Engagement | Frequency of Engagement |
|--------------------------|---|--|---|-------------------------|
| Investors | <ul style="list-style-type: none"> Yanlord's growth strategy and market outlook Business operations and performance | <ul style="list-style-type: none"> Maximise shareholder returns, maintain good corporate governance for continued business success Transparent and timely communication of both financial and non-financial information | Annual General Meeting, Annual Report and Sustainability Report | Annually |
| | | | Financial results announcements and briefings | Half-yearly |
| | | | Analyst and investor meetings | Ongoing |
| | | | Announcements and media releases | Ongoing |
| | | | Presentations | As appropriate |
| | | | Corporate website | Ongoing |
| Business Partners | <ul style="list-style-type: none"> Longstanding and healthy business relationships which are impactful and beneficial in relation to the economic and ESG aspects | <ul style="list-style-type: none"> Transparent and timely communication with business partners Align expectations between both parties through regular engagement | Dialogue sessions, town halls, and forums | Ongoing |
| | | | Announcements, media releases, and interviews | Ongoing |
| | | | Presentations | As appropriate |
| Suppliers | <ul style="list-style-type: none"> Cooperative and long-lasting business relationships Adherence to regulations and EHS | <ul style="list-style-type: none"> Align expectations between both parties through regular reviews Risk assessments | EHS assessment | Annually |
| | | | Seminars and peer sharing | Quarterly |
| | | | Vendor evaluation | Annually |
| Employees | <ul style="list-style-type: none"> Conducive, safe and healthy working environment Competitive salary rates, fair remuneration, compensation and benefits Training and development opportunities Talent retention and career advancement Employee wellness | <ul style="list-style-type: none"> Provide performance appraisal system to review development of employees Identify potential staff for career advancement opportunities Provide work and non-work related workshops and learning opportunities to improve both skill sets and employee well-being Gather feedback to identify areas for improvement and rationale for departure | Employee performance review | Annually |
| | | | Dialogue sessions, town hall meetings, and forums | Ongoing |
| | | | News bulletin and announcements via Company intranet | Ongoing |
| | | | Employee assistance programme | Ongoing |
| | | | Employee grievance handling channel | Ongoing |
| | | | Employee volunteering platform | Ongoing |
| | | | Training and development programmes | Ongoing |
| | | | Exit Interview | As appropriate |

STAKEHOLDER ENGAGEMENT

| Key Stakeholder Groups | Key Concerns/ Interests Raised by Stakeholder Group | Yanlord’s Response | Modes of Engagement | Frequency of Engagement |
|-----------------------------|--|---|---|-------------------------|
| Customers | <ul style="list-style-type: none"> Customer satisfaction Quality of Yanlord’s services and property assets | <ul style="list-style-type: none"> Maintain highest standards of product and services delivered Increase value added to customers Timely response and prompt follow-up actions taken to address customers’ feedback Closely monitor property assets through frequent inspections and conduct regular maintenance and repair works | Customer satisfaction surveys | Annually |
| | | | Tenant satisfaction surveys | Annually |
| | | | Tenant engagement/ networking events | Quarterly |
| | | | Integrated customer and call centre | Ongoing |
| | | | Show suites feedback | Ongoing |
| | | | Campaigns and programs | Ongoing |
| | | | Welcome parties | As appropriate |
| Healthy Workplace Ecosystem | Ongoing | | | |
| Local Communities | <ul style="list-style-type: none"> Yanlord’s support towards the local community Safe and healthy spaces Responsible use of resources | <ul style="list-style-type: none"> Operate and grow the business in a socially responsible manner through efficient use and allocation of resources Support initiatives that focus on corporate giving through implementing CSR practices Universal design for homes and offices | Collaborations with charities and non-profit organisations for community development | Ongoing |
| | | | Monetary and in-kind donations or supports | Ongoing |
| | | | | |
| Media | <ul style="list-style-type: none"> Business operations and performance Sustainability initiatives of Yanlord | <ul style="list-style-type: none"> Transparent and timely communication of both financial and non-financial information | Annual Report and Sustainability Report | Annually |
| | | | Project launch functions | As appropriate |
| | | | Announcements, media releases, and interviews | As appropriate |
| Regulators | <ul style="list-style-type: none"> Corporate governance Compliance with laws and regulations | <ul style="list-style-type: none"> Ensure regulatory compliance Closely monitoring new (including changes of) policies or measures introduced by relevant government authorities or departments to keep abreast of new rules and regulations | Industry update meetings, policy awareness briefings, news releases by government authorities and participation in workshops/seminars on topics relating to the new (including changes of) policies or measures | Ongoing |
| | | | | |

MATERIALITY ASSESSMENT

A comprehensive understanding of stakeholders' concerns and the issues that matter most to them is essential for the effective prioritisation of ESG topics by Yanlord. Yanlord regularly engages with key stakeholders and monitors the evolving business environment. This enables the Company to assess the continued relevance of its material ESG topics on an annual basis. Following the review in FY 2025, Yanlord's existing material ESG topics remain relevant to the Group's business. The results of this review have been presented to the RMSC and the Board for their consideration and approval.








CATEGORIES AND GRI STANDARDS OF YANLORD MATERIAL ESG TOPICS





| No. | ESG Category | Material Topics | GRI Topic Standards | Boundary of Impact |
|-----|----------------------|---------------------------------------|------------------------------|----------------------------|
| 1 | Governance | Anti-Corruption and Business Ethics | GRI 205 | Within and outside Yanlord |
| 2 | Governance | Compliance with Laws and Regulations | GRI 2 | Within Yanlord |
| 3 | Social | Quality of Products and Services | GRI 416 | Within and outside Yanlord |
| 4 | Social | Customer Privacy | GRI 418 | Within and outside Yanlord |
| 5 | Social | Learning and Development | GRI 404 | Within Yanlord |
| 6 | Social | Employment | GRI 401, 405 | Within Yanlord |
| 7 | Social | Sustainable Supply Chain | GRI 308, 414 | Within and outside Yanlord |
| 8 | Social | Occupational Health and Safety | GRI 403 | Within and outside Yanlord |
| 9 | Environmental | Climate Change | GRI 302, 305 | Within and outside Yanlord |
| 10 | Environmental | Green Buildings | GRI G4 – CRE 8, GRI 303, 306 | Within and outside Yanlord |
| 11 | Economic | Economic Performance | GRI 201 | Within and outside Yanlord |
| 12 | Social | Local Community and Social Investment | GRI 413 | Outside Yanlord |

SUSTAINABLE DEVELOPMENT GOALS

In 2015, the United Nations General Assembly announced 17 Sustainable Development Goals (“UN SDGs”) to address global challenges across social, environmental, governance and economic aspects. These 17 goals and 169 sub-targets serve to guide nations in adopting the UN SDGs with the aim of achieving them by 2030.

Since 2020, Yanlord has aligned its sustainability efforts with the UN SDGs, and has consistently mapped its material ESG topics to nine (9) UN SDGs, as summarised in the table below:

| UN SDGs | Corresponding Material ESG Topics |
|---|--|
|  <p>Goal 3 Ensure healthy lives and promote well-being for all at all ages</p> | <ul style="list-style-type: none"> • Green Buildings • Occupational Health and Safety |
|  <p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p> | <ul style="list-style-type: none"> • Climate Change |
|  <p>Goal 8 Promote inclusive and sustainable economic growth, employment and decent work for all (promote safe and secure working environments)</p> | <ul style="list-style-type: none"> • Economic Performance • Employment • Learning and Development • Occupational Health and Safety |
|  <p>Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p> | <ul style="list-style-type: none"> • Economic Performance • Quality of Products and Services • Sustainable Supply Chain |
|  <p>Goal 10 Reduce inequality within and among countries</p> | <ul style="list-style-type: none"> • Employment • Sustainable Supply Chain |

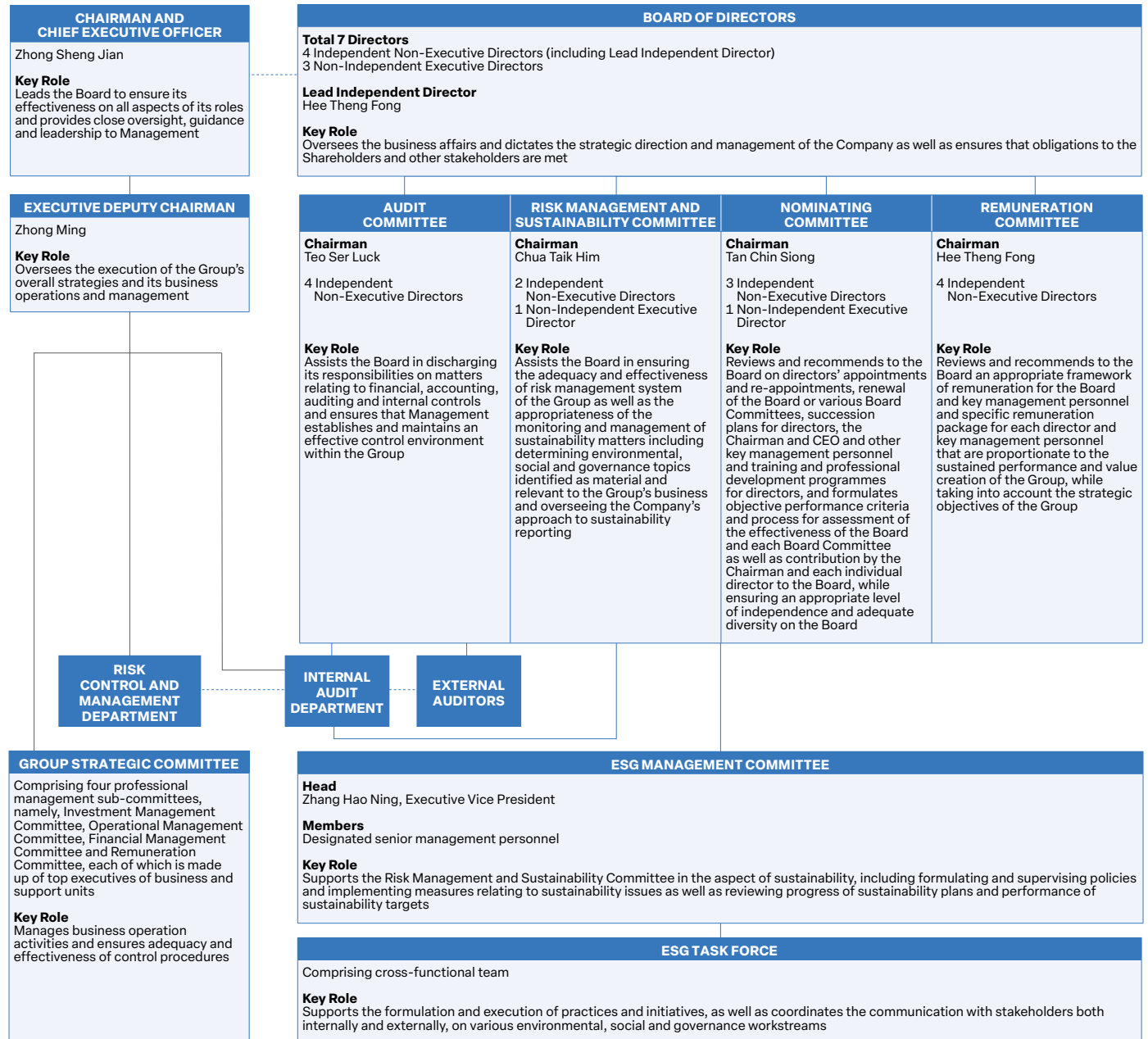
| UN SDGs | Corresponding Material ESG Topics |
|--|---|
|  <p>Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable</p> | <ul style="list-style-type: none"> • Green Buildings |
|  <p>Goal 12 Ensure sustainable consumption and production patterns</p> | <ul style="list-style-type: none"> • Green Buildings • Climate Change • Sustainable Supply Chain |
|  <p>Goal 13 Take urgent action to combat climate change and its impacts</p> | <ul style="list-style-type: none"> • Climate Change |
|  <p>Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> | <ul style="list-style-type: none"> • Anti-Corruption and Business Ethics • Compliance with Laws and Regulations • Customer Privacy |



UPHOLDING GOOD GOVERNANCE

The Board and management believe that sound corporate governance is fundamental to the integrity and sustainability of the Group’s business and performance. The Group’s corporate governance practices with reference to the principles and provisions set out in the Code of Corporate Governance issued by the Monetary Authority of Singapore dated 6 August 2018, as last amended on 11 January 2023, and the complementary Practice Guidance dated 14 December 2023 can be found in the “Corporate Governance” section of the Annual Report 2025, which is also made available on Yanlord’s website at <http://www.yanlordland.com/corporate-governance/>.

Yanlord’s corporate governance structure is outlined on the right:



ANTI-CORRUPTION AND BUSINESS ETHICS

Management Approach

Yanlord remains firmly committed to upholding the highest standards of integrity, transparency, and ethical conduct across all its business operations. The Group has implemented a comprehensive anti-corruption and integrity management framework aligned with the principles of ISO 37001, incorporating robust policies, procedures, and internal controls to prevent bribery, corruption, and fraudulent activities. This framework extends beyond ISO 37001 requirements to address broader compliance risks, including fraud, cartel behaviour, competition law risks, and money laundering. Elements of the Independent Commission Against Corruption framework of the Hong Kong SAR are also integrated into the Group's governance practices.

Oversight of anti-corruption and business ethics is anchored at the Board level. The Board, supported by the Audit Committee ("AC") and RMSC, oversees

the effectiveness of the Group's internal controls, risk management systems, and integrity-related matters. The Internal Audit ("IA") Department conducts regular and ad hoc audits across the Group to assess compliance with relevant policies and regulatory requirements. Audit findings are reported to the AC or RMSC and, where appropriate, escalated to the Board, with material issues identified to be reported promptly.

The Risk Control and Management ("RCM") Department plays an active role in monitoring daily business and operational processes. Findings from RCM reviews are communicated to relevant management to facilitate timely corrective actions and continuous improvement. The IA Department consolidates and reports key observations and recommendations to the AC and/or RMSC for review, with significant matters submitted to the Board for approval or direction. Immediate reporting mechanisms are in place to ensure swift response to any material integrity or compliance issues.

At the operational level, Yanlord continues to refine and enhance its policies and procedures to strengthen compliance and integrity risk management across business

segments. These frameworks support consistent standards in procurement, tender management, vendor selection, outsourcing arrangements, and contract administration. Through clear accountability structures and standardised operating procedures, the Group reinforces a culture of ethical conduct and strengthens its ability to prevent, detect, and respond to integrity-related risks across all subsidiaries and business units.

COMMUNICATION OF OUR ETHICAL BUSINESS STANDARDS

Yanlord places strong emphasis on fostering a culture of integrity and ethical conduct across all levels of the organisation. The Group communicates its ethical standards through a combination of policies, training programmes, and internal communication channels designed to ensure that employees fully understand their responsibilities and the expected standards of behaviour.

Group-wide training on our [Code of Business Conduct](#) ("Business Conduct Code") is conducted as part of the employee onboarding process. This training covers key ethical principles, expected standards of conduct, and procedures for raising concerns or reporting suspected misconduct. Employees are required to formally acknowledge their understanding of and compliance with the Business Conduct Code, which is publicly available on Yanlord's corporate website. Supplementary manuals and internal guidelines are also accessible via the Group's intranet for ongoing reference.

Beyond employees, Yanlord also communicates its expectations for ethical conduct to external stakeholders. The Group's Partnership Statement articulates standards of fair and honest dealing, and business partners are encouraged to raise concerns relating to improper or unethical conduct. Through these measures, Yanlord seeks to promote a shared commitment to integrity and responsible business practices across its value chain.



ANTI-CORRUPTION AND BUSINESS ETHICS

WHISTLEBLOWING MECHANISM

Yanlord has established a formal and transparent whistleblowing framework to provide employees and external parties with a safe and confidential channel to report suspected misconduct. The Group's [Whistleblowing Policy](#) sets out clear procedures for the reporting, assessment, and investigation of concerns, while safeguarding whistleblowers against retaliation, discrimination, or adverse treatment.

The whistleblowing mechanism allows reports to be made in relation to a wide range of issues, including malpractice, irregularities, corruption, bribery, fraud, unethical or unlawful conduct, and other misconduct involving the Group, its employees, or officers. It also covers matters with potential implications for the Group's financial integrity, regulatory compliance, health and safety, internal controls, professional conduct, or public reputation.

All reports received are handled with due care and confidentiality. Complaints are reviewed by authorised personnel within the IA function and recorded in the Complaints Register. Where allegations are substantiated or warrant further examination, the IA function reports the findings to the AC. The AC determines the appropriate course of action in the best interests of the Group, which may include further investigation, engagement of relevant management or third parties, and the implementation of remedial or disciplinary measures.

Upon completion of investigations, a formal report is submitted to the AC for review. The AC provides guidance and authorisation for subsequent actions, ensuring that identified issues are addressed in a timely and appropriate manner. Throughout the process, Yanlord seeks to protect the confidentiality of whistleblowers, except where disclosure is required under limited circumstances as stipulated in the Whistleblowing Policy.

In FY 2025, no whistleblowing complaints were received by the Group.

PROCEDURES RELATING TO WHISTLEBLOWING

Raising Concerns

- Reporting of incidents or concerns can be raised via email or mail to the authorised person of our IA in Hong Kong SAR.
- To facilitate investigation, the whistleblower should provide specific and factual information whenever possible.
- Every effort will be made to protect the complainant's identity and shall be kept strictly confidential, except under limited circumstances as set out in the Whistleblowing Policy where disclosure of the information is necessary.

Review and Investigation

- All cases received are reviewed by the authorised person of our IA and the details of the cases are recorded in the Complaints Register. Where cases are confirmed, the IA will report to the AC accordingly.
- The AC decides on the appropriate actions in the best interests of the Group which can include conducting further investigation and involving IA and/ or relevant key management staff (or engaging such third parties) to take such action as it deems appropriate.

Outcome of Review

- Following the investigation, a formal report will be submitted to AC.
- The AC shall review the report and advise and authorise the relevant personnel (or third-parties) to take the appropriate actions in respect of the investigated incident (if applicable) such as to take remedial action.

Target and Performance

| Perpetual Target | FY 2025 Performance |
|--|---------------------|
| Zero incidents of corruption and unethical business conduct in all our business operations | Achieved |
| Zero incidents of breach of the Business Conduct Code | Achieved |

COMPLIANCE WITH LAWS AND REGULATIONS

Management Approach

Yanlord is committed to conducting its business in full compliance with all applicable laws, regulations, and regulatory requirements in the jurisdictions where it operates. Upholding regulatory compliance is fundamental to the Group’s corporate governance framework and is essential to maintaining stakeholder trust, safeguarding the Group’s reputation, and supporting sustainable long-term business operations.

Given the diverse nature of the Group’s operations across the PRC, Singapore and other regions, Yanlord closely monitors regulatory requirements in areas such as construction and building standards, labour and employment practices, workplace health and safety, data protection and privacy, and environmental protection. The Group recognises that non-compliance may result in significant legal, financial, and reputational consequences, and therefore places strong emphasis on proactive compliance management.

Responsibility for monitoring compliance is embedded across the Group’s business functions, with relevant departments tracking regulatory developments and assessing the potential impact of new or amended laws and regulations on business operations. Where necessary, internal policies, procedures, and operational practices are updated to reflect regulatory changes. Material regulatory developments and compliance matters are escalated to senior management and,

where appropriate, reported to the Board to ensure timely awareness and oversight.

The Group’s IA Department plays a key role in providing assurance over compliance practices. Regular compliance assessments and internal audits are conducted to evaluate adherence to applicable laws, regulations, and internal policies. Audit findings are reported to the AC and the Board on a quarterly basis, to the RMSC annually, or immediately in the event of material issues, enabling prompt corrective actions where required.

To reinforce a strong compliance culture, Yanlord provides targeted training and awareness programmes to ensure employees remain informed of relevant legal and regulatory requirements and understand their compliance responsibilities. This ongoing focus on compliance education supports consistent implementation of regulatory controls across the Group and helps embed compliance considerations into day-to-day business activities.

Target and Performance

| Perpetual Target | FY 2025 Performance |
|--|---------------------|
| No significant fines or non-monetary sanctions have been incurred for non-compliance related to laws and regulations, encompassing environmental and socioeconomic compliance. | Achieved |





CARING FOR OUR CUSTOMERS

At Yanlord, we place our customers at the centre of our operations, seeking to meet their needs and expectations while safeguarding their well-being across every stage of the property lifecycle — from design and construction to ongoing operation and maintenance. By adopting recognised industry best practices and proactively responding to evolving standards, we remain committed to delivering high-quality products and services that create lasting value for our customers.

QUALITY OF PRODUCTS AND SERVICES

Management Approach

Yanlord is committed to providing safe, high-quality, and well-designed environments across its portfolio, including residential, commercial, hospitality, and integrated developments. Each project is developed and managed in accordance with strict internal quality benchmarks covering design, landscaping, interior standards, and building management systems, with quality monitored throughout the project lifecycle.

Guided by a customer-centric philosophy, Yanlord continues to enhance its customer service framework to support consistent and responsive engagement. In FY 2025, the Group strengthened its customer relationship management practices across all operating markets and improved collaboration among operational teams, with the aim of elevating service standards, addressing customer feedback effectively, and delivering positive customer experiences across all business segments.



QUALITY OF PRODUCTS AND SERVICES

PROPERTY DEVELOPMENT

The Research and Development (“R&D”) Department plays an integral role in maintaining rigorous quality control across all property development projects, while ensuring full compliance with applicable national regulations and Yanlord’s internal quality standards. To ensure these standards are consistently met, structured milestone inspections are carried out at critical stages of the development process, including the initial, mid-term, pre-completion, and post-delivery phases, providing a comprehensive evaluation of overall project quality.

To enable the timely resolution of quality-related issues, Yanlord has implemented clear reporting and escalation mechanisms that facilitate prompt communication among relevant departments. These protocols support swift corrective actions and help uphold the high standards expected across all property development projects.

List of Laws we comply with:

PRC

Product Quality Law of the PRC, Construction Law of the PRC, Construction Engineering Quality Management Regulations, Unified Acceptance Standard for Building Construction Quality (GB50300-2013) and other relevant laws, regulations and standards.

Singapore

Quality Mark (QM) and Green Mark (GM) certification schemes, and Construction Quality Assessment System (CONQUAS) administered by the Building and Construction Authority (BCA) as well as other applicable laws and regulations issued by relevant authorities, including the Urban Redevelopment Authority (URA) and the National Environment Agency (NEA).

Yanlord has established a robust system comprising 45 internal quality engineering management standards, covering key aspects relating to overall engineering quality, project management, project quality incentives and disciplinary measures, third-party evaluation, and leakage-proofing. These standards provide guidance for Yanlord teams to develop high-quality products in a timely and cost-effective manner. In FY 2025, 6 new standards were introduced, including a reference list of quality control issues, a checklist for quality control assessments during the delivery stage, and updates to the management approach for third-party engineering quality assessments.

Aligned with the Group’s strategic development goals and its commitment to building resilience in the face of challenging market conditions, our R&D Department is dedicated to enhancing standardised designs and ensuring precise project execution. By systematically reviewing past practices, we aim to optimise future operations across all phases of the project lifecycle, driving greater efficiency and fostering continuous improvement.



QUALITY OF PRODUCTS AND SERVICES

INNOVATION OF PROJECT

Yanlord Arcadia, Shanghai 仁恒海上源, 上海

The project is located in the heart of Shanghai and forms part of a high-end urban regeneration development that thoughtfully integrates historic character with contemporary living. The landscape design, led by TROP: terrains+open space, is centred on the concept of “Lacy Steps”, featuring a series of cascading terraces, interconnected pedestrian routes and open communal spaces. The scheme carefully weaves together the existing urban fabric with a modern landscape language, creating a cohesive and engaging spatial experience. Emphasis is placed on human interaction, with layered greenery and well-defined social nodes that encourage pause, movement and community engagement, resulting in a vibrant yet refined urban environment.

In recognition of its innovative design approach and meticulous execution, the project was awarded the Jury Award at the 10th Landezine International Landscape Award (LILA) in 2025, and was the only project from the PRC to be recognised in that year.

STARRY BAY, Suzhou 滨湖湾, 苏州

The project is designed as a contemporary waterfront residence that blends modern architecture with Suzhou’s classical garden heritage, creating a seamless connection between living spaces and nature. The development maximises lake views and natural light through thoughtful orientation and expansive glazing, while its layered landscape design — featuring greenery, water elements and tranquil communal spaces — enhances residents’ well-being. With a focus on refined materials, understated luxury and human-centric design, the project reflects an innovative approach that balances cultural context, aesthetic quality and liveability.



QUALITY OF PRODUCTS AND SERVICES

TRAINING

We provide product quality training to employees, contractors, and supervisory personnel to ensure consistent adherence to our unified work standards.

Examples of Product Quality Training for Various Parties in FY 2025:

Employees

Training on anti-leakage, fine decoration, and work surfaces handover

Contractors

Training on third-party assessment, quality risk management for fine decoration, and finished product protection

Supervisory Personnel

Training on third-party assessment, anti-leakage, quality risk management for fine decoration and finished product protection



CUSTOMER SATISFACTION

The Group's Customer Relations Department reflects Yanlord's customer-centric approach and serves as an important link between headquarters and city-level operations, supporting consistent and effective customer relationship management. Building on the established rollout of its business systems and operating strategies, the department has continued to extend its coverage across all cities where the Group operates, strengthening coordination and alignment in customer engagement.

In FY 2025, Yanlord successfully delivered more than 10,000 property units across 17 delivery batches. Against a backdrop of challenging market conditions and heightened customer expectations, the customer relations team adopted a holistic management approach encompassing risk assessment and response, product quality monitoring and control, pre-delivery inspections and defect rectification,

as well as the organisation of construction site open days. Responsive customer communication channels were maintained to ensure timely engagement and issue resolution. Following project handover, post-delivery maintenance and management services supported on-time delivery, contributed to positive customer recognition, and helped sustain customer satisfaction, further reinforcing the Yanlord brand.

Yanlord continued to strengthen customer engagement through its integrated customer relationship management ("CRM") system, the "400" customer service hotline, and ongoing research and communication programmes. In FY 2025, the CRM system engaged with over 100,000 registered customers, recording close to one million visits throughout the year. During the same period, the "400" customer service hotline handled nearly 1,800 incoming calls and completed more than 27,000 customer follow-up interactions.

In FY 2025, the Group maintained its established customer relationship management practices through regular operational updates and ongoing refinement of existing procedures. These efforts supported consistent service standards and smooth property handover experiences, enabling Yanlord to continue meeting customer expectations while upholding the quality and reliability of its property development offerings.



QUALITY OF PRODUCTS AND SERVICES

SITE OPEN DAYS HELD IN FY 2025

Prior to project delivery, we organise “Open Days” to provide customers with pre-handover property viewings. As a key milestone in quality delivery, these open-site events offer a transparent showcase of construction progress while vividly reflecting our commitment to craftsmanship and excellence.

Yanlord Four Seasons The Park 3 , Shenzhen 四季雅园, 深圳



CONSTRUCTION PROGRESS ONLINE UPDATE IN FY 2025

The “Yanlord Family Letter” (仁恒家书) is one of the key communication channels used to engage homeowners ahead of project delivery. Through an online communication platform, the Group regularly publishes these letters for ongoing construction projects, providing transparent and timely updates on major development milestones, including construction progress, interior works, landscaping, and other relevant aspects. By keeping homeowners informed throughout the development process, Yanlord seeks to build confidence and trust as projects progress toward completion.

Yanlord The Mansion in Park, Yancheng 星岸家园, 盐城



Yanlord The Great Bay, Zhuhai 仁恒滨海湾花园, 珠海



QUALITY OF PRODUCTS AND SERVICES

MANAGED PROPERTIES

COMMERCIAL AND OFFICE

In FY 2025, despite a sluggish economic environment in the PRC, most of the Group's commercial projects maintained steady growth, while office properties experienced a slight decline in occupancy rates. As of 31 December 2025, the overall average occupancy rate of the Group's commercial and office properties stood at 78.9%.

Yanlord's commercial malls function not only as retail destinations, but also as vibrant venues for community interaction and engagement. The Group's commercial property management team is committed to delivering professional, high-quality, and customer-focused services. Across Yanlord's major commercial plazas, a wide range of considerate amenities is provided — including first-aid supplies, wheelchairs, umbrellas, emergency hygiene items, children's necessities, mother-and-baby rooms, and business support facilities such as printing services — to create a convenient, comfortable, and welcoming environment for all visitors.



CASE STUDIES

Yanlord Reverie Plaza, Shenzhen

仁恒梦创广场, 深圳

Located in Shenzhen, Yanlord Reverie Plaza is an international office development designed around a boundary-less concept. Integrated within the Yanlord Eco & Tech City (仁恒生态科技城), the project forms part of a seamless "industrial-commercial-residential" ecosystem, offering a comprehensive, full-scenario working environment.

To ensure a safe and secure workplace, the on-site security team carries out routine patrols and regular practical drills, strengthening the building's overall safety and emergency response framework.

- **Round-the-Clock Patrol and Guarding:** To safeguard personal safety and proactively mitigate risks, two dedicated security teams conduct 24/7 rotational patrols. Coverage focuses on critical areas such as public spaces on each floor and fire escape routes.



Through the integration of standardised inspection procedures and intelligent surveillance systems, a multi-layered, full-coverage security network is established, creating a safe and reliable working environment.

- **Regular Emergency Drills:** To enhance the ability of property management personnel to respond swiftly and effectively to emergencies, and to ensure the safe and stable operation of the office environment, monthly anti-violence drills are conducted. Through realistic scenario simulations, these exercises strengthen preparedness against potential terrorist threats and violent incidents, ensuring the continued safety and order of the building.

In addition, Yanlord Reverie Plaza enhanced its security capabilities through the implementation of a smart building management system, improving operational efficiency and strengthening security oversight through intelligent, technology-enabled solutions.

- **Smart Access Control System:** Access control turnstiles are installed at all office building entrances, utilising biometric recognition technology to enable fast and accurate facial authentication. This allows seamless entry without the need for access cards or passwords — occupants can simply scan their face, enhancing both convenience and user experience.
- **Smart CCTV System:** High-definition cameras are deployed across key areas of the office building, including entrances and exits, lobbies, lift cabins, corridors, and car parks, enabling 24-hour comprehensive monitoring. Equipped with intelligent recognition and analytics capabilities, the system can detect scenarios such as intrusion, loitering, and crowd gathering. Upon identifying any anomalies, alerts are automatically triggered and transmitted to the monitoring centre, supporting security personnel in responding promptly.

QUALITY OF PRODUCTS AND SERVICES

CASE STUDIES

Yanlord Begonia Park, Haikou 仁恒海棠公园, 海口

Located in the core district of Haikou, Hainan, the project officially opened in 2022 as a vibrant mixed-use lifestyle destination. Designed as an open and accessible commercial precinct, it plays a pivotal role in connecting surrounding residential communities with curated retail, dining and leisure experiences, fostering a dynamic urban environment and enhancing community interaction. By integrating public spaces with commercial offerings, it creates a seamless interface between daily living and lifestyle consumption. In 2025, the project celebrated its third anniversary with a series of community-focused events.



WIDE RANGE OF ACTIVITIES TO CUSTOMERS AND TENANTS

Yanlord Landmark, Chengdu 仁恒置地广场, 成都



Cangjie Commercial Plaza, Suzhou 仓街商业广场, 苏州



QUALITY OF PRODUCTS AND SERVICES

PROPERTY MANAGEMENT

Amid a challenging real estate environment in the PRC, Yanlord's property management team continued to strengthen service quality by reinforcing its customer-centric service philosophy and expanding its range of service offerings. These efforts are focused on addressing evolving client needs, enhancing service value, and identifying sustainable growth opportunities in a competitive and consolidating market.

In FY 2025, the Group incorporated 15 newly completed projects developed by the Group into its property management portfolio and secured property management contracts for eight new developments. In addition to managing the Group's newly completed and handed-over properties, with a steadily increasing area under management, Yanlord actively grew its third-party management portfolio to further enhance its brand visibility and presence in the external market. As at 31 December 2025, Yanlord's Property Management operated in 26 cities and regions, with a total managed area of 30.58 million sqm and approximately 147,700 households served.

Despite intensified market competition and ongoing industry consolidation, Yanlord Property Management remained firmly committed to its service philosophy of "Conscientious Service, Lifelong Care" (恒心服务, 一生呵护), reinforcing its positioning as a premium service provider. The division's service capabilities and professional standards were recognised through multiple industry awards in FY 2025, reflecting its achievements in market competitiveness, service innovation, and corporate social responsibility.

To maintain a responsive and customer-focused service approach, Yanlord actively gathers and addresses customer feedback through multiple channels, including its CRM data system and the "400" customer service hotline. Structured feedback mechanisms include welcome calls for new property owners, follow-ups one year after delivery, and

periodic engagement with long-term customers (two years and above) through telephone calls and surveys. In addition, an independent research agency conducted the annual customer satisfaction survey in the PRC, enabling local teams to better understand customer expectations and implement targeted service improvements.

NEW PROJECTS DELIVERY EVENTS HELD IN FY 2025

Yanlord Gardens (Phase 2), Haikou 仁恒滨江园二期, 海口



Suhe Century, Shanghai 晋元华庭, 上海



QUALITY OF PRODUCTS AND SERVICES

HIGHLIGHTS OF HAINAN YANLORD PROPERTY MANAGEMENT SERVICES IN FY 2025

Wood veneer finishes have been repainted to restore their sheen, while pavement stonework and entrance floor tiles have been upgraded. Enhancements have also been made to the elevated leisure areas, with new facilities introduced and seating across the development refreshed. External façade cleaning has revitalised the buildings' appearance, alongside replanting of greenery, hedge improvements, and selective tree pruning. All upgrades and enhancements are undertaken to deliver a more comfortable living experience for residents.

We bring residents together through a vibrant calendar of community activities, fostering a strong sense of neighbourhood connection. Over 60 events have been organised, attracting more than 10,000 participations in total.

Between June and November 2025, more than eight tropical cyclones impacted Hainan. In response to these extreme weather events, we implemented advance planning, activated rapid response measures, and ensured full staff mobilisation to safeguard the community. Through strong commitment and accountability, we protected the safety of residents and their property.



A year of dedicated effort has been met with heartfelt recognition from residents. Each banner of appreciation and every letter of commendation not only affirms our commitment but also inspires us to further elevate our standards. This trust is something we deeply value, and we remain dedicated to upholding it.



QUALITY OF PRODUCTS AND SERVICES

HOTELS & SERVICED APARTMENTS

Yanlord’s Hotels and Serviced Apartments business encompasses renowned international brands such as InterContinental and Crowne Plaza, the Group’s self-operated “Yanlord ParcVue” hospitality brand in the PRC, as well as hotels and serviced apartments under UEL in Singapore.

In FY 2025, the hospitality market in the PRC continued to operate amid a complex and evolving economic environment. While travel demand showed signs of stabilisation following earlier market volatility, consumer sentiment remained cautious and competition intensified. Against this backdrop, the industry focused on balancing occupancy and room rate management while improving overall operating efficiency. In response, Yanlord’s hospitality business remained disciplined in its operations, strengthening cost control measures, refining service delivery, and enhancing product differentiation. At the same time, the Group continued to explore collaborative opportunities and partnerships to support long-term resilience and sustainable growth.

To further enhance the guest experience across its hotels and serviced apartments, Yanlord continued to curate a variety of wellness, cultural, festive, and family-oriented activities. Notably, the adoption of digital tools has also helped optimise service processes, improve response times, and elevate overall guest experience. These initiatives aim to foster interactive and welcoming environments, enrich guest engagement, and deliver meaningful and memorable stays, reinforcing the Group’s commitment to service excellence across its hospitality portfolio.

InterContinental, Zhuhai, PRC
仁恒洲际酒店, 珠海, 中国



Park Avenue Rochester, Singapore
柏薇(罗切斯特)酒店, 新加坡

Yanlord ParcVue Hotel Residence, Nanjing, PRC
仁恒柏薇酒店公寓, 南京, 中国



Grand ParcVue Hotel Residence, Chengdu, PRC
仁恒格蓝柏薇酒店公寓, 成都, 中国

QUALITY OF PRODUCTS AND SERVICES

YANLORD PAI: ONE-TAP ONLINE REPAIR REQUEST

The Yanlord Pai WeChat Mini Program has introduced a “Maintenance Services” feature, enabling tenants to conveniently submit repair requests via the online platform and receive a response within 60 minutes. Upon request submission, the property management team will arrange on-site inspection and carry out the necessary repair works. In addition, for urgent issues — such as water seepage from doors and windows, broken glass, or burst pipes — the property management team provides a dedicated 24/7 emergency hotline to ensure prompt response and timely resolution.



TRAINING

Employees at Yanlord’s Hotels and Serviced Apartments receive comprehensive training upon joining the Company, covering key areas such as customer personal data protection and privacy. Ad-hoc trainings are provided to address specific requirements for special events, while refresher courses are conducted regularly to ensure continued proficiency in hotel operations.

COMPREHENSIVE TRAINING PROGRAMMES FOR HOTEL OPERATIONS EMPLOYEES

Orientation Training



Service Skill Training



Workplace English Training



Training on Route Introduction to Scenic Spots

QUALITY OF PRODUCTS AND SERVICES

GUEST SATISFACTION

Guest satisfaction continues to be a core priority for Yanlord and remains a key indicator of service quality across its hospitality operations. By consistently monitoring guest needs and responding proactively to feedback, Yanlord seeks to strengthen guest loyalty and maintain its competitive position in an evolving hospitality market. Delivering high-quality and personalised guest experiences remains essential to sustaining operational performance and long-term value creation.

Yanlord continues to track and assess guest satisfaction through multiple channels, including Guest HeartBeat and IHG Guest Reviews, as well as ratings on third-party platforms such as Trip.com, Booking.com, and TripAdvisor. Performance is evaluated across key service dimensions, including service recovery, cleanliness, and food quality, enabling a comprehensive understanding of the overall guest experience. To reinforce service excellence, employee performance assessments and incentive mechanisms remain closely linked to guest feedback and satisfaction ratings. Guest comments are regularly shared with service teams, supporting timely identification of areas for improvement, refinement of operational processes, and effective follow-up actions.

In FY 2025, Yanlord maintained its established service recovery mechanisms, with low-scoring feedback reviewed and addressed in a timely manner in accordance with internal procedures. All identified issues were resolved within the Group's stipulated timeframe, ensuring consistent service standards and reinforcing guests' confidence in Yanlord's commitment to service quality.

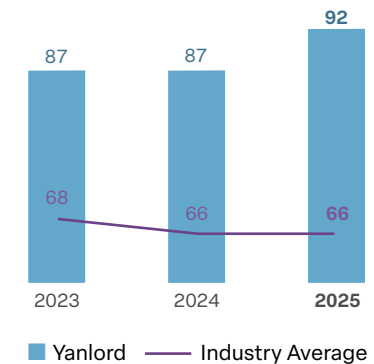


Target and Performance

PROPERTY DEVELOPMENT AND MANAGED PROPERTIES

In FY 2025, Yanlord achieved an overall satisfactory score of 92 out of 100, representing a significant increase from a score of 87 in the financial year ended 31 December 2024 ("FY 2024"). Feedback scores across key dimensions, including customer loyalty, intention to repurchase and willingness to recommend, remained consistently high.

Overall Satisfaction Scoring



| FY 2025 Target | FY 2025 Performance | FY 2026 Target |
|---|--|---|
| To maintain 87% overall customer satisfaction in FY 2025 survey | Achieved 92% overall customer satisfaction | To maintain 92% overall customer satisfaction in FY 2026 survey |

QUALITY OF PRODUCTS AND SERVICES

HOTELS & SERVICED APARTMENTS

Across the abovementioned hospitality properties, the Guest Love Score is used to track and gauge guest satisfaction. Each property sets its own targets, and follow-actions are implemented based on key areas for improvement identified through guest feedback to drive continuous improvement. Targets and performances for the Hotels & Serviced Apartments in the respective regions are summarised in the table below.

| FY 2025 Target | FY 2025 Performance | FY 2026 Target |
|---|---|---|
| Chengdu To achieve 4.8 Trip.com Score and to achieve 9.5 Booking.com Score | Achieved 4.8 Trip.com Score and 9.4 Booking.com Score | To achieve 4.8 Trip.com Score and to achieve 9.5 Booking.com Score |
| Sanya To achieve 4.9 Trip.com Score, and to achieve 94% Guest Love Score | Achieved 4.9 Trip.com Score, and 96.8% Guest Love Score | To achieve 4.9 Trip.com Score, and to achieve 93.5% Guest Love Score |
| Zhuhai To achieve 4.78 Trip.com score, and to achieve 92% Guest Lover Score | Achieved 4.82 Trip.com Score, and 95.2% Guest Lover Score | To achieve 4.8 Trip.com Score, and to achieve 92.0% Guest Lover Score |
| Nanjing To achieve 4.7 Trip.com Score | Achieved 4.7 Trip.com Score | To achieve 4.7 Trip.com Score |
| Tianjin To achieve 4.7 Trip.com Score | Achieved 4.7 Trip.com Score | To achieve 4.7 Trip.com Score |

CUSTOMER HEALTH AND SAFETY

For the health and safety of our guests, no major incidents of non-compliance were reported in FY 2025 with respect to the health and safety impacts of our products and services. Additionally, there were no violations of voluntary codes related to customer health and safety. As part of our ongoing commitment to best practices in customer well-being, we will continue to maintain and further strengthen this performance in the years ahead.



CUSTOMER PRIVACY

Management Approach

Yanlord is committed to implementing a comprehensive [Privacy Policy](#) that outlines the procedures for the collection, use, processing, disclosure, and protection of personal data acquired by or otherwise provided to the Group. This policy is accessible for review on our official website.

List of Laws we comply with:

PRC

Personal Information Protection Law, Network Security Law, Data Security Law and Cybersecurity Law of the PRC

Singapore

Personal Data Protection Act 2012

Hong Kong SAR

Personal Data Privacy Ordinance

MANAGING CUSTOMER PRIVACY

PRC

In line with the principle of “data user is responsible”, Yanlord remains committed to safeguarding customers’ personal information by ensuring that all employees handle data securely and responsibly within their respective roles. Access to sensitive information, such as credit card details and guest identity data, is strictly limited to authorised personnel responsible for managing bookings and reservations. To prevent unauthorised disclosures, we enforce clear restrictions on the sharing of customer information beyond designated personnel and their authorised scope of work.

Yanlord continues to reinforce the importance of customer privacy protection through comprehensive employee training programmes. In the hotels and serviced apartments business, all employees receive mandatory training on handling guests’ personal information during onboarding, with annual refresher courses conducted to reinforce best practices. Training topics include room entry procedures, guest confidentiality during check-in, and protocols for issuing duplicate room keys.

To uphold the security of customer data, Yanlord follows strict internal procedures to ensure that access to personal information is restricted to authorised personnel only. We also implement secure data transfer and archiving measures to protect customer records, demonstrating our ongoing commitment to privacy and data security.

SINGAPORE

In Singapore, the Group’s Privacy Policy is applied consistently across all operations, including indirect subsidiaries, unless stated otherwise. Supporting this framework, the Group has implemented a Do Not Call Policy, a Data Breach Management Plan, and a Personal Data Protection Policy, all of which are aligned with applicable laws and regulatory requirements in Singapore. These policies provide clear guidance on the responsible handling, protection, and management of personal data across the Group’s Singapore operations. Selected subsidiaries, including O’Connor’s Singapore Pte Ltd, maintain recognised data protection certifications, such as the Data Protection Trustmark (DPTM) issued by the Infocomm Media Development Authority (IMDA), to demonstrate accountable data protection practices.

To remain aligned with regulatory developments and industry best practices, the Group actively monitors changes in privacy and data protection requirements through participation in relevant seminars and reviews of industry publications. Employees are kept informed of key updates through ongoing internal communications and training. In addition, the Group’s Privacy Policy is periodically reviewed and updated to reflect regulatory changes, evolving legal requirements, and emerging industry trends. These measures support the continued effectiveness, compliance, and resilience of the Group’s data protection practices amid an evolving privacy regulatory landscape.



CUSTOMER PRIVACY

MANAGING CYBER SECURITY

PRC

Yanlord recognises the critical importance of cybersecurity to the stability and reliability of its business operations and remains fully committed to complying with the Cybersecurity Classified Protection 2.0 requirements under the PRC Cyber Security Law. These regulations require organisations to implement security controls commensurate with the classification level of their network systems. Accordingly, Yanlord adopts a holistic cybersecurity management framework anchored on three core pillars — Process, Technology, and People — to ensure a comprehensive and systematic approach to information security.

The Group continues to maintain robust system security standards across its key digital platforms. Yanlord's customer service system, sales system, and sunshine procurement system undergo regular assessments and have successfully maintained DJCP certification issued by the Ministry of Public Security of the PRC, reaffirming the effectiveness of the Group's cybersecurity controls and the integrity of its core systems.

To strengthen organisational awareness and reinforce good cybersecurity practices, Yanlord provides structured information security training for employees, supported by the Group's Human Resources Department. Training programmes cover core cybersecurity principles, common security risks, and data protection best practices. In addition, IT professionals receive specialised technical training in network security and system protection, equipping them with advanced capabilities to prevent, detect, and respond to potential cyber threats. Through this proactive and layered approach, Yanlord continues to enhance its cybersecurity resilience and uphold strong information security standards across its operations.



SINGAPORE

In Singapore, the Group has established a Data Management Policy and a Cyber Security Policy to provide clear guidance on data governance, access controls, and information security. These policies set out preventive measures designed to protect the Group's network infrastructure, information systems, and employees from potential cybersecurity threats.

To support responsible data management, Yanlord maintains structured checklists and documentation, enforces strict authorisation requirements for accessing and handling sensitive information, and conducts daily offline tape backups as a safeguard against cyber incidents. The Group also carries out regular security assessments to evaluate the effectiveness of its controls. These assessments include annual disaster recovery exercises, ethical hacking proof-of-concept testing, and data security management audits, which together support the resilience and reliability of the Group's systems.

Employee awareness and preparedness remain integral to the Group's cybersecurity framework. Designated employees receive specialised training relevant to their roles, while all staff are kept informed through regular electronic communications highlighting recent cyber incidents, risk scenarios, and preventive measures. This proactive and layered approach helps strengthen cybersecurity awareness across the organisation and enhances the Group's ability to respond effectively to evolving cyber threats.

Target and Performance

| Perpetual Target | FY 2025 Performance |
|---|---------------------|
| No substantiated complaints ¹ concerning breaches of customer privacy or losses of customer data | Achieved |

¹ Written statement by regulatory authority or similar official body addressed to the organisation that identifies breaches of customer privacy, or a complaint lodged with the organisation that has been recognised as legitimate by the organisation.



EMPOWERING OUR PEOPLE

The Group views its talent strategy as a fundamental pillar of its long-term sustainable development.

Guided by its mission of “managing with benevolence and integrity, achieving perpetuity through perseverance”, the Group is committed to developing land responsibly while cultivating a workplace founded on trust, respect, and collaboration. We strive to foster an inclusive and supportive culture in which employees feel valued and engaged, strengthening a shared sense of ownership and partnership across the organisation. By providing meaningful career development opportunities and nurturing a purpose-driven corporate culture, the Group continues to attract, develop, and retain talent that supports its long-term growth and organisational resilience.

EMPLOYMENT

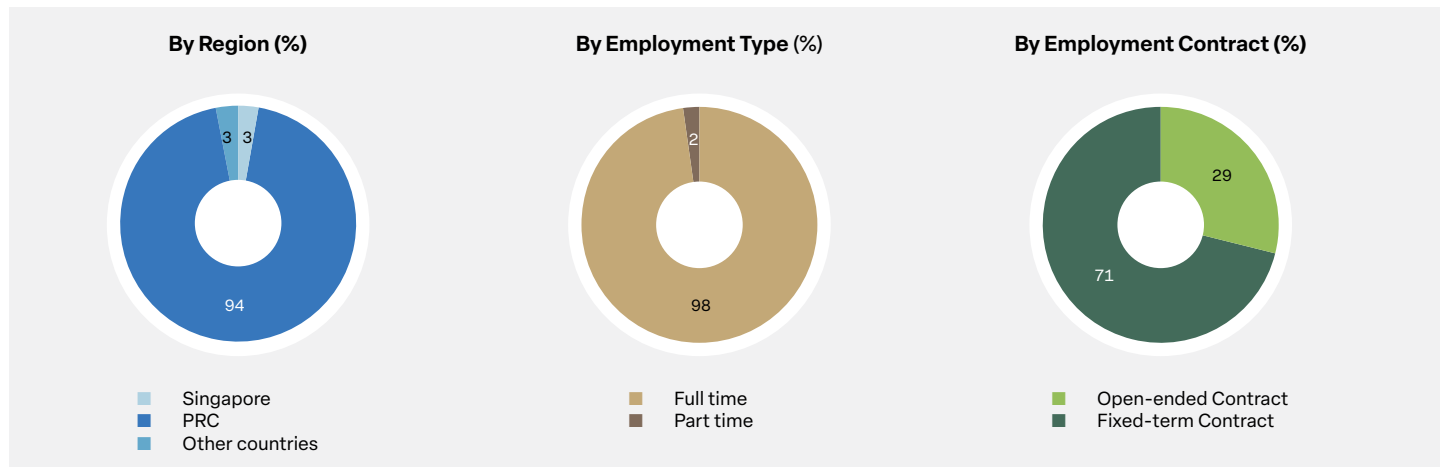
Management Approach

The Group is firmly committed to ensuring fair and equitable treatment for all employees. We adopt a merit-based recruitment and employment approach, with all hiring and employment decisions made without discrimination based on age, race, gender, marital status, or family background. This commitment underpins a workplace culture characterised by trust, mutual respect, and collaboration.

To support the continuous development and renewal of our talent pipeline, the Group remains actively engaged in both campus and social recruitment. Regular campus recruitment activities are conducted at universities and colleges across selected cities in the PRC to attract and develop young talent entering the workforce. In parallel, the Group carries out targeted social recruitment aligned with evolving business needs, focusing on attracting experienced management and technical professionals by offering competitive remuneration packages and a supportive, inclusive working environment.

As of 31 December 2025, the Group has 10,326 employees within the reporting boundaries, with the majority based in the PRC. Most of our employees hold full-time positions. In Singapore, Hong Kong SAR, and other regions such as Malaysia, the workforce primarily consists of employees on open-ended contracts. Conversely, fixed-term employment contracts remain the predominant arrangement in the PRC. Further details are provided in the workforce charts and tables provided on the right.

BREAKDOWN OF EMPLOYEES BY REGION, EMPLOYMENT TYPE AND EMPLOYMENT CONTRACT



| | FY 2025 | | |
|--|-----------|-------------------------------|-----------------|
| | Singapore | PRC (including Hong Kong SAR) | Other Countries |
| Male | 164 | 6,006 | 198 |
| Female | 167 | 3,704 | 87 |
| By Employment Type – Full time | | | |
| Male | 161 | 5,922 | 197 |
| Female | 166 | 3,592 | 80 |
| By Employment Type – Part time | | | |
| Male | 3 | 84 | 1 |
| Female | 1 | 112 | 7 |
| By Employment Contract – Open-ended | | | |
| Male | 130 | 1,521 | 193 |
| Female | 139 | 967 | 87 |
| By Employment Contract – Fixed-term | | | |
| Male | 34 | 4,485 | 5 |
| Female | 28 | 2,737 | 0 |

EMPLOYMENT

In FY 2025, the Property Management business and Hotels & Serviced Apartment operations accounted for 94% of the Group's total new hires and 85% of total employee turnover. The higher turnover rate, particularly among frontline staff in these segments in the PRC, aligns with industry norms and reflects the operational characteristics of these labour-intensive sectors. Notably, the figures for new hires and turnover include internal transfers between different business segments within the Group.



NUMBER AND RATE OF NEW HIRES BY REGION, GENDER AND AGE GROUP

| | FY 2025 | | FY 2024 |
|----------------------|---------|------|---------|
| | Number | Rate | Rate |
| Total | 2,920 | 28% | 28% |
| By Region | | | |
| Singapore | 57 | 17% | 21% |
| PRC | 2,810 | 29% | 29% |
| Other Countries | 53 | 19% | 17% |
| By Gender | | | |
| Male | 1,800 | 28% | 30% |
| Female | 1,120 | 28% | 26% |
| By Age Group | | | |
| 30 years old & below | 1,264 | 65% | 58% |
| 31- 50 years old | 1,213 | 21% | 22% |
| 51 years old & above | 443 | 17% | 17% |

NUMBER AND RATE OF TURNOVERS BY REGION, GENDER AND AGE GROUP

| | FY 2025 | | FY 2024 |
|----------------------|---------|------|---------|
| | Number | Rate | Rate |
| Total | 4,098 | 40% | 42% |
| By Region | | | |
| Singapore | 83 | 25% | 24% |
| PRC | 3,953 | 41% | 43% |
| Other Countries | 62 | 22% | 21% |
| By Gender | | | |
| Male | 2,529 | 40% | 43% |
| Female | 1,569 | 40% | 39% |
| By Age Group | | | |
| 30 years old & below | 1,605 | 83% | 81% |
| 31- 50 years old | 1,730 | 30% | 29% |
| 51 years old & above | 763 | 30% | 36% |

EMPLOYMENT

DIVERSITY, EQUITY AND INCLUSION

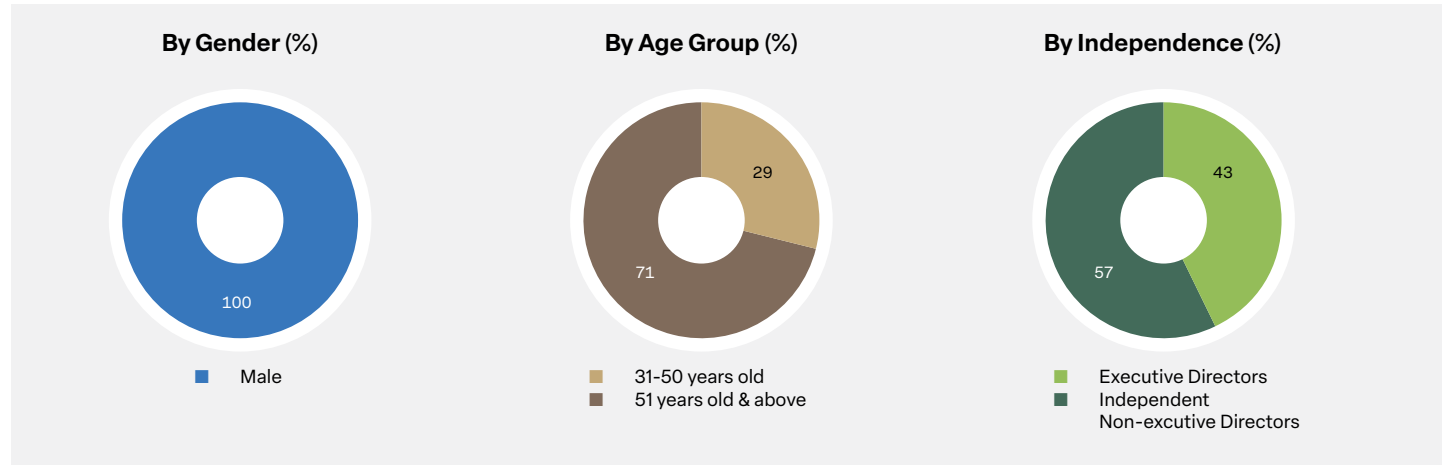
Diversity is a key enabler of effective leadership and strong organisational performance. At Yanlord, we remain committed to fostering a diverse and inclusive workforce across multiple dimensions, including gender, age, ethnicity, and cultural background. We believe that diversity strengthens our corporate culture and enhances innovation, collaboration, and decision-making. In line with our commitment to equal opportunity, the Group upholds the principle of equal pay for equal work and strives to ensure that all employees are treated fairly and provided with equitable access to career development and advancement opportunities.

As at FY 2025, female employees accounted for 38% of the Group’s total workforce across all reporting regions, while male employees represented 62%. Women also comprised 26% of senior management and supervisory positions, reflecting Yanlord’s continued efforts to support greater gender diversity within leadership roles and to develop a balanced management pipeline.

Yanlord also recognises the importance of a well-structured and diverse Board in supporting effective governance, strategic oversight, and sound decision-making. The Group places value on Board diversity across a range of attributes, including skills, professional expertise, industry experience, international exposure, age, gender, tenure, and independence. To support this objective, Yanlord has implemented a [Board Diversity Policy](#) to guide the composition of the Board and its committees, ensuring appropriate representation and a balanced, effective governance structure that enables meaningful participation and a breadth of perspectives.

To further enhance gender diversity at the leadership level, Yanlord has set a target to appoint, on merit, a suitably qualified female candidate to fill any future Board vacancy. Such candidate will be selected based on objective criteria.

BREAKDOWN OF DIRECTORS BY GENDER, AGE GROUP AND BOARD INDEPENDENCE

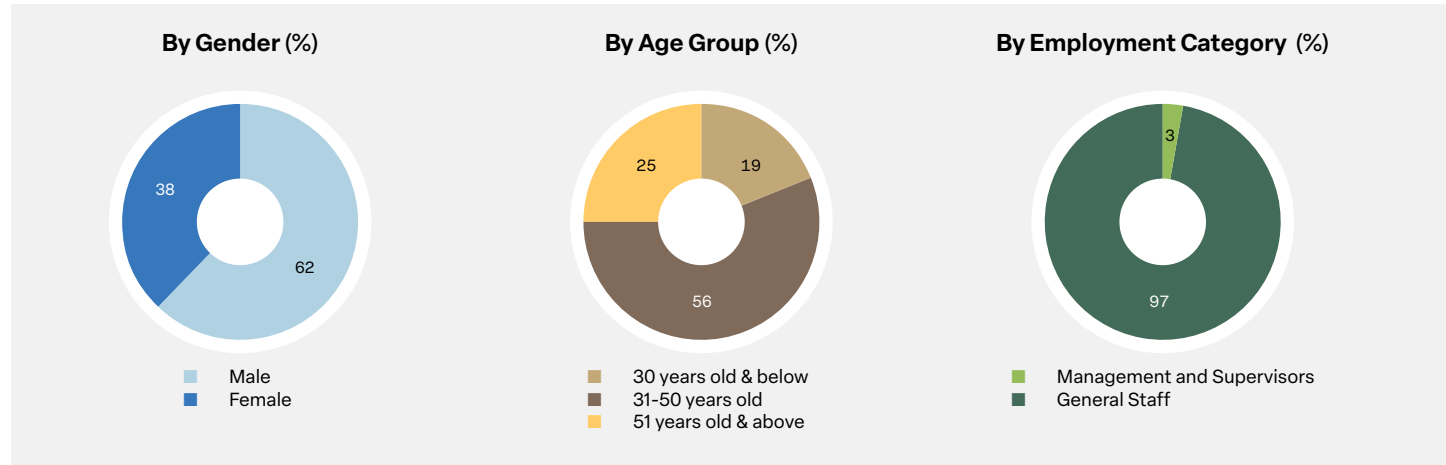


| | FY 2025 |
|-------------------------------------|---------|
| By Gender | |
| Male | 7 |
| Female | 0 |
| By Age Group | |
| 31- 50 years old | 2 |
| 51 years old & above | 5 |
| By Independence | |
| Executive Directors | 3 |
| Independent Non-executive Directors | 4 |

EMPLOYMENT



BREAKDOWN OF EMPLOYEES BY GENDER, AGE GROUP AND EMPLOYMENT CATEGORY



| | FY 2025 | FY 2024 |
|-------------------------------|---------|---------|
| By Gender | | |
| Male | 6,368 | 6,460 |
| Female | 3,958 | 4,224 |
| By Age Group | | |
| 30 years old & below | 1,940 | 2,246 |
| 31- 50 years old | 5,830 | 6,117 |
| 51 years old & above | 2,556 | 2,321 |
| By Employment Category | | |
| Management and Supervisors | 325 | 342 |
| General Staff | 10,001 | 10,342 |

EMPLOYMENT

BUILDING SENSE OF BELONGING AND COMMUNITY

At Yanlord, we are committed to fostering a positive and supportive work environment where employees feel valued, recognised, and motivated. We celebrate the accomplishments of our people and express appreciation to those who go above and beyond in performing or in serving our customers and residents. Outstanding employee contributions are consistently recognised through social media and other internal and external platforms, acknowledging their achievements and inspiring others.

We also place strong emphasis on the physical and mental well-being of our employees. Each business unit organises annual mental health initiatives, such as lectures and stress-relief programmes. In addition, annual health check-ups are arranged for employees at all levels.

To strengthen team spirit and cultivate a strong sense of belonging, we organise a variety of engagement activities across all business units. These include festive celebrations, sports days, badminton tournaments, hiking trips, team-building sessions, and family-oriented gatherings, providing opportunities for employees to connect, relax, and share meaningful moments with colleagues, friends, and loved ones.

EMPLOYEE RECOGNITION AND APPRECIATION

Yanlord's operations across various cities recognise outstanding employees during the annual work summary period, acknowledging individuals based on personal performance, teamwork, skill development, and other aspects, while expressing appreciation for their contributions throughout the year. Employees are encouraged to continuously enhance their professional capabilities and further develop their strengths to support future development.



The property management team at Yanlord Marina Peninsula Gardens in Zhuhai was commended for its outstanding performance in responding to Super Typhoon No. 18 "Hagibis", particularly in the effective execution of flood prevention and typhoon emergency response plans, as well as in emergency rescue and recovery operations.

At the annual work conference of the Hotel & Serviced Apartments Division, awards were presented to outstanding teams in recognition of their exceptional performance, while encouraging all projects to continue striving for excellence and achieve even greater results.



EMPLOYMENT

VARIOUS EMPLOYEE ACTIVITIES

Festive Celebrations



Birthday Celebrations



Team Building Events



LEARNING AND DEVELOPMENT

Management Approach

Yanlord is committed to providing employees with diverse opportunities for professional growth, skills enhancement, and career progression, while fostering a positive and inclusive corporate culture that supports talent attraction and retention. These efforts form an integral part of the Group’s long-term development strategy. In FY 2025, the Group continued to maintain stable and effective human capital management across recruitment, training, and talent development functions. Ongoing learning platforms were made available to management personnel to strengthen leadership capabilities, while systematic approaches remained in place to develop internal talent and support future leadership succession.

The Group continued to enhance its performance-oriented appraisal and incentive frameworks, ensuring closer alignment between individual performance and broader business objectives. These mechanisms support a results-driven culture by reinforcing accountability, encouraging continuous improvement, and recognising employee contributions in line with operational priorities. Adjustments to performance assessment and remuneration structures were implemented where necessary to reflect operational requirements and evolving business needs.

To support continuous learning and cross-functional collaboration, Yanlord continued to expand its suite of digital and online training programmes. These initiatives were designed to strengthen employees’ core professional competencies, deepen management knowledge, and facilitate interdisciplinary learning across business functions, supporting adaptability in a dynamic operating environment.

To ensure the relevance and effectiveness of training programmes, the Group actively gathers feedback through employee surveys and confidential interviews. This feedback informs ongoing refinements to training content and delivery methods. The Yanlord Capability Development Centre continues to play a key role in strengthening organisational capabilities and facilitating internal knowledge sharing, while the “Yanlord Learning” online platform remains an important resource for daily learning and continuous professional development for employees at all levels.

The training programs for our employees include:

| Training Categories | Examples of Training Delivered |
|--|--|
| Compliance | Real Estate Operation Administration |
| Leadership | Management Soft Skills, Team Leadership |
| Core Skills | Management, Investment and Development, Operations, Customer Service, Marketing |
| Professional/Technical/ Functional Development | Real Estate Project Management, Strategic Thinking, Service Recovery, Understanding Member Benefits and True Hospitality |
| Personal Development | Taking the Initiative, Taking Responsibility |



LEARNING AND DEVELOPMENT

MANAGEMENT TALENT TRAINING PROGRAM

Yanlord currently operates in over 20 cities across the PRC, managing a diverse portfolio of projects at various stages of development. In this dynamic environment, it is essential to cultivate a capable and resilient management team that not only embodies Yanlord's corporate values but also possesses a deep understanding of our business operations. These leaders are expected to demonstrate strong leadership capabilities and the agility to navigate evolving challenges.

When designing training programmes and curricula for our managerial staff, we prioritise a tailored approach that addresses the specific needs of the target audience. Our programmes are aligned with strategic business objectives and designed to deliver relevant and practical knowledge to support the continuous development of our management team. Through these efforts, we aim to build a high-performing leadership pipeline capable of effectively leading teams, managing resources, driving business performance, and supporting organisational growth.



MANAGERS TRAINING PROGRAMME

On 15 November 2025, Shanghai Yanlord Property Management team launched its Reserve Project Manager Training Programme (Enterprise Apprenticeship Scheme). As part of its talent development strategy, the programme aims to enhance employees' capabilities and build a pipeline of future project management talent.

A total of 50 high-potential employees were selected through a rigorous multi-stage assessment process, supported by a mentoring team of experienced project managers who provide practical, hands-on guidance.



TRAINING PROGRAMMES HIGHLIGHTS

Property Management Training



Hotel Staff Training



LEARNING AND DEVELOPMENT

ENHANCED APPRAISAL SYSTEM FOR TALENT DISCOVERY AND GROOMING

Since 2020, we have strengthened our appraisal system to align with our expanding regional presence. These enhancements include refining our performance assessment methods and mechanisms to better recognise, identify, and develop talent. In FY 2025, 100% of eligible employees participated in at least one formal appraisal process, reflecting our commitment to comprehensive evaluation and talent cultivation.



Target and Performance

| FY 2025 Target | FY 2025 Performance | FY 2026 Target |
|---|---|---|
| To achieve 20 average training hours per employee | Achieved 21 average training hours per employee | To achieve 20 average training hours per employee |

| Breakdown of Average Hours of Training by Gender and Employee Category in FY 2025 | |
|---|----|
| Total average hours of training | 21 |
| Average hours of training for Male | 20 |
| Average hours of training for Female | 22 |
| Average hours of training for Management and Supervisors | 10 |
| Average hours of training for General Staff | 21 |

¹ Eligible employees are employees other than those in probation period.

OCCUPATIONAL HEALTH AND SAFETY

Management Approach

Safeguarding the health and safety of our employees, tenants, residents, contractors, and visitors remains a fundamental priority at Yanlord. We recognise that human capital is a key driver of organisational effectiveness and long-term business success. Providing a safe, healthy, and supportive working environment not only enhances employee morale and productivity, but also supports workforce well-being, retention, and sustainable performance.

In the PRC, Yanlord maintains stringent occupational health and safety standards across all construction sites, supported by comprehensive safety management protocols. These protocols encompass emergency response planning, isolation and control procedures, and requirements for the use of appropriate personal protective equipment. Safety information is clearly displayed on notice boards at worksites to ensure consistent and accessible communication for all on-site personnel.

Across Yanlord’s properties in Singapore, the Group has implemented an Occupational Health and Safety (“OHS”) policy that applies to all employees. The policy is made available in three languages — English, Chinese, and Malay — to ensure accessibility and understanding, and sets out the Group’s key commitments to maintaining a safe and healthy working environment. Our commitments are outlined below:

- U**phold universal occupational safety & health standards by providing a firm framework for setting key OHS objectives
- N**ever compromise on compliance with relevant regulations, legislations and other requirements
- I**mprove the OHS management system through the involvement of relevant workers from all levels in the reviewing of existing processes as well as the setting of new processes
- T**rain and educate all workers on workplace safety & health, and emergency preparedness
- E**liminate hazards and reduce OHS risks in the workplace; and
- D**evelop and promote a culture that supports a safe, secure and healthy workplace

We have a customised OHS management system tailored to the needs and nature of each business segment. These systems are reviewed on a regular basis to ensure their relevance.

| | | |
|---|---|---|
| Property Development |  | <p>The OHS system is developed based on relevant international frameworks and national regulations¹.</p> <p>A three-level safety management system is in place to ensure safety at local city offices, and projects sites. The system takes on safety management processes such as pre-training, in-process inspections, and post-event evaluations. All project supervisors and general contractors are equipped with full-time safety management equipment.</p> |
| Managed Properties |  | <p>Our OHS management system is certified under the GB/T 45001-2020 / ISO 45001:2018 Occupational Health and Safety Management Systems standards² in selected offices across the PRC. Our occupational health and management system tailored to the nature of work in the property services industry. Various supporting procedures have been implemented, such as risks and opportunities management control procedures, hazards identification and risks control procedures, etc.</p> <p>In Singapore, we have maintained ISO 45001:2018 certification across our Managed Properties since year 2019. Our Engineering and Distribution Divisions are BizSAFE Level 3 and BizSAFE STAR certified.</p> |
| Hotels & Serviced Apartments |  | <p>The OHS risks of IHG-managed hotels are managed in accordance with IHG’s OHS Safety Management System, based on a unified global risk management standard. The safety management system at ParcVue, our proprietary brand in the PRC, complies with the ISO 45001:2018 OHS international certification and standards and in conjunction with the safety management system of Park Avenue in Singapore, which is subject to an annual audit to ensure continued compliance with international occupational health and safety laws and regulations. Audit findings and recommendations are required to be implemented for continuous improvements.</p> |

¹ Yanlord follows (but is not limited to) the following national and industry standards of the PRC: Unified Code for Technique for Constructional Safety (GB50870-2013), Technical Code for Safety of Construction Machinery (JGJ130-2001) and Safety in Welding and Cutting (GB9448-1999), etc.
² This certification is only applicable in our Shanghai, Nanjing, Suzhou, Nantong, Chengdu, Shenzhen, Tianjin and Hainan offices.

OCCUPATIONAL HEALTH AND SAFETY

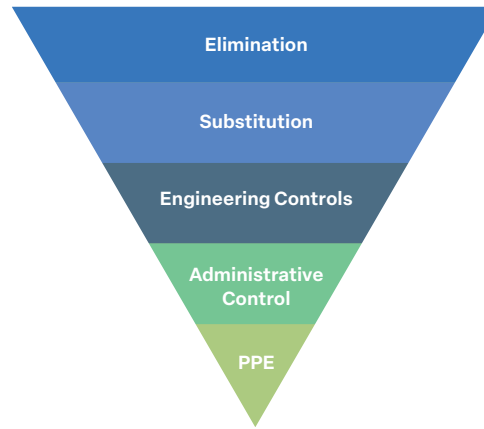
PROPERTY DEVELOPMENT

The Group’s Engineering Department oversees the safety and effective management of construction projects in progress through the engagement of independent third party engineering assessments. At the project level, the project management team supervises participating suppliers and contractors to ensure the implementation of appropriate OHS measures for workers. This oversight is carried out through thematic safety meetings, regular site inspections, and other targeted safety initiatives.

Project level OHS matters are coordinated by a dedicated team comprising representatives from supervising companies, project managers, and safety officers appointed by the main contractors. Clear roles and responsibilities are assigned to each party to ensure effective coordination, accountability, and compliance with OHS requirements throughout the construction process.

| | |
|--|---|
| Project Teams | <ul style="list-style-type: none"> Organise weekly site inspections Ensure compliance with national laws and regulations Assess and identify potential safety risks and hidden dangers |
| General Inspectors | <ul style="list-style-type: none"> Evaluate OHS risks identified during inspection in an effective manner Notifying main contractors and following up on corrective actions until closure of case |
| Safety Officers of Main Contractors | <ul style="list-style-type: none"> Conduct daily onsite assessment by walkabouts, ensuring safety hazards are managed across premises |

Our control method is based on the hierarchy of controls as below:



Employees and workers are encouraged to raise safety concerns directly with on-site safety officers or through designated feedback channels, such as feedback boxes provided at construction sites. All safety incidents are required to be reported to the relevant Group departments within 24 hours of occurrence. Where follow-up actions are necessary, updates and lessons learned are communicated to project teams, general inspectors, contractors, and supervisory personnel during weekly site supervision meetings to ensure timely corrective actions and continuous improvement.

Measures taken at construction sites

- For minor injuries: First aid is available via an onsite health clinic.
- For serious injuries: Direct individuals to the nearest general hospital immediately.
- All Group’s employees and contractors onsite are covered by safety insurance, subsidised by Yanlord.
- Conduct routine trainings and inspections to ensure corrective actions have been taken to minimise recurrence of workplace injuries.

ONSITE SAFETY TRAINING



OCCUPATIONAL HEALTH AND SAFETY

MANAGED PROPERTIES

At Yanlord, we take a risk-oriented approach to identify and mitigate potential health and safety risks that may affect our employees, visitors, and suppliers across our Managed Properties. Our risk assessment process evaluates hazards that may arise during both routine and ad hoc work scenarios, considering factors such as working hours, social dynamics, including harassment and discrimination, and the physical environment employees operate. This iterative hazard identification process enables us to continuously enhance health and safety standards across our offices, retail spaces, and residential areas.

Measures taken to mitigate potential work-related hazards

- Establishing targets and implementing safety management plans.
- Reinforcing the importance of safe work practices through Standard Operating Procedures (SOPs).
- Developing and implementing emergency response plans.
- Conducting regular and ad hoc safety training sessions.
- Taking corrective actions as needed.

To ensure the continued effectiveness of our OHS management systems, Yanlord adopts a structured and comprehensive approach that includes daily site inspections, annual internal audits, and the collection of feedback from both internal and external stakeholders. Feedback obtained through these channels plays an important role in driving continuous improvement and ensuring that OHS practices remain aligned with operational requirements and risk profiles.

Any non-conformities identified, including those arising from external audits, are addressed promptly by the relevant departments. Following rectification, selected cases may be shared as practical learning examples during internal

meetings and training sessions to enhance awareness and promote knowledge sharing. In addition, safety and health information is regularly communicated to employees through email updates, and workplace safety posters are displayed in staff areas to reinforce safety awareness during daily operations.

OHS management representatives conduct regular reviews of risk registers to ensure compliance with applicable laws, regulations, and internal requirements. The enterprise labour union also plays an active role as an independent advocate for employees, contributing to oversight and reinforcing the Group's commitment to maintaining a safe, healthy, and supportive working environment for all staff.



OHS related training provided to employees

- CERT First-aid with CPR & AED training
- Respond to fire incident in workplace
- Job-related hazard identification and evaluation training
- Fire safety knowledge training with fire accident emergency evacuation and rescue drill
- Mental health and wellness talk

OCCUPATIONAL HEALTH AND SAFETY

FIRE SAFETY AWARENESS MONTH

In November 2025, Fire Safety Awareness Month was observed nationwide in the PRC. In response, Yanlord's property management teams across multiple cities actively organised and carried out fire safety drills, with full participation from on-site project management teams. Resident representatives from the community were also invited to take part in these exercises, helping to raise fire safety awareness and strengthen emergency preparedness among both staff and residents.



OCCUPATIONAL HEALTH AND SAFETY

HOTELS & SERVICED APARTMENTS

At Yanlord’s Hotels & Serviced Apartments, we have established a comprehensive OHS risk management framework to proactively identify, assess, and mitigate workplace hazards. This framework clearly defines roles and responsibilities, outlines systematic procedures for hazard identification, and establishes clear protocols for incident reporting, response, and communication, thereby supporting a structured and consistent approach to OHS management.

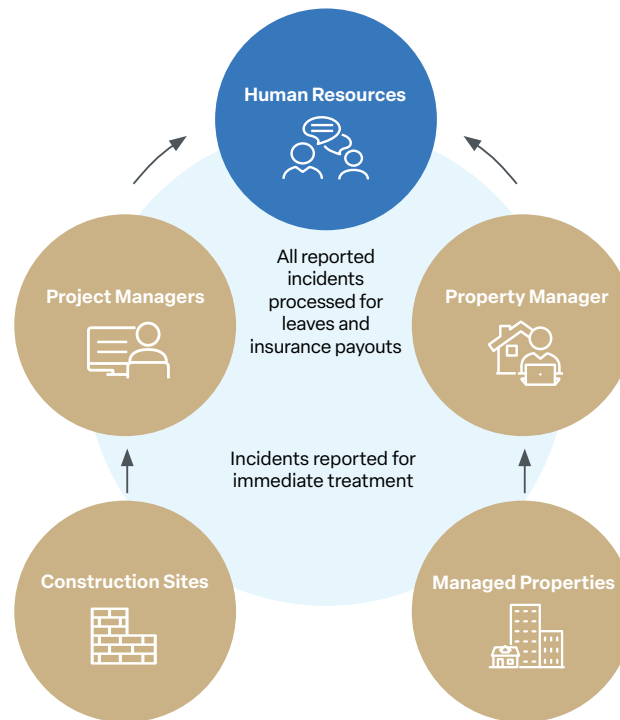
Employees are encouraged to raise safety concerns through established reporting channels, including direct supervisors, senior management, and the security department. Management maintains open and ongoing communication with employees through platforms such as General Manager roundtable sessions and regular safety committee meetings, where OHS risks, observations, and improvement opportunities are discussed. Employees are also encouraged to share practical insights from their daily operations, contributing to the continuous enhancement of workplace safety practices.

To reinforce safety awareness across all operations, the Group uses multiple communication channels, including email circulars and on-site notice boards, to regularly remind employees of the importance of maintaining high OHS standards and complying with safety requirements.

Training remains a key component of Yanlord’s OHS risk mitigation strategy. Certified trainers conduct regular OHS training sessions, typically on a monthly basis, to ensure that employees are equipped with knowledge and skills to identify, report, and manage workplace hazards effectively. All training programmes are aligned with applicable national regulatory standards, reinforcing both compliance and the strengthening of employees’ capability in managing occupational health and safety risks.

INCIDENT REPORTING PROCESS

The Group has established a formal incident reporting process as part of its sustainability reporting framework, providing clear guidance for employees to report work-related incidents across all business segments. Reported cases are promptly escalated to the relevant Project Managers or Property Managers for initial review and follow-up. Group Human Resources subsequently coordinates further actions, including statutory reporting and insurance claims handling, in accordance with the Group’s sustainability reporting guidelines and internal procedures.



PROMOTION OF WORKER HEALTH AND WELL-BEING

At Yanlord, we place strong emphasis on safeguarding the health and well-being of our employees across all business segments. As employees form the foundation of the Group’s success, we strive to provide a safe, supportive, and inclusive working environment that promotes physical, mental, and emotional well-being.

The Group has implemented a range of initiatives to support employee wellness, including comprehensive medical insurance coverage, annual health screenings, and access to mental health support resources. In addition, ergonomic workstations and safe workplace practices have been introduced to reduce the risk of work-related injuries. These measures are complemented by regular health and safety training to reinforce awareness and promote preventive practices among employees.

To encourage an active and balanced lifestyle, Yanlord also organises a variety of fitness and wellness activities for employees. The Group remains committed to enhancing employee well-being and will continue to strengthen these efforts through meaningful programmes that support the overall wellness and resilience of its workforce.

OCCUPATIONAL HEALTH AND SAFETY

SAFETY TRAINING AND MENTAL HEALTH TRAINING ORGANISED FOR EMPLOYEES

Hotel Safety Training



Mental Health Training



Target and Performance

| Perpetual Target | FY 2025 Performance |
|--|--|
| Zero occupational diseases and work-related fatalities at Managed Properties | Zero occupational diseases and work-related fatalities at Managed Properties |



OCCUPATIONAL HEALTH AND SAFETY

PROPERTY DEVELOPMENT

In FY 2025, one injury was recorded at a construction site. The incident was handled and reported in accordance with our internal policy to ensure the injured employee received appropriate care and support for recovery and a safe return to work. There were no work-related fatalities, high-consequence work-related injuries, or work-related illnesses recorded across our construction sites, sales centres, and offices in the PRC.

| Employees | PRC | | Singapore | |
|--|------------------|-----------|----------------|---------|
| | FY 2025 | FY 2024 | FY 2025 | FY 2024 |
| Working hours | 1,927,544 | 2,668,297 | 120,120 | 122,265 |
| No. of fatalities | 0 | 0 | 0 | 0 |
| Rate of fatalities | 0 | 0 | 0 | 0 |
| No. of high-consequence injuries ¹ (excluding fatalities) | 0 | 0 | 0 | 0 |
| Rate of high-consequence injuries ¹ (excluding fatalities) | 0 | 0 | 0 | 0 |
| No. of recordable work-related injuries ² | 0 | 1 | 0 | 0 |
| Rate of recordable work-related injuries ² | 0 | 0.37 | 0 | 0 |
| No. of work-related ill health | 0 | 0 | 0 | 0 |

MANAGED PROPERTIES

In FY 2025, there were no fatalities reported at our Managed Properties. However, we recorded 69 work-related injuries at our managed buildings, representing an increase from 57 cases in FY 2024. In response, we have strengthened our communication of safety trainings and awareness initiatives across employees to prevent recurrence of such incidents, with the objective of fostering a safety-first mindset among all employees. Notably, there were no instances of work-related ill health reported in FY 2025. The following table provides a detailed overview of the safety performance at our Managed Properties.

| Employees | PRC | | Singapore | |
|--|-------------------|------------|----------------|-------------------|
| | FY 2025 | FY 2024 | FY 2025 | FY 2024 |
| Working hours | 15,625,140 | 14,705,784 | 77,220 | 79,365 |
| No. of fatalities | 0 | 0 | 0 | 0 |
| Rate of fatalities | 0 | 0 | 0 | 0 |
| No. of high-consequence injuries ¹ (excluding fatalities) | 1 | 0 | 0 | 0 |
| Rate of high-consequence injuries ¹ (excluding fatalities) | 0.06 | 0 | 0 | 0 |
| No. of recordable work-related injuries ² | 69 | 57 | 0 | 1 |
| Rate of recordable work-related injuries ² | 4.42 | 3.88 | 0 | 12.60 |
| No. of work-related ill health | 0 | 0 | 0 | 0 |
| Workers³ | | | | |
| Working hours ⁴ | 2,154,936 | 2,094,264 | 299,148 | N.A. ⁵ |

¹ A high-consequence injury is one where the employee cannot, does not or is not expected to recover fully to pre-injury health status within six months. The rate is calculated by taking the number of high-consequence injuries over the total working hours of the employees multiplied by 1,000,000.

² A recordable work-related injury is one which arises out of or in the course of work that could or does result in injury or ill health. The rate is calculated by taking the number of recordable work-related injury over the total working hours of employees multiplied by 1,000,000.

³ Workers in this disclosure refers to the workers who are not employees and whose work is controlled by the organisation.

⁴ From FY 2025, the Group has commenced tracking and disclosing the working hours of non-employee workers engaged at its managed properties in Singapore.

⁵ N.A.: Not applicable

OCCUPATIONAL HEALTH AND SAFETY

HOTELS & SERVICED APARTMENTS

In FY 2025, we are pleased to report that there were no work-related fatalities or incidents of ill health among our employees across our hotels and serviced apartments operations. Below is a comprehensive breakdown of the safety performance within our Hotels & Serviced Apartments division.

| Employees | PRC | | Singapore | |
|--|------------------|-----------|----------------|---------|
| | FY 2025 | FY 2024 | FY 2025 | FY 2024 |
| Working hours | 1,867,995 | 1,998,446 | 235,635 | 262,632 |
| No. of fatalities | 0 | 0 | 0 | 0 |
| Rate of fatalities | 0 | 0 | 0 | 0 |
| No. of high-consequence injuries ¹ (excluding fatalities) | 0 | 0 | 0 | 0 |
| Rate of high-consequence injuries ¹ (excluding fatalities) | 0 | 0 | 0 | 0 |
| No. of recordable work-related injuries ² | 13 | 16 | 3 | 5 |
| Rate of recordable work-related injuries ² | 6.93 | 8.01 | 12.73 | 19.04 |
| No. of work-related ill health | 0 | 0 | 0 | 0 |
| Workers³ | | | | |
| Working hours | 590,456 | 584,310 | 22,876 | 21,308 |

NON-PROPERTY BUSINESS

We also tracked our non-property operations in the OHS data and are pleased to report that there were no fatalities, injuries or work-related health issues.

| Employees | PRC | | Singapore | | Other Countries | |
|--|----------------|---------|----------------|---------|-----------------|---------|
| | FY 2025 | FY 2024 | FY 2025 | FY 2024 | FY 2025 | FY 2024 |
| Working hours | 584,288 | 781,363 | 256,700 | 256,880 | 469,117 | 704,427 |
| No. of fatalities | 0 | 0 | 0 | 0 | 0 | 0 |
| Rate of fatalities | 0 | 0 | 0 | 0 | 0 | 0 |
| No. of high-consequence injuries ¹ (excluding fatalities) | 0 | 0 | 0 | 0 | 0 | 0 |
| Rate of high-consequence injuries ¹ (excluding fatalities) | 0 | 0 | 0 | 0 | 0 | 0 |
| No. of recordable work-related injuries ² | 0 | 0 | 0 | 1 | 3 | 14 |
| Rate of recordable work-related injuries ² | 0 | 0 | 0 | 3.89 | 6.39 | 19.87 |
| No. of work-related ill health | 0 | 0 | 0 | 0 | 0 | 0 |
| Workers³ | | | | | | |
| Working hours | 156,297 | 271,848 | 110,400 | 143,560 | 215,072 | 304,691 |

¹ A high-consequence injury is one where the employee cannot, does not or is not expected to recover fully to pre-injury health status within six months. The rate is calculated by taking the number of high-consequence injuries over the total working hours of the employees multiplied by 1,000,000.

² A recordable work-related injury is one which arises out of or in the course of work that could or does result in injury or ill health. The rate is calculated by taking the number of recordable work-related injury over the total working hours of employees multiplied by 1,000,000.

³ Workers in this disclosure refers to the workers who are not employees and whose work is controlled by the organisation.



PRESERVING OUR PLANET

As the PRC continues to advance towards its 2060 carbon neutrality goal through national strategies such as the expansion of renewable energy, optimisation of energy efficiency, implementation of carbon market mechanisms, and exploration of carbon reduction technologies, and as Singapore progresses its Green Plan 2030 to support a low-carbon and resource-efficient economy, the role of corporate environmental stewardship has become increasingly critical. Operating within these evolving policy environments, Yanlord recognises both the responsibility and the opportunity to manage its environmental footprint while addressing the potential impacts of climate change on its business. As a property developer and owner with long-term investment horizons, the Group remains committed to supporting national climate objectives and strengthening the resilience of its operations through responsible and forward-looking environmental practices.

CLIMATE CHANGE

Yanlord is committed to meeting, and where practicable exceeding, applicable environmental and climate-related standards across the jurisdictions in which it operates. The Group adopts a structured approach to managing climate-related risks and opportunities, recognising climate change as a long-term strategic matter with implications across the property development lifecycle, asset operations, and investment decision-making processes.

Yanlord's approach to climate change focuses on two key pillars:

- (1) identifying, assessing, and managing climate-related risks and opportunities; and
- (2) promoting the responsible use of natural resources through operational optimisation.

Governance

Climate-related matters form an integral part of Yanlord's broader sustainability governance framework. The Group has established a Climate Change Risk Assessment Team responsible for monitoring, evaluating, and coordinating the management of climate-related risks. This team works across functions to ensure that climate considerations are systematically identified and incorporated into relevant business processes and decision-making.

Strategy

Yanlord's climate strategy forms part of its broader commitment to sustainable development and long-term value creation. The Group seeks to strengthen business resilience by managing both physical and transition risks associated with climate change, while identifying opportunities arising from the transition towards a low-carbon economy.



IDENTIFICATION AND ASSESSMENT

Yanlord's climate strategy begins with the structured identification and assessment of climate-related risks and opportunities. The Group evaluates potential physical risks, such as extreme weather events, and transition risks and opportunities arising from regulatory changes, technological developments, and shifting market preferences. This assessment enables Yanlord to understand potential implications for its investment portfolio, development projects, and operational activities.

INTEGRATION INTO DECISION-MAKING

Climate-related insights are considered in business planning and operational decision-making processes. The Climate Change Risk Assessment Team supports the integration of climate considerations into strategic planning to ensure alignment between business objectives and environmental sustainability priorities.

MITIGATION AND ADAPTATION MEASURES

In response to identified risks and opportunities, Yanlord implements mitigation and adaptation measures across its operations. These measures include enhancing energy efficiency, monitoring energy consumption and emissions, and improving resource management practices throughout the project lifecycle. Collectively, these actions support the reduction of environmental impacts while helping mitigate potential climate-related financial and operational risks.

STAKEHOLDER ENGAGEMENT

Yanlord recognises the importance of collaboration in addressing climate-related challenges. The Group engages internal and external stakeholders to promote initiatives related to energy efficiency, emissions reduction, water conservation, and waste management. Through knowledge sharing and coordinated action, Yanlord seeks to enhance environmental performance across its operations and value chain.

CRISIS MANAGEMENT

To enhance preparedness for climate-related incidents, Yanlord has established crisis management protocols across its property investment and hotel operations. These protocols support business continuity and asset protection in the event of extreme weather or other environmental emergencies. Crisis preparedness measures are subject to periodic review to ensure continued effectiveness and relevance.

CLIMATE CHANGE

Details of the key climate-related risks and opportunities identified across Property Development and Managed Properties as well as potential financial implications and corresponding mitigation measures are presented in the following section.

Physical Risks



| Risks | Financial Implications | Mitigation Measures |
|---|--|--|
| <p>Increased extreme weather conditions</p> <ul style="list-style-type: none"> E.g. heavy rainfall in summer which lead to urban water logging in cities | <p>Increase in costs associated with enhancing infrastructure resilience, such as strengthening the capacity of drainage facilities during the planning and design stages, which may lead to higher overall project costs.</p> | <p>Risks factors are considered in advance during planning and design phases, taking into account the budget and project management capacity. Yanlord responded to the Guidance from the General Office of the State Council on Promoting the Construction of Sponge City by holistically considering aspects of rainwater absorption, storage, seepage, and water purification in projects, as well as recovering rainwater for use in landscaping and irrigation, as part of our adaptation to climate change.</p> |

Transition Risks

| Risks | Financial Implications | Mitigation Measures |
|--|--|---|
| <p>National 'Emission Peak' and 'Carbon Neutrality' commitments in the PRC and carbon pricing mechanisms in Singapore</p> <ul style="list-style-type: none"> Emerging low-carbon technologies Increased stakeholder expectations Shifts in consumer preferences | <ul style="list-style-type: none"> Policy compliance cost Carbon tax passed on to end consumers in the form of higher electricity prices Devaluation of assets Reputational and legal impact | <p>Yanlord considers the impact of climate change throughout the entire project life cycle (including design, procurement, construction, operation and maintenance), and provides fully-furnished houses to reduce secondary pollution from tenants' furnishings. We actively explore and use low-carbon and energy-efficient products and materials; for example, Yanlord adopted use of prefabricated buildings in multiple projects and uses modular building techniques such as 'building houses like building blocks'.</p> |
| Opportunities | Market Opportunities | Plans to Leverage on Opportunities |
| <p>Regulatory developments</p> <ul style="list-style-type: none"> Increasing regulatory requirements for green buildings in response to climate change Greater government incentives for developers on green buildings, to support the PRC's "Carbon Neutrality" goal by 2060 Rising customer awareness of the benefits of green and sustainable developments | <p>Yanlord is recognised as a leader in construction quality within the industry, making it the preferred choice of the government and customers.</p> | <p>Yanlord continues to strengthen its R&D efforts in greenbuilding practices through continuous upgrading of its developments. See page 60 for more information on our green building management initiatives.</p> |

CLIMATE CHANGE

Risk Management

Yanlord acknowledges the potential impact of climate change on its developments and operations and remains committed to strengthening its ability to mitigate and adapt to climate-related risks. Climate considerations are embedded across key stages of the asset lifecycle, from investment and design through construction and ongoing operation.

ASSESSING CLIMATE-RELATED RISK DURING INVESTMENT OR LAND ACQUISITION

At the initial stage of any investment or land acquisition, Yanlord's Investment Team conducts a comprehensive assessment of non-financial risks. This evaluation covers a wide range of factors, including:

- Purchasing power across different regions and cities
- Demand for various projects
- Environmental and climate conditions, such as biodiversity, and specific climate scenarios across regions and seasons. This includes periods of heavy rainfall, the flooding season in the Yangtze River Delta, cold waves, and typhoons

If these risks are assessed as manageable, appropriate mitigation measures are incorporated into the project's design and construction phases. However, if any risks are deemed uncontrollable or likely to raise significant stakeholder concerns, the team will immediately suspend the acquisition or investment process.



CLIMATE CHANGE

ELIMINATING AND MITIGATING RISKS DURING DESIGN AND CONSTRUCTION PHASES

Yanlord adopts a proactive approach to identifying and mitigating risks during the design and construction phases, working closely with the Planning and Design Department. Once potential risks are identified, we develop tailored solutions that align with project budgets and available resources to effectively eliminate or reduce these risks. Our commitment to sustainable development is reflected in our focus on energy efficiency and emissions reduction, primarily through the construction of green buildings guided by the principles of ‘Green, Health, Comfort, and Safety’.

MONITORING AND MANAGING CLIMATE OR ENVIRONMENTAL FACTORS DURING OPERATIONAL PHASE

During the operational phase, Yanlord’s building management teams monitor and manage climate and environmental factors meticulously across our residential and commercial properties using various features and systems, outlined as follows:

- Implementation of early warning systems for the detection of typhoons, flooding, and hurricanes.
- Hydrological monitoring to keep track of environmental changes.
- Deployment of emergency response protocols for natural disasters, including floods, typhoons, earthquakes, and hurricanes.
- Establishment of crisis management strategies to ensure business continuity and safeguard stakeholders.
- Provision of training for employees and conducting regular emergency drills to enhance readiness.

A structured feedback mechanism is in place to support the continuous improvement of our property management operations. This system allows the property management team to collect and analyse insights from the field, helping to refine day-to-day processes. Valuable suggestions received may also be incorporated into the planning and design of future projects.

In our Hotels and Serviced Apartments operations, similar systems have been implemented. These include contingency plans for extreme weather events and comprehensive crisis management protocols, ensuring operational readiness and enabling a swift return to normal business activities following disruptions.

As Yanlord continues to strengthen its approach to climate-related risks, we remain committed to enhancing our processes for identifying, assessing, and managing such risks. These efforts form part of our broader strategy to embed climate considerations into our enterprise-wide risk management and decision-making frameworks, thereby supporting long-term resilience and sustainability.



Metrics and Targets

Yanlord monitors and discloses key environmental performance indicators relating to water consumption, waste generation, energy use, and greenhouse gas (“GHG”) emissions across its managed properties, hotels, and serviced apartments in both the PRC and Singapore. In FY 2025, the Group has started to disclose the environmental performance of ongoing development projects undertaken by subsidiaries and joint ventures. These metrics support ongoing evaluation of environmental performance and inform continuous improvement efforts.

| Metric | Unit | Performance ¹ |
|---|--------------------|--------------------------|
| Scope 1 GHG Emissions | tCO ₂ e | 9,024 |
| Scope 2 GHG Emissions (location- and market-based) ² | tCO ₂ e | 83,772 |
| Scope 1 & 2 GHG Emissions | tCO ₂ e | 92,797 |

For a detailed overview of Yanlord’s efforts to reduce our carbon footprint and progress in other environmental areas, please refer to the analysis on page 68 of this report. As part of our ongoing sustainability journey, Yanlord remains committed to continuously improving our environmental management practices.

Our disclosures align with the recommendations of the TCFD, and we are progressively preparing to adopt the climate-related reporting requirements under International Financial Reporting Standard S2 – Climate-related Disclosures (IFRS S2), in accordance with the Singapore Exchange’s guidelines. Through these efforts, we aim to strengthen our environmental stewardship and contribute meaningfully to a more sustainable future.

¹ Discrepancy between the overall GHG emissions and the sum of Scope 1 and 2 GHG emissions are due to rounding adjustments.
² Market-based emissions are the same as location-based emissions as no contractual instruments (e.g. RECs or green tariffs) were applied.

GREEN BUILDINGS

Management Approach

At Yanlord, we are committed to meeting all applicable building and environmental requirements stipulated by government authorities in the jurisdictions where we operate. We continue to enhance our building standards through the adoption of recognised international green building frameworks, alongside compliance with local green building assessment systems, including the Chinese Green Building Label in the PRC and the BCA Green Mark standards in Singapore. All properties under development across the PRC and Singapore continue to meet relevant green building design requirements, reflecting the Group’s consistent approach to environmental responsibility in development planning.

To further enhance building performance and occupant comfort, Yanlord incorporates advanced building systems into selected projects. The Group’s project management business has adopted integrated environmental control approaches, which include coordinated regulation of indoor temperature, humidity, and air circulation to create comfortable living environments while optimising energy efficiency and reducing resource consumption. Building on this foundation, Yanlord has continued to refine enhanced environmental control systems that integrate additional features such as air purification, noise reduction, and smart control capabilities. These systems support improved indoor environmental quality while leveraging technology to enhance operational efficiency, underscoring Yanlord’s ongoing commitment to innovation and sustainable building practices.



GREEN BUILDINGS

LIFE CYCLE MANAGEMENT

URBAN INVESTMENT

Yanlord seeks to address climate and environmental risks at the early stage of land acquisition and investment. Environmental considerations, including climate exposure and ecological factors relevant to each site, are assessed as part of the investment evaluation process, consistent with the Group’s climate risk management approach outlined earlier in this section. In addition, Yanlord has developed selected projects with the aim of enhancing ecological performance within urban environments, contributing to improved environmental quality and long-term sustainability of urban land use.

PLANNING AND CONSTRUCTION

During the planning and construction phases, Yanlord places strong emphasis on incorporating green building features through well-considered design and construction practices. The Group prioritises collaboration with suppliers and contractors who demonstrate a commitment to environmentally responsible practices and the use of sustainable materials. Partnerships with experienced industry participants further support Yanlord’s ability to deliver high-quality developments that balance functionality, environmental performance, and durability.

A core element of Yanlord’s approach is the integration of ecological architectural principles where feasible. This is particularly evident in landscape and site design, where natural features such as water bodies are incorporated into rainwater management and treatment systems. These measures contribute to improved water efficiency, reduction of surface runoff, and enhanced environmental aesthetics, while supporting effective management of construction waste and resource use.

GREEN BUILDING OPERATION AND TENANT ENGAGEMENT

During the operational phase, Yanlord maintains ongoing engagement with tenants to promote awareness of environmental requirements and green building standards. Communication takes place through lease negotiations, contractual discussions, and operational interactions, ensuring tenants are informed of applicable national regulations, including fire safety, mechanical and electrical systems, ventilation standards, and relevant green building criteria such as LEED guidelines.

Where applicable, environmental information and requirements are communicated in a clear and accessible manner to support tenant compliance and sustainable operations. In addition to regulatory alignment, green building practices related to waste reduction, water conservation, and resource efficiency are actively implemented across properties. Further details on these initiatives are set out in the section on Green Building Initiatives across Yanlord’s portfolio.



GREEN BUILDINGS

GREEN BUILDING INITIATIVES ACROSS YANLORD'S PORTFOLIO

WATER MANAGEMENT

- Rain and sewage diversion at construction sites**
 At construction sites, Yanlord adopts systems that separate rainwater and sewage to improve water efficiency and minimise environmental impact. Rainwater is collected, treated through sedimentation and filtration processes, and subsequently discharged appropriately into municipal systems or natural water bodies. Sewage is managed separately and transported to designated treatment facilities. This approach supports responsible water management and reduces pressure on municipal wastewater infrastructure.
- Water conservation at properties**
 Water management at operational properties follows the Group's energy conservation and emissions reduction guidelines. Measures are implemented to monitor water consumption and promote efficient usage across common areas and building systems.
- Other water management initiatives at properties**
 Where feasible, selected projects incorporate rainwater collection and reuse systems, particularly for landscape irrigation. These systems support water conservation and contribute to the efficient use of natural resources.

WASTE MANAGEMENT

- Waste management at construction sites**
 Yanlord implements a structured waste management approach at construction sites, with clear segregation between construction waste, bulky waste, and general waste. Waste storage areas are designated according to waste type and disposal requirements. Primary contractors oversee on-site waste management, while licensed third-party service providers are engaged for the collection, sorting, and disposal of waste.
- Waste management at properties**
 Recognising that waste management requirements vary across the regions, Yanlord ensures that waste handling practices comply with applicable local regulations. The Group prioritises the diversion of recyclable materials away from landfills and ensures the proper handling and disposal of hazardous waste. Waste collection, treatment, and disposal are carried out by certified third-party contractors to ensure responsible and compliant waste management.

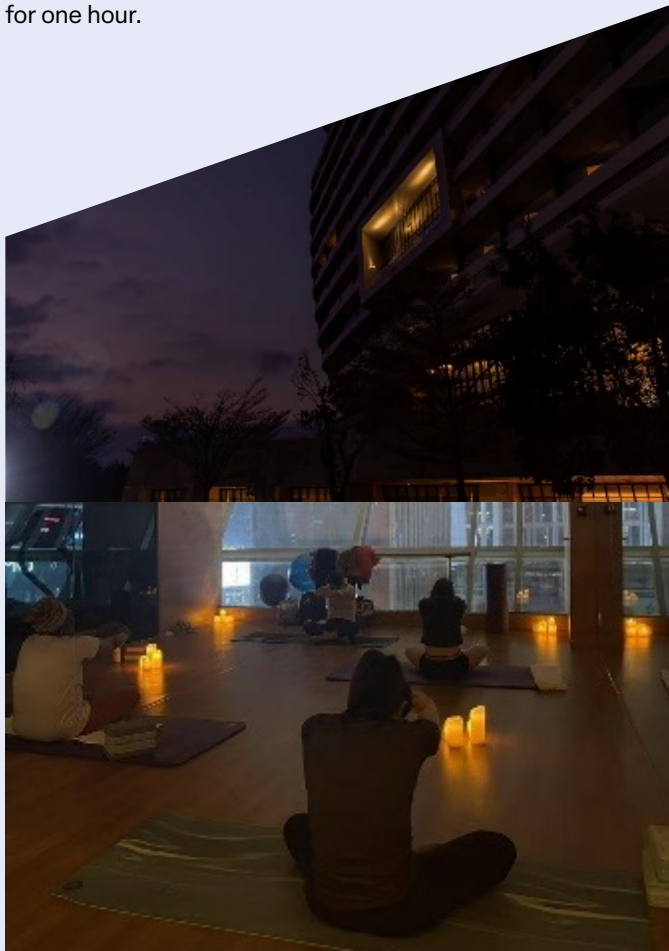
ENERGY AND EMISSION MANAGEMENT

- Energy management at construction sites**
 Energy efficiency considerations are integrated into construction practices in accordance with approved design plans. Yanlord applies insulation measures, energy-efficient glazing, shading systems, and renewable energy technologies such as solar water heating or photovoltaic panels where feasible. LED lighting and motion-sensor controls are widely used to reduce electricity consumption, supported by energy conservation awareness initiatives at construction sites and offices.
- Energy management at properties**
 Energy use across managed properties is overseen in accordance with the Group's energy conservation and emissions reduction guidelines. Energy consumption patterns are monitored through management platforms, enabling optimisation of equipment operation in response to seasonal variations and usage demands. Energy-efficient materials and systems, including low-emissivity glazing and regenerative elevator energy systems, are adopted in various developments to improve energy performance and reduce emissions.

GREEN BUILDINGS

EARTH HOUR 2025

In order to continue supporting climate change action, all hotels and serviced apartments under Yanlord ParcVue have participated in the 'Earth Hour 2025' event together. On 23 March 2025, we collectively turned off decorative lights for one hour.



Target and Performance

| Long-term Targets | Progress in FY 2025 |
|--|---------------------|
| To maintain 100% of residential projects achieving Green Building One-Star standard or above | Achieved |



GREEN BUILDINGS

GREEN BUILDING CERTIFICATION

PROPERTY DEVELOPMENT

TYPE AND NUMBER OF GREEN BUILDING CERTIFICATION AT YANLORD

We strive to achieve and maintain green building certifications and ratings for our properties. The table below provides a snapshot of our green building achievements in the PRC as at 31 December 2025.

| | Green building – One-Star | Green building – Two-Star | Green building – Three-Star |
|---|--|--|--|
| All Projects (including projects that were completed and under construction) | 56 projects have met the Green Building One-Star Design Requirement; compared to 57 in FY 2024 3 buildings have achieved the certification; same number as in FY 2024 | 51 projects have met the Green Building Two-Star Design Requirement; same number as in FY 2024 24 projects have obtained certification; increase from 17 in FY 2024 | 10 projects have met the Green Building Three Star Design Requirement; same number as in FY 2024 7 projects have obtained certification; increase from 4 in FY 2024 |
| Projects under construction | 10 projects have met the Green Building One-Star Design Requirement 2 projects have achieved the certification in FY 2025 | 12 projects have met the Green Building Two-Star Design Requirement 5 projects have obtained certification in FY 2025 | 4 projects have met the Green Building Three-Star Design Requirement 3 projects have obtained certification in FY 2025 |

In FY 2025, a total of eleven newly completed developments met relevant Chinese Green Building design requirements, with a total of five One-Star developments, four Two-Star developments and two Three-Star developments respectively for a total GFA of 0.78 million sqm, representing 100% of the total completed GFA in FY 2025.

GREEN BUILDING CERTIFICATES IN FY 2025



GREEN BUILDINGS

MANAGED PROPERTIES

We remain committed to developing and investing in properties with innovative and functional concepts where sustainable features are integrated into architectural design, building specifications as well as maintenance activities. Our UE BizHub WEST in Singapore is certified under the BCA Green Mark scheme, reflecting our commitment to environmental sustainability and energy efficiency.

WATER WITHDRAWAL

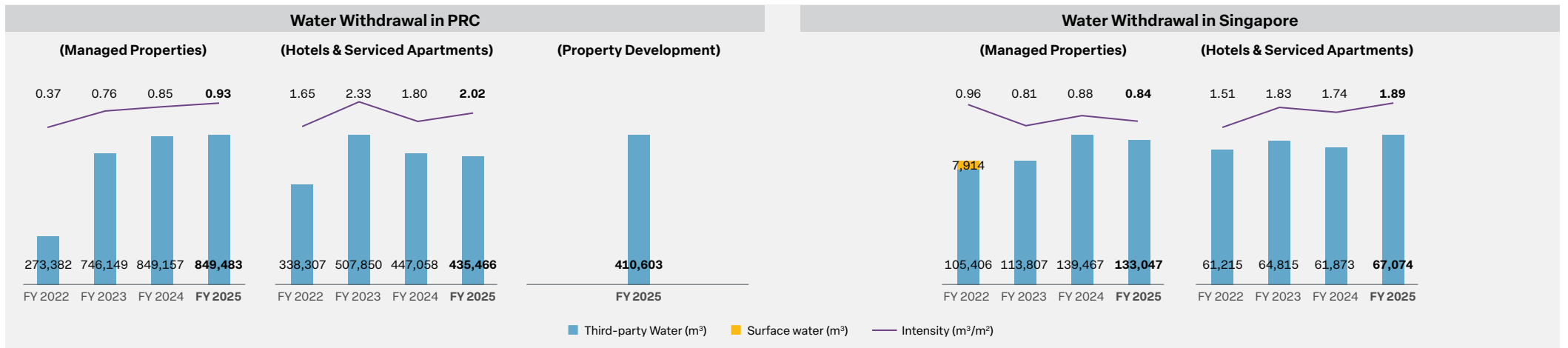
Freshwater is used for our operations across the PRC and Singapore, which is sourced from the respective local third-party water suppliers. It is used in the operation of chillers in our buildings, common water features such as restrooms, fountains and irrigation systems. In our hotels, it is used for cooking, cleaning and other operational activities within the premises. In construction sites, it is used for dust suppression, concrete mixing and curing, and general cleaning activities.

PRC

In FY 2025, total water withdrawal¹ was recorded at 1,695,552 m³, which is an increase from 1,296,215 m³ in FY 2024. This is mainly driven by the expansion of the data scope to include our Property Development business, incorporating data from subsidiaries and joint ventures². The water withdrawal and intensity³ for our Managed Properties and Hotels & Serviced Apartments increased, primarily driven by higher occupancy rates, particularly at Yanlord Landmark in Chengdu, Yanlord Reverie Plaza in Shenzhen, and Cangjie Commercial Plaza in Suzhou. The respective water withdrawal and intensity have been plotted for Managed Properties and Hotels & Serviced Apartments below.

Singapore

In FY 2025, total water withdrawal in Singapore was recorded at 200,121 m³, a slight decrease from 201,339 m³ in FY 2024. A lower water withdrawal intensity overserved for Managed Properties mainly due to the daily water conservation initiatives adopted by the management team. A slight increase in water withdrawal intensity of Hotels & Serviced Apartment mainly due to higher occupancy levels.



¹ The water consumption of managed properties covers buildings' common area only.
² The water withdrawn by joint ventures is calculated based on the Group's proportionate share of ownership.
³ Water withdrawal intensity is calculated based on the GFA.

GREEN BUILDINGS

ENERGY MANAGEMENT

Similar to the reporting scope for water withdrawal and waste generation, data disclosed covers Yanlord’s Managed Properties, Hotels & Serviced Apartments in the PRC and Singapore, and ongoing Property Development construction projects undertaken by subsidiaries and joint ventures in the PRC.

PRC

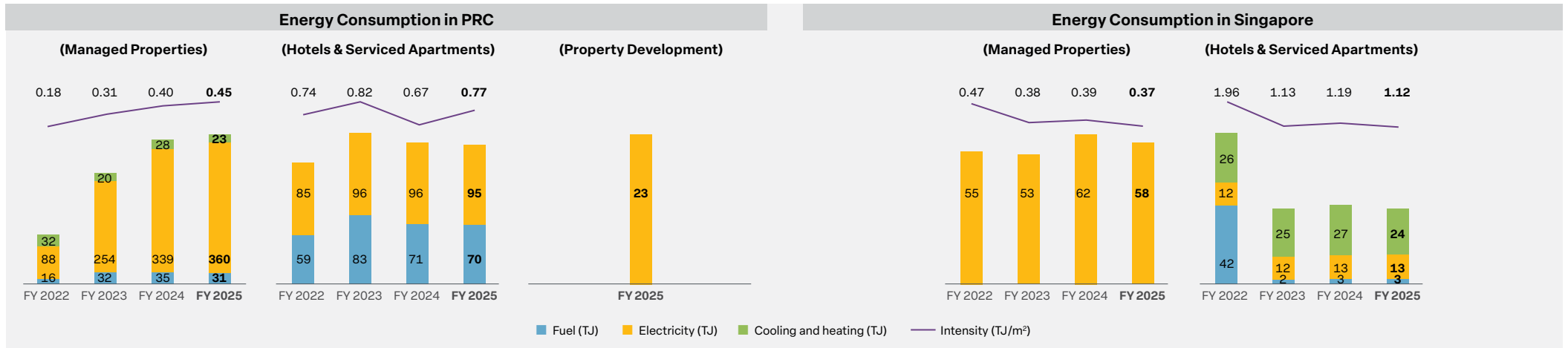
Our primary energy sources include fuel, electricity, heating and cooling. Fuel is mainly used by companies’ vehicles in the form of motor gasoline, generators in the form of diesel and natural gas is used for boilers. In the PRC, the total energy consumption¹ in FY 2025 was 603 Terajoules (TJ), of which Managed Properties² energy consumption accounts for around 69%. We have observed an increase of energy consumption from 569 TJ in FY 2024. This is mainly due to the expansion of the data scope to our Property Development³ business, incorporating data from subsidiaries and joint ventures, as well as the higher occupancy rates, particularly at Yanlord Landmark in Chengdu, Yanlord Reverie Plaza in Shenzhen, and Cangjie Commercial Plaza in Suzhou.

The respective breakdown of energy consumption is presented in the charts below. The corresponding increase in energy consumption and intensity⁴ are also illustrated in the graph below.

Singapore

In Singapore, the main energy source across Managed Properties and Hotels & Serviced Apartments is purchased electricity. Additionally, fuel is used for operating Company’s vehicles at our Hotels & Serviced Apartments.

The total energy consumed slightly decreased from 104 TJ in FY 2024 to 98 TJ in FY 2025, primarily contributed by the implementation of effective daily energy management measures during the reporting period. For a detailed breakdown of energy consumption⁵ and energy intensity by business segments, please refer to the charts below.



¹ Conversion factors and calorific values involved in calculating energy consumption are obtained from standards and guidelines issued by the National Development and Reform Commission of the PRC and the Ministry of Housing and Urban-Rural Development of the PRC.
² The energy consumption of PRC’s Managed Properties covers buildings’ common area only.
³ The energy consumption of PRC’s Property Development currently covers electricity consumption only. Going forward, the Group will continue to enhance its data management processes and progressively include other forms of energy use. Energy consumption from joint ventures is accounted for based on the Group’s proportionate share of ownership.
⁴ Energy intensity is calculated based on the total energy consumption per GFA.
⁵ Conversion factors and calorific values involved in calculating energy consumption are obtained from guidelines of Singapore National Environment Agency and International Energy Agency.

GREEN BUILDINGS

GHG EMISSIONS

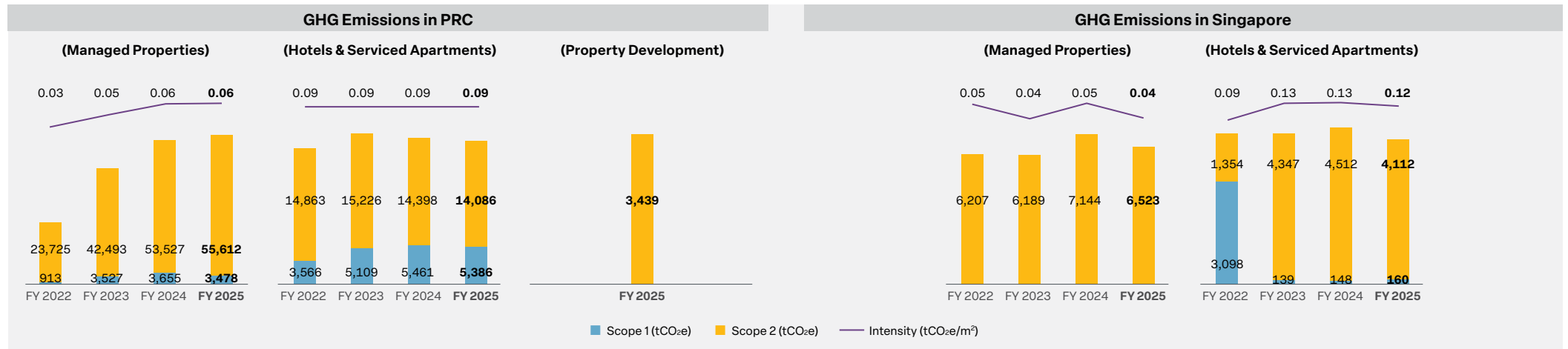
Our GHG emissions were primarily derived from the consumption of non-renewable energy sources, including diesel, gasoline, and electricity. In addition, fugitive emissions from the use of refrigerants in air-conditioning and cooling systems also contributed to the overall emissions profile. Please refer to the charts below for a detailed breakdown of GHG emissions by Scope and overall GHG emissions intensity¹ by business segment.

PRC

As with the increase in energy usage, total GHG emissions (Scope 1² and Scope 2³) in FY 2025 was 82,002 tCO₂e, increase significantly from 77,041 tCO₂e in FY 2024. Similar to the observed trend of energy consumption, this is mainly due to the expansion of the data scope to our Property Development⁴ business, incorporating data from subsidiaries and joint ventures, as well as the higher occupancy rates, particularly at Yanlord Landmark in Chengdu, Yanlord Reverie Plaza in Shenzhen, and Cangjie Commercial Plaza in Suzhou. Please refer to the charts below for a detailed breakdown of GHG emissions by Scope and overall GHG emissions intensity⁵ by business segment.

Singapore

In Singapore, overall GHG emissions⁶ across our Managed Properties and Hotels & Serviced Apartments have slightly decreased during FY 2025, declining from 11,805 tCO₂e in FY 2024 to 10,795 tCO₂e in FY 2025. Notably, Scope 2 GHG emissions decreased 9%, driven by reduced consumption of purchased electricity following the implementation of effective operational management measures during the reporting period.



¹ GHG emission intensity is calculated based on the total GHG emissions (both Scope 1 and Scope 2) per GFA.
² GHG emissions are calculated following the requirements and principles of ISO 14064-1 and Greenhouse Gas Protocol. Scope 1 emission factors are sourced from 2006 IPCC Guidelines for National Greenhouse Gas Inventories.
³ Emission factors used for calculations of our portfolios' Scope 2 GHG emissions in the PRC are obtained from the Average Emission Factors for National Power Grids in China published by Ministry of Ecology and Environment of the PRC in December 2025.
⁴ The GHG emissions from Property Development currently fall entirely under Scope 2, representing indirect emissions from purchased electricity. Going forward, the Group will continue to enhance the completeness and coverage of its GHG emissions profile. GHG emissions from joint ventures is accounted for based on the Group's proportionate share of ownership.
⁵ GHG emission intensity is calculated based on the GFA.
⁶ Emission factors use for calculations of our portfolios' Scope 2 GHG emissions in Singapore are obtained from Singapore Energy Statistics, Energy Market Authority's annual publication on energy statistics in Singapore.



CREATING SHARED VALUE FOR OUR SOCIETY

ECONOMIC PERFORMANCE

In FY 2025, Yanlord closed the year with a total revenue of RMB14.369 billion and earnings before interest expenses and tax of RMB2.629 billion. The profit attributable to owners of the Company was RMB268 million. For a detailed breakdown of our financial results, please refer to the relevant sections of Annual Report 2025.

| Financial Results ¹ | FY 2025 RMB million |
|--|------------------------|
| Economic Value Generated | |
| Revenue | 14,369 |
| Other operating income and other gains | 270 |
| Share of profit of associates and joint venture | 463 |
| Total | 15,102 |
| Economic Value Distributed | |
| Operating costs | |
| Cost of sales, selling, administrative and operating expenses (excluding employee benefits expense and donations) | 10,855 |
| Employee wages and benefits | 1,488 |
| Payments/Loss attributable to capital providers | |
| Finance cost | 731 |
| Profit attributable to non-controlling interests | 167 |
| Payments to government | |
| Income tax obligation (accrual to government) | 1,463 |
| Fair value loss on investment properties | 130 |
| Community investment | |
| Donations | -* |
| Total | 14,834 |
| Net Operating Economic Value | |
| Net amount | 268 |

¹ Information in this table is derived from Yanlord's audited financial statements and other accounting/financial data for FY 2025. This information is intended to summarise the overall contribution of Yanlord to its stakeholders and not intended to replace or provide an alternative to the audited financial statements which is made available in the Annual Report 2025.

* Amount less than RMB1 million.



SUSTAINABLE SUPPLY CHAIN

Management Approach

Yanlord’s diverse business operations are supported by multiple functions across the organisation, as well as an extensive network of business partners and customers throughout its value chain. In both the PRC and Singapore, the Group works closely with three main categories of suppliers, contractors, and vendors — those providing construction services, consultancy services, and products. These partners support a wide range of activities, including property development, operations and maintenance, as well as cleaning, security, and housekeeping services across the Group’s investment properties and hospitality portfolio. Downstream, Yanlord’s value chain extends to its customers, comprising residents, tenants, guests, and visitors across the markets in which the Group operates.

Yanlord recognises that embedding sustainability considerations across its value chain is fundamental to effective sustainability governance. The Group therefore prioritises the use of environmentally friendly materials wherever practicable, such as substituting oil-based paints with water-based alternatives. In selecting suppliers, Yanlord conducts peer benchmarking and evaluates vendors against key ESG criteria, including corporate governance practices, environmental performance, and community responsibility. Preference is given to suppliers that demonstrate strong alignment with these sustainability considerations.

The Group adopts a structured and robust supplier assessment process throughout the procurement lifecycle. During the pre-tender stage, suppliers are screened to ensure compliance with Yanlord’s quality and environmental requirements. This process includes reviews of production standards, site inspections, and sample testing. Upon delivery, product quality and environmental inspection documentation are verified, and where necessary, third-party environmental testing is conducted following installation to confirm safety and regulatory compliance. After project completion, feedback on product quality and after-sales

service is collected to inform future supplier assessments. Suppliers are also required to comply with the latest national environmental standards and applicable local regulatory requirements, including criteria related to energy efficiency, water conservation, and clean energy use.

Beyond procurement, Yanlord seeks to progressively engage its business partners and customers in its broader sustainability journey by promoting responsible environmental and social practices in daily operations and usage. Through this holistic approach to value chain management, the Group aims to foster long-term partnerships grounded in shared responsibility for

environmental protection and community well-being, while creating sustainable value over time.

Integrity and transparency are key principles guiding Yanlord’s supplier relationships. The Group requires suppliers to maintain proper documentation to demonstrate credibility and compliance with quality standards. To further enhance procurement transparency and operational efficiency, Yanlord continues to utilise the Sunshine Procurement Platform, which supports open supplier engagement and has seen ongoing growth in supplier and material registrations.

SUPPLIERS REGISTERED IN SUNSHINE PROCUREMENT PLATFORM



Target and Performance

| Perpetual Target | FY 2025 Performance |
|--|---------------------|
| 100 % of projects procured by Yanlord are managed through the Sunshine Procurement Platform. | Achieved |

LOCAL COMMUNITY AND SOCIAL INVESTMENT

Management approach

At Yanlord, we remain mindful of the potential environmental and social impacts arising from our operations and are committed to contributing positively to the communities in which we operate. The Group’s management team continues to guide and support local offices across different cities in initiating and sustaining meaningful community programmes that deliver positive and lasting outcomes. We believe that building trust and fostering goodwill within local communities are integral to responsible business practices and play a crucial role in maintaining Yanlord’s social licence to operate.

Community development initiatives are driven by Yanlord’s regional offices across our operating markets. These teams work closely with local stakeholders and continue to support programmes that address prevailing social needs and community priorities, reflecting the Group’s ongoing commitment to contributing to the well-being of the communities we serve.

COMMUNITY DEVELOPMENT

Yanlord remains committed to meaningful community engagement and to supporting underprivileged and remote communities. In FY 2025, the Group continued to organise and participate in a range of community-focused activities. These included cultural events, health awareness initiatives, concerts, sporting activities, and community excursions, aimed at strengthening relationships with key stakeholders such as customers, business partners, employees, and local residents. Through these ongoing efforts, Yanlord seeks to foster social connection and create shared value within the communities where it operates.

ACTIVITIES WITH RESIDENCES

In FY 2025, inspired by invitations from residents themselves, a range of more niche interest groups gained strong and enthusiastic resonance within the community. In Shenyang, a kayaking club event attracted over 100 participants in a single session. In Yancheng, the cycling club organised more than 25 rides throughout the year, while the pickleball community advanced to the provincial stage, securing third place in Jiangsu’s inaugural pickleball tournament. In Shanghai, tennis enthusiasts connected through “Tennis Friends Day”, enabling residents to discover like-minded neighbours through their shared passion. What began as individual interests has come together to form a vibrant collective, with the community evolving into a platform for deeper connections among individuals who share common pursuits.

Over the past year, the influence of the Yanlord Community Golf Club continued to expand. New clubs were established in Chengdu, Jinan and Yancheng, with nearly ten inter-city networking and external exchange tournaments organised. The third annual Golf Exchange Tournament, held as scheduled, was jointly initiated by the Shanghai and Suzhou clubs, marking a significant milestone in cross-city collaboration.

At the same time, the popularity of badminton has expanded beyond the Yangtze River Delta to Hainan and Shenyang, where a regular tournament structure gradually taking shape. The second “Neighbourhood Cup” Badminton Shanghai Autumn Tournament was held as scheduled, alongside the official launch of the Yanlord West Suburban Garden Badminton Club, further broadening opportunities for residents to connect through sport.



LOCAL COMMUNITY AND SOCIAL INVESTMENT

In addition to these engagement efforts, our offices across various cities contributed to environmental protection activities and charitable programmes aimed at supporting vulnerable groups and communities in remote regions. We remain committed to fostering positive interactions with our stakeholders, as these efforts not only build lasting relationships but also reinforce Yanlord’s reputation as a socially responsible and community-oriented organisation.

VOLUNTEER ACTIVITIES IN SINGAPORE

UEL colleagues actively engage in volunteer initiatives across Singapore, demonstrating a steadfast commitment to supporting vulnerable groups within the community. Through these efforts, they extend care and assistance to elderly residents, children, and other underserved populations — offering companionship, practical support, and essential resources. By participating in such initiatives, our employees not only contribute to community well-being but also help foster a more inclusive and compassionate society.

Blood Donation



“ROAD TO BRIGHTNESS 2.0” CHARITY PROJECT

In FY 2025, the “Road to Brightness 2.0” Foundation, previously supported by Yanlord, has provided funding for a total of 47 patients with eye conditions, including 27 children. In addition, the Foundation partnered with the Xiaobu Home (小布家园) charity project to provide temporary accommodation for families travelling to Shanghai for medical treatment. The Foundation also supported outreach efforts by funding ophthalmologists from Shanghai to Yunnan and other cities to conduct complimentary medical consultations and screen patients for potential surgery.

As of December 2025, the programme has supported 57 patients in total. In the same month, following consultations with the hospital, additional medical conditions — retinoblastoma and Marfan syndrome with lens subluxation — were included within the scope of supported medical conditions.



Food Distribution Drive at Toa Payoh Central Zone 6 RN

Visiting Children with Special Needs

GRI CONTENT INDEX

| | |
|-------------------------|--|
| Statement of use | Yanlord has reported the information cited in this GRI content index for the period from 1 January 2025 to 31 December 2025 with reference to the GRI Standards. |
| GRI 1 used | GRI 1: Foundation 2021 |

| General Standard Disclosures | | | | |
|--|---|---|---|-------------------|
| GRI Standards | Disclosures | Section of Report/ Remarks | Page Reference | |
| GRI 2: General Disclosures 2021 | The Organisation and its Reporting Practices | | | |
| | 2-1 | Organisational details | About Yanlord | 3 |
| | 2-2 | Entities included in the organisation's sustainability reporting | About this Report | 4 |
| | 2-3 | Reporting period, frequency and contact point | About this Report | 4 |
| | 2-4 | Restatements of information | No restatement has been made in this Sustainability Report 2025 | - |
| | 2-5 | External assurance | About this Report | 4 |
| | Activities and Workers | | | |
| | 2-6 | Activities, value chain and other business relationships | Sustainable Supply Chain | 71 |
| | 2-7 | Employees | Employment | 38 |
| | 2-8 | Workers who are not employees | Occupational Health and Safety | 53-54 |
| | Governance | | | |
| | 2-9 | Governance structure and composition | Sustainability Governance Annual Report 2025 | 9 158, 165-169 |
| | 2-10 | Nomination and selection of the highest governance body | Annual Report 2025 | 171-172 |
| | 2-11 | Chair of the highest governance body | Sustainability Governance Annual Report 2025 | 9 169-170 |
| | 2-12 | Role of the highest governance body in overseeing the management of impacts | Sustainability Governance | 8-9 |
| | 2-13 | Delegation of responsibility for managing impacts | Sustainability Governance Annual Report 2025 | 8-9 158-160 |
| 2-14 | Role of the highest governance body in sustainability reporting | Sustainability Governance Annual Report 2025 | 8-9 48 | |
| 2-15 | Conflicts of interest | Annual Report 2025 | 160 | |
| 2-16 | Communication of critical concerns | Anti-corruption and Business Ethics Annual Report 2025 | 18-19 184-185 | |

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| | 2-17 | Collective knowledge of the highest governance body | Sustainability Governance Annual Report 2025 | 9 160-161 |
| | 2-18 | Evaluation of the performance of the highest governance body | Annual Report 2025 | 174-175 |
| | 2-19 | Remuneration policies | Annual Report 2025 | 175 |
| | 2-20 | Process to determine remuneration | Annual Report 2025 | 176-179 |
| | 2-21 | Annual total compensation ratio | Confidentiality constraint: This information is not disclosed as it is considered confidential and sensitive. | - |
| | Strategy, Policies and Practices | | | |
| | 2-22 | Statement on sustainable development strategy | Board Statement | 8 |
| | 2-23 | Policy commitments | Stakeholder Engagement Anti-corruption and Business Ethics | 10-11 18-19 |
| | 2-24 | Embedding policy commitments | Anti-corruption and Business Ethics | 18-19 |
| | 2-25 | Processes to remediate negative impacts | Anti-corruption and Business Ethics Quality of Products and Services Occupational Health and Safety Annual Report 2025 | 18-19 22-34 47-54 |
| | 2-26 | Mechanisms for seeking advice and raising concerns | Anti-corruption and Business Ethics Annual Report 2025 | 18-19 180-181 |
| | 2-27 | Compliance with laws and regulations | Compliance with Laws and Regulation | 20 |
| | 2-28 | Membership associations | PRC: 全国工商联城市基础设施商会中城分会 北京中城联盟企业管理服务有限公司 The PRC Urban Infrastructure Chamber of Commerce Singapore: WSH Advocate Programme organised by the Workplace Safety and Health Council | - |
| | Stakeholder Engagement | | | |
| | 2-29 | Approach to stakeholder engagement | Stakeholder Engagement | 10-13 |
| | 2-30 | Collective Bargaining Agreements | Not Applicable | - |

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| | 3-2 | List of material topics | Materiality Assessment | 14 |
| Anti-corruption and Business Ethics | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Anti-Corruption and Business Ethics | 18-19 |
| GRI 205: Anti-corruption 2016 | 205-2 | Communication and training about anti-corruption policies and procedures | Anti-Corruption and Business Ethics | 18-19 |
| | 205-3 | Confirmed incidents of corruption and actions taken | Anti-Corruption and Business Ethics | 19 |
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| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Compliance with Laws and Regulations | 20 |
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| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Quality of Products and Services | 22-34 |
| GRI 416: Customer Health and Safety 2016 | 416-2 | Incidents of non-compliance concerning the health and safety impacts of products and services | Quality of Products and Services | 34 |
| Customer Privacy | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Customer Privacy | 35-36 |
| GRI 418: Customer Privacy 2016 | 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | Customer Privacy | 36 |
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| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Learning and Development | 44-46 |
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| | 404-3 | Percentage of employees receiving regular performance and career development reviews | Learning and Development | 46 |
| Employment | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Employment | 38-43 |
| GRI 401: Employment 2016 | 401-1 | New employee hires and employee turnover | Employment | 39 |
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| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Sustainable Supply Chain | 71 |
| Occupational Health and Safety | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Occupational Health and Safety | 47-54 |
| GRI 403: Occupational | 403-1 | Occupational health and safety management system | Occupational Health and Safety | 47-52 |
| | 403-2 | Hazard identification, risk assessment, and incident investigation | Occupational Health and Safety | 47-52 |
| Health and Safety 2018 | 403-3 | Occupational health services | Occupational Health and Safety | 47-52 |
| | 403-4 | Worker participation, consultation, and communication on occupational health and safety | Occupational Health and Safety | 47-52 |
| | 403-5 | Worker training on occupational health and safety | Occupational Health and Safety | 47-52 |
| | 403-6 | Promotion of worker health | Occupational Health and Safety | 47-52 |
| | 403-7 | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Occupational Health and Safety | 47-52 |
| | 403-9 | Work-related injuries | Occupational Health and Safety | 53-54 |
| | 403-10 | Work-related ill health | Occupational Health and Safety | 53-54 |
| | Climate Change | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Climate Change | 56-59 |
| GRI 201: Economic Performance 2016 | 201-2 | Financial implications and other risks and opportunities due to climate change | Climate Change | 57 |
| GRI 302: Energy 2016 | 302-1 | Energy consumption within the organisation | Green Buildings | 67 |
| | 302-3 | Energy Intensity | Green Buildings | 67 |
| GRI 305: Emissions 2016 | 305-1 | Direct (Scope 1) GHG emissions | Green Buildings | 59, 68 |
| | 305-2 | Energy indirect (Scope 2) GHG emissions | Green Buildings | 59, 68 |
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| GRI 303: Water 2018 | 303-1 | Interactions with water as a shared resource | Green Buildings | 62, 65 |
| | 303-2 | Management Approach: Management of water discharge-related impacts | Green Buildings | 62 |
| | 303-3 | Water withdrawal | Green Buildings | 65 |
| GRI 306: Waste 2020 | 306-1 | Management Approach: Waste generation and significant waste-related impacts | Green Buildings | 62, 66 |
| | 306-2 | Management Approach: Management of significant waste-related impacts | Green Buildings | 62 |
| | 306-3 | Waste generated | Green Buildings | 66 |
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| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Economic Performance | 70 |
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| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Local Community and Social Investment | 72-73 |
| GRI 413: Local Communities 2016 | 413-1 | Operations with local community engagement, impact assessments, and development programs | Local Community and Social Investment | 72-73 |



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