

ESR Group Limited (Incorporated in the Cayman Islands with limited liability) Stock Code: 1821

Environmental, Social and Governance Report 2024

SPACE AND INVESTMENT SOLUTIONS FOR A SUSTAINABLE FUTURE

SPACE AND INVESTMENT SOLUTIONS FOR A SUSTAINABLE FUTURE

As APAC's leading New Economy real asset owner and manager, we aspire to be thought leaders who proactively set the standard and lay the foundation for a sustainable future.

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About ESR

ESR Group ("ESR" or the "Group") is Asia-Pacific's ("APAC") leading New Economy real asset owner and manager. With a core focus in logistics real estate, data centres, and infrastructure, the Group powers the supply chain for investors, customers, and communities. Through its fully integrated real asset fund management and development platform, ESR strives to create value and growth opportunities for its global portfolio of investors. The Group offers customers modern space solutions to realise their ambitions across ANZ, Japan, South Korea, Greater China, Southeast Asia, and India, including a presence in Europe. ESR's purpose, Space and Investment Solutions for a Sustainable Future, drives the Group to manage sustainably and impactfully for the communities it serves to thrive for generations to come.

ESR Group Limited is listed on The Stock Exchange of Hong Kong (HKSE: 1821.HK).

Visit www.esr.com for more information.

Our activities encompass three core business areas:



FUND MANAGEMENT

ESR manages a broad range of funds and investment vehicles that invest in a diverse portfolio of premium real assets in various stages of the property life cycle, providing a single interface with multiple investment opportunities for its capital partners.



NEW ECONOMY DEVELOPMENT

ESR's New Economy development platform has a comprehensive suite of technical capabilities and services covering every stage of the development cycle including land sourcing, design, construction and leasing.



INVESTMENT

ESR's investments comprise co-investments into its funds and REITs under management, investments in listed/privately held real estate investment vehicles, as well as investment properties (completed and under development).

About ESR

APAC's Largest Real Asset Manager Powered by the New Economy¹

FEE-RELATED ASSETS UNDER MANAGEMENT ("AUM")^{2.3} US\$71.4 billion

US\$141.7 billion

GFA4 **47** million sqm

ESR's vision is to deliver a fully integrated solution to leading global capital partners and customers. Leveraging our scale, extensive offerings, capabilities and resources, we provide a suite of best-inclass real estate development products and real asset investment solutions that spur meaningful, long-term sustainable growth for our business, the economy and the environment. ESR is committed to making a positive impact on its stakeholders and communities.

Notes:

- 1. Fund Manager Survey 2024 published by ANREV, INREV and National Council of Real Estate Investment Fiduciaries (NCREIF). In September 2024, ESR Group was also ranked number one in PERE's APAC Fund Manager Guide ranking of the top 50 private equity real estate fund managers in 2024.
- 2. Based on FX rates as at 31 December 2024.
- 3. Fee-related AUM excludes AUM from Associates, balance sheet investment properties and levered uncalled capital.
- 4. Total AUM included the reported AUM of the Associates and assumed the value of the uncalled capital commitments in the private funds and investment vehicles on a levered basis.
- 5. Includes Singapore listed REITs.



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BRETT KRAUSE Chairman

As a leader in New Economy real assets, offering customers modern solutions for logistics, data centres, and infrastructure, we recognise the impact that our business can have on the economy, environment and people. At ESR, we are driven by our purpose of providing investors and customers with Space and Investment Solutions for a Sustainable Future.

This ESG report describes our 2024 initiatives and progress against the targets set out under the Group's ESG 2030 Roadmap, that is aligned with the three key pillars under our ESG framework — "Creating a Human Centric environment that is safe, supportive and inclusive for stakeholders"; "Developing and maintaining a sustainable and efficient Property Portfolio"; and "Delivering outstanding Corporate Performance for sustained and balanced growth". The roadmap demonstrates our continued commitment to upholding strong corporate governance and transparency, accelerating positive environmental impact, and nurturing the communities where we operate.

Under the Human Centric pillar, we drive stakeholder engagement, uphold safety, health and well-being, advocate diversity, equity, and inclusion in the workplace, manage and develop talent, and scale up community investment initiatives under our three dedicated social impact focus areas: "Strengthening Social Resilience, Health & Well-being", "Promoting Education & Upskilling", and "Protecting the Environment".

On the environmental front within the Property Portfolio pillar, we remain committed to environmental stewardship by developing and maintaining sustainable and efficient buildings, increasing sustainable building certifications and ratings, strengthening resilience against climate change, and building flexible and adaptable properties in strategic locations.

Under the Corporate Performance pillar, we operate to the highest standards of corporate governance to ensure accountability, transparency, fairness, and integrity across all our operations. It is our goal to operate within a well-established framework of policies, processes, and management systems which support responsible investment, transparent disclosure and reporting, and sustainable supply chain management.

Letter from Chairman

We are proud to have a committed Board of Directors to drive overall stewardship and strategic direction to deliver the Group's ESG strategy — a critical component of our business and of high importance to all our stakeholders. Key highlights in the past year include:

- Zero ESR workforce fatalities
- Over **4,500 volunteer hours** clocked by ESR employees in supporting local community initiatives
- Achieved 153 MW of installed rooftop solar power capacity
- Advanced on our Net Zero Strategy and Decarbonisation Roadmap
- Improved aggregate ESG Ratings year-on-year
- Enhanced our **Responsible Investment** Policy and ESG Checklist

As we continue to navigate an increasingly complex world, integrating ESG principles across ESR's investment strategy is essential for building a resilient and sustainable business. While we are encouraged by the progress made, we recognise that sustainability is a continuous journey and not a destination. With the successful integration of our business into a unified OneESR platform, our unique scale allows us to further augment our ability to drive meaningful change — harnessing the expertise and synergies to drive business growth and amplify the impact of our best-in-class sustainability practices to create sustained long-term value for our stakeholders.

I would like to take this opportunity to express my gratitude to our employees — a driving force behind our success, our investors, customers, and all of you who have supported us on this journey. The challenges we face require continuous adaptation, collaboration, innovation, and partnerships to be a success.

Thank you for your continued support and engagement as we ADVANCE AHEAD, making a meaningful difference together.

BRETT KRAUSE

Chairman

Letter from Group Co-founders and Co-CEOs



STUART GIBSON AND JINCHU SHEN Group Co-founders and Co-CEOs

Recognising the positive impact that ESR can make as a leading New Economy real asset owner and manager, we aspire to be industry thought leaders who proactively set the standard and lay the foundation for a sustainable future as we drive our strategic business focus in logistics real estate, data centres, and infrastructure.

We believe that our industry is backed by purpose-led and responsible businesses such as our own, committed to 'doing the right things the right way'. Our continued focus on sustainability guides and enables ESR to lead the way forward in the transition to a more inclusive, low-carbon and climate resilient future.

Decarbonisation is one of the most significant global challenges of our time, as the world faces increasing pressure to reduce greenhouse gas emissions and limit the impacts of climate change. The energy transition is accelerating at an unprecedented pace, signalling that achieving a sustainable future requires concerted and immediate action.

Guided by our ESG 2030 Roadmap and comprehensive ESG strategy, we continue to make strides towards our established targets to minimise our impact on the environment, address climate change, support local communities, and promote diversity, equity, and inclusion, in addition to upholding our commitment to the highest standards of corporate governance. This report is a review of our key initiatives and progress in 2024, including the following notable achievements during the year:

- Increased the proportion of female representation to 46.7%, contributing to a
 more inclusive and equitable workplace. We continue to foster a human centric
 environment in our design philosophy for our tenants across the Group, such as
 creating "R:KIDS" daycare centres in our distribution centres in Japan, supporting
 employees and their families with greater flexibility and fostering inclusiveness.
- Continued to invest in both our internal and external stakeholders through employee training and development programmes, internship opportunities for local tertiary students, as well as scholarships to encourage and motivate students to strive for academic excellence. These initiatives create a social multiplier effect which uplifts the communities where we operate.

Letter from Group Co-founders and Co-CEOs

- Installed approximately **153 MW** of rooftop solar panels across our global portfolio of assets to date, as part of our overall decarbonisation efforts in the transition to a low-carbon future. We are also on track to develop our overall Net Zero strategy and decarbonisation roadmap.
- Achieved sustainable building certifications and ratings for 45.4% of our completed, directly managed assets, as we continue to push the boundaries of innovation, leveraging state-of-the-art technologies to increase efficiency, reduce carbon footprint, and provide best-in-class space and investment solutions for our stakeholders.
- Raised approximately **US\$7 billion** in Sustainability-Linked Loans to date, testament to our leadership in sustainable financing as we continue to integrate ESG considerations into our investment and asset management practices.
- Improved our ESG performance across leading global ESG benchmarks and ratings

 1st decile for Governance and 1st and 2nd deciles for Social and Environment components in the ISS ESG QualityScores respectively; as well as 3rd decile with Prime Status and "C" rating under ISS ESG Corporate Rating. We also maintained our "Low Risk" rating in the 2024 Morningstar Sustainalytics ESG Risk Rating and "A" rating in the annual MSCI ESG Ratings.

As we look to the future, we remain committed to being at the forefront of innovation and transparency, and are excited about leading positive change through embracing opportunities for continuous improvement.

We would like to express our gratitude to our Board of Directors for their ongoing leadership, effective stewardship, and strategic guidance in ESG. At the same time, we would like to convey our heartfelt appreciation to our colleagues, investors, business partners, customers, and communities for their invaluable support and engagement throughout the year.

On behalf of the entire ESR team, thank you for your continued support and confidence. We welcome your feedback and ideas as we continue to maintain our strategic focus and delivering on our purpose statement to create **Space and Investment Solutions for a Sustainable Future**.

STUART GIBSON AND JINCHU SHEN

Group Co-founders and Co-CEOs

OUR ESG APPROACH 2024 ESG ACHIEVEMENTS

Throughout 2024, focus areas aligned with the Group's ESG Framework and 2030 Roadmap targets include promoting diversity, equity and inclusion, supporting local communities, reducing impact on the environment, addressing climate change, and upholding its commitment to the highest standards of corporate governance, amongst others. Some key achievements for 2024 include:



1 Refers to ESR employees.

- 2 Refers to ESR's portfolio of completed directly managed assets as at 31 December 2024.
- 3 Global & Regional Sector Leader recognitions with average 3.41 Star rating for GRESB, top deciles for ISS ESG QualityScores with "Prime" status for ISS ESG Corporate Rating, maintained "A" for MSCI ESG Ratings, and "Low Risk" for Morningstar's Sustainalytics ESG Risk Rating.
- 4 Above comparisons in brackets refer to increase in absolute and/or percentages as compared to FY2023.

Understanding perspectives of our key stakeholders is critical in shaping our ESG strategy with their expectations. Our 15 material ESG factors were developed from a comprehensive materiality assessment conducted previously, which involved workshops with senior management, internal and external stakeholders, and included an assessment of global trends and an internal business review. These 15 material ESG factors were prioritised and adopted as the Group's focus areas under the three key pillar ESG Framework: Human Centric, Property Portfolio and Corporate Performance. In 2024, these factors were reviewed in consideration of recent global trends, ESG benchmarks, frameworks and standards, peer analysis, as well as risks and opportunities impacting our stakeholders in the short, medium and long-term horizons. As a result, the 15 material ESG factors were deemed to remain relevant to the Group.



ESG considerations are integrated into every aspect of our business through proactive decision-making. We strive to achieve our ESG objectives while keeping in mind our stakeholders' expectations and incorporate ESG factors into our business operations.

Sustainability considerations are built into our core business activities, including fund management, New Economy developments and investments through implementing best practices, setting up goals and monitoring performance. We seek to facilitate continuous improvement across each market where we operate and throughout each stage of the whole asset life cycle.

A comprehensive ESG investment checklist, approved by the Investment Committee, is currently used by fund investors to assess ESG requirements, covering climate-related risks, building certifications, renewable energy adoption, indoor environmental quality, material sourcing and sustainable procurement, building technical assessments and environmental management systems, energy, water and waste management efficiencies and occupier considerations, amongst other factors, where applicable. Through this checklist, the Group is able to integrate ESG considerations in its due diligence process for better decision making and risk management. This checklist was enhanced in 2024 to align our due diligence process with the latest responsible investment best practices and guidelines from the United Nations-supported Principles for Responsible Investment ("UN PRI").

In addition, ESR utilises a proprietary database for climate risk assessments in accordance with the requirements outlined by the International Sustainability Standards Board ("ISSB")'s International Financial Reporting Standards ("IFRS") S2, which have incorporated the recommendations under the former Taskforce on Climate-related Financial Disclosures ("TCFD") Framework. Third-party consultants are appointed to conduct specific ESG due diligence including soil and site studies for construction and industrial waste management channels.





ESG @ ESR

ESG Vision and Mission



We aspire to be a leading provider of **Space and Investment Solutions for a Sustainable Future.**

ESG Mission

To drive long-term sustainable growth of the business by creating positive impact on the environment, our stakeholders and the communities around us.

ESG Framework

Our ESG Framework organises material ESG topics for our business into 15 focus areas under three key pillars: Human Centric, Property Portfolio and Corporate Performance. Each focus area has accompanying strategic initiatives and targets that are monitored, measured and reported on an annual basis. This report provides an overview of our management approaches, as well as an update on our performance during the year.

HUMAN CENTRIC

Basic human needs are universal. As we strive to create a safe, supportive and inclusive environment for all employees, customers, suppliers and communities, meeting those needs today while ensuring they can be met in the future is the cornerstone of sustainable development.

Focus Areas:

- Stakeholder Engagement
- Safety, Health & Well-being
- Managing & Developing Talent
- Diversity, Equity & Inclusion
- Community Investment

PROPERTY PORTFOLIO

Sustainability is central to our mission because we aspire to improve the environmental prospects of our planet. We are committed to environmental stewardship by developing and maintaining sustainable and efficient buildings.

Focus Areas:

- Sustainable & Efficient Operations
- Sustainable Building Certifications
- Climate Change Resilience
- Flexible & Adaptable Properties
- Strategic Locations

CORPORATE PERFORMANCE



Strong corporate performance is the foundation upon which we will achieve sustained and balanced growth giving rise to stable and dependable returns over the long-term. We embrace the highest standards of governance and ethics in all aspects of business conduct.

Focus Areas:

- Corporate Governance
- Risk Management
- Responsible Investment
- Disclosure & Reporting
- Supply Chain Management

ESG Objectives

SPACE AND INVESTMENT SOLUTIONS FOR A SUSTAINABLE FUTURE





RESPONSIBLE INVESTMENT APPROACH

Conduct engagement initiatives with our stakeholders such as investors,

business partners, tenants and communities to elevate our deliverables.

Enhance community involvement and philanthropic activities through a

Uphold the highest standards of corporate governance throughout the

series of planned events involving our stakeholders.

Group, with strong core values and business ethics.



Build assets in strategic locations, with a sustainability focus on-site selection, efficient design, green construction and energy-efficient operations.



Maintain a safe working environment by achieving zero ESR workforce fatalities and promoting the holistic well-being of our people.



Commit to fostering workplaces embracing diversity that are free from discrimination and achieve a gender ratio target as part of the overall diversity, equity and inclusion plan with monitoring actions and progress.

ESG Commitments

Our ESG Framework is aligned to six of the Sustainable Development Goals from the United Nations 2030 Agenda ("UN SDGs"), the United Nations-supported Principles for Responsible Investment ("UN PRI"), as well as global ESG frameworks, standards and industry best practices. Aligning our ESG approach to these global ESG commitments helps guide our business strategies towards desired sustainability outcomes.

ESG Pillar	UN SDGs	UN PRI	IFRS S2	GRI	
Human Centric	3 MODIFIELLY 	N.A.	N.A.	GRI 401 – Employment GRI 403 – Occupational Health and Safety GRI 404 – Training and Education	GRI 405 – Diversity and Equal Opportunity GRI 406 – Non-discrimination GRI 413 – Local Communities
Property Portfolio	7 AFFORMANCE AND CLEAR BERRY CLEAR BERRY C	N.A.	V	GRI 302 – Energy GRI 303 – Water and Effluents	GRI 305 – Emissions GRI 306 – Waste
Corporate Performance	8 сселитион ало сохиме салити	V	N.A.	GRI 205 – Anti-corruption GRI 206 – Anti-competitive Behaviour GRI 418 – Customer Privacy	

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ESG 2030 Roadmap

In 2023, the Group reaffirmed its commitment to accelerate long-term sustainable growth by unveiling its ESG 2030 Roadmap. Under this roadmap, ambitious targets across the three pillars of its ESG Framework were established to accelerate positive impact across the Group.

As we lead the way forward in the transition to a more inclusive, low-carbon and climate-resilient future, our ESG 2030 Roadmap will sharpen our focus in harnessing synergistic partnerships, driving greater ESG efforts and maximising positive outcomes.

We will continue to track and report our progress against these nine targets in our annual ESG Reports and other disclosures going forward.



Integrating Sustainability into Digital Infrastructure

At ESR, we are committed to delivering best-in-class space and integrated solutions for customers, setting new benchmarks in innovation and sustainable operations.

We continue to implement efficient technology, smart building features and data analytics into the planning, construction and maintenance of our assets, to optimise ESG performance and create a sustainable portfolio. The core elements of these smart developments are in line with the key focus areas outlined in our Group's ESG Framework.

ESR JAPAN: COSMOSQUARE DATA CENTRE

Energy efficiency is a crucial and fundamental component of data centre design and operation, considering their power consumption has been estimated to be 2% of the world's total electricity generation.

In August 2024, ESR completed the core and shell of its flagship data centre, ESR Cosmosquare OS1, in Osaka, Japan. This data centre is part of a US\$2 billion hyperscale campus designed to meet the growing demand for digital infrastructure in the Asia-Pacific region. The project is set to provide advanced, environmentally sustainable solutions, including efficient cooling systems to reduce energy use. It aims to achieve LEED NC v4 Gold certification, showcasing ESR's commitment to sustainability and energy efficiency while supporting industries such as cloud computing, artificial intelligence and digital infrastructure across key markets.



Cosmosquare Data Centre Campus in Central Osaka, Japan



Sustainable Building Certifications

• Slated to achieve LEED NC v4 Gold certification, demonstrating a commitment to sustainability and energy efficiency



Sustainable & Efficient Operations

- Designed with an efficient cooling system to minimise energy use and reduce the need for chillers, ensuring high reliability and flexibility
- Set to be operational by May 2025, with a capacity of 25 MW



Flexible & Adaptable Properties

• Part of a campus with expansion capabilities, strategically located near major internet and telecommunication exchanges in Osaka



Disclosure & Reporting

- Part of ESR's broader strategy to deliver 575 MW of committed data centre sites across APAC, addressing the growing demand for digital infrastructure powered by artificial intelligence
- Part of ESR Data Centre Fund 1, which was rated the highest 5 stars and ranked 2nd in the Technology/ Science peer group in its inaugural 2024 GRESB assessment.

Integrating Sustainability into Digital Infrastructure

ESR SOUTHEAST ASIA: ESR SINGAPORE 1

ESR Singapore 1, a joint venture between ESR Group and PGIM Real Estate, is a cutting-edge, sustainabilityfocused logistics facility that sets a new benchmark in the construction and operation of green buildings. Completed in February 2024, this five-storey, ramp-up facility spans 64,490 sqm and was awarded BCA Green Mark Platinum certification. The development showcases ESR's commitment to minimising our environmental footprint while meeting the growing demand for modern logistics spaces. Through the integration of innovative energy solutions, such as solar power and Battery Energy Storage Systems ("BESS"), ESR Singapore 1 not only delivers operational efficiency, but also drives substantial reductions in carbon emissions, operating costs and energy consumption. This project marks a significant step towards achieving ESR's broader ESG goals and further solidifies the company's position as a leader in sustainable real estate development.



ESR Singapore 1



Stakeholder Engagement

 Adoption of renewable energy solutions enhances collaboration with tenants like POKKA Logistics and other stakeholders interested in sustainable infrastructure



Sustainable & Efficient Operations

- Replaced diesel generators and reduced carbon emissions by 220 tonnes over nine months
- Cut diesel consumption and minimised maintenance, which provided reliable 24/7 power to the site
- Estimated 19% reduction in operating costs, saving 81,600 litres of diesel fuel over the construction period



Sustainable Building Certifications

 BCA Green Mark Platinum certified for its sustainable design and operation, reinforcing ESR's commitment to green building standards



Strategic Locations

- Offers accessibility for operations while maintaining a sustainable footprint
- Benefits the surrounding community by promoting energy-efficient construction practices and cuttingedge infrastructure

Human Centric

The first pillar of our ESG Framework, Human Centric, emphasises the social dimension of our operations and addresses issues relevant to both our internal and external stakeholders.

Focus Areas	Goals	Progress
Stakeholder Engagement	Conduct engagement initiatives with our stakeholders such as investors, business partners, tenants and communities to enhance our deliverables.	 Tenants: Regular tenant engagement sessions, as well as tenant engagement surveys are conducted across our asset portfolio to improve building management and performance. From the results, tenant engagement initiatives such as enhancing environmental awareness, health, safety and well-being are being implemented to improve overall tenant satisfaction. Such tenant satisfaction surveys were conducted by various funds and REITs, including business units ("BUs") that also participate in the annual GRESB assessments, i.e., ESR Australia & New Zealand, China, India, Japan, South Korea, Southeast Asia and REITs. Investors: Capital partners and investors are regularly engaged on ESG matters throughout the year via different platforms such as investor meetings, roadshows and quarterly updates. These engagement forums serve to facilitate communication and increase investors' awareness of our ESG performance. Suppliers: Suppliers are regularly engaged through due diligence and screening using the Compliance Desktop platform. The elected suppliers are required to adhere to our Supplier Code of Conduct, where applicable.
Safety, Health & Well-being	Maintain a safe working environment by achieving Zero ESR Workforce Fatalities and promoting the holistic well-being of our people. 2030 Roadmap Target: Zero ESR Workforce Fatalities	Zero workforce fatalities were achieved in FY2024 for ESR's employees. Ensuring safety remains a top priority and we are actively pursuing measures to enhance safety protocols for our contractors.

Human Centric

Focus Areas	Goals	Progress
Managing & Developing Talent	Aspire to be an Employer of Choice and drive an employee engagement programme with a strong focus on workplace satisfaction, talent retention and training.	The Group continues to prioritise employee engagement and well- being in 2024 by focusing on leadership, career development, teamwork, communication and mental health.
		Group and regional action plans were implemented to improve communication, collaboration and career opportunities, fostering a unified OneESR culture and a supportive workplace.
Diversity, Equity & Inclusion	Commit to fostering workplaces that embrace diversity and are free from discrimination and achieve a gender ratio target as part of the overall diversity & inclusion plan with monitoring actions and progress.	Gender ratio across the Group's employees was 46.7% in 2024, an increase from 45.4% in 2023. There are currently 9 directors on the Board including 2 females, equivalent to 22% female representation at the Board-level.
	2030 Roadmap Target: 50/50 women/men gender ratio	
Community Investment	Enhance community involvement and philanthropic activities through a series of planned activities involving our stakeholders.	The Group continues to uplift and give back to communities where we operate through strategic community partnerships in key markets and ongoing community initiatives aligned with our three social impact focus areas:
	2030 Roadmap Target: Creation of an ESR Group Foundation programme with an investment capacity of up to US\$20 million	Strengthening Social Resilience, Health & Well-being, Promoting Education & Upskilling and Protecting the Environment.
		In 2024, over 4,500 hours were clocked by employees in community outreach initiatives across the Group.

Stakeholder Engagement

Stakeholder engagement is integral to the way we do business.

Engaging with stakeholders is fundamental to our business practices. We foster strong relationships with both internal and external stakeholders to reach common business objectives that resonate with our core values. Our approach to constructive engagement and the cultivation of long-term partnerships is essential for driving continuous improvement. By actively listening to the perspectives of key stakeholder groups, evaluating the performance of our peers and staying informed about the latest industry developments and technologies, we aim to maintain our competitive edge in the market.

EMPLOYEES

ESR places great importance on its workforce, recognising that it is essential for driving the business forward and achieving key operational goals. Our people remain integral to the Group's resilience and adaptability. Attracting and retaining the right talent is vital for our ongoing success. Three of the five priority areas within the Human Centric pillar of our ESG Framework focus on different aspects of human capital management, including Diversity, Equity & Inclusion, Managing & Developing Talent and Safety, Health & Well-being. We connect with employees through a variety of platforms, such as Employee Engagement Surveys, myESR Intranet, townhall sessions, Learning Bites sessions, In-Conversation sessions with our Group Co-founders and Co-CEOs, monthly newsletters, performance reviews, and social impact initiatives.

INVESTORS AND CAPITAL PARTNERS

ESR has established enduring partnerships with several of the world's largest pension funds and sovereign wealth funds. We foster strong and sustainable relationships with our investors and capital partners, including shareholders, analysts and fund managers by consistently providing timely and relevant updates on corporate and business developments. We also acknowledge the growing expectations from these stakeholders for detailed disclosures on ESG-related risks and opportunities, particularly in relation to climate change and the transition to net zero. In addition to regular updates shared through press releases and announcements, our website. social media, ESG and Annual Reports and participation in globally recognised ESG benchmarks such as GRESB and UN PRI, we utilise other engagement platforms. These include conferences, investor meetings, roadshows and guarterly reporting updates, Annual General Meetings and announcements made via The Stock Exchange of Hong Kong Limited.

The majority of our tenant base consists of 3PL and e-commerce businesses, with the rest including brick-and-mortar retailers, manufacturers, cold-chain logistics and others. A shared characteristic among our valued tenants is their need to stay closely connected to their customers to maintain highly efficient supply chains. Our role is to deliver sustainable and innovative solutions that help them achieve this goal. Additionally, our property managers are tasked with maintaining the highest standards across our facilities in the region. They work closely with vendors and engage with tenants in our managed properties to oversee services such as security, cleaning, repairs and other maintenance needs. Alongside regular meetings, we gather tenant feedback through surveys, 24/7 call centres and community events. Our property and asset managers possess strong operational expertise, with their individual performance tied to the sustainability indicators of their buildings, which they collaborate with tenants to achieve. Throughout the year, we also carried out various tenant engagement initiatives, including our ongoing partnership with Healthy Heads in Trucks & Sheds (under Pillar 1: Human Centric, p.24), festive celebrations for office tenants, networking events, regular events at park premises and tenant satisfaction surveys.



Making a positive contribution to the sustainable development of communities is a core part of our corporate vision. As outlined in our ESG Framework, we have set a goal to establish a coordinated, Group-wide Community Engagement Programme that brings together various initiatives from our local offices under a unified approach. A range of ongoing community engagement activities is carried out across both local and international offices. Environmental, Social and Governance Report 2024

The Group operates in multiple jurisdictions and adheres to the relevant laws and regulations in each location. To ensure compliance, we have established robust policies and procedures. We have zero tolerance for regulatory breaches and collaborate closely with both external legal experts and internal compliance teams to address legal and regulatory matters. Furthermore, the Group actively engages with regulators to provide feedback and remain updated on the latest regulatory developments. Regular compliance training and updates are also provided to employees. ESR holds corporate memberships in various industry bodies and associations, enabling effective engagement with authorities.

REGULATORS

SUPPLIERS AND CONTRACTORS

ESR aims to work closely with suppliers and contractors (collectively referred to as "Suppliers") to ensure they meet high ESG standards in providing their products and services. We require our Suppliers to uphold principles of business integrity including ethical practices, fair competition and confidentiality among other considerations. In social aspects, Suppliers are expected to respect fundamental human rights, prevent modern slavery and discrimination and maintain strong health and safety standards. On the environmental front, Suppliers must comply with relevant environmental laws and regulations while reducing the environmental impact of their operations. The Group engages with Suppliers regularly through the Compliance Desktop® platform and implemented the Supplier Code of Conduct across the supply chain. Additionally, ESR supports community welfare through initiatives such as the Wall of Kindness at our data centres. This initiative focuses on the donation of safety items and fosters the exchange of essential goods among those in need, reflecting ESR's commitment to social responsibility.

Stakeholder Engagement

CASE STUDY Integrating the Human Centric Touch



In Japan, our properties are designed to prioritise the needs of occupants, featuring a variety of human centric amenities such as R:Lounges, fitness centres, skydecks, female-friendly spaces and children's day-care centres. These day-care centres, known as "R:KIDS", are

available in large-scale facilities exceeding 100,000 sqm. Offered at no cost and managed by licensed day-care providers, R:KIDS provide high-quality bilingual childcare services that are highly appreciated by families working for tenant companies. This initiative not only helps ESR's customers attract and retain essential talent, particularly working mothers, but also enhances employee well-being and boosts on-site productivity. It fosters greater inclusiveness, diversity and flexibility within the workplace. R:KIDS is a key differentiator that sets us apart from our peers.





During the year, ESR hosted the 2024 Spring, Summer and Winter Schools at R:KIDS across its three assets -ESR Kuki Distribution Centre ("DC"), Redwood Fujiidera DC and Redwood Nanko DC1. First launched in 2019, these annual holiday schools have positively impacted 500 children with a variety of arts, sports and drama classes aimed at enhancing the overall well-being and supporting the development of our young. At present, there are nine R:KIDS daycare centres in Japan, with two more planned to open in 2025.

Stakeholder Engagement

CASE STUDY Te

Tenant Engagement Initiatives

ESR Japan actively fosters strong relationships with its tenants through various engagement events held throughout the year. These events, such as the ESR Customer Party, provide valuable opportunities for networking, collaboration and showcasing

ESR's latest development projects. Highlights include welcoming receptions, presentations on new facilities, interactive activities like lotteries and cultural experiences such as greetings from local dignitaries. With events held in major cities like Tokyo, Nagoya and Osaka, ESR demonstrates its dedication to creating meaningful connections and nurturing a strong tenant community.



Similarly, ESR India organised stakeholder engagement events such as cultural celebrations, sports tournaments and networking activities across its assets including ESR Oragadam Industrial and Logistics Park, ESR Sohna Logistics Park, ESR Chakan

Industrial and Logistics Park, and ESR Taloja Industrial and Logistics Park, fostering collaboration and strengthening relationships with tenants. Events like Puthandu Utsavam, Pongal, Chaat Festival and the ESR Cricket League showcased ESR India's focus on creating vibrant tenant experiences and building a sense of community within the parks.







Safety, Health & Well-Being

Our people are our most valuable asset, and ESR's success would not be possible without their steadfast support. We remain committed to prioritising employee well-being and development while fostering stronger collaboration across the expanded Group. To ensure a safe working environment, we strictly adhere to all applicable employment and occupational health and safety laws and regulations in every jurisdiction where we operate.

Occupational Health & Safety

ESR continues to strengthen its Occupational Health and Safety ("OHS") framework in alignment with the ISO 45001 international standard. As of end 2024, our China, Data Centre, South Korea and APM Property Management teams (representing ~21% of the Group's total AUM) have achieved ISO 45001 certification, which provides a structured framework to manage risks and improve on our OHS performance through policies, planning, implementation, auditing, and review. In 2024, ESR further aligned our OHS policies and procedures with ISO 45001 across our Australia and New Zealand ("ANZ") operations, introducing a new Group OHS Policy and forming an OHS Committee. Building on these strong foundations, ESR plans to expand ISO 45001 certification across additional business units to reinforce workplace safety and risk management.

To implement OHS at the business unit level, our property and project managers are required to attend regular training courses in Occupational First Aid, Cardiopulmonary Resuscitation ("CPR"), Automated External Defibrillator ("AED") and the Company Emergency Response Team ("CERT") to ensure they are equipped with the skills to act as in-house first responders. For property development teams, established worksite safety programmes focus on enhancing incident prevention and emergency preparedness, supported by regular audits and inspections. Oversight measures are also in place to ensure general contractors and service providers are accountable for site safety and comply with local building and safety regulations. These measures include tracking the number and status of contractors, holding periodic risk assessment meetings and conducting emergency training sessions. Additionally, we have robust processes for reporting and investigating incidents, enabling us to learn from incidents and nearmisses to continually improve safety practices. We also collaborate closely with our supply chain to ensure contractors meet adequate safety and health standards, as outlined in our Supplier Code of Conduct, with compliance reinforced through contractual agreements and periodic evaluations.

Contractor Safety Management System

ESR implemented a comprehensive contractor safety management system to enhance on-site safety processes and comply with local workplace health and safety regulations. This system, powered by Rapid Global, is deployed across ANZ and Southeast Asia ("SEA"), enabling efficient monitoring of contractor performance, incident reporting and audits. Rapid Global's capabilities include contractor pre-qualification and compliance, audits and inspections (using ESR's customised forms for both internal and external audits), incident management (including reporting, corrective actions and follow-up) and site access management (covering contractor inductions and controlled access to ESR sites). By streamlining these processes, the platform ensures real-time reporting of incidents and non-compliance, allowing swift investigation and corrective actions to prevent recurrence. These measures not only enhance risk management, but also ensure operations remain safe, sustainable and aligned with high safety standards.

The adoption of Rapid Global has been pivotal in raising contractor management standards across developments and assets in ANZ and SEA. The platform facilitates better oversight of contractor compliance, improves the quality of safety audits and strengthens risk management practices to safeguard ESR's people, communities and tenants. Insights from reported incidents and near misses are shared with relevant teams to drive continuous improvement in workplace health and safety practices across all assets.

Safety Leadership and Governance at ESR SEA

ESR SEA actively drives initiatives to enhance workplace safety and health. The region supported local government health and safety programmes, including Safety Time-Out in Singapore, Building Collapse Rescue and Emergency Preparedness in Malaysia and fire emergency response drills in Indonesia and Vietnam.

EHS leadership and governance are further reinforced through initiatives such as EHS leadership visits and the implementation of High Risk Activities ("HRA") management at project sites. These initiatives provide guidance and support to contractors and workers, ensuring safety standards are upheld and risks are effectively mitigated.

Safety, Health & Well-Being

As part of its commitment to fostering a strong safety culture, ESR SEA organised an Environment, Health and Safety ("EHS") campaign themed "Reporting Saves Lives". This campaign emphasised the importance of reporting unsafe acts and conditions through initiatives such as a safety video competition and sharing sessions on public health and mental well-being. To further recognise outstanding safety efforts, 12 Safety Conscious Awards were presented to workforce members across various projects. These initiatives highlight ESR's dedication to safety leadership and governance, promoting a culture of care and responsibility in health and safety practices across its operations.

Health & Well-being

We are committed to providing a safe workplace and supporting the overall well-being of employees by encouraging a healthy work-life balance. Health and safety are shared responsibilities and employees are actively engaged at all levels to maintain a safe and positive working environment. Policies on health, safety and workplace behaviour are outlined on the Group's intranet, including the "Employee Health and Safety" and "No Violence Workplace" sections under the HR Policy, as well as the "Discrimination and Harassment" guidelines from the Code of Conduct and Business Ethics. Additionally, local company policies and operating practices addressing health, safety and well-being are implemented to reflect regional contexts. All employees are required to follow these policies and guidelines from the Group Human Resource and Compliance departments and must promptly report any potential hazards to their manager or HR.

We recognise that employee health and well-being, including mental health, are essential to organisational success. To support these areas, we provide a comprehensive welfare and benefits programme for all eligible employees, including contract and/or part-time staff. This programme includes health and risk insurance, pension plan obligations or social security contributions and wellness initiatives. Flexible leave schemes are also offered, such as parental leave, family care leave and childcare leave, subject to local regulations. These practices give employees greater flexibility to balance their work with personal and caregiving responsibilities.

To foster holistic well-being, our workplaces are designed with employees in mind, featuring recreational facilities, breakout areas, pantries stocked with healthy food options and access to green spaces with nature trails. We also promote health and wellbeing through regular initiatives, such as wellness seminars, sustainability workshops and various fitness programmes. These efforts ensure employees remain healthy, productive and supported in achieving a positive work-life balance.

WELL Health-Safety Rating

ESR has earned recognition for its proactive efforts in promoting awareness of crucial health and safety issues among owners and operators. In South Korea, 32 assets have been awarded the 2024 WELL Health-Safety Rating by the International WELL Building Institute ("IWBI"), covering ~2.8 million sqm of the portfolio (2023: 28 assets with 2.3 million sqm). This prestigious certification involves a thorough thirdparty review process, assessing elements such as cleaning and sanitisation practices, emergency preparedness measures, air and water quality



management, stakeholder engagement and communication and innovative approaches.

This achievement underscores our dedication to supporting the health and well-being of our tenants. We remain committed to sharing best practices across our regions and continue to focus on securing WELL Health-Safety Rating certifications or similar standards throughout our operations. The Group also ensures that all local health and safety regulations are met and that safety training requirements for our assets are strictly adhered to.



Safety, Health & Well-Being





Supporting mental health and open conversations: R U OK? DAY & HEALTHY HEADS IN TRUCKS AND SHEDS ("HHTS")

The Group is committed to creating safe and healthy workplaces, encouraging individuals to check in with those around them and providing strong support for mental well-being. In ANZ, the health and welfare of workers in the road transport, warehousing and logistics industries remain a key priority.

With the ongoing partnership with Healthy Heads in Trucks and Sheds ("HHTS"), we seek to promote the understanding of mental health and well-being to our stakeholders by fostering on-site discussions and utilising expert tools. This partnership allows us to support our customers and their teams by providing access to resources around mental health and well-being throughout the year. A standout initiative is the Road Show, a touring mental health outreach program supported by a team of health professionals who are on hand for free health checks, nutritional advice and wellness chats.

Every year, ESR works with HHTS in support of its annual "R U OK? Day in Trucks and Sheds" which promotes open conversations about mental health and nutrition at customer sites. In 2024, a roadshow was organised in Horsley Logistics Park, with key tenants coming together to understand and tackle the challenges workers face, and to discuss safety, mental well-being and physical health. This initiative, supported by a team of health professionals, offered educational resources alongside interactive activities, games and nutritious treats to promote mental health and well-being among on-site workers.

These efforts demonstrate ESR's dedication to prioritising people, fostering positive work environments and supporting mental health and well-being across the communities we serve.

Safety, Health & Well-Being

Tenant Safety, Health & Well-being

ESR is dedicated to upholding superior indoor environmental standards across all its operations, providing a safe and secure setting for all tenants and customers. The Group takes proactive steps to minimise risks from physical, chemical, biological and safety hazards. Regular air quality inspections are conducted at our properties to monitor and maintain high indoor air quality, and efforts are made to address and remove potential sources of contamination where possible. This includes maintaining proper housekeeping standards and controlling humidity to prevent biological pollutants such as bacteria, viruses, fungi and mould. Additionally, HVAC systems are utilised to manage chemical contaminants like tobacco smoke and accidental chemical spills, while air filters and ionisers are installed to reduce particle pollutants including dust and dirt.

Tenant Engagement Surveys are carried out for tenants to provide feedback, facilitating two-way dialogue and enhancing overall occupier experience and building performance.



Health and wellness activities for tenants are conducted across our assets

Insights from these surveys guide the implementation of initiatives focused on raising environmental awareness and improving tenant health, safety and well-being, which contribute to better tenant satisfaction. Our strategy emphasises improving thermal, visual and acoustic comfort in all development and standing assets. Where applicable, we also provide tenants with greater control over their local environment, as well as access to outdoor spaces and nearby community facilities.

The Group complies with occupational health and safety ("OHS") regulations and ensures responsible use of materials such as pesticides during maintenance and fit-out activities. All buildings are equipped with emergency access routes, fire safety systems and emergency response measures, including regular fire drills and counter-terrorism exercises. To ensure the safety and security of tenants and visitors, an on-site property management team oversees daily operations. This team, supported by service providers, implements safety protocols, disaster management plans and security risk assessments aligned with local regulations.



On-site emergency response drills conducted to ensure tenant safety and well-being

Managing & Developing Talent



In 2024, the Group continued to prioritise employee engagement and well-being by focusing on key areas such as leadership, supervision, career development, job satisfaction, teamwork and collaboration, communication, and health and mental well-being. To address these priorities, group and regional action plans were implemented to enhance communication, career development opportunities and collaboration across the organisation. These initiatives aim to strengthen

employee connections and foster a unified OneESR culture reflecting the Group's ongoing commitment to building a more engaging and supportive workplace. The next Group Employee Engagement Survey is scheduled for 2025 and will be conducted annually to track progress and maintain regular feedback from employees.

ESR also strengthened employee engagement through our OneESR initiatives. A key highlight was the Employee Townhall held in Singapore, where over 250 colleagues gathered to discuss the organisation's strategic priorities for 2025. Led by the Group's Co-CEOs and senior leadership, the townhall covered topics such as organisational changes, cost management, technology, branding and employee engagement. It also outlined key priorities including driving profitability, optimising the balance sheet, pursuing operational excellence and fostering collaboration under the OneESR vision. Employees were encouraged to embrace teamwork, effective communication and inclusiveness to create a results-driven and collaborative environment. These townhall sessions, part of a broader series of regional gatherings, play a vital role in promoting alignment across the organisation and reinforcing ESR's commitment to operating as OneESR — a unified global platform poised for growth and operational excellence.

Inclusion, Respect and Teamwork

ESR values the diverse perspectives and backgrounds of its people. The Group actively engages employees from different business units and offices through group-wide social events that foster team bonding and collaboration. These activities enable employees to strengthen working relationships, improve communication and develop a sense of unity while breaking down silos during the integration of the business. Enhanced communication remains a key focus, with increased internal updates at both Group and business levels to keep employees informed and encourage collaboration. A notable initiative in 2024 was the launch of the ESR Connect email newsletter in June. This monthly update shares key business news, celebrates employee achievements and highlights community support initiatives. It offers employees valuable insights into the organisation, acknowledges the efforts of teams working with customers and capital partners and promotes collaboration by showcasing accomplishments and shared learning points. By recognising successes and sharing knowledge, ESR Connect enhances connections and engagement across the organisation.

Collaboration across departments, offices and countries is a cornerstone of ESR's efforts in 2024. The integration of the LOGOS business is a key driver of this collaboration, supported by social initiatives such as the annual Chinese New Year Lunch and the Tropical Fruits and Durian Fiesta in Singapore. Such events bring employees together, foster teamwork and build a sense of community across the organisation.



Managing & Developing Talent

Communication

We have introduced a revamped "myESR", a centralised intranet hub designed to enhance communication and engagement across the Group. This upgraded platform provides employees with seamless access to essential resources, improves navigation through dynamic links and announcements, and serves as a knowledge hub for business intelligence. By streamlining the flow of information, myESR enables more effective collaboration and supports the development of a strong, unified ESR culture. Regular updates found on ESR Connect are shared with employees and recorded on myESR to ensure consistent communication and accessibility of key organisational updates.



Career Development

At ESR, fostering the growth and professional development of our employees is a core priority. We are dedicated to providing tailored training and learning opportunities that span technical knowledge, professional qualifications and soft skills. These are delivered through a variety of methods including formal and informal training sessions, on-thejob training, coaching, feedback and learning from peers. Recognising the importance of continuous development, the Group also implements various learning and development programmes to equip employees with the skills needed for both professional and personal growth.

To support this, a structured approach to goal setting and performance reviews is in place. Formal targets are established and assessed for employees across the Group, ensuring alignment with both short- and long-term career development goals. These targets are Specific, Measurable, Achievable, Relevant, and Time-Bound ("SMART"), closely linked to the Group's business strategies, objectives and values. During performance reviews, employees receive actionable feedback from managers on their progress and areas for improvement. Strategic training needs are then identified to bridge skill gaps and prepare employees for future opportunities. Employees are encouraged to discuss their aspirations with their managers and propose relevant training or developmental courses.

Mentoring and coaching are also offered as part of ESR's career development framework, helping employees achieve their performance goals and develop core competencies. Additionally, post-training feedback is collected to refine future training programmes, enhancing their relevance and effectiveness. In 2024, 93% of employees received regular performance and career reviews, demonstrating our commitment to employee development.

Beyond internal training, ESR provides opportunities for employees to participate in cross-market and cultural collaborations, join functional taskforces and undertake overseas assignments. These initiatives allow employees to broaden their capabilities and gain exposure to diverse experiences across the Group.

To nurture the next generation of industry leaders, we further enhanced the ESR Group Get Ahead Internship Programme ("GAIN"). This programme is designed to provide students with meaningful, hands-on experience in the real estate sector while positioning ESR as an 'Employer of Choice'. The programme focused on Singapore and provided valuable exposure to 24 university and polytechnic students from diverse racial and socioeconomic backgrounds in the second year. Interns gained relevant work experience across ESR's businesses, including Data Centres, Infrastructure and Property Management, with operational exposure tailored for Engineering and Facilities Management students. The programme also focuses on building a future talent pipeline, ensuring a steady flow of skilled professionals for ESR, as well as the broader industry. This initiative reflects ESR's commitment to developing talent not just for immediate roles, but also to support the long-term growth of the real estate sector.

Managing & Developing Talent

Community engagement is another key feature of the GAIN programme. Interns take the lead in organising community and sustainability initiatives, applying their skills in meaningful ways. In one such initiative, our GAIN interns partnered Lions Befrienders, a Singapore-based voluntary welfare organisation supporting seniors, to lead a community initiative. Through interaction with the seniors, the initiative provided the interns with real-world experience in creating meaningful impact on the local communities.



GAIN interns' community initiative for seniors at Lions Befrienders Singapore in July 2024

Culture of Active Learning

Continuing ESR's dedication to nurturing an active learning culture, training initiatives continue to be rolled out to employees across the Group in 2024. These included "Learning Bites" sessions covering topics on well-being, personal development and teamwork, targeted training sessions for people managers, in addition to "Learning Bites: Business Talks", a webinar series led by internal subject matter experts, which aimed to provide employees with deeper insights into the work conducted across various functions within the Group.

Performance management training sessions were organised to help people managers enhance their leadership skills and uphold leadership standards across all ESR entities. Building on the success of earlier training initiatives, the PM102 Conversations that Matter programme was introduced in 2024 to equip managers with strategic questioning techniques, methods for managing difficult conversations and ways to inspire and motivate their teams. This followed the highly regarded PM101 Performance Management for People Managers programme.

Group-wide training programmes continued to reinforce the OneESR concept by encouraging a unified approach to professional development across the Group's global operations. In 2024, bi-monthly New Employee Orientation ("NEO") sessions were held to help new hires and interns understand ESR's business, work practices and ESG initiatives. These hybrid sessions featured presentations from senior leaders and representatives of different business units, offering participants key insights about the Group. Additionally, a mentoring skills workshop was trialled for GAIN managers and mentors, providing them with tools to structure effective mentoring conversations and sharpen their mentoring skills. By focusing on building meaningful and productive mentor-mentee relationships, the workshop aimed to empower managers to nurture talent and support the career development of their teams. These initiatives reflect ESR's broader efforts to create an inclusive and empowering workplace where employees feel supported in their personal and professional growth.

Managing & Developing Talent

Through leadership development programmes, cross-functional learning opportunities and platforms for active engagement, ESR ensures professional growth remains accessible to all employees regardless of where the Group operates. Whether through structured training sessions, mentorship initiatives or collaborative learning programmes, ESR continues to invest in cultivating its talent pool. These efforts not only enhance individual capabilities, but also strengthen the Group's collective expertise, fostering a workforce that aligns with ESR's values, goals and long-term vision. By focusing on the continuous development of our people, ESR ensures we remain adaptive and forward-thinking in a rapidly evolving world.



Total Rewards Strategy

Our employees are the cornerstone of our long-term business success. To ensure our compensation programmes remain competitive, well-balanced and effective in attracting, motivating and retaining top talent, the Group regularly works with independent external remuneration consultants. These consultants benchmark our compensation packages against relevant talent markets to ensure alignment with industry standards.

Our total rewards framework is designed with a structured mix of fixed pay (base salary) and variable pay, which includes cash-based short-term incentives and long-term equity-based incentives. This pay-for-performance approach drives accountability and rewards exceptional performance, aligning employee goals with shareholder interests to deliver strong business outcomes. For senior-level employees, who play a critical role in influencing organisational success, a significant portion of their compensation is performance-based. A substantial share of this is provided through annual equity awards with multi-year vesting schedules. This structure not only enhances talent retention but also ensures alignment with the interests of shareholders. In certain situations, signon or retention packages may be offered to secure or retain key talent. These packages are carefully structured with clear conditions, such as performance criteria, time-vesting provisions or minimum service requirements with the company.

Employee performance is reviewed regularly through an annual appraisal process, which provides an opportunity for open discussions about individual achievements, development needs and career goals. Alongside meeting local employment law requirements, our offices offer a wide range of benefits, including paid leave, medical and family leave, insurance coverage and retirement savings plans.

For further information, please refer to the Remuneration Section of the FY2024 Annual Report.

Diversity, Equity & Inclusion

At ESR, we are dedicated to fostering diversity and strive to be an inclusive employer by broadening our recruitment efforts to attract candidates from all backgrounds, identities and skillsets. We empower all employees, regardless of gender or background, to grow, learn and develop both personally and professionally, helping them to reach their full potential. Trust and mutual respect are the foundations of our relationships with colleagues, partners and stakeholders, underpinning our collective growth and success. We are committed to ensuring that every employee works in a professional and supportive environment. Employees across all levels are accountable for embedding our Diversity and Inclusion objectives within their areas of responsibility. Supervisors are expected to address any queries or concerns regarding diversity or equal treatment promptly and, where necessary, escalate them to the Human Resources department for further resolution.

To champion diversity, equity and inclusion, we have established the Diversity, Equity and Inclusion Committee in Europe. This committee plays a pivotal role in promoting and embedding diversity, equity and inclusion across ESR Europe's operations. Its core objectives are to (i) build an inclusive, dynamic and diverse team, (ii) prevent discrimination and (iii) create a supportive and welcoming working environment for all employees. The committee meets quarterly to review progress and drive initiatives.

Looking to the future, we plan to establish similar committees across the Group to further strengthen our commitment to diversity, equity and inclusion on a global scale.

Women In Our Workforce

Traditionally, the real estate industry has been predominantly male dominated. However, in recent years, there has been a noticeable shift towards greater gender diversity, with increasing efforts to encourage and support women in pursuing careers in the sector. At ESR, women constitute ~47% of our workforce, demonstrating strong female representation within the organisation. While some regions face social and cultural challenges that limit the availability of women in the talent pool, we actively work to overcome these barriers through targeted recruitment policies and practices. Each year, ESR continues to embrace International Women's Day with a series of events across the Group.

As part of the Group's commitment to diversity, equity and inclusion, ESR has strengthened female representation at the leadership level by appointing a new female Non-Executive Director to the Board, effective 1 January 2024. The new director brings extensive expertise in global real estate investments and development and was recognised as a Private Equity Real Estate ("PERE") Woman of Influence in 2021. Currently, there are two female Directors on the Board, representing 22% of total Board members. This appointment reflects ESR's ongoing commitment to promoting gender diversity and fostering inclusion across the Group.



Community Investment

Strengthening Social Resilience, Health & Well-being We work closely with partners and social organisations to support and uplift underprivileged and vulnerable communities e.g., families and/or elderly, as well as improve access to health and wellbeing initiatives.

Promoting Education & Upskilling

We believe in the social multiplier effect of education and support all programmes/initiatives that advance the cause of education and develop human capital.

Protecting the Environment We collaborate with partners to lead initiatives that promote biodiversity conservation, climate action and environmental awareness. As a responsible corporate citizen, ESR aims to uplift and give back to communities wherever we operate, including through staff volunteerism and contributing to worthy causes.

Over the year, the Group collectively clocked over 4,500 volunteer hours to community outreach activities across the various markets where we operate.

Aligned with the Group's ESG 2030 Roadmap goal of launching an ESR Foundation programme, we established a Group Social Impact Committee. This committee is responsible for driving community investment initiatives across the Group, ensuring both global consistency and local relevance. It oversees the implementation of a unified strategy while maintaining a decentralised approach, enabling individual business units to enhance and expand their ongoing local programmes. Additionally, the committee aims to collaborate with international outreach partners to create scalable long-term programmes that can be adapted to meet local needs.

To further strengthen our social impact, ESR introduced an Employee Volunteering Leave policy, allowing employees to take up to two days of paid leave annually to participate in volunteer activities supported by ESR. We have also launched the Group's Social Impact ("SI") Application, an online platform designed to monitor and measure the impact of community investment initiatives.

To ensure a focused and strategic approach, ESR has identified three focus areas for its community investment efforts, indicated in the overview to the left. Through these efforts, supported by substantial volunteer contributions from its employees, ESR continues to uphold its commitment to fostering sustainable long-term impact within the communities it serves. These combined efforts exemplify ESR's dedication to fostering inclusion, respect and teamwork. By strengthening collaboration across regions, promoting career development and actively supporting communities, the Group continues to create a culture that values connection, engagement and positive impact.

Community Investment

STRENGTHENING SOCIAL RESILIENCE, HEALTH & WELL-BEING





ESR ANZ partnered Eat Up Australia to provide sandwiches for disadvantaged schoolchildren

Nourishing Vulnerable Communities

In Australia, ESR ANZ continues its partnership with Eat Up Australia, a homegrown notfor-profit organisation addressing food insecurity among disadvantaged schoolchildren. As a national partner, ESR ANZ shares Eat Up Australia's mission to deliver social change and improve the well-being of local communities. With over one in five Australian schoolchildren experiencing food insecurity, this collaboration aligns with our commitment to making a positive impact. Through this partnership, the team delivered over 17,000 sandwiches to children in need and supported over 900 schools with free lunches for 12 months working together to combat food insecurity and create a brighter future for disadvantaged children across Australia.

The ESR ANZ team also partnered with FareShare to address food insecurity by volunteering to prepare and pack over 1,600 nutritious meals for vulnerable communities, including those in homeless shelters and disaster relief organisations. This initiative not only contributed to addressing a critical community need, but also fostered a sense of purpose and camaraderie among employees.

To support underprivileged elderly and low-income families, Prosperity REIT engaged in various meaningful initiatives. In collaboration with the Evangelical Lutheran Church Social Service — Hong Kong ("ELCHK"), the "SIM Love" programme provided 5G SIM cards to ~100 families across three service centres. Additionally, efforts to promote soft meal culture included funding an educational e-channel and workshops at nursing homes, preparing balanced meals for seniors with swallowing difficulties while offering working opportunities for youth trained by ELCHK. This initiative reached over 500 families and created valuable educational materials. Furthering its community commitment, Prosperity REIT also donated Urban Farm harvests to food banks such as Feeding Hong Kong and Food Angel benefitting numerous underprivileged families. These efforts highlight the organisation's dedication to supporting community well-being and inclusivity.



Prosperity REIT's various initiatives to support vulnerable communities in Hong Kong

PILLAR 1: HUMAN CENTRIC Community Investment

Advancing Reconciliation with our first Reconciliation Action Plan ("RAP")

ESR ANZ formalised its commitment to reconciliation with Aboriginal and Torres Strait Islander peoples through its inaugural Reflect RAP. The plan focuses on building authentic relationships and partnerships based on mutual respect and shared knowledge, while integrating First Nations perspectives into core real estate activities. By doing so, ESR aims to sustain and celebrate the rich cultural, environmental and social heritage of First Nations communities, empowering its team and fostering inclusive opportunities.

A key feature of the RAP is an artwork created by Elaine Chambers-Hegarty, a descendant of the Koa (Guwa), Kuku Yalanji and Barada Barna peoples. The artwork, inspired by ESR's brand personality, symbolises the journey of mutual learning and collaboration. Using ancestral crosshatching linework, the piece reflects the weaving of knowledge and ideas, akin to traditional dillybags. The pathways and journeys to community engagement are represented by connecting lines with community circles at the centre. The colours represent the natural and cultural elements of the land, with red symbolising the rich soil, deep blues evoking waters and the night sky and orange representing the sun and the solar energy used by ESR. This artwork serves as a meaningful reminder of ESR's reconciliation journey and our commitment to learning and growing together.





Building Community Resilience Through Disaster Preparedness

As part of our commitment to enhancing community resilience, ESR Japan organised a disaster preparedness workshop at its Yatomi Kisosaki DC in collaboration with Kisosaki Town, which designated the facility as the 14th emergency evacuation site. Designed to support the local community during emergencies, the facility is equipped to provide essential power and supplies for up to 50 people for three days. The event, attended by ~140 local residents, included evacuation briefings and guided tours to familiarise participants with the site's emergency capabilities. By working closely with Kisosaki Town, ESR aims to strengthen its emergency response capacity through ongoing communication and regular disaster drills to ensure the safety and preparedness of the local community in times of need.

Increasing Access to Affordable Homes

In 2024, ARA Venn ("ARAV") continues its partnership with the UK Government on its Affordable Homes Guarantee Scheme ("AHGS") with a £3 billion expansion to deliver 20,000 new affordable homes across England. The purpose of the scheme is to finance social rent, affordable rent, and shared ownership housing to support the delivery of new affordable homes in England. ARAV helps to carry out the origination, underwriting and management of the loans and bonds programme. This expansion increases the total fund to £6 billion, enabling housing providers to access low-cost loans. The scheme not only supports the construction of new homes, but also facilitates upgrades to existing properties including energy efficiency improvements and vital safety works such as the removal of dangerous cladding. As at 2024, the AHGS made a total of ~£1.6 billion of 10 to 30 year loans to eligible borrowers, with an extensive pipeline of future loans. The bonds issued to fund the loans, which are also guaranteed by the UK Government, were competitively priced. This enabled cheaper finance to be directly passed onto the borrowers, thus supporting the supply of new affordable homes to local communities.

Community Investment

PROMOTING EDUCATION & UPSKILLING



ESR volunteers at Suncare's "You Shine!" initiative, Singapore



ESR's Group Chief Operating Officer, Matthew Lawson, with recipients from ESR Group Scholarship Awards 2024

ESR continues to fund scholarships and provides students from disadvantaged backgrounds with access to education. The ESR Group Scholarship Programme encourages undergraduates who need financial support to pursue higher education in Singapore. To date, there are a total of 52 scholarships awarded, with 12 active scholars from the Singapore Management University. To build our talent pipeline and strengthen our relationship with local universities, we offer internship positions across various departments within the Group to these students. The internship provides the students with an opportunity to understand our business and develop essential skills for their professional growth. Engagement sessions were also held for the scholars to network with our senior colleagues from various departments. In Australia, an ESR internship programme with the Western Sydney University is also being offered to the students.

During 2024, various business units within the Group supported wide-ranging educational initiatives to help local communities. ESR REIT continues its collaboration with Kembangan Chai Chee Youth Network to provide underprivileged primary school students with safe and conducive space to learn. The Manager provides three airconditioned units at ESR BizPark @ Chai Chee for tuition lessons to be conducted and provides certified tutors for the programme. During the year, the REIT also partnered its tenant to launch a pilot programme to provide non-academic enrichment lessons for the youths of Kembangan Chai Chee in the form of guitar and art lessons to supplement the ongoing ESR REIT Kidzcare Tuition Centre initiative, strengthening its partnership with stakeholders to deepen its impact to the community.

In Singapore, ESR completed its pilot "You Shine!" initiative with Suncare, a Singaporebased charity dedicated to nurturing the well-being of children and youth, with programmes aimed at enhancing socio-emotional skills and fostering resilience. Over the year, 80 volunteers engaged primary school children through tutoring and educational activities, including a recycling workshop and board games.

In India, ESR partnered the Delhi Commonwealth Women's Association to empower students in Delhi through its tutoring programme. The team also partnered three village primary schools in Uluberia, West Bengal to provide classroom furniture and computers, providing 4,900 students with improved access to education.

Community Investment

PROTECTING THE ENVIRONMENT





Keeping our Communities Clean

In 2024, ESR Japan organised clean-up activities in the vicinities of Kamiyacho and Amagasaki Distribution Centre. As a founding member of the Forest Environmental Action Council, ESR Japan has participated in Clean Campaigns since 2022. Rallying efforts from tenants and vendors, our employees regularly participate in such clean-up to create a clean, safe and well-run community.

Nurturing Biodiversity and Sustainable Communities

Demonstrating ESR's ongoing commitment to biodiversity, beehives were installed at ESR ANZ's Wacol and Heathwood Logistics Hubs, collectively housing 26 beehives with approximately a million bees which play a vital role in both pollination and ecosystem health.

At Wacol Logistics Hub, the 10 hives produced ~200 kilograms of honey since their installation, reflecting strong colony health and productive foraging activity. The honey, bottled with custom ESR branding, will be distributed equally among ESR and seven tenants, fostering engagement and collaboration. Recent infrastructure recommendations, such as painting the enclosure wall and improving ventilation, aim to mitigate heat stress and enhance hive conditions leading into the summer months.

At Heathwood Logistics Hub, 16 hives demonstrated similar productivity, with 60 kilograms of honey already harvested this season and an additional 120 kilograms anticipated by year end. Honey from this site will also be distributed equally between ESR and Primary Connect (Woolworths), with co-branded labels celebrating the partnership.

Both sites benefit from rich local flora including eucalyptus, melaleuca and acacia species which provide diverse nectar and pollen sources for the bees. These foraging activities enhance biodiversity, support carbon sequestration and contribute to the health of native plant species.
PILLAR 1: HUMAN CENTRIC

Community Investment

World Environment Day

To highlight the importance of environmental protection, ESR commemorated World Environment Day ("WED") 2024 by organising a series of initiatives across our global business units. Responding to the WED global call to action, volunteers from various offices partnered local organisations through *#GenerationRestoration* to conduct impactful activities such as forest restoration, tree planting, urban farming and city and kayak beach clean-ups to restore the Earth's land and ecosystems. About 350 employees and tenants celebrated Arbor Day with ~400 trees planted in 13 logistics parks located across China. In India, employees and tenants collaborated to plant 25 tree saplings in Uluberia Logistics Park. In South Korea, 1,000 larch trees were planted in the Gwangdeok-myeon mountain area of Cheonan, creating the ESR Kendall Square Forest, while in Indonesia, the team partnered a local non-profit organisation in a pilot community project to plant 485 mangrove trees in Jakarta. Over the year, more than 650kg CO2e of GHG emissions have been removed from the atmosphere, with the community project promoting local biodiversity and supporting local farmers as they maintain and preserve the cultivated trees. These initiatives demonstrated ESR's commitment to sustainability while encouraging teamwork and collaboration across regions.



PILLAR 2:

PROPERTY PORTFOLIO

PILLAR 2: PROPERTY PORTFOLIO Property Portfolio

The second pillar of our ESG Framework, Property Portfolio, focuses on the environmental impacts within ESR's control or significant influence on areas relating to the design, construction, maintenance and operations of our assets.

The built environment is responsible for almost 40% of global energy-related carbon emissions. As APAC's leading New Economy real asset owner and manager, we have the duty and responsibility to manage the impacts of our business on the environment. Our approach to environmental stewardship entails efforts to combat climate change, decarbonise our assets and operations, improve resource efficiency, and reduce our overall impact on the environment. Through the five focus areas under the Property Portfolio pillar, we strive to build, invest and manage a global portfolio of real assets that are climate-resilient and best-in-class, both in design and operations. Environmental considerations are integrated into the life cycle of our assets to minimise our overall environmental footprint in the design, construction and operations of our assets.

During site selection, the Group considers the environmental aspects of the site through an Environmental Impact Assessment. The aim is to assess and identify potential risks, opportunities and impacts to the environment and local communities. Environmental aspects include but are not limited to biodiversity disturbance and deforestation, climaterelated risks and natural hazards, potential sources of pollution, site accessibility and remediation actions on brownfield sites. As a developer of New Economy assets in various geographies, the Group is conscious of the impact the business operations have on the environment. Thus, due consideration and efforts are made at the investment stage as part of site selection criteria to focus on brownfield redevelopments and be less reliant on greenfield developments.

In all its operations, the Group seeks to minimise negative impacts to the community during development phases including construction, refurbishment and closure. As a strategy, ESR and our contractors consider various measures, in addition to adhering to local regulations, including avoiding the use of hazardous materials, complying with environmental requirements at worksites (e.g., waste, noise, wind-blown dust, traffic), fulfilling the requirements for health and safety and minimising disruptions to road traffic. Other direct measures include use of vibration and noise reducing devices, worksite fences, air quality monitoring to minimise air and visual pollution including dust and construction logistics planning for traffic flow around the construction sites.

At the design stage, we emphasise the use of sustainable materials, innovative technologies and low-carbon construction methods to ensure that resilient and sustainable assets are developed. Where applicable, we utilise natural ventilation to manage energy consumption and maximise the use of renewable energy sources such as solar to power our properties. In addition, our property portfolio is developed in accordance with the relevant governing codes and construction standards of each country. Through ESR's Customer Solutions & Partnerships team, we leverage technology to drive innovation and productivity, as well as undertake sustainable asset enhancement initiatives to optimise environmental performance.

To meet the expectations of various stakeholders and adhere to the regulations in the markets we operate in, five focus areas are incepted to develop our diverse property portfolio as follows:

- Sustainable & Efficient Operations
- Sustainable Building Certifications
- Climate Change Resilience
- Flexible & Adaptable Properties
- Strategic Locations



Higashi Ogishima Distribution Centre 1

Property Portfolio

We have established goals and targets for each of these focus areas, aligning them with our commitment to invest, build and manage a portfolio of assets located in key markets that are both best-in-class and climate-resilient. The table provided below presents the goals that we aim to achieve by 2030.

Focus Areas	Goals	Progress
Sustainable & Efficient Operations	Maximise the generation of renewable energy from our properties' roof space, being the largest in APAC and pursue potential business initiatives which focus on the funding and managing of green energy. Pursue a structured and well-planned decarbonisation plan for the entire portfolio in the longer term, with milestone targets. 2030 Roadmap Target: Install 1,000 MW of rooftop solar power capacity 2030 Roadmap Target: Reduce energy consumption intensity in line with the Group's Net Zero Carbon commitment and decarbonisation	153 MW of rooftop solar power capacity installed across our assets globally. We are on track to develop our overall Net Zero Strategy and Decarbonisation Roadmap as part of the transition to net zero, with the advisory support from an external consultant. Synergistic partnerships continue to be launched across major markets over the past year to complement the Group's overall decarbonisation efforts.
	roadmap	
Sustainable Building Certifications	Increase sustainable building certifications and ratings across all markets and accelerate in green financing to support continued business growth and align our portfolio towards facilitating transition to a low-carbon economy.	45.4% of the Group's portfolio of completed, directly-managed assets were awarded sustainable building certifications and/or ratings, representing ~14 million sqm in Gross Floor Area ("GFA").
	2030 Roadmap Target: 50% of the Group's portfolio certified/rated	
Climate Change Resilience	Manage and mitigate climate-related risks and assess the impact of the future cost of climate change to the business, in alignment with the core elements of the International Sustainability Standards Board ("ISSB")'s International Financial Reporting Standard S2 ("IFRS S2"), which have incorporated the recommendations under the former Taskforce on Climate-related Financial Disclosures ("TCFD").	The Group continues to progress in our journey to align our climate-related disclosures in accordance with the recommendations set out in IFRS S2. Several of our business units, including listed REITs and private funds, have incorporated these recommendations into their reporting framework, which seeks to assess and disclose both the non-financial and financial impacts of climate-related risks and opportunities on the business.

Property Portfolio

Focus Areas	Goals	Progress
Flexible & Adaptable Properties	Design, construct and maintain the Group's assets to reduce material degradation.	The Group focuses on quality, comfort, accessibility and durability as key attributes in the design and development of assets. Through our Customer Solutions & Partnerships team, we continually engage our stakeholders to understand their diverse needs and strive to develop flexible, adaptable and state-of-the-art New Economy assets. This is evident in the sustainable design and features as well as cutting-edge technologies incorporated during the design and development of our assets.
Strategic Locations	Build assets in strategic locations, with a sustainability focus on site selection, efficient design, green construction and energy-efficient operations.	The Group prioritises accessibility as a key aspect in site selection. Assets with locations that are well connected to established transportation networks, as well as within close proximity to a wide range of third- party logistics ("3PLs"), importers and exporters manufacturers, provide us with a competitive advantage which is an attractive proposition for our stakeholders. Biodiversity considerations also rank high in our site selections, with biodiversity impact assessments carried out to avoid, minimise, restore or offset disturbances to the natural environment.

Sustainable & Efficient Operations

The Group is committed to environmental stewardship by developing and maintaining sustainable and efficient buildings. This is achieved through reducing energy consumption and emissions in construction and operations, generating renewable energy in our buildings and adopting renewable energy solutions as part of our decarbonisation efforts. To enhance our environmental performance, sustainability is embedded throughout the life cycle of our buildings. We incorporate sustainable design features, use environmentally friendly materials, implement low-carbon construction processes and optimise energy efficiency of our operations.

In alignment with the ISO 14001 Environmental Management System ("EMS") international standard, various business units including ESR China, ESR Japan, ESR Korea, ESR Data Centre and APM Property Management teams (representing ~26% of the Group's total AUM as at end-2024) have obtained ISO 14001 certification. This certification provides a framework to manage and improve the environmental performance of our operations through robust policies, sound standard operating procedures, clear consultation and communication channels, feasible operational-level targets, well-informed action plans, careful implementation, detailed auditing and continual review. Some examples of improvement initiatives to enhance the environmental management and performance of all our operations are listed on the next page, for implementation where applicable.

Tenant Engagement Strategy

Collaborating with tenants to share and track environmental data is key to identifying opportunities for energy efficiency optimisation, facilitating data transparency and reporting. Tenant collaboration and engagement are a crucial part of the Group's strategy which include raising awareness of their environmental performance, providing platforms for two-way communication and feedback on environmental issues, identifying feasible action plans to address tenants' environmental performance, jointly organising environmental events and activities, as well as sharing best practices and guidelines on environmental performance management through different forums (e.g., internal working groups, memberships in industry bodies). To extend our partnerships with tenants on green practices, we are committed to incorporating and tracking green clauses and provisions in new and renewal leases progressively, especially in our major markets of operations. In Japan, 98% of our current leases include the green clause/provision as part of our overall tenant engagement strategy to drive specific initiatives and enhance environmental performance of the asset operations. Such green clauses and provisions include green fitout guidelines and recommendations on energy, water and waste management. Other countries such as Australia and Singapore have also implemented green leases, where feasible, to drive better collaboration and environmental building performance. These green leases form part of our overall tenant engagement strategy to work with tenants to achieve long-term sustainable goals and efficient operations at all our assets. The Group is committed to expanding and tracking the uptake of green leases across all markets going forward.



Sustainable & Efficient Operations

The Group has a strategy to enhance the overall environmental performance of all our buildings across our entire portfolio, working continuously to improve (i) energy efficiency to reduce electricity and fuel consumption, (ii) emissions reduction to reduce our carbon footprint; (iii) water efficiency to reduce water consumption, including for our tenants; (iv) waste management to conserve natural resources, (v) adoption of sustainable materials for circularity; (vi) durability of building design and features. Some of the key measures that are being implemented across all markets for applicable assets are listed in the table below. The Group, together with relevant asset management and property management teams across business units, closely monitor the implementation of these measures and report their progress at appropriate forums on a regular basis (e.g., monthly or quarterly asset management meetings).

Image: Streen Streen

- Reducing energy load of the buildings through green walls, improved insulation of exterior walls and thermal insulation of glass façade via solar shielding
- Enhancing building equipment such as HVAC systems, as part of continual asset enhancement initiatives
- Switching to energy -efficient appliances and equipment as part of continual asset enhancement initiatives
- Utilising renewable energy sources available on-site, such as solar/photovoltaic, biofuels, geothermal, hydro, or wind
- Opting for renewable grids with low-carbon emissions, if accessible
- Adopting smart building technologies such as advanced building management systems, software and sensors where feasible
- Enabling thermal temperature customisation in at least 50% of individual occupant spaces
- Implementing lighting control functions in at least 90% of individual occupant spaces
- Replacing conventional lighting with energy-saving alternatives, such as LEDs
- Incorporating natural sunlight to illuminate building spaces, achieving at least 75% lighting in regularly occupied floor areas)
- Utilising self-contained hot water systems that achieve an efficiency of 85% or higher

Environmental Resource (Water & Waste) Management

- Managing cooling tower water efficiently to optimise recirculation cycles and minimise water usage
- Implementing intelligent subsurface irrigation systems with soil moisture sensors that provide controlled drip irrigation for native plant species
- Obtaining green ratings for our amenities such as the Water Sense label (US EPA) and LEEDv4 (fixture and fitting code requirements)
- Using recycled water like treated wastewater and stormwater for nonpotable purposes
- Providing appropriate on-site waste collection and segregation facilities or infrastructure
- Ensuring proper and responsible waste disposal (e.g., proper management and disposal of recyclables, general waste, e-waste, hazardous waste)
- Promoting waste diversion from landfill by prioritising waste management methods such as reducing, reusing, recycling, wasteto-energy, composting.
- Reducing amount of waste generation to improve resource conservation

Sustainable Materials

- Partnering with local suppliers to reduce carbon footprint and promote local businesses
- Procuring materials with green certifications such as Carpet and Rug Institute Green Label, FloorScore and legally harvested timber
- Using recycled content in our construction sites and office spaces
- Reducing the use of ambient concentrations of chemical contaminants

Built to Last

- Constructing robust external walls that apply to up to two metres from the ground
- Installing hard-wearing floors to allow for easy maintenance and washing
- Applying impact protection features on doors and corridors to reduce wear and tear
- Creating kerbs for protection of external walls in delivery and vehicle drop-off areas

Sustainable & Efficient Operations

Transition to Net Zero



The Group is on track to develop our overall Net Zero Strategy and Decarbonisation Roadmap as part of the transition to net zero, with the advisory support from an external consultant. The scope of this work includes accounting and establishing a carbon baseline, conducting representative sampling of standing assets and development projects, reviewing market-specific carbon regulatory requirements and decarbonisation opportunities and challenges, identifying and assessing tailored and feasible opportunities through carbon modelling, setting carbon reduction targets and pathways and developing an actionable net zero strategy and decarbonisation roadmap. This work considers different asset typologies across various markets, with the aim to mitigate operational carbon (Scope 1 & 2), embodied carbon (Scope 3) and whole life carbon (Scope 3) across our value chain according to our carbon mitigation hierarchy.

Notwithstanding the ongoing work at the Group-level, several business units have made notable progress in formulating their net zero carbon plans tailored for their respective markets and portfolios, including: ESR ANZ, Fortune REIT and Suntec REIT.

ESR ANZ

ESR ANZ is actively developing a comprehensive climate transition strategy aimed at reducing the environmental impacts and achieving net zero emissions. Central to this strategy is the creation of an online dashboard that will oversee the ongoing management of net zero plans for the business and its associated funds under management.

A significant milestone was achieved in 2024 with the former ESR Australia standing portfolio, where 100% of landlord-controlled electricity is now sourced from GreenPower. This is a government-accredited programme in Australia that certifies electricity from renewable energy sources, effectively reducing Scope 2 emissions to zero under market-based accounting. The commitment is now being extended across the entire ANZ portfolio (i.e., including LOGOS), further strengthening ESR's dedication to ongoing decarbonisation efforts.

Sustainable & Efficient Operations

Fortune REIT

Fortune REIT has taken a proactive approach to addressing climate change through its commitment to the Science Based Targets initiative ("SBTi"). This partnership aligns the REIT's sustainability strategy with globally recognised frameworks to set ambitious, science-based targets that are in line with the latest climate science.

As part of its sustainability journey, Fortune REIT focuses on reducing greenhouse gas emissions across its portfolio, leveraging clear, measurable targets for both near-term and long-term emission reductions. The SBTi framework helps ensure that these targets align with the goal of limiting global temperature rise to well below 2°C, in line with the Paris Agreement.

Suntec REIT

Suntec REIT achieved a significant milestone with its 21 Harris Street property in Sydney, Australia, attaining carbon neutral status a year ahead of schedule. This reflects the REIT's strong commitment to sustainability and its focus on Environment, Social and Governance practices.

Since beginning sustainability reporting in FY2017, Suntec REIT has earned several accolades, including the GRESB 5-Star rating for four consecutive years. The REIT's assets across Singapore, Australia and the UK are 100% Green Building Certified, with four overseas properties fully powered by renewable energy. With this achievement by 21 Harris Street, Suntec REIT now has three carbon neutral properties, including 177 Pacific Highway and 55 Currie Street.

In addition to these milestones, Suntec REIT reduced its total energy consumption by 14% since FY2017. It is also progressing with energy-efficient upgrades, such as replacing air handling units in Singapore and integrating Suntec City's chilled water system with the Marina Bay District Cooling Network, aimed to lower carbon emissions by 10,400 tonnes over the next 30 years.

Suntec REIT continues to integrate sustainability into its strategy, with around 70% of its debts linked to green or sustainability-linked loans as of December 2024.

Renewables

In October 2024, Payam Eshragi was appointed as the Group Head of Infrastructure. As an experienced infrastructure renewables specialist with a proven track record in establishing successful businesses and platforms across infrastructure asset classes, Payam will formulate and drive the implementation of ESR's global infrastructure investment strategy, aligned with the Group's commitment to transition to a low-carbon economy. An area of immediate focus by Payam will be to drive the implementation of rooftop solar and battery energy storage system ("BESS") projects across ESR-owned and/or ESR-managed properties.

Our installed rooftop solar power capacity has increased across our major markets and we continue to explore other renewable energy sources. Across the Group, we have installed ~153 MW of rooftop solar power capacity as of 31 December 2024. This represents an increase of ~37% from the previous year.

	Installed rooftop solar power capacity
Business Units	(MW)
ESR Australia & New Zealand	36.2
ESR China	42.5
ESR India	2.8
ESR Japan	32.4
ESR Korea	14.1
ESR Southeast Asia — Singapore	4.0
Others — REITs	20.7
Total	152.7

Sustainable & Efficient Operations

ESR ANZ

ESR ANZ is steadily advancing its renewable energy initiatives, particularly through the expansion of rooftop solar installations across its properties. In 2024, ESR ANZ significantly increased its solar capacity, with a total of 36.2 MW installed, compared to 27.8 MW in 2023. This represents an impressive growth of ~30% in just one year.

The progress is part of ESR ANZ's partnership with a leading Australian clean energy system developer, Solar Bay, to invest up to AU\$500 million in renewable energy infrastructure over the next decade. The collaboration aimed to deploy 50 MW solar panels, 300 MW battery storage and electric vehicle (EV) charging infrastructure around various assets in Australia. ESR ANZ's customers get to enjoy up to a 50% reduction in energy costs while achieving an annual decrease of up to 56,000 tonnes in carbon emissions. This partnership enabled ESR and its investment partners to benefit from the energy transition opportunity associated with our large portfolio of warehouses and supports customers who are pursuing net zero targets and EV fleets.

ESR China

In 2024, ESR China launched its Changsha Yizhu Phase 1 "PV-Storage-Charging Integration" Project, an innovative initiative that combines photovoltaic ("PV") power generation, energy storage systems and charging facilities to create a smart microgrid. Located in the Yizhu Industrial Park within the Changsha Economic and Technological Development Zone, this project aims to enhance energy efficiency, reduce carbon emissions and provide a sustainable energy solution.

The project's core components include a 1.2 MW distributed PV power generation system, utilising 9,532 sqm of rooftop area and 2,105 monocrystalline silicon solar panels. Since its commissioning in February 2024, the PV system has generated ~1.2 million kWh of electricity annually, significantly reducing reliance on non-renewable energy sources. This significant output results in a reduction of ~393.6 tonnes of standard coal consumption and 1,196.4 tonnes of CO₂ emissions each year, equivalent to planting nearly 18 acres of forest. These initiatives not only support China's carbon neutrality objectives, but also advance the transition towards a low-carbon economy.

This initiative is aligned with both local and national sustainability goals, addressing peak electricity demand while supporting renewable energy integration. The project delivers key environmental, economic and social benefits, contributing to a greener, more energy-efficient industrial landscape.

By combining renewable energy, energy storage and charging infrastructure, the Changsha Yizhu project represents a forward-thinking solution that enhances energy reliability and supports sustainable development in the region.



ESR India

ESR India continues to strengthen its commitment to renewable energy by expanding its solar panel installations across its properties. ESR India showed a notable increase in its solar capacity in 2024, with a total installed capacity of 2.8 MW, compared to 1.7 MW in 2023. This represents an approximate 60% increase in solar energy installations year-over-year.

In 2024, ESR India installed solar plants across various projects, including ESR R1, ESR Nagpur, ESR Sohna, ESR Uluberia-I, ESR Uluberia-II, ESR Jhajjar and ESR Hyderabad. The most prominent installation occurred at ESR Uluberia-II, where 1,368 kW of solar capacity was added by Amazon, underscoring the growing demand for sustainable energy solutions. Additionally, ESR Sohna had the installation of 500 kW, further contributing to ESR India's overall renewable energy expansion.

The progression particularly marks ESR's commitment in meeting environmental requirements, with a substantial portion of solar panels installed on rooftops of various facilities. For example, the installation at ESR Sohna was tied to the energy consumption needs of Croma, while Amazon's contribution at ESR Uluberia-II was also significant.



ESR Sohna Logistics Park 2

ESR Japan

ESR Japan continues to enhance its sustainability efforts with the expansion of its rooftop solar panels programme. A total solar capacity of 32.4 MW was installed on the rooftops of ESR Japan's assets as at end 2024, with a target to more than double this capacity to over 70 MW by 2026.

In 2024, ESR Japan installed 1.49 MW of solar power capacity at Aisai DC. This addition began commercial operation on 1 April 2024, and is part of ESR Japan's commitment to increase its renewable energy capacity, reduce carbon emissions, and support the transition to a more sustainable energy infrastructure.



Harnessing solar energy through rooftop solar panels on ESR's New Economy assets in Japan

ESR Korea

ESR Korea has taken a significant step towards sustainable energy by partnering with the Korea Development Bank ("KDB") and Korea Logistics Renewable Energy ("KLRE") for their maiden project. In 2024, the installation of rooftop solar panels across seven logistics assets under KLRE was successfully completed, totalling 14.1 MW in power capacity. This includes 0.45 MW from existing assets, and a substantial 13.27 MW from KLRE's new installations. By July 2024, all installations were finalised, with some completed as early as January. These solar panels generated a total of 10,144 MWh of energy in 2024, and when operating for a full year, they are expected to produce 15,000 MWh. This initiative marks a significant step towards enhancing the renewable energy capacity of the logistics sector and contributing to our sustainability goals.

ESR Southeast Asia — Thailand

ESR has expanded into the Thailand market with two new logistics and industrial projects, namely Rojana Industrial Estate Laemchabang and Asia Industrial Estate Suvarnabhumi. These projects represent a THB8 billion (US\$235 million) investment and will be completed by 2026. In line with Thailand's projected 3.2% GDP growth, ESR plans to invest an additional US\$1 billion in the country over the next five years. ESR's industrial real estate portfolio in Thailand focuses on sustainability and incorporates various features such as human-centric design, renewable energy generation, electrification of logistics fleets, water resource efficiency management and reduction of carbon footprint throughout the development. These features are integrated from the outset of the design phase and will be implemented without compromising on the functionality and efficiency for tenants.



Artist's impression of ESR's industrial park in Asia Industrial Estate Suvarnabhumi

ESR Europe — Regional REIT

Regional REIT partnered Sunbird Solar International Limited, a leading Pan-European solar PV developer, to install solar panels across several properties in its portfolio, enhancing sustainability and attracting potential tenants. The first phase will cover 19 properties, with a generation capacity of 4.17 MW, set for completion within a year.

There is also a joint venture with Sugarbird SolarCo (UK) Limited to provide on-site green electricity to common areas, reducing carbon emissions by 713 tonnes across the portfolio. The annual solar output will be equivalent to powering 1,270 UK households, furthering Regional REIT's commitment to sustainability.

Electric Vehicles (EVs)

The adoption of electric vehicles ("EVs") has accelerated due to stringent emission regulations, government policies and advancements in battery technologies. The Group is pursuing EV charging infrastructure opportunities by providing EV charging stations across all assets to satisfy customer demands and tenant needs progressively. Increasing the accessibility of these charging stations encourages the transition from conventional vehicles to EVs, thereby reducing emissions and mitigating the effects of climate change. As at December 2024, 904 EV charging stations (including 24 for electric forklifts) have been installed across our assets globally, a like-for-like increase of ~52% from last year (excluding divestments).

Business Units	# of EV charging stations
ESR Australia & New Zealand	101
ESR China	522
ESR India	2
ESR Japan	4
ESR Korea	45
ESR Southeast Asia	5
ESR Europe	80
Others — REITs	145
Total	904

CASE STUDY ESR China: Promoting Green Transportation with Renewable Energy-Powered EV Charging Stations

In 2024, ESR China expanded its commitment to sustainability by installing 522 electric vehicle ("EV") charging stations across 41 parks nationwide, up from 300 in 2023. A key feature of these stations is their integration with solar panels, which power the charging process with renewable energy, reducing reliance on traditional power systems and minimising carbon emissions.

By equipping most of the charging stations with solar panels, we significantly enhance the use of green energy, contributing to lower carbon emissions from transportation. EVs, which generate fewer emissions than traditional vehicles, benefit further from this renewable energy infrastructure, helping to reduce pollution in and around our parks.

This initiative not only provides convenient charging services, but also encourages the adoption of electric vehicles among employees, customers and partners. By reducing reliance on fossil fuels, we are advancing our commitment to promoting sustainable, low-carbon transportation. Looking ahead, we will continue expanding our renewable energy-powered EV charging infrastructure, further supporting green transportation and reducing our environmental footprint. This initiative underscores our dedication to sustainability and renewable energy, paving the way for a greener future.





CASE STUDY Suntec City Joining Marina Bay District Cooling Network

Suntec City continues its commitment to sustainability with the integration of its chilled water system into the Marina Bay District Cooling Network ("DCN"), marking a significant step in enhancing energy efficiency across the region. This partnership with SP Group, a leading utility company of Singapore, not only strengthens Suntec City's sustainability efforts, but also expands the world's largest underground district cooling network, serving a total of 38 developments in Singapore's Central Business District.

Sustainable and Efficient Operations	 Integrated chilled water system with Marina Bay DCN to provide cooling services across Suntec City's office tower retail mall and convention centre Deliver cooling services for over 3.4 million sq. ft. of net lettable area with a central chiller plant having a capacity ~20,000 refrigerant tonnes ("RT") To reduce carbon emissions by at least 10,400 tonnes over 30 years, equivalent to removing 315 cars from the road annually 	
Community and Stakeholder Engagement	Deliver energy-efficient cooling to surrounding developments, including Marina Centre and Bugis Strengthen collaboration with Singapore Power for sustainable infrastructure improvements	
Strategic and Sustainable Infrastructure	 Expand chiller plant capacity to support the wider Marina Bay area Enhance sustainability by reducing reliance on traditional cooling methods 	
Environmental Impact	 Contribute to long-term carbon reduction and energy efficiency in the Marina Bay district Demonstrate Suntec City's ongoing efforts to integrate environmental sustainability into urban infrastructure 	



Sustainable Building Certifications

ESR continues to integrate environmental considerations into the design and construction of new developments, as well as the operation of existing assets through planned upgrades and retrofits. Our buildings undergo credible and globally recognised sustainable building certification and rating schemes, which guide us in developing and operating buildings that are climate-resilient, low-carbon, human-centric, more efficient, less pollutive and healthier for our occupants. These certifications provide tangible benefits including higher asset valuations, lower operational costs, additional health & well-being benefits, increased adoption of sustainable building designs and material, and the wider use of energy-efficient plant and equipment. These efforts are part of our goal to manage a global portfolio of best-in-class and sustainable assets.

The Group continues to gain recognition both internationally and locally for our environmental stewardship towards sustainable buildings. The table below shows the number of assets in our portfolio that have obtained sustainable building certifications and ratings. For a more comprehensive breakdown, please refer to the ESG Data Summary.

Leadership in Energy and Environmental Design (LEED)	Comprehensive Assessment System for Built Environment Efficiency (CASBEE)	National Australian Built Environment Rating System (NABERS)	Green Building Council of Australia Green Star Buildings (Green Star)	International WELL Building Institute (WELL)	Building & Construction Authority Green Mark (BCA Green Mark)	Indian Green Building Council (IGBC)	Association for Business Innovation in harmony with Nature and Community (ABINC)	Building Energy Labelling System (BELS)	BEAM Society Limited (BEAM)
LEED SGBC 1		NABERS		WELL VAINT AATEV	BCA GREEN MARK	IGBC	ABINC	BELS BERS	BEMM
51 Assets	34 Assets	10 Assets	19 Assets	33 Assets	21 Assets	1 Asset	2 Assets	10 Assets	23 Assets

As at the end of 2024, 45.4% of the Group's portfolio of assets was awarded sustainable building certifications and ratings, representing ~14 million sqm in GFA. We achieved a total of 248 building certifications and ratings across 182 assets, with multiple assets obtaining more than one certification and/or rating across our portfolio.

Sustainable Building Certifications

Various business units across the Group set out goals to expand certification across their respective portfolios. ESR ANZ has set a benchmark for all its future developments to achieve a minimum of 4-Star Green Star Buildings rating. As Australia's leading rating tool for new buildings and major refurbishments, the Green Star Buildings rating sets out building criteria that addresses climate action, resource efficiency and health and well-being. In 2024, ESR ANZ has taken a proactive approach to sustainability by benchmarking its standing assets with the Green Star Performance v2 rating tool from the Green Building Council of Australia ("GBCA"). As one of the first property groups in Australia to use the newly released, future-focused second version of this tool, ESR is leading the way in enhancing the sustainability performance of its portfolio.

ESR China also made significant progress in green building transformations, achieving notable results in LEED certification across its portfolio by securing LEED certification for 11 projects, including three park developments that achieved LEED BD+C Silver or higher and eight projects that earned LEED 0+M Gold or higher. These certified projects realised a 20% reduction in operating costs through energy and water conservation measures, along with reductions in water usage by 11%, energy consumption by 25% and carbon emissions by 34%. ESR China's LEED-certified projects, such as the Wujiang Fenh Lake FOHO and Pudong Xie Xin projects (both LEED 0+M Platinum certified), have demonstrated the company's strong focus on reducing carbon emissions and improving energy efficiency in building operations.

CASE STUDY Greenlink — Sustainable Logistics Hub in Melbourne

Greenlink, a flagship estate in Melbourne's South-East region, achieved two 6-Star Green Star Design & As Built v1.3 ratings from the Green Building Council of Australia. The estate includes two key facilities: a 37,100 sqm purpose-built facility for CEVA Logistics and a 31,600 sqm speculative build supporting logistics operators like JAS Worldwide, TW Logistics, and Intercentral Logistics Pty Ltd.

Key sustainable features of the development include:

- 797 kW of combined rooftop solar power
- 20 Electric Vehicle charging stations
- Water-efficient systems including rainwater harvesting and efficient bathrooms

Greenlink is progressing rapidly and will feature amenities promoting well-being, such as running and walking tracks, an on-site cafe and outdoor recreation spaces. With over 800 metres of direct frontage to Western Port Highway, it offers exceptional connectivity. This development reflects a strong commitment to sustainable, efficient spaces for the logistics industry.

Climate Change Resilience

Climate change poses a critical and existential risk to all businesses and communities around the world. As a responsible corporate citizen, ESR is conscious of the environmental and social impact of our businesses and operations on both the planet and people, and thus, we seek to identify and mitigate the material climate-related issues pertinent to the business.

Addressing the issue of climate change requires collective action beyond the capacity of individual organisations. ESR will continue to foster innovation through partnerships with its investors, customers and industry professionals to elevate sustainability standards and induce positive impact on society and the environment.

The Group supports the Paris Agreement since 2020 which aims to limit global warming to within 1.5 degrees Celsius of pre-industrial levels. In our bid to transition to a low-carbon future, the Group adopts the principles prescribed by the ISSB's IFRS S2 (which incorporated recommendations formerly under the TCFD Framework). The principles seek to integrate climate-related considerations into strategic, investment and operational decision-making, and to quantify the financial implications of the associated climate-related risks. In addition, the Group is committed to reducing the physical vulnerability of its real assets, as well as identifying opportunities to enhance the resilience of the business against the effects of transitional impact caused by climate change.

Under IFRS S2, the Group aims to adapt to climate change and mitigate its impacts through climate-related risk assessments. This process involves assessing, identifying, and monitoring climate-related risks and opportunities using climate scenario analysis that is based on the Intergovernmental Panel on Climate Change ("IPCC")'s global development pathways. Multiple climate scenarios (e.g., 1.5 degrees Celsius, 2 degrees Celsius, business-as-usual, etc.) are modelled to cover different potential impacts from global temperature rise. Associated potential and actual impacts of these identified climate-related risks and opportunities will then be evaluated and quantified by the Group, so as to derive mitigating strategies to manage climate change and strengthen the business, assets and operations. Both qualitative and quantitative impact assessments are carried out to determine the non-financial and financial implications on the business, environment, and stakeholders.

Climate-related risks are categorised into two types, namely physical risks and transition risks:

Transition Risks

Risks related to the transition to a low-carbon economy, which may entail extensive policy, legal, technological and market changes to address mitigation and adaptation requirements related to climate change. Depending on the nature, speed and focus of these changes, transition risks may pose varying levels of financial and reputational risks to the Group.

Types of Physical Risks

Risk

Risks related to the physical impacts of climate change, which may be event driven (acute) or long-term shifts (chronic) in climate patterns. Such physical risks may have financial implications including direct damage to assets and indirect impacts from supply chain disruptions. The Group's financial performance may also be affected by changes in the availability and quality of natural resources (e.g., water), food security, as well as extreme weather events affecting the Group's assets, operations, supply chain, transport requirements and employee safety and well-being.



Climate Change Resilience

We seek to align our climate-related risk disclosures based on the recommendations outlined under the four key pillars of IFRS S2 highlighted in the table below:

Core Elements of Recommended Disclosure	Approach
Governance	The Board of Directors provides the overall stewardship and strategic direction on sustainability management, which includes climate change adaptation and resilience. Supported by the ESG Committee and the Group Executive Leadership Team, the Board ensures that material ESG issues, such as climate-related risk mitigation, are integrated within our business and oversees the delivery of ESG targets and performance. Through this strategic oversight, the Board and senior management assess ESR's financial and non-financial performance resulting from climate-related impacts and make necessary transparent disclosures to create long-term sustained value for all our stakeholders.
Strategy	To alleviate climate-related impact on the business, we endeavour to manage climate-related risks and opportunities through strategic climate adaptation and mitigation plans. This includes optimising resource efficiency in our operations, obtaining sustainable building certifications and ratings in our portfolio of real assets, transitioning to renewable energy sources, as well as incorporating low-carbon designs and solutions in our development projects. This forms part of our climate mitigation efforts to enhance the resilience of the business, assets and operations.
Risk Management	Evaluating climate-related risks and opportunities and the potential financial implications ensure the strength of our operations, while allowing us to identify strategic opportunities to deliver sustainable and climate-resilient products and solutions to our customers. Climate-related risks are incorporated into ESR's overall Enterprise Risk Management ("ERM") Framework. Under this framework, the Group assesses and measures the impact and likelihood of climate-related risks as part of overall due diligence process in our business and investment decisions. Climate-related risk assessments, based on climate scenarios modelled after the IPCC pathways, are progressively carried out across all our assets and projects to identify climate-related risks and opportunities and assess their impacts on the business. A mandatory ESG Checklist is also incorporated within all investment memos, as part of the Group's investment due diligence process to assess and identify potential climate-related risks (and associated impacts) from the onset.
Metrics & Targets	The Group has established climate-related metrics and targets, along with corresponding monitoring measures, in response to the associated risks and opportunities. By implementing these metrics and targets, we can assess the progress of our mitigating measures and enhance our current objectives to guide and shape our climate change strategy as part of our ESG 2030 Roadmap. Examples of the Group's metrics and targets include group-wide commitments to decarbonisation in accordance with global standards, as well as continual enhancements to data coverage, accuracy, quality and reliability to support comprehensive and transparent reporting and disclosures aligned with IFRS S2.

Climate Change Resilience

Across the Group, business units have conducted climate risk assessments that are specific to their markets and portfolios.

ESR Australia & New Zealand (ESR ANZ) — ESR ANZ is developing a net zero target and strategy in alignment with upcoming climate-risk financial disclosure requirements. This includes Scope 3 emissions and is supported by its new solar offerings to customers and initiatives to reduce upfront embodied carbon in developments.

At the same time, ESR ANZ is also proactively assessing the physical climate risks of its portfolio, including the former LOGOS ANZ assets, recent acquisitions and development completions. This initiative aims to identify and manage risks related to extreme weather events and other climate impacts, ensuring long-term resilience across the portfolio. To streamline and enhance the management of physical climate risks, ESR ANZ is developing an online dashboard to allow for the ongoing tracking of climate risks by asset, providing real-time updates on residual risk levels as adaptive measures are implemented.

ESR Japan (ESR JP) — ESR JP has carried out climate scenario analysis and detailed climate risk assessments for its portfolio using an established digital platform. This platform covers over 10 physical hazards and 6 emissions scenarios over multiple time horizons. With these detailed reports, ESR JP seeks to analyse the findings in order to derive climate adaptation and mitigation strategies to climate-proof its assets.



ESR China (ESR CN) — ESR CN has signed up two of its funds to the same established digital platform as ESR JP. Climate risk assessments are ongoing with the aim to identify the likelihood and impact of physical risks on the assets held under these funds. Similarly, climate adaptation and mitigation plans will be developed to manage these risks as well as comply with relevant regulatory and reporting requirements.

ESR Korea (ESR KR) — To prepare for IFRS S2 disclosure, ESR Kendall Square has commenced efforts to internalise the core elements outlined in the IFRS S2 requirements. As part of this effort, ESR KS will be identifying and evaluating physical climate-related risks and opportunities across its assets. It is also planning to conduct climate scenario analysis to assess the potential financial impacts under different global warming pathways. These climate risk assessments will be conducted using an established climate risk analytics tool. The focus remains on internal preparation and laying the groundwork for future compliance with the IFRS S2 climate-related disclosures.

ESR Data Centres (ESR DC) — ESR DC has subscribed to an established external climate risk assessment platform, which provides advanced climate modelling and projections for the next decade. This supports due diligence efforts across all existing and new data centre sites, ensuring a consistent and thorough approach to climate risk evaluation. More details can be found in the *Case Study* section on p.56.

Listed REITs — As part of regulatory requirements, the listed entities under the Group have conducted climate risk assessments to understand the material climate-related risks and opportunities and their associated impacts on the business and asset portfolios. The entities conducted climate risk assessments using scenario analysis to identify physical and transition risks. These risks were evaluated through existing risk management frameworks, resulting in a risk register after considering adaptation and mitigation strategies. Enhancements were made to governance policies, including the ERM framework to ensure oversight and accountability. Additionally, directors underwent external training to improve their competency in managing climate-related issues.

Climate Change Resilience

As an illustration, our listed REITs published climate-related disclosures in their respective sustainability reports. The disclosure included material climate-related risks that were identified through climate risk assessments, as well as the accompanying mitigating actions to address these risks and their associated impacts. The table below highlights some of the transition risks associated with the REITs' portfolios:

Listed REITs	Specific transition risks identified	Specific mitigating actions/measures
ESR REIT	 Singapore: Stricter sustainability standards and rising carbon tax. Australia: Zero-energy building targets and energy productivity improvements. Japan: Mandatory energy efficiency standards for mid-size buildings. 	 Ensure compliance with new sustainability standards in Singapore and monitor carbon tax increases. Align building operations with Australia's low-energy building targets and national productivity goals. Adapt building practices to meet Japan's energy efficiency and conservation requirements.
Suntec REIT	 Policy & Legal — More stringent energy efficiency requirements for buildings Market — Greater market demand for green buildings Technology — Costs to transition to lower- emissions technologies 	 Maintain or improve green building certification ratings. Complete ongoing energy-saving initiatives and explore new ones. Update sustainability roadmap and ESG targets to align with market expectations. Regularly review building data to identify performance gaps and improve efficiency. Engage with vendors to upgrade the Building Management System ("BMS") for integration with other Mechanical, Electrical and Plumbing ("MEP") systems. Pilot innovative energy management technologies for energy and carbon reduction. Explore partnerships with tech providers for low-carbon solutions.
Fortune REIT	 Increased adoption of renewable energy Increased market demand for green and climate resilient properties Market demand for green finance 	 Solar panels installed at Fortune City One, Laguna Plaza, Fortune Metropolis and +WOO. The Manager focuses on reducing carbon emissions by enhancing energy efficiency, monitoring emissions performance against SBTi targets, reducing resource consumption, and raising environmental awareness. 100% green building certification achieved across the Fortune REIT portfolio in Hong Kong. Five sustainability-linked loans secured, representing 62% of total loans. First sustainability-linked interest rate swap with DBS Bank, resulting in the Farm@Fortune initiative.
Prosperity REIT	 Policy and Legal Risks Technology Risk Market Risk Reputation Risk 	 Develop sustainability policies in controlling and monitoring the sustainability performance and enhancing climate resilience. Require employees to attend climate-related trainings. Keep track of the climate-related technology development and conduct continuous market research. Engage consultants for monitoring sustainability and climate-related matters to avoid negative perception from stakeholders. Conduct regular meetings with leasing team members and building managers to review the performance of Prosperity REIT's portfolio. Engage stakeholders and regularly conduct materiality assessment with stakeholders.

Climate Change Resilience

CASE STUDY ESR REIT's Quantitative Climate Risk Assessment — Climate Value-at-Risk ("CVaR")

Following an initial qualitative assessment conducted in FY2022, ESR REIT has quantified impacts from the identified physical risks and transition risks in FY2024. ESR REIT will conduct further analysis on the impacts quantified to translate the findings and prioritise the identified risks for its financial planning process in FY2025. Refer to page 145 of ESR REIT's Sustainability Report 2024 for more details.

Recommended Disclosures	Response
risks and opportunities on ESR REIT's financial position, financial performance and cash flows over the short-, medium-,	 ESR REIT modelled the impacts of transition and physical risks on its portfolio using FY2023 data: Climate-related transition risks: ESR REIT's portfolio's CVaR is projected to be 18.3% by 2050 in a 1.5°C scenario at FY2023 consumption projections. This means 18.3% of the portfolio value is at risk if the portfolio continues its current operations without further decarbonisation measures to meet the 1.5°C trajectory. Climate-related physical risks: 47.4% of ESR REIT's assets are exposed to high risks relating to river, surface, coastal flooding and storm surge under a 4°C scenario. This means that 47.4% of its assets face higher building recovery costs when affected by the physical risks of a warming world. Climate-related opportunities: 43.1% of its portfolio have been installed/have plans to install solar panels as a move to reduce Scope 2 emissions and reliance on brown energy. Capital deployment: Based on the decarbonisation roadmaps developed by consultants for its portfolio, ESR REIT intends to budget S\$38.3 million towards AEls to mitigate against climate-related risks. This includes expanding the use of renewable energy and upgrading equipment to more efficient ones.

CASE STUDY ESR Data Centres Utilising Climanomics for Climate Risk Management

Extreme weather events, exacerbated by climate change, present significant risks to data centre operations, including floods, droughts and extreme temperatures. To mitigate these risks and enhance operational resilience, ESR Data Centres have integrated the Climanomics platform from S&P Global into its climate risk assessment process. This platform provides advanced climate modelling and projections for the next decade, supporting the due diligence efforts across all sites.

In 2024, ESR Data Centres successfully integrated all existing and new data centre sites into the Climanomics platform, ensuring a consistent and thorough approach to climate risk evaluation. The analysis revealed no significant climate risks associated with any of our locations for the year. These insights are critical in shaping infrastructure decisions, such as flood risk management and the design of air-conditioning and mechanical ventilation ("ACMV") systems, which are vital for maintaining stable internal conditions under extreme weather conditions.

As part of the commitment to resilient data centre operations, ESR Data Centres continually assess the need for additional mitigation strategies to address potential future risks. This proactive approach, underpinned by rigorous climate risk assessments, ensures that our data centres remain robust and capable of withstanding the impacts of climate change.

Flexible & Adaptable Properties

Quality, comfort, accessibility and durability are attributes highly valued by our customers. At ESR, we design, construct and maintain our properties utilising advanced technologies and quality resources to prevent material degradation and ensure that they are safe and built to last. The Group strives to develop flexible, adaptable and state-of-the-art New Economy assets by catering to the diverse needs of various stakeholders, incorporating sustainable design and features and implementing cutting-edge technologies.

We have identified the evolving socio-demographic trends within our key markets, leading to potential labour force shortages. Therefore, our strategy is to build assets which can cater to workers with varying demographics. In addition to automation needs, ESR aims to offer buildings with capabilities to accommodate day-care providers and increase the number of female-friendly spaces, as well as improve customer employees' well-being via lounges and fitness facilities. In addition, we aim to improve the disability-friendliness of our portfolio by examining and rolling out modifications, where applicable, for easy access to building including accessible entrance areas and ramps, stairs and elevators, appropriately dimensioned circulation areas, corridors, doors and accessible sanitary spaces.

For illustration, the elements in the table below highlight some of the features that are being incorporated within the Group's logistics centres.

Flexible	Adaptable	State-of-the-art	
 Customisability Office space Tailored design for specific use (e.g., refrigeration for cold warehouses) Easily accessible staircases 	 Climate resilience Rooftop solar panels Battery energy storage systems 	 Creative technologies Automated stacking cranes and rail mounted gantry cranes Automated sorting and cold chain storage and transportation 	
 Active transit End-of-Trip amenities (e.g., bicycle storage, shower and locker facilities) 	 Biodiversity Balanced and intact ecosystem Natural/native environments 	Optimal spaceLarge floor platesHigh ceilingsFully ramped	

The Group also believes in investing in innovative initiatives as a key catalyst for fostering innovation and productivity, with the aim of transforming real assets into smart buildings.

CASE STUDY ESR Kor	CASE STUDY ESR Korea Logistics Facilities						
Changwon Logistics Park	Bucheon Cold Chain Logistics Park	Bucheon Logistics Park					
Located in the developing Dudong District, this park offers a large floor plate of 114,238 sqm, providing operational flexibility. It benefits from excellent connectivity to Busan New Port and major expressways, ensuring accessibility to key cities like Busan, Changwon and Gimhae.	This facility provides 58,000 sqm of temperature-controlled space with refrigerated docks and direct ramp access to all levels. It is designed to support efficient cold chain logistics with 172 dock doors and a clear height of 5.9m.	A prime infill facility, this park features a 300,000 sqm multi- storey distribution centre with clear heights of 9.5-12m and 724 dock doors. It offers excellent connectivity to Seoul and major airports with a LEED Gold certification for sustainability and employee amenities.					

PILLAR 2: PROPERTY PORTFOLIO Strategic Locations

The Group is committed to developing assets in strategic locations, with a sustainability focus on site selection, efficient design, green construction and energy-efficient operations. As APAC's leading New Economy real asset owner and manager, we have built a significant presence in major consumer markets with established transportation networks. Securing assets in key strategic locations provides our customers with faster speed to market, opportunity to reduce transport costs and related carbon emissions, as well as strengthen their supply chain resilience in the long run. We strive to position all our assets close to urban infill locations in markets where barriers to entry are high, supply is limited and demand is robust. We also adopt a sustainable approach by upgrading existing facilities, redeveloping properties to enhance connectivity with public infrastructure and lowering transport-related emissions. As customer proximity is key, strategic site selection with a preference for infill areas close to infrastructure, customers and transportation is essential to our business success.

ESR Fenhu Modern Industry and Service Park is at the heart of the Yangtze River Delta that is strategically located in the Wujiang Fenhu Economic Development Zone, supporting global industrial and supply chains. With a total area of 221,568 sqm, the park caters to manufacturing, e-commerce and retail sectors. It features sustainable measures such as rainwater harvesting, grey water recycling, LED lighting with plans for a rooftop solar power system. ESR Fenhu Park is a comprehensive hub for e-commerce retailers, promoting advanced manufacturing and industrial supply chains. The facility provides ample space, high ceilings and advanced security systems to meet tenant needs.



ESR Fenhu Modern Industry and Service Park

In other parts of the Group, ESR Japan is set to develop the ESR Higashi Ogishima Distribution Centre ("HO DC") Phase 2 in a prime land located in the Greater Tokyo metropolitan area. The land parcel, spanning ~6 hectares, offers a premium location just 10 km from Haneda Airport, and is in close proximity to the port, central Tokyo, Yokohama and Kawasaki city. Its convenient access to the Bayshore Route makes it an ideal hub for delivery routes across urban areas from Tokyo to greater Yokohama and inland Kanagawa. The planned Higashi Ogishima Distribution Centre 2 ("HO DC 2") is expected to start construction in 2025 and will have a total area of around 306,000 sqm across 8 storeys, making it only slightly smaller than the inaugural HO DC 1. This development will provide excellent transportation and connectivity for e-commerce, 3PLs, cold storage and other leading businesses in the region.

Strategic Locations

Biodiversity

Biodiversity is our natural circular economy engine and critical in sustaining the health of our ecosystem. As ESR prioritises developments close to major consumer markets with established transportation networks, the building construction and operation in urbanised areas typically have a lesser impact on biodiversity. Nevertheless, the Group recognises that the design, construction, operation and maintenance of our assets can impact biodiversity through our selection and use of land and materials and creation of natural environments in this sector. During site selection, the Group's ESG due diligence process during pre-investment considers the environmental aspects of the site through an Environmental Impact Assessment to assess the significant effects of the development project on the environment. In the design, construction and operations of our properties, we are committed to preserving biodiversity and maintaining high standards of environmental protection in native environments to ensure a balanced and intact ecosystem. For this purpose, we consult with third-party biodiversity experts such as universities or nature groups across our operations, where feasible.

Policy and Commitment

The Group also has an Environmental Protection Policy that sets out our commitment to preserve the biodiversity and habitat surrounding our assets and projects. We adopt a biodiversity mitigation hierarchy framework to manage the risks and potential impacts related to biodiversity and habitat. This framework includes a structured approach to protect and conserve biodiversity and maintain the ecosystem through the following steps: Avoidance, Minimisation, Restoration and Offsets.

As part of ESR ANZ's commitment to sustainability and biodiversity, we collaborated with the University of Melbourne on the Woody Meadows project. This project is a partnership in consultation with biodiversity experts (urban horticulture professors) from the University of Melbourne. This initiative began with the planting of the first bed of "Woody Meadows" at 80 Taryn Drive in Epping, marking the first pilot site. In 2024, we expanded this effort by planting 31 different species across two additional sites in Victoria, building on the initial planting in 2023. Woody Meadows feature native Australian shrubs that enhance the appearance and functionality of low-maintenance landscapes. These plants require minimal irrigation, reducing maintenance costs and environmental impact.



ESR ANZ's Woody Meadows initiative at select properties across Melbourne, Australia

The ongoing research project aims to test the viability of these native plantings on industrial sites, with initial findings expected in approximately six months. The trial promotes both environmental and social benefits, including improved aesthetics and increased local biodiversity. This project demonstrates our dedication to sustainable landscape solutions and is part of our broader efforts to expand these benefits across our portfolio, where applicable.

In 2024, an external biodiversity risk assessment was carried out on ESR Korea's site at PJ Gamjeong. The assessment included a detailed



evaluation of nature-related issues in accordance with the guidelines of the Taskforce on Nature-related Financial Disclosures ("TNFD") framework, and included criteria related to the diversity and variety of species (Biodiversity Importance), Ecosystem Integrity, genetic diversity and ecological process (Ecosystem Delivery Importance) and Water Physical Risk using a Geographic Information System ("GIS"). No current or potential biodiversity risks were identified during the assessment. 59

PILLAR 3: CORPORATE PERFORMANCE

Corporate Performance

The third pillar of our ESG Framework: Corporate Performance focuses on the corporate performance of our business, in the areas of corporate governance, risk management, responsible investment, disclosure and reporting, and supply chain management.

Underpinned by our core value of excellence, ESR is committed to embracing the cornerstones of corporate governance on accountability, transparency, fairness, and integrity. As we continue to enhance synergies across the Group, we strive to create greater value for our stakeholders through our robust governance structure, risk management framework and proactive disclosure practices.

Focus Areas	Goals	Progress
Corporate Governance	Maintain the highest standards of corporate governance throughout the Group, with strong core values and business ethics. 2030 Roadmap Target: Maintain a strong Corporate Governance culture	The Group compliance framework and programme includes 6 core compliance policies that have been revised and approved by the Board. Following the roll-out of the revised compliance policies, the Group Compliance department developed training videos and slides covering key updates and requirements of the policies for compliance by all employees. Key topics include anti-bribery and corruption, business ethics, conflicts of interest, anti-money laundering, employee trading and whistleblowing. In view of changes to the regulatory and business landscape, Group Compliance will continue to review and update the 6 core compliance policies in 2025. All employees have also participated in an annual attestation to indicate that they have read and complied with the related policies.
Risk Management	Conduct a holistic risk management process to focus on strategic, financial, operational, technology and compliance risks, which cover sustainability and climate change factors, amongst others, to enable more informed business decisions.	Completed the refreshed key risk indicators, risk appetite and statements for all Tier 1 Risks for FY2024, including revising the Enterprise Risk Management ("ERM") Framework Manual, and conducting ERM training and bottom-up/top-down risk workshops

Focus Areas	Goals	Progress
Responsible Investment	Commit to the UN PRI as a signatory and adopt its investment and asset management policies to enhance transparency and demonstrate our commitment to including ESG factors in investment decision making and ownership.	ESR is a signatory to the UN PRI, reinforcing our commitment to integrating ESG considerations in our investment and asset management processes across the Group.
	2030 Roadmap Target: Adhere to UN PRI principles in our investment and asset management policies and practices	The Group participated in its inaugural PRI reporting in July 2024 and was awarded four stars for three core modules in the assessment, demonstrating its commitment to responsible investment practices. As part of this process, the Group also made enhancements to its Responsible Investment Policy and ESG Checklist. These enhancements ensure that the documents capture the core aspects of responsible investment and are fit-for-purpose for investment due diligence and risk assessment. Trainings for employees, as well as an engagement session with the Group Fund Management & Capital team, were conducted to strengthen existing responsible investment practices and ensure compliance with agreed processes.
		including ~US\$2.5 billion from the latest SLL, reinforcing its leadership in sustainable financing.
Disclosure & Reporting	Actively participate in sustainability ratings and benchmarks to measure our ESG performance and disclosure against industry peers. 2030 Roadmap Target: Achieve a 3-Star GRESB rating average	49 listed REITs and private funds across nine markets participated in the 2024 GRESB Assessment, achieving an average 3.41 Star rating with 12 entities attaining 5 Stars, as well as obtaining 3 Sector Leader recognitions.
	2000 Roadinap Target: Achieve a 5-Star ORESD rating average	ESR achieved top deciles for ISS' ESG QualityScores, with 'Prime' status for ISS ESG Corporate Rating, as well as 'Low Risk' in the Sustainalytics ESG Risk Ratings.
Supply Chain Management	Incorporate ESG considerations as part of supply chain management on areas relating to sustainable procurement, operational resilience, and sustainability performance of suppliers.	Rolled out the Group's Supplier Code of Conduct, setting out the standards related to regulatory compliance, business conduct, labour practices, environmental protection, sustainable procurement, health and safety training and awareness amongst other areas.

Corporate Excellence Highlights

Category	Awarded Entity	Awards
Corporate Excellence	ESR	PERE APAC Fund Manager Guide 2024 Ranked 1 st among the top 50 private equity real estate fund managers
		ANREV Fund Manager Survey 2024 Ranked as the largest real asset manager in APAC
		IPE Real Asset Top 150 Real Estate Investment Managers 2024 Ranked 1st in APAC and 6th among the top 150 real estate investment managers globally
		MSCI and Property Funds Research's Global Investment Managers in Real Assets Survey 2024 Ranked 1 st in Asia and 6 th globally out of 200 real estate investment managers surveyed
Sustainability Excellence	ESR	2024 GRESB Real Estate Assessment Global and Regional Sector Leader recognitions in the 2024 GRESB assessment, with 12 entities receiving 5-Star rating in the Standing Investments and Development benchmarks
		Institutional Shareholder Services QualityScores 2024 1 st decile ranking achieved for the ISS Governance QualityScore and 1 st and 2 nd decile rankings achieved for the ISS E&S QualityScore on social and environment components, respectively
Product Excellence	ESR	Singapore Retailers Association's Excellent Service Award 2024 16 Awardees from ESR Real Estate Services Management
	ESR Japan	MIPIM Awards 2024 ESR Higashi Ogishima Distribution Centre: 'Best Industrial & Logistics Project' and 'Special Jury Award'

Category	Awarded Entity	Awards
Product Excellence	ESR Australia	2024 Urban Development Institute of Australia NSW Awards for Excellence ESR Bringelly Road Business Hub: 'Best Industrial Development'
		Western Sydney Leadership Awards 2024 Moorebank Intermodal Precinct: 'Logistics Project of the Year', 'Freight Infrastructure Project of the Year' and 'Overall Project of the Year for the Precinct'
	ESR China	Suzhou Xushuguan Economic and Technological Development Zone Management Committee ESR Suzhou Baojinyan Industry Park: 'Excellent Investment Partner Award'
		Chengdu Cold Chain Logistics Chamber of Commerce 10th Anniversary Ceremony ESR Chengdu Yijing Cold Chain E-commerce Park: 'Best Park Enterprise'
	ESR REIT	Asian Investor's Asset Management Awards 2024 Best Real Estate Manager
	ESR Kendall Square REIT	Minister of Land, Infrastructure and Transport (MoLIT), South Korea Certificate of Commendation, Best KOSPI Listed REIT (Sanghwoi Bae, Chief Executive Officer)
	Fortune REIT	Hong Kong Investor Relations Association's 10th Investor Relations Awards 2024 Fortune REIT: 'Best IR Company', 'Best IR By Chairman/CEO' and 'Best IR By CFO'
	Prosperity REIT	Hong Kong Quality Assurance Agency's Hong Kong Green and Sustainable Finance Awards 2024 'Outstanding Award for Green and Sustainable Loan Issuer (Real Estate Investment Trust)' and 'Pioneering Award for ESG Disclosure Contribution'
	Regional REIT	European Public Real Estate Association Best Practices Recommendations Awards — 2024 Gold (Financial Reporting) and Silver (Sustainability Reporting)

PILLAR 3: CORPORATE PERFORMANCE

Corporate Governance

Corporate Governance

The Group follows the Corporate Governance Code referencing Appendix C1 of the Hong Kong Stock Exchange Listing Rules, which contains principles of good corporate governance and its relevant provisions. Our commitment to corporate governance is underpinned by robust governance by management, under the oversight of the Board of Directors, our highest governing authority.

Board Diversity

We recognise and embrace the importance of having a diverse Board to enhance the quality of our performance. All our Board members possess a wealth of knowledge, skills, experience and perspectives as required by our business to make sound decisions. In the assessment and appointment of directors to the Board, the Nomination Committee considers various aspects in relation to Board diversity, including but not limited to gender, age, cultural background, educational background, ethnicity, professional experience, skills, knowledge and length of service. We also have in place a Board Diversity Policy to set out the framework and approach with measurable objectives to achieve diversity on the Board. In maintaining the highest standards of corporate governance, the Board and Nomination Committee are identifying suitable candidates and will seek to appoint an Independent Non-Executive Director as the Chairman of the Board before 1Q 2025. On 2 September 2024, the Board appointed Mr Brett Harold Krause, an existing Independent Non-executive Director of the Company, as the interim Chairman of the Board.

The Board Composition as at the date of this ESG Report is as follows:

Name	Designation	Gender	Age	Tenure (Years)	Independent	Financial Proficiency	Industry Expertise**
Mr Jinchu SHEN	Executive Director/Group Co-founder & Co-CEO	М	52	6*	-	\checkmark	\checkmark
Mr Stuart GIBSON	Executive Director/Group Co-founder & Co-CEO	М	61	6*	_	\checkmark	\checkmark
Mr Jeffrey David PERLMAN	Non-executive Director	М	41	6*	-	\checkmark	\checkmark
Mr Charles Alexander PORTES	Non-executive Director/Group Co-founder	М	55	6*	_	\checkmark	\checkmark
Ms. Joanne Sarah MCNAMARA	Non-executive Director	F	42	<3	-	\checkmark	\checkmark
Mr Rajeev Veeravalli KANNAN	Non-executive Director	М	53	3	-	\checkmark	\checkmark
Mr Brett Harold KRAUSE	Independent Non-executive Director/ Interim Chairman of the Board	М	56	<6	\checkmark	\checkmark	\checkmark
Mr Simon James MCDONALD	Independent Non-executive Director	М	62	<6	\checkmark	\checkmark	\checkmark
Ms Serene Siew Noi NAH	Independent Non-executive Director	F	45	3	\checkmark	\checkmark	\checkmark

Tenure for directors was determined using the official date of re-designation on 22 February 2019.
 Director has served as an executive at a company similar to that of ESR.

For more details on Board Composition, please refer to pages 44-48 in our FY2024 Annual Report.

PILLAR 3: CORPORATE PERFORMANCE

Corporate Governance

ESG Governance

Ensuring an integrated and robust ESG governance structure is the foundation to the Group's commitment towards fostering an effective corporate governance culture across the Group. The ESG governance structure sets the tone at the top and underscores the importance of strong corporate governance.

The Board of Directors provides the overall stewardship and strategic direction on sustainability management. The Board reviews progress made against ESG related targets from the ESG 2030 Roadmap disclosed in this report and receives regular ESG updates during board meetings. Working closely with the Group Executive Leadership Team and led by the ESG Committee, material ESG issues are regularly reviewed and considered in the strategy formulation by the Board and senior management at the quarterly Board meetings and other ad-hoc meetings as and when required. The material ESG issues include but not limited to: energy and GHG emissions management, water management/water risk scarcity assessment, hazardous/non-hazardous waste management, human capital development, health and safety, business ethics, anti-bribery and corruption, and responsible investment. The ESG Committee also reports to the Board on matters such as ESG highlights for the reporting period, project updates and market trends and development.

The ESG Committee drives the Group's sustainability efforts, which comprises the Group Head, Governance & Sustainability, Group ESG Officer, ESG team members and senior representatives across all business units with dedicated ESG responsibilities. The ESG Committee members have the relevant sustainability expertise and experience on areas such as ESG reporting standards and frameworks, as well as technical knowledge on asset management, renewable energy, health and safety, diversity and inclusion. The ESG Committee reports to the Group Executive Leadership Team consisting of the Group Co-founders & Co-CEOs, the Group Chief Operating Officer, and other Group Executive C-suites. The ESG Committee is responsible for implementing sustainability strategies and initiatives, monitoring and reporting the performance of related targets, and coordinating ESG efforts across the Group.



For more information on corporate governance disclosures concerning the composition, please refer to our FY2024 Annual Report.

PILLAR 3: CORPORATE PERFORMANCE

Corporate Governance

Group ESG Policies

ESR believes that robust and effective corporate policies and practices are vital in driving ESR's long-term sustainable growth. In line with our ESG vision, mission, and framework, the Group policies are approved by the Board. These policies set the tone for a unified approach to corporate governance and incorporate ESG into every aspect of our operations and business.

The Group has established a comprehensive and robust suite of corporate ESG policies that are aligned with global ESG frameworks, standards and industry best practices including but not limited to the UN SDGs, UN PRI, GRESB, GRI, IFRS S1 & S2, MSCI, ISS and Sustainalytics ESG Risk Ratings. Guided by the Group policies, the business units adapt and update their operating standards and processes in light of local requirements, rules, and regulations.

We work closely with our stakeholders to influence them to operate responsibly, in alignment with our ESG Framework, commitments and policies relating to the Code of Conduct and Business Ethics, Diversity, Equity & Inclusion, Human Rights, Climate Change Adaptation, Mitigation & Resilience, Net Zero Carbon, Responsible Investment, Supplier Code of Conduct, and Sustainable Procurement. These policies, along with trainings, are made available to all employees, suppliers, and partners. Targeted training specific to areas such as Responsible Investment, Supplier Code of Conduct, and/or Sustainable Procurement is rolled out to relevant employees, including the funds management team and procurement personnel. Trainings are provided via online courses (recorded videos and modules), which are updated and supplemented on an annual basis. The enhanced suite of ESG policies was implemented and rolled out across the Group. The table below summarises our ESG policies that solidify our accountability to our stakeholders and set the ESG objectives and factors that are integral to our business.

Policy	Objective
ESG Policy	Articulates our commitment to managing our business in a sustainable manner by integrating ESG considerations across our business, in alignment with the Group's ESG Framework, ESG Roadmap and all related policies outlined in the appendices to form the Group's ESG commitment and approach.

Human Centric (Social)	
Diversity, Equity & Inclusion	Sets out the approach and guidelines to promote a diverse workforce and an inclusive working environment across the Group.
Human Rights	Reflects our commitment and sets out our principles to protect human rights within ESR's sphere of influence by adopting responsible workplace and employment practices, and conducting business operations in a manner that preserves the dignity and respect of all people with whom the Group engages.
Quality of Assets and Services	Sets out ESR's commitment to providing exceptional quality of assets and services through tenant engagement, proactive investment, asset and property management and providing a safe and healthy environment for its stakeholders.
Community Development	Sets out ESR's commitment to act as a responsible corporate citizen and contribute to the economic and social development of communities where we operate.

Corporate Governance

Human Centric (Social)	
Group Human Resources	Outlines ESR's people management philosophy and practices to support the Group's purpose and business operations. It provides guidelines for our employment practices, employee work conduct, employee development, rewards, employee engagement and HR governance.
Employee Handbook	Articulates processes, procedures, standards and responsibilities as an employee of the Group.
Health and Safety	Sets out ESR's commitments pertaining to the health, safety and well-being of both internal and external stakeholders.
Property Portfolio (Environmental)	
Climate Change, Adaptation, Mitigation and Resilience	Reflects the Group's commitment in adopting a holistic approach towards reducing physical vulnerability and enhancing the resiliency of our assets and operations. We evaluate climate-related risks, identify opportunities and enhance the resiliency of our business to the impacts of climate change.
Net Zero Carbon	Outlines the commitment of ESR to Net Zero Carbon by managing our operations in alignment with net zero emissions pathways.
Energy and Emissions Management	Articulates ESR's commitment to manage energy consumption and GHG emissions based on best management practices within our business operations.
Environmental Resource Management	Sets out the commitment of the Group to manage water consumption and waste generation by adopting best management practices in our business operations.
Environmental Protection	Sets out the commitment of the Group to adopt a preventive and proactive approach towards environmental protection in relation to our activities and operations.
Environmental Management System	Outlines our commitment to adopt a systematic approach to improving our environmental performance within our business operations.
Indoor Environmental Quality	Sets out the commitment of the Group to adopt a high standard for indoor environment in our business operations and provide a safe working environment to protect against occupational hazards.
Sustainable Procurement	Reflects ESR's sustainable and green procurement standards for the Group and our suppliers.

Corporate Governance

Corporate Performance (Governance)	
Board Diversity	Sets out the approach to achieve diversity on the Board.
Delegation of Authority	Outlines the Group's Headquarter Approval Matrix, in relation to approvals including project financing, fundraising, third-party professional engagements and payments amongst others.
Corporate Governance Code	Establishes a framework to uphold the highest standards of corporate governance across all business operations, in alignment with Appendix C1 of the HKEX Listing Rules.
Anti-Bribery, Anti-Corruption and Handling of Gifts, Travel & Entertainment	The policy covers all employees and third parties, including suppliers, where it delineates and explains the responsibilities of all employees in implementing the policy, outlines the regulatory requirements in anti-bribery and anti-corruption in the acceptance or offering of business courtesies and hospitality, and handling of gifts, travel and entertainment in the course of their duties; and provide guidance on the standards of behaviour to which employees and third parties must adhere to, and situations when bribery and corruption can be avoided.
Anti-Money Laundering, Counter-Terrorist Financing & Sanctions	Sets out the regulatory requirements in anti-money laundering ("AML"), counter-terrorist financing ("CTF") and sanctions compliance which is expected of all employees and related counterparties when performing their duties. The Group adopts a risk- based approach to combat money laundering, terrorist financing and sanctions violations, including taking appropriate steps to identify, assess, understand and address counterparties' risk as part of the rigorous evaluation process for the Group's investment opportunity.
Code of Conduct and Business Ethics	Outlines the fundamental ethical principles of good business practices and procedures and legal compliance, emphasising discipline, professionalism, loyalty, integrity and cohesiveness for the success of the Group. Mandatory annual ethics training and code of conduct attestation are required from all employees.
Conflicts of Interest	Sets out the principles to manage conflicts of interest in compliance with the applicable laws of each jurisdiction and the Hong Kong Listing Rules in order to make business decisions in the Group's best interests.
Employee Dealing and The Handling of Inside Information	Outlines the procedures required to strengthen the protection mechanism of inside information or material non-public information obtained by the Group or employees during the blackout period and in the ordinary course of business and the approval and monitoring of the dealing of the ESR listed securities.

Corporate Governance

Corporate Performance (Governance)	
Whistleblowing	Outlines the whistleblowing process, channels, and encourages employees and external third parties who may in confidence raise concerns about possible improprieties and to prevent and deter breach of legal requirements and violations of our corporate policies. All reporting of such matters will be treated fairly and be protected from retaliation.
Shareholder Communications	Articulates provisions with the objective of ensuring that the shareholders of ESR are provided with ready, equal and timely access to balanced and understandable information about the Group enabling them to exercise their rights in an informed manner and to engage actively with the Group.
Enterprise Risk Management Framework	Provides a holistic and systematic approach for the identification, assessment, monitoring and reporting of risks, including those connected to the topics covered by our ESG Framework.
Conflicts of Interest In Relation to Fund Management & Capital	Sets out the principles to manage conflicts of interest in the management of funds to maintain the highest standards of conduct consistent with fiduciary duties to investors.
Supplier Code of Conduct	Sets out the standards for suppliers relating to regulatory compliance, business conduct, labour practices, environmental protection, sustainable procurement and health and safety.
Responsible Investment	Sets out the framework for the Group on responsible investing within our business and outlines our commitment to responsible investing and the integration of ESG factors into our investment and asset management processes across different asset classes, markets and investment teams.
ESG Data Collection and Review	Outlines review guidelines for data to be reported in our annual ESG report, in compliance with the relevant provisions from HKEX Main Board Listing Rule 13.91 and ESG Reporting Guide, and in accordance with the GRI standards.
Information Security	Provides guidance for the establishment and operation of the information security framework and the construction of the Group's information security management system (ISMS) to ensure the availability, integrity and confidentiality of information which has significant influence on our operations and provide information security assurance to our growing business.
Group Crisis Management	Sets out the framework on crisis management as part of the our commitment to ensure business continuity.
Social Media	Outlines the boundaries and use of social media platforms or channels for the Group's communications.

Note: Selected policies are made publicly available on ESR's corporate website at www.esr.com

Risk Management

Enterprise Risk Management

The Group's Enterprise Risk Management ("ERM") Framework provides a holistic and systematic approach for identifying, assessing, monitoring and reporting of risks, including topics covered by our ESG Framework. The ERM Framework is designed to be dynamic with the intent of fostering the right risk culture and responds promptly and effectively in the constantly evolving business environment. The ERM Framework is adapted from ISO 31000 International Risk Management Standards, COSO Internal Control-Integrated Framework and the Task Force on Climate-Related Financial Disclosures ("TCFD") recommendations — now under the purview of the International Sustainability Standards Board ("ISSB"). In addition, the Group has developed internal key risk indicators that serve as an early-warning system to highlight risks that have escalated beyond the agreed tolerance levels and its risk exposure, including climaterelated indicators. Management has established required follow-up actions to be taken when risk thresholds are breached. The key risks and key risk indicators are reviewed by management and the Audit Committee before they are drawn to the attention of the Board.

In establishing an organisation-wide risk governance structure, ESR adopts the 'four lines of defence' model. This governance model aims to drive risk accountability and ownership at all levels of the organisation, at the same time maintaining the right level of commitment and segregation across stakeholders. The responsibility for risk management is distributed across the organisation, from the front lines to the four lines of defence. Risk owners at the country and business unit level, as well as group senior management, actively participate in these processes. The Group Risk Management department collaborates closely with the risk owners to identify key risks, assess their likelihood and impact on the Group's business and establish effective controls to mitigate these risks. This collaborative approach ensures comprehensive risk management throughout the organisation.

To proactively identify and analyse sustainability-related risks and opportunities, we evaluate material ESG risks and integrate the findings into our operations and risk management framework. During the annual review of the ERM Framework, Group Risk Management department included the environmental likelihood and impact parameters in the risk consequence matrix for risk assessment and prioritization and enhanced the risk management process to include the identification, assessment and management of climate-related risks. Throughout the year, the ESG Committee tracks and examines market trends and indicators with the help of external experts and consultants to ensure that the sustainability-related risks are relevant to our business and to be considered during the review process. When integrating ESG-related risks within the ERM Framework, we identified sustainability and climate change risk as one of the key risks within our Group risk profile. We have assessed the potential drivers, likelihood of the risk occurring and consequences, as well as mitigating controls that are put in place to

keep up with the stakeholders' expectations regarding sustainability and climate change. In addition, we consider the impact of emerging risks over a long-term horizon. As the world transitions to a low-carbon economy, climate change poses both physical and transition risks which will have medium and long-term effects on our business.

Material changes in risk profiles, activities and controls are regularly communicated to senior management, the Audit Committee and the Board of Directors. These updates are shared during half-yearly board meetings to facilitate comprehensive reviews and discussions. More details on the impacts and mitigation measures to address these emerging risks are included in the Risk Management section in pages 55 to 61 of our FY2024 Annual Report, as well as the Climate Change Resilience section under pillar 2: Property Portfolio of this report.


Risk Management

IT and Cybersecurity

The Group recognises the increasing threats posed by cyberattacks, which are becoming more prevalent and sophisticated. ESR is committed to staying ahead of cyber threats and implements enhancements to various platforms, given the growing reliance on technology to enhance operational efficiency and ensure effective internal governance. ESR has a cyber resilience infrastructure and network, which safeguards against technology-related risks originating from both internal and external sources. Additionally, ESR has comprehensive information technology policies and procedures in place, governing information availability, confidentiality and security, to prevent any unauthorised disclosure of sensitive information. The Group understands the importance of the increasing and intricate cyber threats on a global scale. As we expedite our digitalisation efforts to enhance business operations, we acknowledge that technologyrelated risks from both internal and external origins are fundamental components of our primary business risks.

At the governance and management structure level, the Group IT department reports to the Group Head of IT, who implements the information security plans and initiatives, enforces central IT controls and coordinates the identification, assessment and monitoring of information security risks to enhance the Group's resilience. ESR effectively manages cybersecurity risks through the implementation of an ISO 27001:2022 based Information Security Management System ("ISMS"), which includes a comprehensive set of IT policies and procedures dedicated to risk, technology and data security controls. The ISMS Committee, headed by the Group Chief Operating Officer, consists of senior IT leaders from various business units within the Group. This committee is responsible for establishing the information security governance framework, monitoring the system's functionality and ensuring the implementation of suitable safeguards to enhance the resilience of our IT operations against cyberattacks. In 2024, Group IT has undergone certification audits for ISO 27001:2022 certification and cleared the audits with no compliance findings. ESR was awarded the ISO 27001 certificate by the British Standards Institute (BSI), an ISO certification organisation in March 2025. This accreditation is a testament to ESR's commitment to our digital transformation. It provides confidence and assurance to our investors, customers, and regulators that ESR is dedicated to maintaining the highest IT security standards. This certification not only enhances our reputation but also gives ESR Group IT a framework for continuous improvement in our IT security standards, processes, and procedures.

Risk Management



ESR's Group Chief Operating Officer, Matthew Lawson, received the ISO 27001 certificate from BSI ASEAN.

In bolstering our cybersecurity measures, vulnerability assessments are performed to test the integrity of the systems. In view of potential external threats that may impact ESR's network and data, a Security Operations Centre ("SOC") has been established and supervised by a third-party service provider in collaboration with the Group IT department. The SOC continually monitors and enhances our security posture, proactively prevents, detects, analyses and responds to potential cybersecurity incidents. By regularly reviewing the information technology disaster recovery plan and assessing the robustness of our IT systems, we ensure the protection of critical information systems and safe recovery of essential business operations.

To ensure continuous protection against malware and network threats, both within and outside our corporate networks, the Group IT continues to leverage cloud-based security services for our staff computing devices. In 2024, ESR migrated our key IT system from on-premise hosting to cloud and achieved improved performance, resiliency and improved integration with our cloud based cyber security services. Our cyber defences undergo regular testing through vulnerability assessments and penetration testing by third-party security specialists. Additionally, we conduct regular backups and disaster recovery testing to ensure the uninterrupted continuity of our operations. These measures collectively strengthen our ability to prevent, detect and respond to potential threats, safeguarding our data, assets and reputation. Mandatory annual training sessions on IT security awareness, including simulated phishing tests, are conducted to keep employees informed and vigilant regarding potential security breaches and phishing scams. To augment our defence mechanisms against the financial repercussions of cyber incidents, the Group has secured cyber liability insurance, which also covers information security risks.

Over the past four years, ESR is proud to report that there have been no group-wide and third-party information security breaches, a testament to the effectiveness of the Group's cybersecurity measures and proactive risk management approach. ESR engages service providers to carry out a range of business functions. To ensure effective third-party security management, the Group has developed a robust framework and processes to assess and monitor the information security controls implemented by third parties and continuing compliance with the Group's stringent security standards.

Risk Management

Compliance

ESR remains dedicated to full compliance with the laws and regulations in every jurisdiction where we operate. As outlined in our Code of Conduct and Business Ethics and Group Human Resources Policy, employees are free to engage in political activities of their choice. However, it is crucial that these personal activities do not give the impression that employees are representing or acting on behalf of the Company unless explicitly authorised.

The Company strictly forbids any form of political engagement on its behalf, including unlawful political donations or lobbying expenditures directed toward political organisations or individuals. We highlight that no contributions or expenditures were made to any political party, politician, or campaign-related activities during FY2024.

Utilising our advanced technology and strong regulatory compliance framework, we established a comprehensive compliance programme. This programme is designed to uphold the highest standards of ethical conduct and regulatory adherence.

ComplyESR and LRN (formerly known as Thomson Reuters) e-learning: We utilise two key tools to support our compliance efforts. ComplyESR is our new in-house compliance and risk management system, designed to streamline and simplify compliance-related tasks. ComplyESR helps us manage compliance risks and track employees' acknowledgements of ESR's Code of Conduct and Business Ethics, as well as other relevant policies such as Conflicts of Interest Policy, Anti-Bribery, Anti-Corruption and Handling of Gifts, Travel & Entertainment Policy, Anti-Money Laundering, Counter-Terrorist Financing & Sanctions Policy, Employee Dealing and The Handling of Inside Information and Whistleblowing Policy. Employees must attest that they have read, understood and will adhere to these principles annually via ComplyESR. ComplyESR is also used for attestation by all employees and ESR licensed representatives that they have read and understood the training materials and other ESG and IT corporate related policies. Additionally, we utilise LRN (formerly known as Thomson Reuters) e-learning platform, to assign compliancerelated training courses, covering various topics including anti-bribery and anticorruption, business gifts and entertainment, insider dealing and anti-competitive conduct. Each training includes a self-assessment component where employees can evaluate their understanding of the training materials. All employees must complete the mandatory training modules assigned annually and certification to the Code of Conduct and Business Ethics as well as Employee Trading.

To ensure the effectiveness of our ethical standards and compliance-related policies, Group Internal Audit will conduct an annual review of compliance with the above policies, including ethical standards. This process helps us assess the internal controls associated with these standards and policies. We are pleased to report that no breaches of our Code of Conduct and Business Ethics were reported during FY2024. As a Group, we are committed to minimising conflicts of interest by implementing clear prohibitions and proper segregation of duties in situations where a responsible party may have a personal interest during a business transaction and must be excluded from the business discussion or receiving any related information.

Whistleblowing: In alignment with our Code of Conduct and Business Ethics,
 Whistleblowing Policy, Group Human Resources Policy and Human Rights Policy,
 we have implemented grievance mechanisms to handle concerns and reports
 related to compliance and workplace behaviour. These channels are accessible
 to both internal and external stakeholders, including employees, allowing them to
 confidentially report any suspected infringements or violations.

External third parties, including supply chain workers with commercial ties to ESR and its employees, can report whistleblowing complaints via our corporate website (https://www.esr.com/whistleblowing-policy/). All complaints submitted through this channel are handled with strict confidentiality. External whistleblowers may also visit our aforementioned corporate website to download and complete the 'Whistleblowing Report Form' to share their concerns. Where legally permitted, reports can be made anonymously; however, voluntarily providing contact details is encouraged to facilitate follow-up inquiries during the investigation process.

Submissions are reviewed and assessed by the Group's Head of Compliance and General Counsel, who prepare regular investigative reports for internal communication and validation purposes. The Audit Committee is informed of all whistleblowing cases and determines appropriate actions to address them. ESR is dedicated to fostering an open, fair and transparent environment, ensuring that employees and external stakeholders can report misconduct or violations in good faith. Retaliation is strictly prohibited against individuals who assist in investigations, even if their reports are ultimately unsubstantiated. Notably, no workplace discrimination or ethics-related complaints were reported during FY2024.

Risk Management

• **Regulatory Compliance and Anti-corruption**: To maintain compliance, we continuously track changes in laws and regulations across the regions where we operate. As a Group, ESR is dedicated to upholding its robust Anti-Bribery and Anti-Corruption policies. These policies act as a foundational framework for ESR and its employees, ensuring a thorough understanding of and alignment with applicable legal requirements. Furthermore, they provide legal safeguards in the jurisdictions where we conduct our business activities.



ESR's Anti-Bribery and Anti-Corruption policies are enforced across our operations in key regions such as Australia, China, Hong Kong, India, Indonesia, Japan, Malaysia, South Korea, Singapore, Thailand, Vietnam and the United Kingdom. These policies apply not only to all employees within the Group, but also to external parties, including contractors, suppliers, intermediaries, agents, business partners, representatives and consultants. To enhance commercial integrity in our business transactions, it is essential to adhere to the following "4R Rules":

- a) Comply with Regulations: Strictly adhere to all applicable laws, regulations and internal policies.
- b) Be Reasonable: Exercise sound judgement and reasonableness in all business dealings.
- c) Be Responsible: Take individual responsibility for upholding ethical standards and ensuring compliance.
- d) Keep Books and Records Accurately: Maintain accurate and reliable records of all business transactions.

By following these principles, we foster a culture of integrity and promote ethical conduct throughout the Group's operations.

• **Tax Compliance**: ESR is committed to complying with tax laws in all jurisdictions where we operate. We actively stay updated on the latest tax developments with the support of our tax consultants. In addition, we perform continuous reviews and assessments to ensure full compliance with applicable tax regulations.

Risk Management

Counterparty Risk Management

Counterparty risks may arise in situations that pose a threat or endanger the Group due to our business relationship with other parties. In order to mitigate these risks, we implemented a Counterparty Due Diligence Workflow using the counterparty due diligence platform 'Compliance Desktop®', which is owned by London Stock Exchange Group ("LSEG"). This platform incorporates both internal and external questionnaires, taking a risk-based approach to determine the level of background checks required. It utilises WorldCheck screenings and different levels of approvals. The automated features of our enhanced Counterparty Due Diligence Workflow promote compliance throughout the Group by assessing counterparty risk based on relevant factors such as the Corruption Perceptions Index scores, international sanctions regimes and FATF guidance. In addition, the platform enables us to conduct regular risk assessments aimed at determining the counterparties' bribery and corruption risk, modern slavery risk, money-laundering, terrorist-financing and sanctions risks amongst others, strengthening our business relationships with counterparties. Furthermore, the platform enhances risk management by providing transparency in compliance status checks for vendors, contractors, capital partners, tenants and suppliers. In addition to all of these efforts, where appropriate, the counterparties must incorporate specific contract provisions within their service agreement or engagement letter, covering compliance with laws and regulations and the key provisions reflecting the objectives of our policies. We have made improvements to Compliance Desktop®, including reconfiguring the existing workflow, updating the questionnaires and revising the scoring scheme to better assess counterparty risk based on relevant factors such as the Corruption Perceptions Index scores, international sanctions regimes, FATF guidance and the revised Anti-Money Laundering, Counter-Terrorist Financing & Sanctions Policy.

To streamline supplier due diligence and selection, we utilise Compliance Desktop® to assess the bribery, corruption, money-laundering, terrorist-financing and sanctions risk of counterparties before appointing them, including vendors and contractors. As part of the due diligence process, the relevant business unit personnel completes an internal questionnaire. Based on the final risk rating (low, medium or high) and screening results, local or group compliance will determine whether the counterparty can be onboarded or if additional enhanced due diligence (such as assigning an external questionnaire) is required. The platform also enables ongoing monitoring of existing counterparties, allowing us to improve sustainability practices and performance within our supply chain.

The improved Counterparty Due Diligence Workflow we have implemented also enhances risk management by providing full transparency regarding the compliance status of vendors, contractors, suppliers, capital partners and tenants.

Phase 1 - 3: Remediation, Automation & Execution

- 100% resolution rate on 3,716 third-parties screened in year 2019
- Implementation of automated Counterparty Due
 Diligence workflow
- Training of responsible persons, business unit managers and Legal and Compliance teams
- Successful roll-out of ESR Compliance Desktop[®] across 8 markets
- New function added to purchase Enhanced Due
 Diligence report for higher risk counterparties

Phase 4: Integration

- Due Diligence Questionnaire includes sustainability factors¹ in counterparty preapproval process
- Enhanced sanctions checks on counterparties in compliance with the relevant regulations
- Completed due diligence checks serve as supporting documents for finance to process payments

Phase 5: Enhancement

- Enhanced due diligence questionnaire with added sanctions compliance section and updated Ultimate Beneficial Owner ("UBO") threshold
- Update scoring scheme to be in line with Corruption Perceptions Index scores, relevant international sanctions regime and FATF guidance
- Remediation actions taken to enhance oversight of local Legal and Compliance teams approving questionnaire and ongoing monitoring of higher risk counterparties

1 Sustainability factors include green procurement selection, supply chain evaluation and practices, and modern slavery matters

Risk Management

Automated Counterparty Due Diligence Workflow

Pre-due diligence screening

- Data collection and automated screening of responses from counterparties
- Responsibility of screening falls on the Business Unit Managers

Due diligence investigation

- Due Diligence reports are generated from LSEG
- Initiated and overseen by Legal and Compliance teams

Post-due diligence monitoring

- Monitoring via Worldcheck, the Screening & Due Diligence database by LSEG
- Approval of counterparties subject to renewal every 24 months

CASE STUDY Launch of ComplyESR

In 2024, Group Compliance collaborated with an external vendor to launch ComplyESR, our new in-house compliance and risk management system, designed to streamline and simplify compliance-related tasks for all ESR employees. This in-house system replaced ComplySci® for the submission of all compliance certifications and preclearance requests.

ComplyESR allows all employees to submit preclearance requests by simplifying requests for security trading, gifts and entertainment, charitable donations, conflicts of interest and outside business affiliations. It also enables employees to stay informed and track active compliance discussions. The system provides multiple approval channels where supervisors will be able to approve the requests, view data records and managed brokerage accounts through the various online platforms including TEAMS, email or the PowerApps itself. The user-friendly interface also enables employees to navigate intuitive menus and tools, allow automation by reducing manual effort with streamlined workflows and provide transparency where employees can track the status of their certifications and preclearance requests in realtime.

Group Compliance also prepared a user guide and developed a set of training videos which cover the key features of ComplyESR, including the steps involved for completing the annual certification and obtaining preclearance approval.

Key Performance Indicators



3 Risk Buckets containing 67 Specific Risk Areas assessed

- Official lists covering sanctions, watchlists, regulatory and enforcement lists
- Political exposure covering PEPs, RCAs, SOEs and SIEs[‡]
- Structured adverse media which covers an extensive list of risk areas including fraud, insider trading, cybercrime, bribery and corruption
- Environmental and social risks

Australia	China	China, Hong Kong	India
3,437	2,454	313	442
Japan	South Korea	Singapore	Vietnam, Indonesia & Thailand
918	458	256	32

Responsible Investment

As a signatory to the United Nations-supported Principles for Responsible Investment ("UN PRI"), ESR publicly demonstrates its commitment to adopting and promoting sustainable and responsible investment practices.

The UN PRI includes the annual disclosures and evaluation of our implemented policies and procedures on responsible investing. The UN PRI principles guide our approach to consider ESG issues in our investment and asset management processes across the Group. As a result, this strengthens the Group's investment approach to create value for investors and contribute to broader environmental and societal objectives, so as to preserve and promote the long-term interests of our stakeholders.

In July 2024, the Group participated in its inaugural mandatory reporting as a PRI signatory. PRI assessment reports were released in Q4 2024, and the Group was awarded four stars for three core modules in the assessment, demonstrating its commitment to responsible investment practices. As part of this process, the Group also made enhancements to its Responsible Investment Policy and ESG Checklist. These enhancements ensure that the documents capture the core aspects of responsible investment and are fit-for-purpose for investment due diligence and risk assessment. Trainings for employees, as well as an engagement session with the Group Fund Management & Capital team, were conducted to strengthen existing responsible investment practices and ensure compliance with agreed processes. Dedicated training on UN PRI and the six principles of responsible investment was rolled out to all employees in 2024, with the aim to build internal capabilities to embed responsible investment practices in the Group's business.

Sustainable Financing

This year, ESR secured a landmark five-year syndicated term loan and revolving credit facility totaling US\$2.5 billion. This achievement brings the total number of sustainabilitylinked loans ("SLLs") secured by ESR to 11, amounting to nearly US\$7 billion, underscoring our market leadership in sustainable financing and operations. Aligned with our ambitious ESG 2030 Roadmap, this SLL represents the largest sustainability-linked loan ESR has raised to date and being the most significant in Southeast Asia's real estate sector. The loan reinforces our commitment to integrating ESG principles into our financial and operational strategies, solidifying our position as a pioneer in the sustainable financing landscape.



Disclosure & Reporting

ESR is dedicated to maintaining high standards in disclosure and reporting, enhancing its ESG performance and actively engaging with stakeholders. The Group consistently participates in globally recognised benchmarks and ratings, such as GRESB, MSCI ESG Ratings, ISS and Sustainalytics ESG Risk Ratings. These platforms provide valuable insights into our performance relative to industry peers and help us identify opportunities for improvement.

Since 2014, the Group has been involved in GRESB, the leading global benchmark for evaluating the ESG performance of real estate and infrastructure projects. A total of 49 listed REITs and private funds participated in the 2024 GRESB Assessment, including funds managed by the Group's data centres and renewables platforms under the Real Estate Benchmark and Infrastructure Benchmark respectively. GRESB ratings and data are widely used by institutional and financial investors to monitor their investments and guide both strategic and sustainability decisions regarding their portfolios.

Key Highlights of the Group's GRESB Leadership in 2024







G R E S B

- Under the Development benchmark, three participating entities attained Regional Sector Leader recognitions:
 - ESR Kendall Square Asset No. 2 REIT Co., Ltd. (South Korea) recognised as the most prestigious Global Sector Leader (Global, Industrial) in the Standing Investments Benchmark.
 - Redwood Japan Logistics Fund II LP (Japan) recognised as Regional Sector Leader (Asia, Industrial) in the Development Benchmark.
 - RJLF 3 Co-Investment Platform (Japan) recognised as Regional Sector Leader (Asia, Industrial) in the Development Benchmark.
- 12 entities across the Group awarded the 5-Star rating placing us among the top 20% of global GRESB-rated entities.
- In line with our ESG 2030 Roadmap target to achieve a 3-Star GRESB rating average, we managed to obtain a 3.41 Star rating average for the 49 participating entities in 2024.
- ESR Data Centre Fund 1 scored 97 out of 100 points and earned a 5-Star rating in its inaugural assessment, with 2nd position in the Technology/Science peer group ranking.

Stuart Gibson, ESR Group Co-founder and Co-CEO, added, "The GRESB 5-Star rating for our data centre platform in their first year of assessment is a remarkable accomplishment. It underscores our dedication to operational excellence and sustainability. As we continue to expand our footprint across the APAC region, we remain focused on providing best-in-class real assets and solutions for our stakeholders, leveraging state-of-the-art technologies to increase efficiency and reduce our carbon footprint."

Disclosure & Reporting



Highlighting our strong ESG practices, which align closely with investor priorities, we maintained a "Low Risk" rating in the 2024 Morningstar Sustainalytics ESG Risk Ratings. This rating evaluates a company's exposure to material ESG risks specific to its industry, as well as the effectiveness of its management in addressing those risks. Sustainalytics categorises ESG risk levels into five tiers: negligible, low, medium, high and severe.

In 2024, the Group also retained its "A" rating in the annual MSCI ESG Ratings, reflecting our ongoing commitment to enhancing ESG performance. MSCI ESG Ratings assess global companies on an industry-relative scale ranging from triple-A (AAA) to triple-C (CCC), based on their exposure to ESG risks and their ability to manage these risks compared to peers.

This year, ESR moved up to the 1st decile ranking for the ISS Governance QualityScore (up from 8th in 2023) and 1st and 2nd decile rankings for the ISS E&S QualityScore on social and environment components, respectively (up from 5th in 2023).

As we progress toward the goals outlined in our ESG 2030 Roadmap, we remain committed to continuously aligning our ESG performance and reporting with global best practices while benchmarking against industry leaders.

Supply Chain Management

ESR incorporates ESG considerations as part of our supply chain management on areas relating to sustainable procurement, operational resilience and sustainability performance of suppliers.

We work closely with a wide range of suppliers, including contractors, vendors, consultants, service providers, architects and designers in the development and management of our asset portfolios. Suppliers are assessed based on a set of criteria including track record, financial strength and their commitment towards high standards of quality, environmental management and safety.

We work with our contractors to integrate the relevant ESG considerations into our value chain. Impact assessments are conducted prior to construction covering the effects on the environment and compliance with applicable laws and regulations. Suppliers are also required to adhere to our Supplier Code of Conduct, setting out the standards relating to regulatory compliance, business conduct, labour practices, environmental protection, sustainable procurement, health and safety training and awareness amongst other areas. For example, some requirements that the Group expects all suppliers to comply are:

- 1. Meet or exceed the requirements of all applicable environmental laws and regulations in terms of energy consumption, GHG emissions, water use and waste management.
- 2. Implement an effective environmental management system to manage and monitor energy, emissions, water and waste, and reduce environmental impacts in their operations.
- 3. Promote sustainable material sourcing and raw material extraction methods to reduce environmental and social potential impacts and seek to meet voluntary standards or programmes that address responsible sourcing criteria. Suppliers are expected to develop a sustainable procurement policy or an action plan to ensure that sustainable management practices are adopted.
- 4. Respect the five fundamental human rights in their operations as set out in the International Labour Organisation ("ILO")'s Declaration on Fundamental Principles and Rights at Work.
- 5. Uphold health and safety standards and promote a safe and healthy working environment in accordance with all applicable laws and regulations.
- 6. Adopt a zero-tolerance stance towards all forms of corruption including bribery, extortion, personal or improper advantage.
- 7. Adhere to Group's Whistleblowing Policy to allow any supplier, staff or persons to raise concerns in good faith.

Suppliers who fail to comply with the Code may result in contractual penalties, termination of contract and/or reporting to the local authorities. All current and prospective suppliers are required to adhere to the Code.

Furthermore, the Group has an Environmental Protection Policy that sets out our commitment to preserve the biodiversity and habitat surrounding our assets and projects. We adopt a biodiversity mitigation hierarchy framework to manage the risks and potential impacts related to biodiversity and habitat. This framework includes a structured approach to protect and conserve biodiversity and maintain the ecosystem through the following steps: Avoidance, Minimisation, Restoration and Offsets. Through this framework and guidelines in this policy, we work closely with all our suppliers and their sub-suppliers to ensure that the natural environment (biodiversity and habitat) is protected and conserved.

The Group also actively engages our supply chain through various industry consultations, forums and events to gain relevant insights and share best practices.

About This Report

This ESG report discloses environmental data pertaining to assets in which the Group has operational control, including assets under ESR. We define operational control as the landlord's base building consumption for assets under our direct control, including assets acquired or disposed during the year up to the period of effective ownership. This does not cover the consumption by tenants which is under Scope 3 and excludes assets which are entirely managed by the tenants (e.g., single tenants or master leases). This concept of operational control is in line with GHG Protocol. The scope of employment data in this report includes employees who are in a direct employment relationship with the Group or whose employment terms and conditions are under our direct management control. Our report complies with relevant provisions from HKEX Main Board Listing Rule 13.91 and ESG Reporting Guide, as well as the GRI Standards from the Global Reporting Initiative. Details are available in the <u>content indices</u>.

ESR commissioned Hong Kong Quality Assurance Agency ("HKQAA") to conduct an independent verification for Environmental, Social Data and Solar Power Capacity datasets as indicated in the ESG data summary (including measurement of performance against the ESG 2030 Roadmap targets) and Independent Assurance statement set forth in this section.

We welcome your feedback about the content of this report and our ESG performance more generally. Please contact us at esg@esr.com.

						024, by Region ¹			C 11		e
	2022	2023	2024	Australia & New Zealand	Mainland China	Hong Kong	India	Japan	South Korea	Singapore	Southeast Asia (ex.Singapore)
Number of Employees ²											
Total	1,400	1,354	1,168	237	184	105	76	78	111	314	63
By Gender											
Male	772	739	623	136	101	49	58	58	74	110	37
Full time	768	736	623	136	101	49	58	58	74	110	37
Part time	4	3	0	0	0	0	0	0	0	0	0
Permanent	748	709	610	136	96	48	58	57	74	108	33
Temporary	24	30	13	0	5	1	0	1	0	2	4
Non-guaranteed hours	0	0	0	0	0	0	0	0	0	0	0
Female	628	615	545	101	83	56	18	20	37	204	26
Full time	622	605	539	96	83	56	18	20	37	203	26
Part time	6	10	6	5	0	0	0	0	0	1	0
Permanent	604	586	514	100	70	54	18	20	36	193	23
Temporary	24	26	31	1	13	2	0	0	1	11	3
Non-guaranteed hours	0	3	0	0	0	0	0	0	0	0	0
By Age											
Under 30 years	157	147	95	33	10	6	4	3	11	26	2
30's	616	602	521	114	88	35	31	14	61	146	32
40's	420	420	380	60	72	45	27	28	30	97	21
50 years and over	207	185	172	30	14	19	14	33	9	45	8
By Employee Category ³											
Senior Management ⁴	563	550	521	66	118	60	63	47	56	94	17
Middle Management	524	510	409	96	54	27	12	17	51	121	31
General & Operations	313	294	238	75	12	18	1	14	4	99	15
Employee Category			2024	Mal	e	Female	< 30 years	30's		40's	> 50 years
Senior Management			521 (45%	346 (56%	6)	175 (32%)	3 (3%)	145 (28%)	2	246 (65%)	127 (74%)
Middle Management			409 (35%	208 (33%	6)	201 (37%)	34 (36%)	269 (52%)		77 (20%)	29 (17%)
General & Operations			238 (20%	69 (11%	6)	169 (31%)	58 (61%)	107 (20%)		57 (15%)	16 (9%)
Total			1,168	62	3	545	95	521		380	172

The disclosure on employees is based on the breakdown by region as the Group's employees are grouped according to the business units' locations in the region. 1

The total number of employees refers to employees with direct employment relationship with the Group as at 31 December 2024. Direct employment relationship refers to individuals that are directly employed by ESR where both parties (employee a gree to the terms of employment, including job duties, compensation, and working conditions. ESR has direct control over the employee's work tasks, supervision, and performance. The relationship is governed by employment laws, regulations, and contractual agreements. The total headcount for the Group is 2,058 as at 31 December 2024, which includes headcount from property management services. The Group conducted a review of the employee classification by job seniority in 2024 to better reflect the senior roles. 2

3

Senior Management includes 24 headcount which comprises the Group Co-founders & Co-CEOs, ESR Group Leadership Team (5 Males and 1 Female), and ESR Business Leadership Team (13 Males and 3 Females). 4

							2024 by Re	gion ¹			
	2022	2023	2024	Australia & New Zealand	Mainland China	Hong Kong	India	Japan	South Korea	Singapore	Southeast Asia (ex. Singapore)
Number of Leavers (% Turnover rate) ⁵										• •	
Total	380 (27%)	277 (20%)	305 (26%)	62	42	31	13	21	11	83	42
By Gender											
Male	187 (24%)	135 (18%)	173 (28%)	40	23	9	12	11	2	48	28
Female	193 (31%)	142 (23%)	132 (24%)	22	19	22	1	10	9	35	14
By Age											
Under 30 years	56 (36%)	38 (26%)	38 (40%)	11	2	3	0	1	2	15	4
30's	181 (29%)	116 (19%)	139 (27%)	26	26	8	9	8	8	34	20
40's	104 (25%)	75 (18%)	82 (22%)	13	13	10	1	8	1	25	11
50 years and over	39 (19%)	48 (26%)	46 (27%)	12	1	10	3	4	0	9	7
Number of New Hires (% Hire rate) ⁶											
Total	408 (29%)	200 (15%)	212 (18%)	35	15	27	6	19	17	79	14
By Gender											
Male	223 (29%)	91 (12%)	110 (18%)	23	7	11	6	12	7	37	7
Female	185 (29%)	109 (18%)	102 (19%)	12	8	16	0	7	10	42	7
By Age											
Under 30 years	75 (48%)	44 (30%)	54 (57%)	10	4	4	2	1	5	27	1
30's	199 (32%)	102 (17%)	93 (18%)	14	10	9	4	7	9	29	11
40's	96 (23%)	46 (11%)	47 (12%)	6	1	11	0	10	3	14	2
50 years and over	38 (18%)	8 (4%)	18 (10%)	5	0	3	0	1	0	9	0
Occupational Health & Safety											
No. of fatalities	0	0	0	0	0	0	0	0	0	0	0
Rate of fatalities	0	0	0	0	0	0	0	0	0	0	0
No. of high-consequence injuries	0 (0%)	0 (0%)	0 (0%)	0	0	0	0	0	0	0	0
No. of recordable work-related injuries or ill health	1 (0.1%)	1 (0.1%)	0 (0%)	0	0	0	0	0	0	0	0
Lost days due to injury	82	0	0	0	0	0	0	0	0	0	0
Lost time injuries frequency rate ⁶ (LTIFR)	0.4	0.4	0	0	0	0	0	0	0	0	0
No. of hours worked ⁷ ('000)	2,800	2,708	2,336	474	368	210	152	156	222	628	126

5 The denominator for rate calculations is the total number of employees in that specific category.

6 The Group started reporting LTIFR data from 2022.

7 The number of hours worked is estimated based on 8-hour work days and 250 work days during the reporting period.

DEVELOPMENT AND TRAINING

	2022	2023	2024
Total number of employees trained	946	1,354	1,168
Total percentage of employees trained	96%	100%	100%
Percentage of employees trained by each category			
By Gender			
Male	93%	100%	100%
Female	99%	100%	100%
By Employee Category			
Senior Management	89%	100%	100%
Middle Management	99%	100%	100%
General & Operations	100%	100%	100%
Average training hours			
By Employee	24	23	24
By Gender			
Male	23	20	21
Female	25	26	28
By Employee Category			
Senior Management	22	23	22
Middle Management	26	22	23
General & Operations	26	22	29
Total employees receiving regular performance and career development reviews (%)	99%	99%	93 % ⁸
By Gender			
Male (%)	98%	99%	93 %
Female (%)	99%	99%	93 %
By Employee Category			
Senior Management (%)	97%	99%	93 %
Middle Management (%)	99%	99%	95 %
General & Operations (%)	100%	99%	90 %

8 Data includes employees who have yet to complete their probation and performance review.

PARENTAL LEAVE

	2022	2023	2024
Total no. of employees entitled to parental leave	All female and male e	mployees, in accordance	with local regulations
Total no. of employees that took parental leave ⁹	127	184	166
Male	48	81	66
Female	79	103	100
Total no. of employees that did return after parental leave	*	39	46
Male	*	20	20
Female	*	19	26
Total no. of employees that returned from parental leave still employed 12 months later	*	38	39
Male	*	17	15
Female	*	21	24
Return to work rate (%)			
Male	*	100%	100%
Female	*	90%	100%
Retention rate (%)			
Male	*	100%	94 %
Female	*	81%	100%

9 Includes employees with children who took childcare leave. A total of 56 employees (20 males and 36 females) took only parental leave in 2024.

* No data for FY22 as data was incomplete and methodology was refined in FY23.

Note on ESG Data Scope

Operational control refers to the base building consumption for operating assets under our direct control, including assets acquired or disposed during the year up to the period of effective ownership. This definition excludes assets which are entirely managed by the tenants (e.g., single tenants or master leases) and the reported data does not cover tenants' consumption.

PROPERTY PORTFOLIO

					Australia				2024, b	y Region	Southeast			
	Units	2022 Note 11	2023 ^{Note 11, 12}	2024 ^{Note 11, 12, 14}	& New Zealand	Mainland China	Hong Kong	India	Japan	South Korea	Asia (ex.	Singapore	Europe & U.K.	U.S. ^{Note 13}
Directly managed properties Note 1	# assets	581	770	728	230	144	23	9 ^{Note 9}	33	40	9	64	176	-
	GFA '000 sqm	27,272	31,381	31,767	5,895	12,347	397	1,234	3,395	3,302	846	3,153	1,198	-
Certified / rated sustainable	# assets	164	181	182	26	34	23	1	33	33	4	22	6	-
buildings Note 6	GFA '000 sqm	10,596	13,420	14,419	1,220	3,500	397	161	3,395	2,974	531	1,882	359	-
Certified / rated "high" sustainable	# assets	70	100	125	21	19	23	1	33	5	1	18	4	-
buildings Note 6	GFA '000 sqm	6,315	8,303	9,797	793	2,257	397	161	3,395	853	81	1,708	152	-
Energy														
Directly managed properties	# assets	320	433	460	59	123	18	5	22	26	12	42	117	36
reporting this data Note 2	GFA '000 sqm	18,220	20,711	23,909	2,182	10,953	376	938	2,621	1,975	1,188	2,775	622	279
Total		560,932	537,836	455,316	27,745	95,225	52,208	938	13,448	33,603	6,645	142,955	53,983	28,566
District heating		24,793	22,080	26,094	354	-	3,128	-	-	-	-	15,615	6,997	-
Grid purchased electricity		467,645	442,794	365,192	18,839	83,317 ^{Note 8}	49,078	938	13,448	25,737 ^{Note 10}	6,588	127,130	23,575	16,542
Fuels	MWh	68,494	72,962	64,030	8,552	11,908	2	-	0	7,866	57	210	23,411	12,024
Diesel		635	393	533	232	-	2	-	-	-	57	210	32	-
Heating oil		789	116		-	-	-	-	-	-	-	-	-	-
Natural gas		67,070	72,453	63,497	8,320	11,908	-	-	0	7,866	-	-	23,379	12,024
Rooftop solar power capacity Note 7	# assets	103	123	155	79	22	8	7	16	12	-	11	-	-
Roonop solar power capacity	MW	84.95	112.30	152.68	36.52	42.49	0.45	2.77	36.91	14.09	-	19.45	-	-
Grid purchased electricity intensity	MWh/ GFA '000 sqm	25.67	21.38	15.27	8.63	7.61	130.53	1.00	5.13	13.03	5.55	45.81	37.90	59.29
Greenhouse Gas Emissions														
Directly managed properties	# assets	320	433	460	59	123	18	5	22	26	12	42	117	36
reporting this data Note 2	GFA '000 sqm	18,220	20,711	23,909	2,182	10,953	376	938	2,621	1,975	1,188	2,775	622	279
Total ^{Note 5}		278,070	248,290	198,549	14,822	69,084	20,299	672	5,850	12,323	5,121	52,428	9,850	8,100
Scope 1 emissions	tCO2e	13,850	14,726	12,927	1,733	2,400	1	-	0	1,585	14	51	4,720	2,423
Scope 2 emissions		264,220	233,564	185,622	13,089	66,684	20,298	672	5,850	10,738	5,107	52,377	5,130	5,677
Total emissions intensity Note 4	tCO2e/ GFA '000 sqm	15.26	11.99	8.30	6.79	6.31	53.99	0.72	2.23	6.24	4.31	18.89	15.84	29.03

	Units	2022 Note 11	2023 Note 11, 12	2024Note 11, 12, 14	Australia & New Zealand	Mainland	Hong Kong	India	2024, by F	Ĩ	Southeast Asia (ex. Singapore)	Singapore	Europe & U.K.	U.S. ^{Note 13}
Water	onits	2022	2023	2024	Zeatanu	Cililia	Tiong Kong	IIIdid	Japan Ja	outinitionea	Jiligaporej	Jiligapore	0.11.	0.5.
Directly managed properties	# assets	286	337	378	16	121	17	6	20	27	12	43	81	35
reporting this data Note 2	GFA '000 sqm	16,421	18,873	21,949	445	10,750	365	1,040	2,513	1,994	1,188	2,893	491	270
Total	· · ·	3,776	3,758	3,201	164	818 ^{Note 8}	65	133	69	287	84	1,119	215	247
Groundwater		141	159	28	-	-	-	3	-	22	3	-	-	-
Surface water	ML	468	446	1	0	-	1	-	-	-	0	-	-	-
Third-party water		3,167	3,153	3,172	164	818	64	130	69	265	81	1,119	215	247
Water use intensity Note 4	ML/ GFA '000 sqm	0.23	0.20	0.15	0.37	0.08	0.18	0.13	0.03	0.14	0.07	0.39	0.44	0.91
Non-hazardous Waste														
Directly managed properties	# assets	226	340	337	13	126	20	4	7	15	7	39	71	35
reporting this data Note 3	GFA '000 sqm	12,143	15,513	18,824	428	11,081	388	778	950	1,152	692	2,655	430	270
Total		72,110	90,553	74,274	2,935	43,877	10,199	4	104	509	1,610	10,805	2,328	1,903
Composted		10	3		-	-	-	-	-	-	-	-	-	-
Grinding		220	-		-	-	-	-	-	-	-	-	-	-
Waste to Energy	Tonnes	17,380	8,390	11,193	499	-	-	-	-	-	-	9,678	1,016	-
Incineration (without energy recovery)	Tonnes	390	34,280	24,306	-	24,147	-	2	75	82	-	-	-	-
Landfill		45,760	41,510	34,193	1,059	19,694	9,388	-	1	142	1,610	396	-	1,903
Recycled		8,350	6,370	4,582	1,377	36	811	2	28	285	-	731	1,312	-
Non-hazardous waste intensity Note 4	Tonnes/ GFA '000 sqm	5.94	5.84	3.95	6.86	3.96	26.29	0.01	0.11	0.44	2.33	4.07	5.41	7.05
Hazardous Waste														
Directly managed properties	# assets	15	9	7	-	-	7	-	-	-	-	-	-	-
reporting this data Note 3	GFA '000 sqm	425	344	118	-	-	118	-	-	-	-	-	-	-
Total		60	1	0	-	-	0	-	-	-	-	-	-	-
Recycled	Tonnes	60	1	0	-	-	0	-	-	-	-	-	-	-
Landfill		-	_	0	-	-	0	-	-	-	-	-	-	-
Hazardous waste intensity $^{\mbox{Note 4}}$	Tonnes/ GFA'000 sqm	0.14	0.00	0.00	-	-	0.00	-	-	-	-	-	-	-

Notes

- 1. Directly managed properties refer to completed assets in operations which are held under the consolidated statement of financial position of ESR Group, as well as held by the funds and REITs managed by the Group (i.e., managers controlled by the Group), including single tenanted assets and master leases as at 31 December 2024. This excludes assets disposed during the reporting period.
- 2. Directly managed properties reporting this data refer to completed assets in operations which the Group has operational control, including assets acquired or disposed during the year up to the period of effective ownership. This reported data does not include tenants' consumption. However, for hospitality asset class, the whole building is included in the reporting scope as the Group is responsible for energy, water and waste management.
- 3. Directly managed properties reporting this data refer to completed assets in operations which the Group has operational control, including assets acquired or disposed during the year up to the period of effective ownership. For logistics asset class, only the common areas are covered because tenants would manage their own waste disposal. For commercial asset class, the whole building is included in the reporting scope as the Group is responsible for waste management and disposal (including tenants' waste). Hazardous waste is mainly due to the fused fluorescent light bulbs which have been properly disposed of by the property managers.
- 4. The intensity calculations for grid purchased electricity, greenhouse gas emissions, water and waste are based on base building consumption for operating assets under our direct control (except for commercial buildings that report waste data on whole building basis) divided by the total GFA of directly managed properties, which include the areas occupied by tenants. Calculated intensity for grid purchased electricity, greenhouse gas emissions, water and waste have all decreased in 2024 due to primarily the divestment of business units (i.e., ARA Private Funds and ARA US Hospitality Trust, see footnote 14) and change in reporting scope of ESR REIT. Excluding this divestment and change in reporting scope, there are no material fluctuations noted across the markets.
- 5. The emission factors used in the calculations are sourced from the national governments of Australia, India, South Korea, Singapore, Malaysia, Indonesia, UK, US, and New Zealand. For properties held in remaining countries, we used emission factors from the Institute of Global Environmental Strategies (China), Electric Power Council for a Low Carbon Society (Japan), individual local utility companies (Hong Kong) and Carbon Footprint (EU). All selected emission factors are based on the guidance set out by the GHG Protocol. In the reporting year, some of the updated emission factors were lower than that of 2023, reflecting the decarbonisation of the national grids.
- 6. Certified / rated sustainable buildings and certified / rated "high" sustainable buildings include completed assets that are directly managed by the Group, including single tenanted assets and master leases as at 31 December 2024. This excludes assets disposed during the reporting period. The percentage of certified / rated buildings as at 31 December 2024 is 45.4% (by GFA) and 25.0% (by number of buildings).
- 7. Refers to the total rooftop solar power capacity installed and fully operational as at 31 December 2024.
- 8. In China, the landlord has operational control over common areas within certain assets (e.g., logistics parks) even if they are fully leased out to the tenants, i.e., single tenanted or master leases. Thus, the common areas data for both electricity and water are included for these assets.
- 9. In India, the development assets (i.e., logistics parks) with completed plots or blocks that are operational are included in the data summary. Thus, the landlord consumption data of these completed plots or blocks within these assets are included for reporting. The reported GFA for the sustainable building certifications and ratings, as well as GFA for the directly managed properties reporting the data, cover the entire logistics parks, including plots or blocks which are not yet completed.
- 10. In South Korea, the landlord has operational control over common areas although the utility bills for electricity and water use are borne by the tenants. For certain properties, the grid purchased electricity of the common areas is an estimation by applying a percentage factor on the total GFA of the asset due to the unavailability of the split in GFA between common areas and tenancy spaces. This percentage factor may change year-on-year depending on various factors, such as occupancy.
- 11. There is no re-statement of past years' figures and no change to the methodologies in the data collection and disclosure in 2024, as compared to the previous years.
- 12. For year-on-year comparison with 2023, directly managed properties which the Group has operational control and have two years of like-for-like data were identified. Based on our analysis, there was approximately a 12% decrease in grid purchased electricity consumption, 16% decrease in water use, and 14% decrease in waste generation (i.e., due to operational efficiencies, changes to tenants' business activities and/or occupancy rates), with no material fluctuations noted across the markets.
- 13. The environmental data from the U.S. region pertains to the business unit, comprising assets in the hospitality asset class, that has been fully divested in 2024.
- 14. The environmental data for the divested business units (i.e., ARA Private Funds and ARA US Hospitality Trust) has been included up to 1H 2024 for the period of effective ownership where ESR retained operational control before divestment.

NUMBER OF SUSTAINABLE BUILDING CERTIFICATIONS OR RATINGS UNDER VARIOUS SUSTAINABLE BUILDING SCHEMES NOTE 6

	ESR Australia &					ESR Southeast			Fortune	Prosperity	Suntec	
	New Zealand	ESR China	ESR India	ESR Japan	ESR Korea		ESR Europe	ESR REIT	REIT	REIT	REIT	Total
LEED		34		1	13	1	2	2				53
CASBEE				30				2				32
NABERS	12										11	23
GREEN STAR	23							1			3	27
BREEAM							2				2	4
WELL					32					1	1	34
GREEN MARK						5		13			5	23
IGBC			1									1
ABINC				2								2
BELS				10								10
BEAM PLUS									21	9		30
EPC UK											3	3
PUB											3	3
GREEN RE						2						2
WIRED							1					1
Total	35	34	1	43	45	8	5	18	21	10	28	248 ^{Note 15}

Notes

15. This figure of 248 represents the number of sustainable building certifications and ratings for completed directly managed assets only (i.e., relating to 182 number of assets, some with multiple certifications or ratings, as disclosed in property portfolio summary table and footnote 6 above).

NUMBER OF SUSTAINABLE BUILDING CERTIFICATIONS OR RATINGS WITH "HIGH" SUSTAINABILITY RATING NOTE 6

	ESR Australia &					ESR Southeast			Fortune	Prosperity	Suntec	
	New Zealand	ESR China	ESR India	ESR Japan	ESR Korea		ESR Europe	ESR REIT	REIT	REIT	REIT	Total
LEED		19		1	6	1	2	2				31
CASBEE				30				2				32
NABERS	3										6	9
GREEN STAR	18							1			3	22
BREEAM												
WELL					1					1	1	3
GREEN MARK						4		9			3	16
IGBC			1									1
ABINC												
BELS				10								10
BEAM PLUS									21	9		30
EPC UK											2	2
PUB												-
GREEN RE												-
WIRED												_
Total	21	19	1	41	7	5	2	14	21	10	15	156

Certification Schemes	Certification Levels	Definition of "high" sustainability rating (minimum requirement)
Leadership in Energy and Environmental Design ("LEED") of the U.S. Green Building Council	Certified / Silver / Gold / Platinum	Gold
Comprehensive Assessment System for Built Environment Efficiency ("CASBEE") in Japan	C (Poor) / B- (Fair poor) / B+ (Good) / A (Very Good) / S (Excellent)	A
National Australian Built Environment Rating System ("NABERS") in Australia	1 Star (Making a Start) / 2 Stars (Below Average) / 3 Stars (Average) / 4 Stars (Good) / 5 Stars (Excellent) / 6 Stars (Marketing Leading)	5 Stars
Green Building Council of Australia's Green Star Buildings ("GREEN STAR")	Performance: Green Star 1 Certified / Green Star 2 Certified / Green Star 3 Certified / Green Star 4 Certified / Green Star 5 Certified / Green Star 6 Certified Communities, Design & As Built, Buildings, Interiors and Fitouts: Green Star 4 Certified / Green Star 5 Certified / Green Star 6 Certified	Green Star 5 Certified
BREEAM	Unclassified / Pass / Good/ Very Good / Excellent / Outstanding	Excellent
WELL of International WELL Building Institute	Bronze / Silver / Gold / Platinum	Gold
Building & Construction Authority's Green Mark ("GREEN MARK") in Singapore	Certified / Gold / Gold Plus / Platinum Super Low Energy / Positive Energy	Gold Plus Super Low Energy
Indian Green Building Council ("IGBC") in India	Certified / Silver / Gold / Platinum / Super Platinum	Platinum
Association for Business Innovation in harmony with Nature and Community ("ABINC")	1 Certification level	N/A
Building Energy Labelling System ("BELS")	1 Star / 2 Stars / 3 Stars / 4 Stars / 5 Stars	5 Stars
Building Environmental Assessment Method Plus ("BEAM PLUS") by Hong Kong Green Building Council	Comprehensive Scheme: Bronze / Silver / Gold / Platinum Selective Scheme: Satisfactory/ Good/ Very Good/ Excellent	Gold/Very Good
Energy Performance Certificate ("EPC") UK	G (1-20) / F (21-38) / E (39-54) / D (55-68) / C (69-80) / B (81-91) / A (92-100)	В
Public Utility Board of Singapore ("PUB")	1 Certification level	N/A
GREEN RE	Bronze / Silver / Gold / Platinum	Platinum
WIRED	1 Certification level	N/A

GRESB STANDING INVESTMENT ASSESSMENT 2024

							Aust	tralia & New Ze	aland						
	EALP	EALP II	EMP	EADP	EOP IV	POP III	EALT	LAWT	LAIV	LAIV II	KWAP	LALP	LALV	LAMV	LAVD
Result	2-Stars	1-Star	2-Stars	1-Star	4-Stars	4-Stars	1-Star	2-Stars	3-Stars	2-Stars	2-Stars	3-Stars	3-Stars	3-Stars	2-Stars
Overall GRESB score	75	64	72	66	85	86	59	70	77	74	72	78	78	77	75
Peer group name	Australia	Australia	Australia	Australia	Australia	Australia	Australia	Australia	Australia	Australia	Australia	Australia	Australia	Australia	Australia
	Industrial	Industrial	Industrial	Industrial	Office	Office	Diversified:	Industrial:	Industrial:	Industrial:	Industrial:	Industrial:	Industrial:	Industrial:	Industrial:
	Core Tenant	Core Tenant	Core Tenant	Distribution	Corporate	Corporate	Office/	Distribution	Distribution	Distribution	Distribution	Distribution	Distribution	Distribution	Distribution
	Controlled	Controlled	Controlled	Warehouse:	Core	Core	Industrial	Warehouse:	Warehouse:	Warehouse:	Warehouse	Warehouse:	Warehouse:	Warehouse:	Warehouse:
				Non-				Non-	Non-	Non-	Core	Non-	Non-	Non-	Non-
				Refrigerated				Refrigerated	Refrigerated	Refrigerated		Refrigerated	Refrigerated	Refrigerated	Refrigerated
				Warehouse				Warehouse	Warehouse	Warehouse		Warehouse	Warehouse	Warehouse	Warehouse
				Value-added				Non-listed	Non-listed	Value-added		Non-listed	Non-listed	Value-added	Value-added

		Aus	tralia & New Zeal	and				Mainland China		Hong	Kong	India	
					Peninsula Investment	e-Shang Star	Redwood China Logistics		China	China Investment	Fortune	Prosperity	
	Oxford	Southport	LJFD	WIRI	Partners	Cayman Ltd	Fund LP	LCLV3	Mandate	Partners	REIT	REIT	ILV
Result	2-Stars	3-Stars	3-Stars	3-Stars	4-Stars	2-Stars	3-Stars	3-Stars	1-Star	4-Stars	5-Stars	5-Stars	2-Stars
Overall GRESB score	71	76	81	77	87	76	80	80	65	85	90	89	69
Peer group name	Australia	Australia	Australia and	Australia and	Australia	China	China	China	China	China	Eastern Asia	Eastern	Asia
	Industrial:	Industrial:	New Zealand	New Zealand	Office:	Industrial:	Industrial:	Industrial:	Industrial:	Diversified:	Retail: Retail	Asia Office:	Industrial
	Distribution	Distribution	Industrial:	Industrial:	Corporate:	Distribution	Distribution	Distribution	Distribution	Office/Retail	Centers:	Corporate:	Value-added
	Warehouse	Warehouse:	Distribution	Distribution	High Rise Office	Warehouse:	Warehouse:	Warehouse:	Warehouse:	Non-Listed	Shopping	High-Rise	
	Core	Non-	Warehouse:	Warehouse	Core	Non-	Non-	Non-	Non-		Center Listed	Office Listed	
		Refrigerated	Non-	Value-added		Refrigerated	Refrigerated	Refrigerated	Refrigerated				
		Warehouse	Refrigerated			Warehouse	Warehouse	Warehouse	Warehouse				
		Non-listed	Warehouse			Non-listed	Non-listed	Non-listed	Non-listed				
			Value-added			Tenant	Tenant		Tenant				
						Controlled	Controlled		Controlled				

	PGGM RJLC LP	RJLF 3 Co- Investment Platform	Japan Redwood Japan Logistics Fund II LP	ESR Japan Core Fund Limited Partnership	ESR Japan Income Fund	ESR Kendall Square Asset No. 1 REIT Co., Ltd.	South Korea ESR Kendall Square Asset No. 2 REIT Co., Ltd.	ESR Kendall Square Development JV II	LILV	ESR-LOGOS REIT	Southe Suntec REIT	ast Asia LSLV	LSLV2	TSA	U.S. US Hospitality Trust
Result	5-Stars	4-Stars	4-Stars	4-Stars	5-Stars	5-Stars	5-Stars	4-stars	4-Stars	2-Stars	5-Stars	3-Stars	3-Stars	3-Stars	3-Stars
Overall GRESB score	90	83	83	87	90	90	91	86	81	73	92	78	79	80	81
Peer group name	Japan Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Core Tenant Controlled	Eastern Asia Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Listed	Eastern Asia Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Listed	Eastern Asia Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Opportunistic	Asia Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Opportunistic	South- eastern Asia Industrial Listed	Asia Office: Corporate Listed	Asia Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Opportunistic	Asia Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Opportunistic	Asia Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Non-listed	Americas Hotel Listed				

GRESB DEVELOPMENT ASSESSMENT 2024

	Australia & New Zealand						Mainland China		In ESR India	dia					
	EALP	EALP II	EMP	EADP	LAIV II	LALV	LAMV	LAVD	Southport	WIRI	ECDP MEGA Limited	LCLV4	China Mandate	Logistics Fund Pte Ltd	ILV
Result	5-Stars	3-Stars	2-Stars	4-Stars	4-Stars	4-Stars	4-Stars	4-Stars	4-Stars	4-Stars	3-Stars	4-Stars	4-Stars	3-Stars	3-Stars
Overall GRESB score	96	89	85	96	95	95	94	96	96	95	87	94	96	90	90
Peer group name	Australia Industrial Core	Australia Industrial Core	Australia Industrial Distribution Warehouse: Non- Refrigerated Warehouse Core	Australia Industrial Value-added	Australia Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Non-listed	Australia Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Core	Australia Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Non-listed	Australia Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Non-listed	Australia Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Core	Australia and New Zealand Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Value-added	China Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Opportunistic	China Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Opportunistic	China Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Opportunistic	Asia Industrial: Industrial Park Opportunistic	Asia Industrial: Distribution Warehouse Non-listed

	Japa Redwood Japan Logistics Fund II LP	an RJLF 3 Co-Investment Platform		Korea ESR Kendall Square Development JV II	Southea	ist Asia LSLV	Data Centres & Renew ESR DC Fund I	vables Infrastructure LOGOS Renewables HoldCo Pte. Ltd.
Result	5-Stars	5-Stars	4-Stars	5-Stars	3-Stars	4-Stars	5-Stars	4-Stars
Overall GRESB score	98	98	95	97	90	96	97	94
Peer group name	Japan Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Non-listed	Japan Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Non-listed	Eastern Asia Industrial: Non- Refrigerated Warehouse Opportunistic	Eastern Asia Industrial: Non- Refrigerated Warehouse Opportunistic	Asia Industrial: Distribution Warehouse Non-listed	Asia Industrial: Distribution Warehouse: Non- Refrigerated Warehouse Opportunistic	Asia Technology/ Science: Data Center Opportunistic	Asia-Pacific Photovoltaic Power Generation Maintenance and operation

ABOUT THIS REPORT

Independent Assurance



ASSURANCE STATEMENT

Scope and Objective

Hong Kong Quality Assurance Agency ("HKQAA") was commissioned by ESR Group Limited ("ESR") to conduct an independent verification for its sustainability data (the "selected information") of the operations in Australia and New Zealand, Mainland China, Hong Kong, India, Japan, South Korea, Southeast Asia, Europe and UK. The selected information covered the period from 1st January 2024 to 31st December 2024.

The scope of selected information assurance covered:

Environmental data

Energy consumption, greenhouse gas emissions, water use, and waste generation and disposal.

Social Data

Human resources data on workforce profile, training, turnover rate and occupational health and safety performance.

Solar Power Capacity

Solar power capacity of assets in Australia and New Zealand, Mainland China, Hong Kong, India, Japan, South Korea, Southeast Asia, Europe and UK.

ESG 2030 Roadmap targets

2024 performance against the nine roadmap targets within the three pillars of ESR's ESG Framework: Human Centric, Property Portfolio and Corporate Performance.

The objective of this verification is to provide an independent opinion with a limited level of assurance on the selected information compiled in ESR's data management system.

The scope of selected information encompasses constituent assets of the following funds and REITs:

Australia

- LOGOS Australian Investment Venture Holding Trust (LAIV)
- LOGOS Australian Investment Venture Holding Trust (LAIV II)
- LOGOS Australia Logistics Portfolio (LALP)
- LOGOS Australia Moorebank Partnership (LAMV)
- Oxford Property Asset Trust (Oxford)

Mainland China

- e-Shang Star Cayman Ltd (ESS)
- Redwood China Logistics Fund LP (RCLF LP)
- ECDP MEGA Limited (MEGA)

Hong Kong

- Fortune Real Estate Investment Trust (Fortune REIT)
- Prosperity Real Estate Investment Trust (Prosperity REIT)

India

ESR India Logistics Fund Pte Ltd (ILF)

Independent Assurance

Japan

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HKQAAA HONG KONG QUALITY ASSURANCE AGENCY 香港品質保證局

PGGM RJLC LP (RJLC LP)

- ESR Japan Core Fund Limited Partnership (JCF LP)
- Redwood Japan Logistics Fund II LP (RJLF II)
- RJLF 3 Co-Investment Platform (RJLF III)
- ESR Japan Income Fund (JIF)

South Korea

- ESR Kendall Square Development JV I (KS D JV I)
- ESR Kendall Square Development JV II (KS D JV II)
- Kendall Square Subsidiary REIT No. 1 (KS REIT I)
- Kendall Square Subsidiary REIT No. 2 (KS REIT II)
- ESR Kendall Square Corefund (KS CF)

Southeast Asia

- ESR Real Estate Investment Trust (ESR REIT)
- Suntec Real Estate Investment Trust (Suntec REIT)
- LOGOS Singapore Logistics Venture L.P. (LSLV)
- LOGOS Singapore Logistics Venture 2 L.P. (LSLV II)
- Tuas South Avenue Pte. Ltd. (TSA)
- LOGOS Indonesia Logistics Venture L.P. (LILV)

Data Centres/Renewables

- ESR DC Fund I
- LOGOS Renewables HoldCo Pte. Ltd.

Level of Assurance and Methodology

HKQAA's verification procedure has been conducted with reference to the International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information ("ISAE 3000") issued by the International Auditing and Assurance Standards Board. The evidence gathering process was designed to obtain a limited level of assurance as set out in the ISAE 3000 by using a risk-based approach.

Our verification procedure included, but not limited to:

- Verifying the raw data and supporting information from samples of the selected information; and
- Interviewing responsible personnel.

Roles and Responsibilities

ESR is responsible for the organisation's information system, the development and maintenance of records in accordance with the system, including the calculation and determination of sustainability information and performance. HKQAA verification team is responsible for providing an independent verification opinion on the selected information provided by ESR for the period. The verification was based on the verification scope, objectives and criteria as agreed between ESR and HKQAA.

Independence

HKQAA was not involved in collecting and calculating data. Our verification activities were entirely independent and there was no relationship between HKQAA and ESR that would affect the impartiality of the verification.

ABOUT THIS REPORT

Independent Assurance



Limitation and Exclusion

The following limitations and exclusions were applied to this verification due to the service scope, nature of verification criteria, and characteristics of the verification methodology.

- I. Our verification scope is limited to verifying the transcription/transformation of the raw data or information into the selected information. This selected information may be subject to inherent uncertainty.
- II. Evaluating the quality of execution and implementation effectiveness of the ESG practices, the appropriateness of the assumptions made, and the estimation techniques applied are outside the scope of our verification.
- III. The verification of raw data or information is based on the use of a sampling approach and reliance on the client's representation. As a result, errors or irregularities may occur and remain undetected.
- IV. Any information outside the established verification period has been excluded.

Conclusion

Based on the evidence obtained and the results of the verification process, it is the opinion of the verification team that, with a limited level of assurance, nothing has come to the team's attention that the selected information consolidated in ESR's system is not accurate and reliable.

Signed on behalf of Hong Kong Quality Assurance Agency

Connie Sham Head of Audit 29 April 2025

HKEX ESG Content Index 2024

This ESG report complies with the mandatory disclosure requirements and "Comply or Explain" provisions of the Hong Kong Exchange Main Board Listing Rule 13.91 and ESG Reporting Guide. Some optional KPIs have also been reported.

Mandatory Disclosure Requirements	Location of Disclosures		
Governance Structure	https://www.esr.com/corporate-governance/		
	PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance		
Reporting Principles	Appendix C2 of the HKEX ESG Guide		
	GRI Reporting Standards		
	ABOUT THIS REPORT: ESG Data Summary		
Reporting Boundary	ABOUT THIS REPORT		

Provisions	Location of Disclosure	Additional information, as applicable
Aspect A1: Emissions General Disclosure		A1 (Comply): No significant breaches or incidents related to emissions and waste were noted in 2024.
KPIs: A1.1, A1.2, A1.3, A1.4, A1.5 & A1.6	PILLAR 2: PROPERTY PORTFOLIO: Sustainable & Efficient Operation, Climate Change Resilience	KPI A1.1/A1.2 (Comply and explain): We consume a negligible quantity of mobile fuels in our operations. Local air emissions from our property portfolio is negligible. Hence, they are not disclosed.
	ABOUT THIS REPORT: ESG Data Summary	 KPI A1.5 (Explain): We are on track to develop our overall Net Zero Strategy and Decarbonisation Roadmap as part of the transition to net zero, with the advisory support from an external consultant. The scope of this work considers different asset typologies in different markets, with the aim to mitigate operational carbon (Scope 1 & 2), embodied carbon (Scope 3), and whole life carbon (Scope 3) across our value chain according to our carbon mitigation hierarchy. KPI A.1.6 (Comply and Explain): During construction, we implemented erosion and sediment control as well as responsible waste management to minimise the environmental impact. All of the assets in our portfolio were developed in accordance with the applicable governing codes and construction standards. Hazardous waste generated are handled by tenants and property managers according to local laws and regulations. For non-hazardous waste, they were disposed through various methods such as landfills, recycling and waste to energy. There was no material non-compliance noted on the treatment of hazardous and non-hazardous waste. In addition, as waste generation for ESR is immaterial, no
		reduction targets were set on this aspect. We focus on setting targets for significant aspects like energy and emissions.

Provisions	Location of Disclosure	Additional information, as applicable
Aspect A2: Use of Resources General Disclosure; KPIs: A2.1, A2.2 & A2.3	PILLAR 2: PROPERTY PORTFOLIO: Sustainable & Efficient Operations	KPI A2.4 (Comply): We did not experience issues in sourcing water that is fit for purpose during the reporting period.
	ABOUT THIS REPORT: ESG Data Summary	KPI A2.5 (Explain): Our operations involve immaterial packaging materials so this data is not reported for disclosure.
Aspect A3: Environment and Natural Resources General Disclosure; KPI: A3.1	PILLAR 2: PROPERTY PORTFOLIO: Sustainable & Efficient Operations, Sustainable Building Certifications, Climate Change Resilience, Flexible & Adaptable Properties, Strategic Locations	KPI A3.1 (Comply): We have set out the five focus areas to minimise the impact to the environment and natural resources.
	ABOUT THIS REPORT: ESG Data Summary	
Aspect A4: Climate Change General Disclosure; KPI: A4.1	PILLAR 2: PROPERTY PORTFOLIO: Climate Change Resilience	KPI A4.1 (Comply): We have identified physical and transitional risks for our business. For more details, please refer to that section.
Aspect B1: Employment General Disclosure; KPIs: B1.1 & B1.2	ABOUT ESR PILLAR 1: HUMAN CENTRIC: Managing & Developing Talent	B1 (Comply): ESR complied with relevant employment and labour policies, laws and regulations in all material respects during the reporting period.
	ABOUT THIS REPORT: ESG Data Summary	
Aspect B2: Health and Safety General Disclosure;	PILLAR 1: HUMAN CENTRIC: Safety, Health & Well-being	B2 (Comply): ESR complied with relevant health and safety laws and regulations in all material respects during the reporting period.
KPIs: B2.1, B2.2 & B2.3	ABOUT THIS REPORT: ESG Data Summary	Number and rate of work-related fatalities occurred in FY2024: 0 (2023: 0, 2022: 0).
Aspect B3: Development and Training General Disclosure;	PILLAR 1: HUMAN CENTRIC: Managing & Developing Talent	B3 (Comply): For disclosure details, see "ESG Data Summary"
KPIs: B3.1 & B3.2	ABOUT THIS REPORT: ESG Data Summary	
	PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance, Risk Management	

Provisions	Location of Disclosure	Additional information, as applicable
Aspect B4: Labour Standards General Disclosure	PILLAR 1: HUMAN CENTRIC: Safety, Health & Well-being, Managing & Developing Talent	B4 (Comply): ESR complied with relevant laws and regulations that have a significant impact on the Group relating to preventing child and forced labour in all material respects during the reporting period.
	PILLAR 3: CORPORATE PERFORMANCE: Risk Management	
KPI B4.1	PILLAR 3: CORPORATE PERFORMANCE: Risk Management	KPI B4.1 (Comply): Our counterparty due diligence workflow incorporates screenin and monitoring for risk of modern slavery i.e. bonded, forced migrant and child labour and human trafficking.
KPI B4.2	PILLAR 3: CORPORATE PERFORMANCE: Risk Management	KPI B4.2 (Comply): During the reporting period, no incidences of child or forced labour were discovered. Based on our Human Rights Policy, we have zero toleranc regarding child or forced labour. If such cases are discovered and confirmed after investigation, we will pursue appropriate actions, including but not limited to initiating disciplinary actions, commencing legal proceedings and/or reporting to appropriate governmental/regulatory authorities.
Aspect B5: Supply Chain Management General Disclosure	PILLAR 1: HUMAN CENTRIC: Stakeholder Engagement, Safety, Health & Well-being	B5 (Comply): ESR complied with relevant Supply Chain Management laws and regulations in all material respects during the reporting period.
	PILLAR 3: CORPORATE PERFORMANCE: Risk Management, Supply Chain Management	
KPI B5.1	PILLAR 3: CORPORATE PERFORMANCE: Risk Management	KPI B5.1 (Comply and Explain): As of the end of this reporting period, 8,310 third parties have been screened through the platform. 2,416 out of 4,532 third parties are suppliers located in Australia (468), China (808), Hong Kong (89), India (135), Indonesia (25), Japan (471), Singapore (108), South Korea (234), Others (78). The other 3,778 third parties were screened before 2019 during Phase 1 and the syster do not have relevant information to indicate the business relationship with ESR.

Provisions	Location of Disclosure	Additional information, as applicable
KPI B5.2	 PILLAR 1: HUMAN CENTRIC: Stakeholder Engagement, Safety, Health & Well-being PILLAR 3: CORPORATE PERFORMANCE: Risk Management, Supply Chain Management 	KPI B5.2 (Comply and Explain): ESR seeks to engage and work with its Suppliers to adhere to high standards of ESG for their products and services. Specifically, ESR expects its Suppliers to uphold business integrity principles including business conduct, fair competition and confidentiality, amongst other factors. On social related areas, ESR's Suppliers are also expected to respect basic human rights, prohibit modern slavery and discrimination and uphold health and safety standards. On the environment front, ESR's Suppliers should comply with relevant environmental laws and regulations and minimise the environmental impact from their activities. After every completed engagement, ESR evaluates the performance of suppliers to provide them with feedback for improvement. Suppliers that do not meet or breach the requirements are penalised or terminated based on the contractual terms.
КРІ В5.3	PILLAR 1: HUMAN CENTRIC: Stakeholder Engagement, Safety, Health & Well-being PILLAR 3: CORPORATE PERFORMANCE: Risk Management, Supply Chain Management	B5.3 (Comply): ESR has measures for the oversight of suppliers and service providers and conducts periodic meetings to discuss related risks and emergency preparedness. We also ensure our contractors and suppliers follow acceptable standards of business practices specified in our Supplier Code of Conduct to establish a sound supply chain.
KPI B5.4	PILLAR 1: HUMAN CENTRIC: Stakeholder Engagement, Safety, Health & Well-being PILLAR 3: CORPORATE PERFORMANCE: Risk Management, Supply Chain Management	B5.4 (Comply): ESR designs and implements sustainable procurement processes that comply with the standards relating to materials, resources, works or services. We also expect the outsourced contractors, sub-contractors, property managers and other types of suppliers throughout the supply chain to be aware of procurement sustainability and follow the related requirements.
Aspect B6: Product Responsibility General Disclosure	PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance, Risk Management, Group ESG Policies	B6 (Comply): ESR complied with relevant laws and regulations concerning product responsibility during the reporting period, including advertising, labelling and privacy matters.
KPI B6.1, B6.2, B6.3 & B6.4		These KPIs concerning product recalls, consumer complaints, intellectual property protection and quality assurance are not considered material to our business.
KPI B6.5	PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance, Risk Management	KPI B6.5 (Comply): We have privacy policies in place to manage third party data. Based on the Information Security Policy, we have procedures and tools in place to prevent unauthorised access and use of data, and to ensure confidentiality and security.

Provisions	Location of Disclosure	Additional information, as applicable
Aspect B7: Anti-corruption General Disclosure	PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance, Risk Management	ESR complied with relevant laws and regulations that have a significant impact on the Group relating to bribery, extortion, fraud and money laundering in all material aspects during the reporting period.
KPI B7.1	PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance, Risk Management	KPI B7.1 (Comply): There were no concluded legal cases concerning corruption during the reporting period.
KPI B7.2 & B7.3	PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance, Risk Management	KPI B7.2 & B7.3 (Comply): ESR established the Whistleblowing Policy and procedures and related preventative measures as disclosed in the report.
Aspect B8: Community PILLAR 1: HUMAN CENTRIC: Community Investment Investment General Disclosure		KPI B8.1 & B8.2 (Comply): ESR has strived to contribute positively to the communities in which we operate. Within the report, there is disclosure on the areas of contribution to strengthening social resilience, health, and well-being, promoting
KPI B8.1	PILLAR 1: HUMAN CENTRIC: Community Investment	education & upskilling, protecting the environment, employee engagement and
KPI B8.2	PILLAR 1: HUMAN CENTRIC: Community Investment	other charitable initiatives.

GRI Content Index 2024

This ESG report is in compliance with the GRI Standards from the Global Reporting Institute.

Statement of use	ESR has reported in accordance with the GRI Standards for the period 1st January to 31st December 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	N/A

GRI Standard	Disclosures	Location of disclosure	Reason for deviation
General Disclosures Cor	ntent		
GRI 2: General Disclosur	es 2021 2-1 Organisational details	Legal name: ESR Group Limited	N/A
		Nature of ownership: https://www.esr.com/about-us/	
		Location of headquarters: Suite 2905-06, Two Exchange Square, 8 Connaught Place, C	entral, Hong Kong
		Regions of operation: Australia and New Zealand Mainland China	
		Hong Kong India Japan	
		South Korea Southeast Asia Europe and UK	

GRI Standard	Disclosures	Location of disclosure	Reason for deviation	
General Disclosures Content				
	2-2 Entities included in the organisation's sustainability reporting	Annual Report, Note 1 Corporate Information	N/A	
	2-3 Reporting period, frequency and contact point	The reporting period is 12 months, 1 January 2024 to 31 December 2024.	N/A	
		Annual		
		esrgroup@esr.com		
	2-4 Restatements of information	There is no restatement of information.	N/A	
	2-5 External assurance	External assurance is provided over financials and environmental data, social data and solar power generation.	N/A	
	2-6 Activities, value chain and other business relationships	ESR is APAC's leading New Economy real asset owner and manager. With a core focus in logistics real estate, data centres, and infrastructure, the Group powers the supply chain for investors, customers, and communities. Through its fully integrated real asset fund management and development platform, ESR strives to create value and growth opportunities for its global portfolio of investors. The Group offers customers modern space solutions to realise their ambitions across ANZ, Japan, South Korea, Greater China, Southeast Asia, and India, including a presence in Europe. ESR's purpose, Space and Investment Solutions for a Sustainable Future, drives the Group to manage sustainably and impactfully for the communities it serves to thrive for generations to come.	N/A	
	2-7 Employees	1821.HK). ABOUT THIS REPORT: ESG Data Summary	N/A	
	2-8 Workers who are not employees	ABOUT THIS REPORT: ESG Data Summary	N/A	
		PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance	N/A	
		https://www.esr.com/corporate-governance/		

GRI Standard	Disclosures	Location of disclosure	Reason for deviation
General Disclosures Cont	ent		
	2-10 Nomination and selection of the highest governance body	Annual Report, Corporate Governance Report	N/A
	2-11 Chair of the highest governance body	PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance	N/A
	2-12 Role of the highest governance body in overseeing the management of impacts	PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance	N/A
	2-13 Delegation of responsibility for managing impacts	PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance	N/A
	2-14 Role of the highest governance body in sustainability reporting	PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance	N/A
		The highest governance body is responsible for reviewing and approving the reported information	
	2-15 Conflicts of interest	PILLAR 3: CORPORATE PERFORMANCE: Group ESG Policies, Compliance	N/A
	2-16 Communication of critical concerns	PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance	N/A
	2-17 Collective knowledge of the highest governance body	During the ESR quarterly Board meetings, updates are provided on key ESG trends and developments affecting our industry in addition to updates on where we are in our ESG performance.	N/A
	2-18 Evaluation of the performance of the highest governance body	Annual Report, Corporate Governance Report	N/A
	2-19 Remuneration policies	Annual Report, Corporate Governance Report	N/A
	2-20 Process to determine remuneration	PILLAR 1: HUMAN CENTRIC: Managing & Developing Talent	N/A
	2-21 Annual total compensation ratio	Annual Report	
	2-22 Statement on sustainable development strategy	Message from our Chairman	N/A
		Message from our Co-Founders & Co-CEOs	

GRI Standard	Disclosures	Location of disclosure	Reason for deviation
General Disclosures Content			
	2-23 Policy commitments	PILLAR 2: PROPERTY PORTFOLIO: Climate Change Resilience	N/A
		PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance, Risk Management & Compliance	
		https://www.esr.com/corporate-governance/	
		https://www.esr.com/our-purpose/	
	2-24 Embedding policy commitments	PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance, Risk Management	N/A
	2-25 Processes to remediate negative impacts	PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance, Risk Management	N/A
		Annual Report, Corporate Governance Report	
	2-26 Mechanisms for seeking advice and raising concerns	https://www.esr.com/corporate-governance/	N/A
	2-27 Compliance with laws and regulations	ESR has complied with all relevant laws and regulations in the regions it operates.	N/A
	2-28 Membership associations	Various global relationships including GRESB, ANREV, APREA plus various professional memberships	N/A
	2-29 Approach to stakeholder engagement	PILLAR 1: HUMAN CENTRIC: Stakeholder Engagement	N/A
	2-30 Collective bargaining agreements	N/A	Our professional staff are not covered by collective bargaining agreements, as such, the percentage of employees who are covered is insignificant. ESR provides fair, competitive wages and ensures the safest and comfortable working conditions for all staff.

GRI Standard	Disclosures	Location of disclosure	Reason for deviation
Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	OUR ESG APPROACH: Materiality	N/A
	3-2 List of material topics	OUR ESG APPROACH: Materiality	N/A
Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics	OUR ESG APPROACH: ESG ଜ ESR;	N/A
		PILLAR 2: PROPERTY PORTFOLIO: Sustainable & Efficient Operations, Climate Change Resilience	
GRI 302: Energy	302-1 Energy consumption within the organisation	ABOUT THIS REPORT: ESG Data Summary	N/A
	302-2 Energy consumption outside of the organisation	N/A	Energy consumption outside the organisatio is not within our operational control, as a significant source of energy consumption stems from tenants' energy usage at our assets. Due to the current unavailability of tenants' data, this aspect is not included in this report but may be considered going forward.
	302-3 Energy intensity	ABOUT THIS REPORT: ESG Data Summary	N/A
	302-4 Reduction of energy consumption	PILLAR 2: PROPERTY PORTFOLIO: Sustainable & Efficient Operations	N/A
	302-5 Reductions in energy requirements of products and services	PILLAR 2: PROPERTY PORTFOLIO: Sustainable & Efficient Operations	N/A
		ABOUT THIS REPORT: ESG Data Summary	

GRI Standard	Disclosures	Location of disclosure	Reason for deviation
Emissions			
GRI 3: Material Topics 2021	3-3 Management of material topics	PILLAR 2: PROPERTY PORTFOLIO: Sustainable & Efficient Operations, Climate Change Resilience	N/A
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions		N/A
	305-2 Energy indirect (Scope 2) GHG emissions	ABOUT THIS REPORT: ESG Data Summary	N/A
	305-3 Other indirect (Scope 3) GHG emissions	N/A	No scope 3 emissions are reported, due to the current unavailability of emissions data related to upstream and downstream activities.
	305-4 GHG emissions intensity	ABOUT THIS REPORT: ESG Data Summary	N/A
	305-5 Reduction of GHG emissions	PILLAR 2: PROPERTY PORTFOLIO: Sustainable & Efficient Operations	N/A
	305-6 Emissions of ozone-depleting substances (ODS)	N/A	ESR does not use substances that contribute to the deterioration of the ozone layer. Therefore, no information is reported on this aspect.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	N/A	ESR's business operations do not engage in activities that generate significant amounts of nitrogen oxides, sulfur oxides and other significant air emissions. As such, no such information is reported.

GRI Standard	Disclosures	Location of disclosure	Reason for deviation
Water			
GRI 3: Material Topics 2021	3-3 Management of material topics	PILLAR 2: PROPERTY PORTFOLIO: Sustainable & Efficient Operations, Climate Change Resilience	N/A
GRI 303: Water	303-1 Interactions with water as a shared resource	PILLAR 2: PROPERTY PORTFOLIO: Sustainable & Efficient Operations	N/A
	303-2 Management of water discharge- related impacts	Our method in discharging water (i.e. municipal waste systems) is in compliance with relevant local laws and regulations.	N/A
	303-3 Water withdrawal	ABOUT THIS REPORT: ESG Data Summary	N/A
	303-4 Water discharge	All water discharged is transported to municipal waste systems, therefore, no further breakdown is provided.	N/A
	303-5 Water consumption	ABOUT THIS REPORT: ESG Data Summary	N/A
Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics	PILLAR 2: PROPERTY PORTFOLIO: Sustainable & Efficient Operations	N/A
GRI 306: Waste	306-1 Waste generation and significant waste-related impacts	PILLAR 2: PROPERTY PORTFOLIO: Sustainable & Efficient Operations	N/A
	306-2 Management of significant waste related impacts	ESG @ ESR	N/A
	·	PILLAR 2: PROPERTY PORTFOLIO: Sustainable & Efficient Operations	
	306-3 Waste generated	ABOUT THIS REPORT: ESG Data Summary	N/A
		No significant spills were identified in 2024.	
	306-4 Waste diverted from disposal	ABOUT THIS REPORT: ESG Data Summary	N/A
	306-5 Waste directed to disposal	ABOUT THIS REPORT: ESG Data Summary	N/A

GRI Standard	Disclosures	Location of disclosure	Reason for deviation
Employment			
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG @ ESR; PILLAR 1: HUMAN CENTRIC	N/A
GRI 401: Employment	401-1 New employee hires and employee turnover	ABOUT THIS REPORT: ESG Data Summary	N/A
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Part-time employees generally enjoy similar benefits as full-time employees on a pro-rata basis or in full.	N/A
	401-3 Parental leave	ABOUT THIS REPORT: ESG Data Summary	N/A
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	PILLAR 1: HUMAN CENTRIC: Safety, Health & Well-being	N/A
	403-2 Hazard identification, risk assessment, and incident investigation	PILLAR 1: HUMAN CENTRIC: Safety, Health & Well-being	N/A
	403-3 Occupational health services	PILLAR 1: HUMAN CENTRIC: Safety, Health & Well-being	N/A
	403-4 Worker participation, consultation, and communication on occupational health and safety	PILLAR 1: HUMAN CENTRIC: Safety, Health & Well-being	N/A
	403-5 Worker training on occupational health and safety	PILLAR 1: HUMAN CENTRIC: Safety, Health & Well-being	N/A
	403-6 Promotion of worker health	PILLAR 1: HUMAN CENTRIC: Safety, Health & Well-being	N/A
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	PILLAR 1: HUMAN CENTRIC: Safety, Health & Well-being	N/A

GRI Standard	Disclosures	Location of disclosure	Reason for deviation
Employment			
	403-8 Workers covered by an occupational health and safety management system	We are pursuing ISO 14001 Environmental Management System (EMS), ISO 45001 Operational Health & Safety (OHS) & ISO 9001 Quality Management System (QMS) certifications across the Group.	N/A
	403-9 Work-related injuries	ABOUT THIS REPORT: ESG Data Summary	Information on workers who are not employees is not available but will be considered in the reporting scope going forward.
	403-10 Work-related ill health	ABOUT THIS REPORT: ESG Data Summary	Information on workers who are not employees is not available but will be considered in the reporting scope going forward.
GRI 404: Training and Education	404-1 Average hours of training per year per employee	ABOUT THIS REPORT: ESG Data Summary	N/A
	404-2 Programs for upgrading employee skills and transition assistance programs	PILLAR 1: HUMAN CENTRIC: Managing & Developing Talent	N/A
	404-3 Percentage of employees receiving regular performance and career development reviews	ABOUT THIS REPORT: ESG Data Summary	N/A

GRI Standard	Disclosures	Location of disclosure	Reason for deviation
Employment			
GRI 405: Diversity and Equal	405-1 Diversity of governance bodies and	Annual Report	N/A
Opportunity	employees	PILLAR 3: CORPORATE PERFORMANCE: Corporate Governance	
		ABOUT THIS REPORT: ESG Data Summary	
	405-2 Ratio of basic salary and remuneration of women to men	N/A	There is no disclosure of basic salary and total remuneration breakdown by gender ratio due to the confidentiality and sensitivity of such matters.
GRI 406: Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	There were no incidents of discrimination during the reporting period.	N/A

GRI Standard	Disclosures	Location of disclosure	Reason for deviation
Community			
GRI 413: Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	PILLAR 1: HUMAN CENTRIC: Community Investment	N/A
	413-2 Operations with significant actual and potential negative impacts on local communities	We are not aware of significant actual or potential negative impact on local communities as a result of our operations.	N/A
Governance			
GRI 205: Anti-Corruption	205-1 Operations assessed for risks related to corruption	PILLAR 3: CORPORATE PERFORMANCE: Group ESG Policies	N/A
	205-2 Communication and training about anti-corruption policies and procedures	PILLAR 1: HUMAN CENTRIC: Managing & Developing Talent	N/A
	205-3 Confirmed incidents of corruption and actions taken	There were no instances of corruption identified during the period.	N/A
GRI 206: Anti-Competitive behaviour	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	No legal actions were recorded in 2024.	N/A
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no substantiated complaints received concerning breaches of customer privacy, identified leaks, thefts or losses of customer data during the reporting period.	N/A