



Meeting Change with Resilience

The power of home



**One thing remains constant:
people's deep need to find a place
they can call – and truly feel – home.**

The world is shifting, and with it, expectations are evolving. Yet one thing remains constant: people's deep need to find a place they can call – and truly feel – home. A safe place to grow, hope, and love.

This simple truth lies at the heart of why PropertyGuru exists. It is deeply rooted in the value we strive to deliver every day – empowering property seekers, developers and agents alike. Through technology and data, we continue to transform how people find homes, grow businesses and shape the communities they belong to.

Adapting to a world in transition

We live in an uncertain and fast-changing world. Climate change is amplifying extreme weather events; conflicts and social fragmentation are reshaping communities; and rapid technological breakthroughs are redefining how we live and work. Amid rapid urbanisation and digital transformation, cities are where these pressures converge.

These challenges raise the stakes but also create an opportunity to rethink how cities are built and lived in. With our technology, data and partnerships across the property ecosystem, PropertyGuru is well-positioned to help accelerate the transition towards a more sustainable and inclusive urban future.

In 2025, PropertyGuru underwent significant change. With our new owner, EQT Private Capital Asia (EQT), a new Board of Directors, and an Executive Team combining experienced and newly appointed leaders, we entered a new chapter with renewed clarity and momentum. Early in the year, we refined our strategy and sharpened our focus on our core marketplace business across Singapore, Malaysia, Vietnam and Thailand.

As part of this transformation, we made the difficult decision to discontinue several adjacent businesses, including Sendhelper and PropertyGuru Finance, and to fold Data & Software Solutions into our core marketplace business. These decisions were not made lightly. They reflect our commitment to focus our resources on the areas that will deliver sustainable growth and long-term value for our stakeholders.

Our commitment



**Sustainability is not a separate
ambition but a core principle
of how we operate.**

Even as we navigated this transition, we remained anchored by our vision: we power communities to live, work and thrive in tomorrow's cities. This vision reflects our belief that cities should serve people, strengthen communities and enable everyone to thrive. Through the products we build,

the insights we share and the Gurus who bring them to life, we aim to turn this vision into reality and support the real estate sector's shift towards a more resilient and inclusive future.

This purpose aligns closely with EQT's active ownership approach, grounded in long-term thinking, responsible stewardship and the conviction that building a more sustainable company strengthens the business. At PropertyGuru, sustainability is integral to how we operate – strengthening governance, advancing decarbonisation and creating positive outcomes for our business and the communities we serve. Our sustainability strategy, Gurus For Good, is rooted in this shared focus and continues to guide our efforts.

Building on our progress

In this report, we outline our progress on the environmental, social and governance (ESG) initiatives that matter most to our business and stakeholders. In 2025, we strengthened our climate action by committing to set Science-Based Targets and we continued to match 100% of our office electricity consumption with Renewable Energy Certificates (RECs)¹, maintaining net-zero Scope 2 emissions. Through our Transforming Cities film and PropertyGuru FutureBuilt Summit, we contributed to the broader conversation on resilient urban development by sharing insights and spotlighting practical solutions.

Promoting inclusion on our platforms also remained a priority. After launching in Singapore, we introduced the 'Everyone Welcome' feature in Malaysia in 2025, helping renters identify homes that welcome tenants from all backgrounds. Internally, we reinforced our commitment to our Gurus through 'Be More, Be a Guru' – our employee value proposition (EVP) – via capability building and leadership development, and our efforts were recognised through our Top Employer certification in Singapore. We also continued to strengthen governance and safeguards through responsible practices in privacy, security and ethical conduct.

¹In our 2024 report, we referred to Energy Attribute Certificates (EACs). In this report, we use 'Renewable Energy Certificates (RECs)' as an umbrella term for equivalent energy attribute certificates used to support market-based Scope 2 accounting.

The work ahead

2025 was a year of meaningful progress, yet we do not take it for granted. Building more inclusive, sustainable urban futures will take time, and we remain committed to the sustained effort this requires.

In 2026, we will continue prioritising climate action by submitting our Science-Based Targets and advancing our decarbonisation journey. Across our platforms, we will keep making sustainability information easier to find, responding to growing expectations among property seekers for more visibility on sustainable home features. Within our workplace, we will continue strengthening a culture of inclusion and wellbeing through programmes that support women's advancement and help every Guru thrive.

At the same time, we recognise that no single organisation can solve the interconnected challenges of rapid urbanisation, climate change and social polarisation. Progress depends on collective action across the real estate ecosystem – property seekers, agents, developers, planners, governments, Gurus and communities – to redefine the built environment and scale practical, forward-looking solutions. This report is our transparent account of what we are doing and learning, and an open invitation to collaborate on what comes next.

**Thank you to everyone who contributed to our progress in 2025.
We look forward to continuing this work together in the year ahead.**



Trevor Mather,
Chairman



Lewis Ng,
Chief Executive Officer

No. 1
Proptech
company in
Southeast Asia²

Our business

2007

Company
founded

1,200+

Employees³

1.9 Mil

property listings
per month⁴

30 Mil

property seeker
visits per month⁵

Our values

These values guide how our Gurus operate every day:

- 🔄 Own it and deliver it
- ❤️ Respect and care for each other
- ⭐ Have fun and celebrate success
- 📈 Push beyond good
- ➔ Create what's next
- 👤 Maximise customer impact

Our markets of operations

PropertyGuru operates from five different countries:



Our marketplaces

Across our marketplaces, we connect property seekers, agents, developers and partners through trusted, data-driven platforms. Our platforms play a central role in helping users across Southeast Asia make confident property decisions through relevant content, actionable insights and world-class service.

Singapore

PropertyGuru.com.sg

[CommercialGuru](https://CommercialGuru.com)

Malaysia

PropertyGuru.com.my

iProperty.com.my

Thailand

DDproperty.com

ThinkOfLiving.com

Vietnam

Batdongsan.com.vn

¹Based on SimilarWeb data between January 2025 and December 2025.

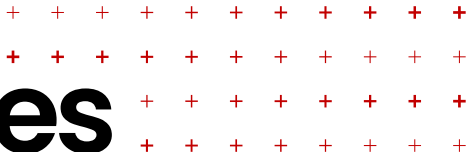
²As of 31 December 2025.

³Based on data between January 2025 and December 2025.

⁴Based on Google Analytics data between January 2025 and December 2025.

Towards resilient, inclusive

urban futures



Sustainable Living

We power communities to live, work and thrive in tomorrow's cities. This vision drives our journey and shapes how we create long-term value for our stakeholders.

PropertyGuru's sustainability strategy, Gurus For Good, is grounded in this vision. By leveraging technology, data and partnerships, we foster 'Sustainable Living', enable 'Thriving Communities' and embed 'Responsible Business' practices across our organisation. Together, these three pillars form the foundation of our sustainability approach and guide our efforts towards what matters most to our stakeholders - and to us.

Climate action - Tracking PropertyGuru's greenhouse gas (GHG) footprint, setting reduction targets and advancing our decarbonisation journey. [Page 07](#)

Innovation enabling sustainable living - Developing product features to make sustainability information more visible and actionable for property seekers. [Page 10](#)

Partnership, advocacy and thought leadership - Collaborating with industry partners to amplify sustainable practices and scale impact across the property sector. [Page 13](#)



Thriving Communities

OUR COMMUNITIES
Inclusive products and services - Promoting diversity and prioritising accessible design for all. [Page 17](#)

Community support - Contributing to communities through Guru-led initiatives and partnerships with mission-driven organisations. [Page 24](#)

OUR PEOPLE
Talent management - Supporting Gurus' growth, capability and wellbeing through our employee value proposition, Be More, Be a Guru. [Page 21](#)

Diverse, equitable and inclusive workplace - Fostering a workplace grounded in diversity, belonging and respect. [Page 22](#)



Responsible Business

Corporate governance - Strengthening oversight and decision-making frameworks to support long-term value creation. [Page 27](#)

Business ethics and compliance - Upholding ethical conduct through clear policies and practices, supported by transparency and accountability. [Page 28](#)

Data privacy and cybersecurity - Safeguarding private data and ensuring the confidentiality, integrity and resilience of our systems. [Page 29](#)



Sustainable

Living



Our progress

Cities across the region are grappling with traffic congestion, water and air quality pressures, rising heat and flooding, all of which are already affecting daily comfort, health and household costs. By 2050, Asia's urban population is expected to grow by 50%*, which will further intensify these pressures and put urban liveability increasingly to the test.

Against this backdrop, we focus on making sustainability easier to consider in real estate decisions. Because we believe better information enables better choices, we are embedding sustainability features into our platforms so property seekers can weigh them alongside price, location and space. Beyond our platforms, we work with partners across the property ecosystem to showcase sustainable practices and projects and contribute to conversations on resilient urban futures.

In doing so, we aim to support property seekers, homeowners, agents and developers in shifting towards lower-carbon, more resilient urban environments; because the way homes are planned, built, marketed and chosen today will influence the resilience and quality of life of millions tomorrow.

Leveraging our platforms, insights and partnerships to help shape the cities of tomorrow.

*Source: UN Habitat

2025 Highlights:

- + Continued to transition our offices' electricity consumption to **100% renewable electricity** through Renewable Energy Certificates (RECs).
- + Committed to setting **Science-Based Targets** and progressing our decarbonisation journey.
- + Spotlighted practical solutions for more sustainable, liveable cities through our **Transforming Cities film**.
- + Convened and contributed to key industry events, such as **PropertyGuru FutureBuilt Summit** and the **ASEAN Sustainable Urbanisation Forum**.
- + Published a special '**Green Issue**' of the **PropertyGuru Property Report**, highlighting leading practices for more sustainable homes.



PropertyGuru FutureBuilt 2025 Summit in Kuala Lumpur driving industry dialogue on sustainable urban growth.



Advancing climate action

Climate change is accelerating, with 2025 ranking among the three warmest years on record¹. With the real estate sector responsible for around 40% of global emissions², decarbonising the built environment is a critical priority.

Our responsibility at PropertyGuru operates on two levels. As a platform used by millions of property seekers, we make sustainable homes more visible – supporting more informed choices, and, over time, helping influence what the market values and what gets built. In parallel, we are determined to do our own part, remaining steadfast in our commitment to cutting emissions across our operations and value chain, and tracking progress through clear targets and transparent reporting.



Our climate ambition is grounded in practical action, from improving the quality of our emissions data to matching our office electricity use with renewable energy, and progressing our decarbonisation plan. The momentum across the business gives me confidence in our path forward.



Cécile Corda,
Head of Sustainability
PropertyGuru Group

¹Source: World Meteorological Organisation.
²Source: UKIP Finance.



Maintaining net-zero Scope 2 emissions

Each year, we measure our GHG footprint across Scopes 1, 2, and 3 in line with the GHG Protocol Corporate Standard. This establishes where emissions sit across our operations and value chain, and informs where we should prioritise action.

In 2024, we focused on decarbonising our operational footprint by matching our offices' electricity consumption with 100% renewable electricity through the purchase of RECs. As PropertyGuru operates primarily from leased premises and does not control building infrastructure, RECs provide a recognised market-based approach to addressing Scope 2 emissions.

We continued with this approach in 2025, matching 100% of our offices' electricity consumption with RECs¹ sourced in-country, aligned to our reporting period vintage² and derived from recognised renewable generation such as solar and wind. This allowed us to maintain net-zero market-based Scope 2 emissions while laying the groundwork to reduce emissions across our value chain.

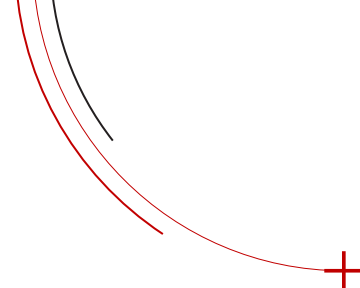
Understanding our value chain emission trajectory

In 2025, our total market-based emissions decreased by 36% compared with 2024, driven largely by a 36% reduction in Scope 3. Despite this decline, Scope 3 remains the largest contributor to our overall footprint, reflecting that most of our emissions sit in our value chain rather than in direct operations.

Purchased goods and services represented our largest Scope 3 category in 2025, accounting for 56% of Scope 3 emissions. Emissions fell by 57% compared with 2024, which was elevated by higher use of services linked to one-off corporate activities³.

Business travel, the second-largest category at 14%, increased by 40%, driven mainly by higher air-travel volumes. Employee commuting and telecommuting followed closely at 13% and rose by 43%, reflecting improved data accuracy as we moved towards activity-based data in 2025, as well as higher in-office attendance following the shift from two to three days in office.

Use of our platform represented 12% of Scope 3 emissions and increased by around 400 tCO₂e, largely driven by higher platform usage in Singapore and Vietnam.



The next chapter in our journey

In 2025, we took an important step in our decarbonisation journey by committing to set near-term, science-based emissions reduction targets under the Science Based Targets initiative framework.

In 2026, we will submit our targets for validation and continue developing our decarbonisation plan, prioritising initiatives that will help us meet those targets in the years ahead. Our efforts will focus on the areas where we have the greatest influence: Scopes 1 and 2, and the highest-contributing Scope 3 categories, including purchased goods and services, business travel and employee commuting.

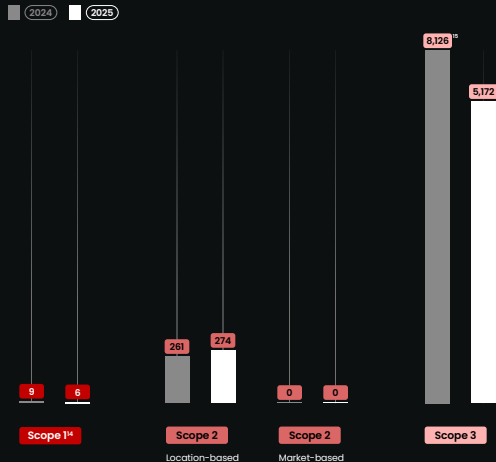
¹The RECs are EIO energy-labelled, providing high-quality assurance and supporting clean energy projects in developing communities.
²"Reporting period vintage" means the REC's generation year matches PropertyGuru's reporting year.
³2024 Scope 3 Category 1 emissions have been recalculated to align with 2025 methodology and data updates for year-on-year comparability. See the Appendix for the 2024 Scope 3 category breakdown.



2025 GHG emissions by scope¹² (%)



GHG emissions (tCO₂e): 2024 vs 2025



Scope 1 DIRECT EMISSIONS FROM OWNED OR CONTROLLED SOURCES

Scope 2 INDIRECT EMISSIONS FROM THE GENERATION OF PURCHASED ENERGY

Scope 3 ALL OTHER INDIRECT EMISSIONS

¹²This refers to market-based emissions. For location-based emissions, see the Appendix.

¹³PropertyGuru GHG footprint covers Scope 3 emissions across categories 1, 2, 3, 5, 6, 7, 8 and 9.

¹⁴Fugitive emissions are estimated using the US EPA's HFC Emission Accounting Tool based on each office's gross floor area, except in Singapore in 2025, where no refrigerant leakage occurred and fugitive emissions were therefore zero.

¹⁵2024 Scope 3 Category 1 emissions have been recalculated to align with 2025 methodology and data updates for year-on-year comparability. See the Appendix for the 2024 Scope 3 category breakdown.



Making sustainable living options more visible

Choosing a home is one of the most meaningful decisions people make. Fundamentals such as price, size and location influence this choice, but it is also about the life that will unfold: comfort, security, community and a space that reflects personal values and aspirations.

In recent years, property seekers have increasingly considered sustainability as part of that decision. In Singapore, our 2025 consumer survey found that sustainability features are a key consideration in homebuying decisions for 70% of property seekers, including 37% who consider them important to very important¹⁶.

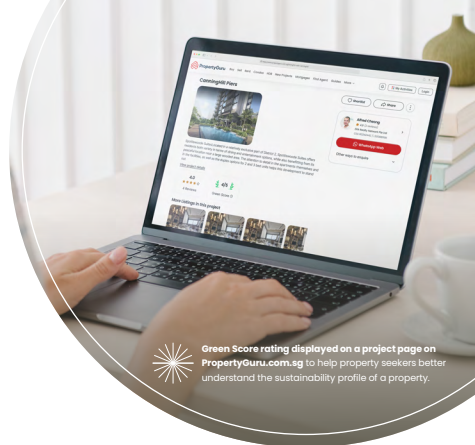


Sustainability features are becoming an important part of how people choose a home, and our role is to make that information easy to find and act on. Our tools help property seekers compare options with greater confidence, and we remain focused on designing practical solutions that support more informed and sustainable choices.



Ilia Komandin,
Head of Product
PropertyGuru Group

¹⁶Source: 2025 consumer survey of 550+ respondents, representative of PropertyGuru Singapore's target audience.



Green Score rating displayed on a project page on PropertyGuru.com.sg to help property seekers better understand the sustainability profile of a property.

Practical benefits of more sustainable homes

This shift is driven by growing awareness of environmental impact, but also by practical considerations, such as lower utility bills, a healthier indoor environment, and higher resale value. In Southeast Asia's warm, humid climate, energy-efficient homes can translate into meaningful household savings by reducing electricity use and cooling costs, while also improving day-to-day comfort.

As sustainability becomes a more common expectation, the need for clear, accessible and relevant information becomes just as important. That's why we bring sustainability signals into the search journey, so property seekers can factor them in alongside the fundamentals and choose the home that best fits their needs.



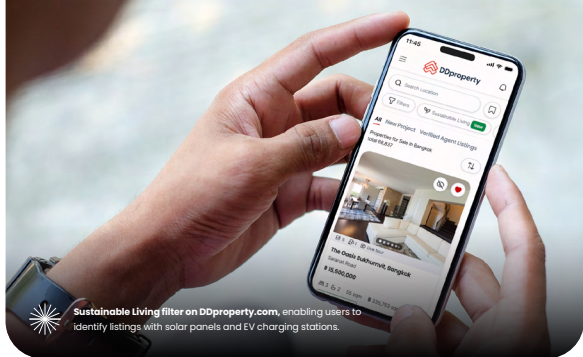
How we bring sustainability into the search journey

To help property seekers identify homes with sustainability attributes, PropertyGuru launched Green Score in Singapore in 2021. Green Score combines data on a property's proximity to public transport and whether it holds a recognised green building certification, and presents this as a rating on our platform, ranging from average (1) to excellent (5).

Consumer insights reinforce the value of making sustainability information visible through Green Score. In our 2025 Singapore customer satisfaction survey, 47% of respondents who were aware of Green Score said they found it useful when looking for a home to buy or rent.

Awareness was particularly strong among younger audiences, with 63% of respondents aged 18–24 familiar with Green Score on our platform⁷.

Building on this, we expanded sustainability-related features in Thailand, where interest in sustainable homes is strong. In 2024, we launched a Sustainable Living filter on DDproperty, our marketplace in Thailand, to help users identify listings with features such as solar panels and electric vehicle charging stations.



Sustainable Living filter on DDproperty.com, enabling users to identify listings with solar panels and EV charging stations.

Catalysing greener building practices in the region

By using and valuing Green Score or our Sustainable Living filter in their search, property seekers can help strengthen demand for more sustainable homes. As buyers and renters show greater interest in properties with sustainability credentials, developers are more likely to integrate resource-efficient design, climate-responsive features and green certifications from the outset.

Over time, this can influence not only individual projects but also broader development strategies, encouraging developers to future-proof assets against tightening regulations, rising energy costs and shifting buyer expectations. In that sense, informed consumers don't just choose more sustainable homes; they help shape the type of housing that gets built in the first place.

Looking ahead

In 2026, we plan to introduce a sustainability-related feature on our platforms in Malaysia to help property seekers make more informed, sustainable choices. Our approach will remain market-led rather than one-size-fits-all: adapting to local expectations, regulatory context and the sustainable housing landscape in each market.

This initiative is informed by what consumers in Malaysia are already telling us. In our 2025 consumer survey, 86% of respondents said sustainable features are important when buying or renting a home, consistently across age and income groups⁸.

More than nine in ten said they would pay a premium for a more sustainable home, with energy efficiency, solar panels and water-saving features emerging as the strongest drivers.

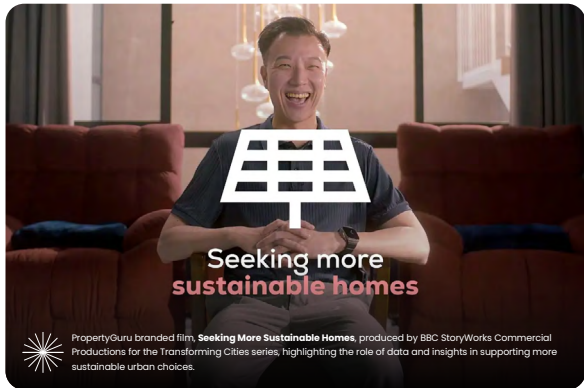
More broadly, we will continue to make sustainability information relevant and actionable by aligning our features with best practices, regulatory developments, and what property seekers value most.

⁷Source: 2025 customer satisfaction survey of 400+ respondents, representative of PropertyGuru Singapore's target audience.
⁸Source: 2025 consumer survey of 1500 respondents, representative of PropertyGuru Malaysia's target audience.



Leading the way to tomorrow's

sustainable cities



The cities of tomorrow are being shaped today. As climate change, rapid urbanisation and evolving societal needs reshape our urban environment, no single organisation can tackle these challenges alone. Addressing them calls for shared effort across the real estate ecosystem.

PropertyGuru sits at the intersection of that ecosystem, connecting property seekers, homeowners, agents and developers. Through partnerships, advocacy and thought leadership, we aim to amplify best practices and encourage sustainability and resilience to be considered across the journey, from early design decisions through to property search.

Spotlighting urban solutions through our Transforming Cities film

In 2025, PropertyGuru featured in the second season of Transforming Cities, a branded content series presented by C40 Cities and produced for PropertyGuru by BBC StoryWorks Commercial Productions. The series explores how creativity, community and climate innovation are helping reshape urban life around the world. Launched during London Climate Action Week 2025, it reached over three million views on BBC.com. The production also achieved BAFTA albert certification, a recognised sustainability standard for the screen industry.

Our episode **'Seeking more sustainable homes'** focuses on Kuala Lumpur. It highlights how rapid urbanisation and climate change are affecting the city, and how PropertyGuru's data-led insights and solutions can support more sustainable and resilient choices. The film also showcases thoughtfully planned townships on Kuala Lumpur's outskirts: decentralised, mixed-use developments where residents can live, work and access essential services locally, with the potential to reduce commuting distances and support quality of life.

Enabling industry dialogue for more resilient development

In 2025, we convened the PropertyGuru FutureBuilt Summit in Kuala Lumpur, bringing together developers, investors, urban planners, policymakers and financial institutions to discuss the future of sustainable property development. The Summit provided a platform for leaders across Malaysia's built environment ecosystem to contribute to the regional dialogue on how the next generation of developments can respond to changing environmental, economic and social realities.

Panels and case studies covered practical insights on ESG integration, greener urban planning, sustainable finance and evolving consumer expectations – highlighting how developers can balance commercial performance with environmental and social considerations while building for resilience. Drawing on our market intelligence and consumer data, we also shared how buyer preferences are evolving, including growing demand for homes that support more sustainable, connected lifestyles.



Cécile Corda, Head of Sustainability at PropertyGuru Group, contributing to the conversation on sustainable urban growth at PropertyGuru FutureBuilt 2025 Summit.

Speaking at the 2025 ASEAN Sustainable Urbanisation Forum

PropertyGuru was invited to speak at the 2025 ASEAN Sustainable Urbanisation Forum (ASUF) in Kuala Lumpur, a regional platform convening policymakers, urban planners, industry leaders and city stakeholders to discuss how Southeast Asian cities can become more inclusive, resilient and people-centred.

Bringing the perspective of property seekers in Malaysia, we contributed to a discussion on affordability, liveability and inclusion in rapidly growing cities. We underscored that affordability extends beyond the purchase price of a home to include access to transport, environmental safety and the quality of life a neighbourhood enables.



Celebrating leaders in sustainable real estate

For two decades, the **PropertyGuru Asia Property Awards** have recognised excellence across the region's property sector, including categories that celebrate sustainability leadership.

In 2025, our ESG Developer Awards continued to highlight developers setting higher standards in responsible development, recognising those that embed sustainability into design and construction, deliver lower carbon and more energy-efficient projects, and create positive social outcomes. Project-based categories such as Best Sustainable Development and Best Green Development further reinforced how environmental ambition and commercial success can go hand in hand.

To ensure rigour and consistency, entries for the ESG Developer Awards are assessed using a dedicated evaluation framework, developed in collaboration with GreenRE. In each market, an independent judging panel evaluates submissions against this framework and selects those demonstrating strong environmental and/or social sustainability performance.

Beyond recognising achievement, the Awards help encourage and spotlight more sustainable development practices across the region. By showcasing leading examples, they provide a benchmark for the wider industry, and encourage more developers to innovate, strengthen sustainability in future projects and contribute to cities that are more resilient and future-ready.



CapitalLand Development Vietnam was recognised as **Best Sustainable Developer (Asia)** at the 2025 PropertyGuru Asia Property Awards Grand Final.



Green Issue of PropertyGuru Property Report

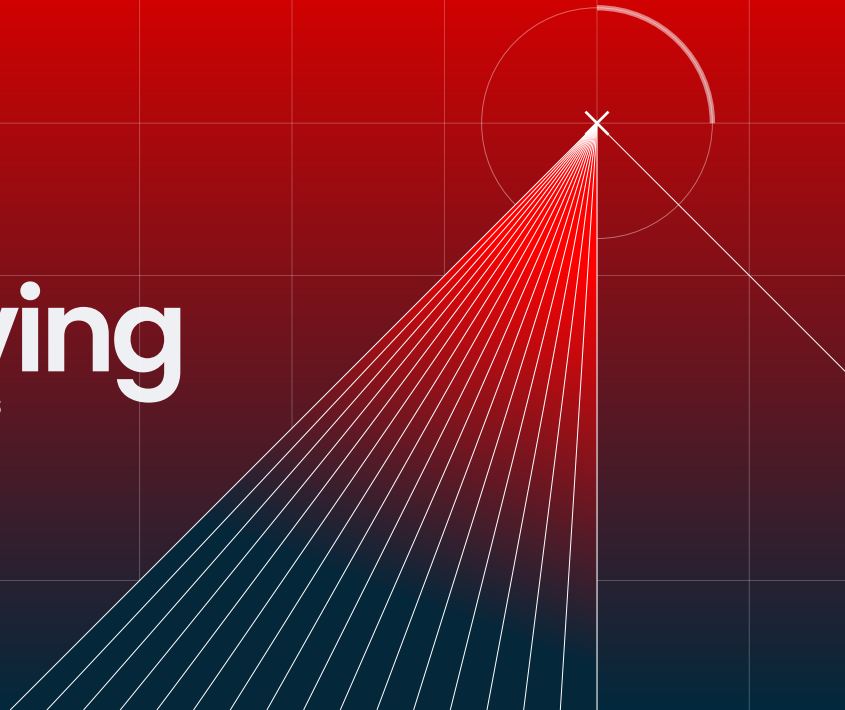
Published as part of our official magazine of the PropertyGuru Asia Property Awards and Asia Real Estate Summit, the **Green Issue** brings together perspectives relevant to developers, investors and policymakers. It explores how property and urban development influence communities, cities and long-term quality of life, and highlights the sector's role in climate action.

By spotlighting leading developments, emerging policies and practical approaches to more sustainable building, the Green Issue contributes to the dialogue on how the region can move towards more resilient real estate.



Thriving

Communities





Our progress

At the heart of everything we do are people – our Gurus, property seekers, agents, developers and the wider communities we serve. They are the reason our business exists.

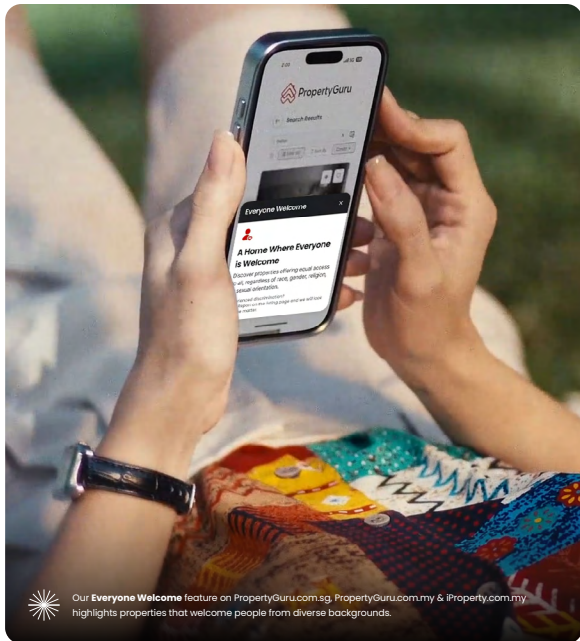
We pour our hearts into understanding what people truly need and aspire to and then turn those insights into products and solutions that make the property journey fairer, simpler and more inclusive. That same commitment shapes how we support our Gurus – fostering a workplace where growth, wellbeing and inclusion are built into everyday experiences.

By blending our technology expertise with genuine care for our communities, we work to remove barriers, widen access and create spaces – on our platforms and in our workplace – where people from all backgrounds can feel they belong. Because when they do, they thrive.

2025 Highlights:

- + Launched the **Everyone Welcome** feature in Malaysia, helping renters easily identify homes that welcome people from diverse backgrounds.
- + Unified our design system across key markets, using HIVE 2.0 to scale **accessibility** and deliver a more consistent user experience.
- + Invested in our Gurus' capability through our **Learning Fest and Management 201 programme**, strengthening performance and growth.
- + Earned **Top Employer certification** in Singapore from the Top Employers Institute, recognising our people practices and employee experience.
- + **Sponsored the reconstruction of a primary school** in Northern Vietnam after a natural disaster, supporting children's education and access to opportunity.

On our platforms and in our workplace, we build spaces where people can belong – and thrive.



Our **Everyone Welcome** feature on PropertyGuru.com.sg, PropertyGuru.com.my & iProperty.com.my highlights properties that welcome people from diverse backgrounds.

A home for every dream

In Southeast Asia, a home is more than four walls and a roof. It represents life's milestones, hopes and the future people want to build. It's where families grow, memories are made and everyday life takes shape. Yet for some, that dream is clouded by whether they feel welcomed, treated fairly or quietly excluded along the way. That's why we keep taking practical steps to remove those barriers, so that everyone, regardless of background, can search with confidence and find a place where they truly belong.



Scene from our **Everyone Welcome brand film** in Singapore, bringing to life the human stories behind what makes a home.

Our approach to tackling discrimination

In Singapore and Malaysia, discrimination is a concern for some property seekers, particularly in the rental market. Unconscious bias and stereotypes related to race, nationality or other personal characteristics sometimes influence access to housing and affect the overall search experience. This highlights that barriers to housing are not only economic; they can also be social, with real consequences for equity, inclusion and community cohesion.

At PropertyGuru, we believe your background should not limit your journey to find a home. Every property seeker deserves to feel welcome, regardless of identity markers. That belief shapes how we operate as a company – and how we build our platforms – by taking active measures to prevent discriminatory behaviours.

Encouraging inclusive listing practices

We take a consistent approach to addressing discrimination on our platforms by combining transparent standards with technology-enabled safeguards. Our Advertisement and Content Guidelines and Acceptable Use Policy prohibit agents from indicating racial, ethnic or other biased preferences in listings. A language moderation engine helps detect discriminatory content before listings go live, and our 'report listing' feature enables property seekers to report unfair practices.

Together, these measures support more inclusive listing practices and help tackle discriminatory barriers within our platforms.





Expanding our Everyone Welcome feature

Launched in Singapore in 2024, our Everyone Welcome feature helps property seekers identify rental properties where landlords are open to tenants of all races, genders, religions and sexual orientations. By making inclusivity visible at the listing level, it empowers seekers to search with confidence while encouraging agents and landlords to actively champion diversity.

In 2025, we expanded the Everyone Welcome feature to listings in Malaysia, giving more property seekers the ability to find rental homes where they are welcomed, regardless of race, gender or religion.

A growing signal of inclusion

Adoption of Everyone Welcome is encouraging on both the agent and property seeker sides, underscoring the feature's relevance. Uptake has been particularly strong in Singapore, where 31%⁹ of rental listings carry the Everyone Welcome tag, signalling a growing commitment to inclusive housing practices.

In Malaysia, where the feature launched six months later, adoption is building steadily, with 4%⁷ of rental listings tagged. Together, these results illustrate how platforms, agents and landlords can contribute to more inclusive rental experiences.



The response to the Everyone Welcome feature has been truly encouraging. Just a year on from launching in Singapore, 31%¹⁷ of rental listings carried the tag, and we look forward to seeing this grow in the years to come.



Lu Yao,
Managing Director
PropertyGuru Singapore



More alike than different: our Everyone Welcome campaigns

Our marketing campaigns in Singapore and Malaysia are anchored in a simple truth: we are more alike than we are different. Whatever our background, we all want the same thing – a place to feel safe, to rest and to be ourselves. In Singapore, that idea came to life through a **brand film** portraying diverse individuals and families, from a young couple finding their first home, to partners navigating the rhythms of daily life together. The film captures the human stories that define what makes a home; those simple, ordinary moments that create a sense of belonging.

Moving forward

Our goal for 2026 is to continue expanding the reach and impact of the Everyone Welcome initiative by increasing the number of listings carrying the tag, making inclusive rental options more visible and easier to access. While this will improve the search experience, advancing inclusion in housing also requires sustained commitment and open dialogue across the ecosystem to build a genuine understanding of why fairer practices matter.

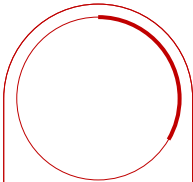
⁹As of 31 December 2025.



Building for everyone through accessible design

Products designed to work for the widest range of people create a better experience for all. That is why accessibility is not just the right thing to do; it is a hallmark of good product design in practice.

Across Southeast Asia, millions of people use our platforms and they do not all experience them in the same way. Differences in device, connectivity, language and ability all shape how people navigate a property search. By designing with that diversity in mind, we reduce friction and make the journey to finding a home simpler and more enjoyable for all.



Scaling accessibility with HIVE 2.0

Our design system, HIVE 2.0, is built to embed accessibility at the foundation, so every digital component built on top inherits those standards from the start. Traditionally, accessibility has often been addressed retrospectively, making improvements time- and resource-intensive. HIVE 2.0 shifts that work upstream by baking accessibility into standardised components – such as improved colour contrast and clearer typography – so requirements are resolved once, rather than revisited with each new development. The result is a more consistent and scalable way to build experiences that work for a wider range of people.

In 2025, as we began unifying platforms across key markets, HIVE 2.0 became a central mechanism for scaling accessibility. Instead of designing separately for each market, we could build once and reuse across geographies, improving consistency in how our products look, feel and function. This was particularly important for platforms built long before accessibility became standard practice. Through unification, they could adopt the same inclusive design principles as newer products without a complete rebuild.

Over the same period, we refreshed our brand guidelines and visual assets to create a more modern look and align with the accessibility principles embedded in HIVE 2.0, including updated typography, improved colour contrast and a clearer visual language. As a result, brand and product now draw from the same design foundation, supporting a more coherent experience across touchpoints.

As we scaled these practices, we also had to address practical, market-specific requirements. Supporting different languages and scripts required revisiting fundamental design choices – for example, ensuring our font families properly support Thai glyphs. These details matter: accessibility is only effective when it accounts for how people read, navigate and interact with products in their own language and context.

The next step: using AI to strengthen accessibility

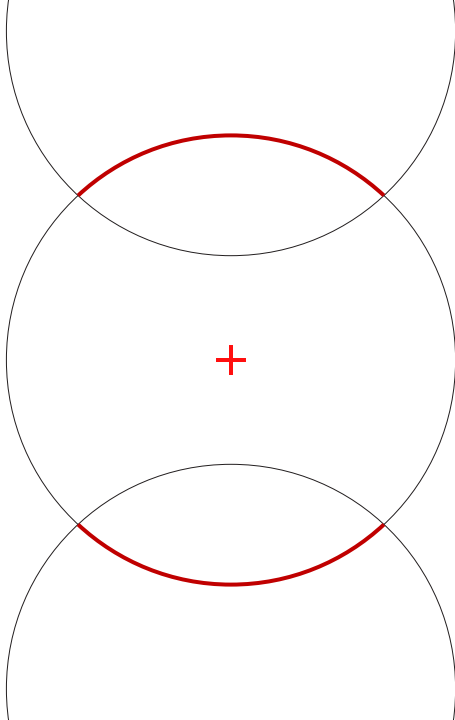
Looking ahead, we see an opportunity to explore how artificial intelligence (AI)-enabled tools can complement HIVE 2.0. By introducing automated accessibility checks into the design workflow, our teams can identify barriers early and resolve them systematically, rather than relying mainly on manual reviews later in the process. This will support a more continuous approach, helping new features and updates stay aligned with accessibility standards. Ultimately, it strengthens our goal of creating inclusive digital experiences where everyone can consistently search for, explore and secure homes across our platforms.



Our goal is to use AI to automate accessibility checks across our system, so when a new component is introduced, or an existing one is updated, it would automatically flag potential issues – such as insufficient colour contrast or legibility – so that it can be addressed early.



Mayank Sagar,
Design System Lead
PropertyGuru Group



Accessibility components of Hive 2.0

HIVE 2.0, our design system, embeds accessibility directly into core components from the outset. Key elements include:

- + **Colour contrast:** aligning visual elements with international contrast guidelines
- + **Readability:** clearer layouts and typographic standards that support legibility
- + **Assistive technology:** compatibility with screen readers (in development)





Be More, Be a Guru

When a property seeker finds their home on our platform, or an agent connects with an interested buyer or renter, there is a Guru behind that moment. Our Gurus are the driving force behind the value we deliver to consumers and customers.

We fundamentally believe that when we look after our Gurus, they look after our business – and that underpins sustainable success over time. This philosophy is anchored in our EVP: Be More, Be a Guru. It's our commitment to a culture where everyone has the opportunity to grow, contribute meaningfully and do their best work. It guides how we support our people with the tools, trust and opportunities they need to thrive.

Our shared framework: the Moments that Matter

For our Gurus, 2025 was marked by a sharpened focus on our core marketplace business, organisational transformation and a faster pace of innovation. Our Be More, Be a Guru EVP provided a shared framework for how we support, develop and engage Gurus across markets, bringing structure at a time when teams needed stability and direction.

At the heart of our EVP are Nine Moments that Matter: key touchpoints that shape the employee journey, from onboarding and development to recognition. These guide how we design experiences, prioritise initiatives and invest in our Gurus across the employee lifecycle. They create a common language for expectations, wellbeing, performance and growth, and support clearer coaching, stronger dialogue and greater ownership.

Moments that Matter

- 1 Be Ready**
Kickstart your Guru journey with a vibrant welcome and the right tools. Step in with curiosity and embrace our vibrant community.
- 2 Be Ambitious**
Seize opportunities to grow and chart your own career. Your ambition drives the journey, and we back every step.
- 3 Be Skilful**
Drive into a journey of growth with feedback and resources at your disposal. We value open dialogue and a culture of continuous learning.
- 4 Be Celebrated**
Thrive in a diverse space that respects and recognises you. In turn, enrich our culture and champion a safe, inclusive environment.
- 5 Be Empowered**
Enjoy the flexibility to do what's right, wherever you are. We expect agility and resilience in navigating our dynamic work landscape.
- 6 Be Balanced**
Champion a nurturing space for your wellbeing. In return, we encourage you to prioritise health and foster community bonds.
- 7 Be Guided**
Benefit from leaders who inspire and empower you to grow. We value your innovation and engagement in reaching your goals.
- 8 Be Gurus For Good**
Shape our business while powering communities. As a Guru For Good, define your role and champion our values.
- 9 Be Valued**
Earn rewards that mirror your dedication, while nurturing a vibrant and value-driven culture.

Preparing our Gurus for what's next

Our learning and development initiatives create meaningful opportunities for Gurus to build and grow the skills they need for today and the future, whether they are early in their careers, stepping into people leadership or leading high-performing teams. As rapid technological change reshapes how we work, sustaining a culture of continuous learning is essential.

In 2025, we focused on upskilling our Gurus to keep pace with new tools and ways of working, while strengthening the resilience and future-ready skills needed to navigate uncertainty. Through our **Be Skilful Moment**, we delivered Learning Fest 2025, our flagship capability-building milestone under the broader Guru Academy programme. It featured curated virtual sessions with internal and external experts across four areas: communication, resilience, performance and AI, equipping Gurus with practical tools they could apply immediately in their roles. →



The Learning Fest has been a refreshing break amidst busy workdays. It taught me that speaking with impact can make even the toughest yet crucial conversations much easier.



Shivam Mishra,
Senior Technical
Programme Manager,
Technology, PropertyGuru India



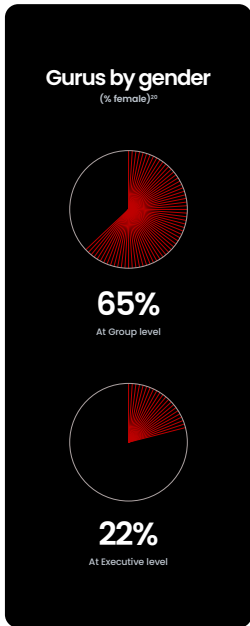
→ Under the **Be Guided Moment**, we invested in strengthening people manager capability through our Management 201 programme. In a year of significant organisational change, managers had to balance delivery, clear communication and team engagement. The programme used experiential learning to provide focused support and help them lead with clarity, collaborate effectively and sustain team engagement, while building agile and high-performing teams.

Where every voice belongs

At PropertyGuru, we know that when we have diverse voices at the table, we make better decisions, deliver better products and build a stronger organisation. With women representing 65% of our workforce and Gurus from 28 nationalities²⁵, we strive to create a workplace where every Guru feels valued, respected and empowered to bring their authentic self to work.

In 2025, we brought this to life through a range of **Be Celebrated Moments** across our markets.

²⁵ As of 31 December 2025.



Celebrating women in tech and beyond

To recognise women's contributions – and the allies who champion equity – we marked International Women's Day with activities across our offices. Singapore hosted a panel on gender parity, while in Malaysia, our women Gurus partnered with LeadWomen for an 'Am I Remarkable?' workshop focused on confidence and self-advocacy. Vietnam and Thailand also hosted local initiatives to celebrate women across the organisation and the colleagues who support them.

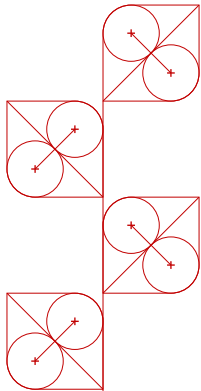
In India, we held an internal panel for Ada Lovelace Day where women shared their career journeys in technology. We also partnered with AnitaB.org to sponsor the Grace Hopper Celebration India 2025, supporting learning and networking opportunities for women in tech and strengthening our connection with the women-in-tech community.



Celebrating Pride and Inclusion

In support of Pride month in June, we organised a regional webinar on diversity, equity and inclusion, highlighting the importance of visibility, psychological safety for LGBTQIA+ colleagues and the role of allyship. The session also featured PropertyGuru's own inclusion efforts, including our Everyone Welcome feature, and invited Gurus to reflect on how they can foster more inclusive team environments.

In Singapore, we participated in Pink Fest's Inclusive Career Fair, which connects employers with diverse talent, including LGBTQIA+ individuals, persons with disabilities, neurodivergent individuals and other underrepresented groups, reinforcing our commitment to equitable access to opportunity.



Wellbeing as a foundation for performance

Wellbeing is central to our **Be Balanced Moment**, and in 2025, we continued to strengthen the mental and emotional support available to our Gurus. Intellect, our employee assistance programme, remained available to all Gurus, offering self-guided resources and professional support for mental health needs.

To complement this on-demand support, we ran a dedicated wellbeing series across September and October – **Be Balanced: Recharge for Resilience** – covering topics such as positive conflict and Mental Health Aid 101. As in 2024, we also gave all Gurus a group-wide Disconnect Day to encourage them to switch off and recharge, and shared messages on social media on the importance of prioritising mental wellbeing. Together, these initiatives were designed to support more open conversations about mental health and emotional resilience, and strengthened managers' capability to support their teams.

Looking ahead

In 2026, as we forge ahead in our new phase of growth, we will be revitalising our Be More, Be a Guru EVP. With the bold ambitions we have set for ourselves, it is more important than ever that we come together and realign around a shared understanding of what it means to Be More, Be a Guru, and what continues to make PropertyGuru a great place to work.

We will embed the Nine Moments that Matter more deeply into the everyday experience of our Gurus, starting with a Be Ready webinar series to build shared understanding and alignment. We will also continue investing in the capabilities that matter most in a changing world of work: leadership and manager development, AI literacy and sustained wellbeing support.

In addition, we will deepen our commitment to an inclusive and equitable culture through dedicated women's learning and development programmes. Designed to address the less-visible barriers to career progression, they will equip our Gurus with practical strategies that support gender equity.



PropertyGuru recognised as a Top Employer

PropertyGuru has been certified as a Top Employer in Singapore by the Top Employers Institute, an independent organisation that evaluates and recognises companies for their strong people practices. This certification reflects our commitment to building a workplace that fosters engagement, wellbeing, growth and performance – anchored in our Be More, Be a Guru EVP, which guides how we support Gurus throughout their journey at PropertyGuru.



Being recognised as a Top Employer reflects the intent and consistency behind how we support our people. We focus on co-creating with Gurus an environment where they can do their best work, grow with the business and feel supported at every stage of their career.



Ruth Kerr,
Head of People & Culture
PropertyGuru Group



Gurus For Good in action



Gurus For Good is a core part of how we bring purpose to life at PropertyGuru. As one of our Moments that Matter, Be Gurus For Good underscores that positive impact is shaped not only by business strategy, but also by the everyday actions of our Gurus.



PropertyGuru Vietnam supported the reconstruction of Tang Loong Primary School in Lào Cai after Typhoon Yagi in 2024, helping restore children's access to education.

Through our Gurus For Good volunteering programme, every Guru receives three days of paid leave each year to support causes they care about. Across our markets, local committees organise meaningful, community-led activities, from supporting children's education and restoring ecosystems to helping families in need.

In 2025, many Gurus took part in these efforts, reinforcing a culture of social responsibility and community care. A snapshot of key initiatives they championed is featured below.

Rebuilding a primary school in northern Vietnam

Following severe typhoon damage in 2024, Batdongsan, our marketplace in Vietnam, sponsored the reconstruction of Tang Loong Primary School in Lào Cai. In August 2025, around 50 Gurus attended the school's inauguration and also donated classroom equipment and supplies to support more than 100 students from the Red Dao community.

Restoring mangroves in Thailand

In Thailand, volunteers joined a mangrove planting activity at the Khlong Khon Mangrove Forest Conservation Center to support the restoration of a critical coastal ecosystem. Mangroves provide essential habitats for wildlife and help protect shorelines, making their restoration an effective nature-based solution to environmental resilience.

Supporting families in need in Malaysia

In Malaysia, Gurus partnered with Kechara Soup Kitchen to conduct home assessments and help determine families' eligibility for their Food Bank Programme, an initiative providing dry goods and essential items to marginalised households. Alongside PropertyGuru Malaysia's monetary contributions, the initiative enabled Gurus to support vulnerable communities through on-the-ground action.

Waterways clean-up in Singapore

Volunteers from our Singapore office joined a kayak waterways clean-up, paddling through the country's largest water reservoir to remove litter from the banks. The activity also provided a practical introduction to environmental stewardship and the actions to preserve our water resources.

Earth Day seed planting in India

To mark Earth Day, our Gurus in India upcycled old office mugs into planters during a hands-on workshop where they learned gardening basics. The session resulted in personalised planters for homes and offices and offered a practical way to learn how to reuse materials.



Responsible

Business



Our progress

From day one, PropertyGuru has been built on the principle that sustained success depends on trust, earned through strong governance and responsible decision-making. As we evolve, we are strengthening the foundations that keep us responsible, transparent and accountable.

In a year marked by change and rising expectations particularly around data protection and responsible technology, being a Responsible Business remained a constant priority. In 2025, we continued to reinforce the governance, systems and behaviours that underpin trust across our platforms, operations and relationships with customers, users and partners.

2025 Highlights:

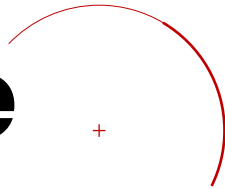
- + Maintained **strong sustainability oversight** with bi-annual progress reporting to the Executive Leadership Team and Board commencing in 2026.
- + Sustained **robust corporate governance** during the transition to a new Board and organisational structure, with integrated legal and risk oversight, and an evolved, more agile risk framework.
- + Planned adoption of a **Common Control Framework** to enable a risk-based approach to data privacy and cybersecurity.
- + Sustained security training and awareness, and set the foundations to introduce **secure-by-design practices** from 2026.
- + **Adopted AI responsibly** through clear principles and awareness initiatives aligned with PropertyGuru's governance and data protection standards.

We aim to build trust through clear accountability, strong safeguards and responsible decision-making.





Resilient corporate governance



In 2025, PropertyGuru entered a new chapter with changes in leadership and a new Board structure. Throughout the transition and beyond, our focus on accountability, transparency and responsible decision-making has remained steadfast, with sustainability firmly on the governance agenda.



Bringing our Legal and Risk functions together has enhanced the effectiveness of our governance frameworks through closer alignment between policy, compliance and risk management.



Madeleine Nuttall,
Director, Legal Counsel
PropertyGuru Group

Oversight of Responsible Business is maintained at both Board and executive levels. This ensures risk and governance considerations are embedded in strategic direction and day-to-day operations, supports consistent monitoring of key risks, and enables timely responses as the business and external environment evolve.

Operating across multiple markets requires agility without compromising oversight. Our risk management framework provides that discipline, supported by the Board's experience across other markets and relevant industries.

In 2025, PropertyGuru's Legal and Risk teams were integrated into a single function. This enhanced governance through closer coordination between legal and risk perspectives, enabling more timely and informed decisions and supporting a more holistic approach to risk management across the business.

Sustainability oversight

Our sustainability governance structure spans the Board, the Executive Leadership Team, our Head of Sustainability and Sustainability Sponsors who drive implementation across the business. From 2026, the Head of Sustainability will report bi-annually to the Board and Executive Leadership Team, covering progress, emerging risks and relevant disclosures.

PropertyGuru's sustainability governance structure

+ Board of Directors	Oversees PropertyGuru's sustainability strategy and progress
+ Executive Leadership Team	Provides leadership oversight and ensures sustainability considerations are integrated into business activities
+ Head of Sustainability	Accountable for sustainability performance and progress; reports bi-annually to the Executive Leadership Team and Board (from 2026)
+ Sustainability Sponsors	Lead the operational implementation of PropertyGuru's sustainability strategy across the business



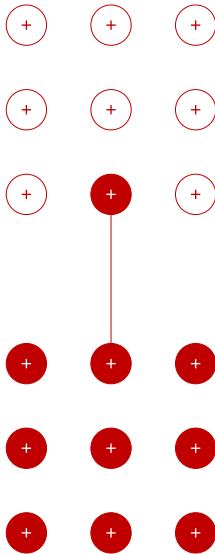
Fostering an

ethical culture

Ethical conduct is fundamental to how we do business. Acting with integrity, complying with applicable laws and regulations, and upholding high standards of professional practices and behaviour are essential to maintaining the trust of customers, users, partners and Gurus.

In 2025, we continued to embed ethical principles into our operations through a combination of clear policies, internal controls, training and practical guidance for teams across markets.

Rather than treating ethics and compliance as a box-ticking exercise, our approach emphasises shared responsibility – ensuring our Gurus understand their role in acting responsibly, navigating evolving regulatory requirements and raising concerns when issues arise.



Maintaining strong frameworks

Core frameworks such as PropertyGuru’s Code of Business Conduct and Ethics, Anti-Corruption Compliance Policy, whistleblowing mechanisms and protections, as well as diversity and inclusion commitments, remain firmly in place supported by annual mandatory training and an external whistleblowing provider.

PropertyGuru remains committed to promoting a culture of care and mutual respect across the business, reinforced by our Anti-Discrimination, Anti-Harassment and Anti-Bullying Policy. We also continued to stay ahead of regulatory guidance on flexible work arrangements.

Together, these efforts support a culture where responsibility, transparency and respect are expected, and where decisions are guided not only by commercial outcomes, but also by their wider impact on people and society.



Prioritising data privacy and

cybersecurity

As a digital platform serving millions of property seekers across Southeast Asia, we take data protection and system security as foundational responsibilities. In 2025, PropertyGuru continued to prioritise data privacy and cybersecurity as core elements of Responsible Business, reflecting their importance to end-user trust and business resilience.

A unified control framework

To strengthen cybersecurity, privacy and risk management in a holistic, risk-based way, we are aligning with internationally recognised frameworks from the US National Institute of Standards and Technology (NIST), namely the NIST Cybersecurity Framework, NIST Privacy Framework and NIST Risk Management Framework. These frameworks will inform the Common Control Framework (CCF) we plan to adopt, transitioning from certification-driven compliance to a risk-aligned approach tailored to our business and technology environment.

The CCF will streamline compliance across domains, strengthen coordination across teams and keep us aligned with global standards in security and data protection, while remaining adaptable as regulatory and customer expectations evolve.

Designing for security and privacy

Alongside the CCF, which will govern controls for systems once they are in operation, we are introducing a security architecture framework for self-developed software. The framework is applied early, during the planning, design and architecture, so security and privacy considerations are built in from the start rather than identified only after software development is complete.

Together with the CCF, the framework will strengthen our overall approach by covering both how we build and how we run our technology.

Reinforcing cybersecurity awareness

October is recognised globally as Cybersecurity Awareness Month, and each year, PropertyGuru marks this with a dedicated Information Security (InfoSec) Week. Over the course of the week, Gurus take part in a range of activities including capture-the-flag challenges, daily quizzes, webinars and panel discussions featuring practical security tips.

Beyond InfoSec Week, cybersecurity awareness is reinforced throughout the year. We run mandatory security refresher training annually for all employees and provide detailed onboarding training for all new hires. These sessions cover core security and privacy principles, phishing and emerging topics such as AI, complemented by periodic organisation-wide communications. In 2026, we also plan to introduce role-based data protection training tailored to how different teams across the organisation access and use data.

To keep practices current, our security, privacy and risk policies, standards and guidelines are reviewed and updated annually, with key changes communicated through training and awareness channels. Oversight is provided through a monthly Security, Privacy and Risk Committee, which brings together representatives from PropertyGuru's security, privacy, legal, risk, engineering, technology and product teams to manage risks at an enterprise level.



Leveraging the power of AI responsibly



AI plays an increasingly significant role in how digital products are developed and used. In 2025, PropertyGuru focused on ensuring that robust governance, clear principles and a practical understanding of associated risks guide our AI adoption.

Our AI governance

In the early stages of our AI governance work, we established a Generative AI Working Group to help build organisational readiness and support safe, responsible adoption. As our approach matured, governance responsibilities have been embedded across relevant functions and teams, supported by central principles, guidelines and governance processes.



Principles, policies and guardrails

In 2025, we updated our AI guidelines and introduced a set of AI principles. These updates were communicated organisation-wide to provide a common reference point for evaluating and adopting AI use cases responsibly.

AI use cases are assessed across two dimensions. First, how AI tools are sourced – whether they are procured from third parties or developed internally. Second, how they are used – either for internal purposes or for customer-facing products and services. Third-party AI tools are assessed through our third-party risk management programme, ensuring AI-related risks are managed alongside broader security, privacy and risk controls.

Responsible AI use is reinforced through annual mandatory security refresher training, onboarding programmes for new Gurus and ongoing awareness communications, keeping AI governance embedded within our wider Responsible Business practices.





Forward-looking statements

This report contains forward-looking statements that concern our future business expectations, which involve risks and uncertainties. All statements contained in this report that do not relate to matters of historical fact should be considered forward-looking statements, including, without limitation, statements regarding our future business expectations and expectations about the real estate industry, any sustainability targets and goals, including about diversity and inclusion, planned activities and objectives, our strategic priorities and objectives, as well as statements that include the words 'expect', 'intend', 'plan', 'will', 'believe', 'estimate', 'may', 'should', 'anticipate' and similar statements of a future or forward-looking nature. These forward-looking statements are based on management's current expectations. These statements are neither promises nor guarantees, but involve known and unknown risks, uncertainties and other important factors that may cause actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements.

While PropertyGuru seeks to incorporate sustainability considerations into its operations and business strategies, as described in this report, there can be no assurance that PropertyGuru will be able to successfully implement these considerations to achieve specific results. In addition, the forward-looking statements made in this report relate only to events or information as of 31 December 2025. Except as required by law, we undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise, after the date on which the statements are made or to reflect the occurrence of unanticipated events.

Certain information contained herein has been obtained from published sources and from third parties. While such information is believed to be reliable for the purposes used herein, PropertyGuru does not assume any responsibility for the accuracy or completeness of such information.

Appendix

Office electricity data

Electricity consumption vs renewable electricity matched

Geography	2024 (in MWh)	2025 (in MWh)
India	6	11
Malaysia	92	92
Singapore	96	100
Thailand	66	67
Vietnam	261	242
Total electricity (MWh)	520	512
Total electricity matched with RECs (REC per MWh)	100%	100%

*Fugitive emissions are estimated using the US EPA's HFC Emission Accounting Tool based on each office's gross floor area, except in Singapore in 2025, where no refrigerant leakage occurred and fugitive emissions were therefore zero.

**In 2024 and 2025, we purchased RECs to cover 100% of our office electricity consumption.

**2024 Scope 3 Category 1 emissions have been recalculated to align with 2025 methodology and data updates for year-on-year comparability.

**Employee commuting emissions for 2025 are based on actual activity data collected through an employee commuting survey, while 2024 commuting emissions were estimated.

GHG emissions data in tCO₂e

Category	2024	2025	% change from 2024
Scope 1 Direct emissions from owned or controlled sources			
Refrigerant leakage ²¹	9	6	-32%
Scope 2 Indirect emissions from the generation of purchased energy			
Purchased electricity (location-based)	261	274	5%
Purchased electricity (market-based) ²²	0	0	0%
Scope 3 All other indirect emissions			
Category 1: Purchased goods and services	6,734 ²³	2,907	-57%
Category 2: Capital goods	99	181	83%
Category 3: Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	66	68	3%
Category 5: Waste generated in operations	1	1	-9%
Category 6: Business travel	508	709	40%
Category 7: Employee commuting and telecommuting ²⁴	460	656	43%
Category 8: Upstream leased assets	6	6	-1%
Category 11: Use of our platforms	252	644	155%
Total Scope 3 emissions	8,126	5,172	-36%
Total emissions			
Total emissions (location-based)	8,396	5,453	-35%
Total emissions (market-based)	8,135	5,178	-36%



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Visit the sustainability section of our Group website to
learn more about our programmes and updates.