

Hong Lai Huat Group Limited
Sustainability Report For the Financial Year Ended
31 December 2025

27th April 2026

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Definitions and Abbreviations

Except when the context otherwise requires, the following definitions and abbreviations shall apply throughout this report:

GRI	–	Global Reporting Initiative
SGX	–	Singapore Exchange
ESG	–	Environmental, Social and Governance
GHG	–	Greenhouse Gas
FY	–	Financial Year Ended
OSH	–	Occupational Health and Safety
NSSF	–	National Social Security Fund
HLH, the Group	–	Hong Lai Huat

Board Statement

Hong Lai Huat Group Limited is a real estate and property developer with an established track record of over 38 years. Incorporated in 1988, the Group has successfully completed numerous projects across Singapore, spanning public and private residential developments as well as commercial and industrial properties. Notable developments in Singapore include D'Ecosia, D'Fresco, D'Castilia, D'Almira, D'Lithium, D'Kranji Farm Resort and D'Centennial.

In 2008, the Group expanded into the agricultural sector in the Kingdom of Cambodia, where it established its agriculture division and developed over 10,000 hectares of land dedicated to the cultivation, processing and export. The project was subsequently disposed of for approximately S\$50 million in FY2024.

In 2015, the Group established its property division in Cambodia with the launch of its first freehold mixed-use development in the Kingdom known as D'Seaview. One of the first and largest mixed-use developments in Sihanoukville, it comprises 737 residential units and 67 commercial units. Construction was fully completed in FY2020.

Building on the success of D'Seaview, the Group launched its second freehold mixed-use joint venture development, Royal Platinum, in FY2019. Located in the Toul Kork district of Phnom Penh, Cambodia's capital city, the project comprises 851 residential units and 50 commercial units. Construction was fully completed in FY2024. The Group subsequently acquired a third plot of land in Toul Kork and a minority interest in a fourth plot of land in Sihanoukville. These land banks are being held for future development, subject to prevailing market conditions.

Hong Lai Huat Group Limited has been listed on the Mainboard of the Singapore Exchange since 21 June 2000.

On behalf of the Board of Directors (the "Board"), our Group is proud to present our Sustainability Report for the financial year ended 31 December 2025 ("FY2025"). It is our belief that building a sustainable business is vital to our continued success and that we must be fully accountable for our impact on the environment, our customers, our people and our community as well as its financial performance. The delivery of sustainable results is a critical aspect of our ability to remain strong and financially stable. Acknowledging this helps to put into focus our commitment to principles laid out in our Corporate Sustainability Policy. Our responsibility to society is to ensure that sustainable practices are incorporated into every link of our value chain. We must meet the needs not only of our customers, employees and the community we operate in, but also those of our environment and our future generations.

1. Introduction

This Sustainability Report presents the Environmental, Social and Governance (“ESG”) performance of Hong Lai Huat Group Limited (“HLH” and the “Group”) for the financial year ended 31 December 2025 (“FY 2025”), covering the period from 1 January 2025 to 31 December 2025.

This report outlines the Group’s key sustainability initiatives across core ESG areas, including stakeholder engagement, governance, environmental management and social responsibility.

The Group remains committed to integrating sustainability into its business strategy and operations to deliver long-term value to stakeholders while contributing positively to society and the environment.

2. Company Overview

Hong Lai Huat Group Limited is a real estate and property development company listed on the Singapore Exchange (“SGX”). The Group is principally engaged in property development and investment activities, with operations in Singapore and Cambodia.

Over the years, the Group has built a presence in Cambodia through the development of mixed-use projects, contributing to the growth of the local property market. These developments comprise residential and commercial components, supporting urban development and community needs.

The Group continues to focus on strengthening its core business in property development while adopting a disciplined approach to investment and expansion. In line with its strategic direction, the Group seeks to optimize its portfolio and enhance operational efficiency to support sustainable growth.

The Group is committed to integrating sustainability considerations into its business operations and decision-making processes. By aligning its development activities with responsible environmental and social practices, the Group aims to create long-term value for its stakeholders while contributing positively to the communities in which it operates.

3. Sustainability Approach

This report has been prepared based on internal data collection and consultation with relevant departments across the Group. Information has been gathered through internal reviews, discussions with management, and analysis of operational data.

The Group adopts a structured approach in identifying, assessing, and managing ESG factors that are material to its business operations. Continuous improvements are undertaken to enhance the accuracy, completeness, and reliability of the information disclosed.

4. Reporting Scope & Boundary

This report covers the sustainability performance of the Group for the financial year ended 31 December 2025 (“FY2025”), covering the period from 1 January 2025 to 31 December 2025.

The scope of this report includes the Group’s key operations in Cambodia and Singapore. Where relevant, historical data for the past three financial years has been included to allow for meaningful comparison and trend analysis.

5. Reporting Guidelines and Framework

This Sustainability Report has been prepared in accordance with the Singapore Exchange (“SGX”) Listing Rules – Practice Note 7.6 Sustainability Reporting Guide.

In preparing climate-related disclosures, the Group has also referenced the International Financial Reporting Standards (“IFRS”) S2 Climate-related Disclosures standard as part of its ongoing efforts to align with evolving reporting frameworks.

The report also references the Global Reporting Initiative (“GRI”) Standards where appropriate. The Group continues to enhance its sustainability reporting practices in alignment with applicable regulatory requirements and industry best practices.

6. Statement of Assurance

The Group does not seek external assurance for this Sustainability Report. However, the sustainability reporting process has been subjected to internal review to ensure the accuracy and reliability of the information presented.

The Board of Directors has reviewed and approved this report.

7. 2025 Sustainability Highlights

During FY2025, the Group continued to strengthen its commitment to sustainability across Environmental, Social and Governance (“ESG”) areas. Key highlights for the year include:

The Group is in the process of strengthening its approach to sustainability target-setting. During the reporting period, the Group focused on improving data collection and monitoring across its material ESG topics. Formal targets will be developed progressively as internal processes continue to improve.

1. Environment

- Total greenhouse gas (“GHG”) emissions of 200 tCO₂e (Scope 1: 52 tCO₂e; Scope 2: 148 tCO₂e)
- Total energy consumption of 813,821 kWh
- Total water consumption of 20,657 m³
- Continued implementation of energy-saving initiatives across operations
- The Group has not established formal environmental targets for the current reporting period. During the reporting period, the Group focused on monitoring and managing its environmental performance, including greenhouse gas emissions, energy consumption and water usage. The Group will continue to strengthen its

approach to environmental target-setting as data availability and internal processes improve

2. Social

- Training provided to employees across various categories
- Continued focus on employee engagement, diversity and inclusion
- Ongoing efforts to maintain a safe and supportive working environment
- The Group achieved its social targets in the previous year, with no reported workplace fatalities, no cases of discrimination, and no breaches of customer privacy.
- The Group will continue to maintain the same targets for the current reporting year.

3. Governance

- No confirmed incidents of corruption reported during the year
- Continued implementation of anti-corruption policies and procedures
- Maintenance of corporate governance practices and internal controls
- The Group has achieved its governance targets in the previous year, with zero incidents of non-compliance with laws and regulations and no confirmed cases of bribery or corruption.
- The Group will continue to maintain the same targets for the current reporting year.

The Group will continue to enhance its sustainability performance and disclosures in line with regulatory requirements and stakeholder expectations.

8. Sustainability Framework and Policies

The Group adopts a structured approach to sustainability, supported by its sustainability policies and guided by key Environmental, Social and Governance (“ESG”) principles. These pillars form the foundation of the Group’s sustainability framework, guiding its business strategies and operations.

Environment

The Group is committed to minimizing its environmental impact through responsible management of energy, water and emissions, while promoting resource efficiency across its operations.

Social

The Group places strong emphasis on its people by fostering a safe, inclusive and supportive working environment, while promoting employee engagement, development and well-being.

Governance

The Group upholds high standards of corporate governance by maintaining key policies such as the Code of Conduct, anti-corruption and compliance policies. These policies guide ethical business practices, ensure compliance with applicable laws and regulations, and promote transparency and accountability across its operations.

9. Stakeholder Engagement

The Group recognizes that open and consistent communication with stakeholders is essential to its long-term success and sustainability performance.

The Group actively engages with key stakeholder groups, including management, investors, regulators, customers, suppliers and the community.

Through both formal and informal channels, the Group seeks to understand stakeholder expectations, address concerns and identify opportunities to create shared value. These engagements are conducted on a regular basis and form an integral part of the Group's sustainability management process.

Feedback from stakeholders is taken into consideration in the Group's decision-making processes and contributes to the continuous improvement of its sustainability practices.

Engagement with stakeholders is conducted through various channels, including meetings, communications, operational interactions and internal discussions. Key topics of interest include business performance, regulatory compliance, workplace practices, environmental management and community impact.



10. Materiality Assessment

The Group conducts a materiality assessment to identify and prioritise sustainability matters that are most relevant to its business operations and stakeholders.

The assessment process involves four key steps:

Identification

Potential sustainability matters are identified through stakeholder engagement, industry benchmarking, regulatory requirements and internal discussions.

Prioritization

The identified topics are evaluated based on their significance to the Group's business and the level of concern to stakeholders.

Validation

The prioritised material matters are reviewed and validated by senior management and the Board of Directors to ensure alignment with the Group’s strategic direction.

Review and Monitoring

The materiality assessment is reviewed periodically to ensure its continued relevance in response to changing business conditions and stakeholder expectations.

The Group has identified key material ESG factors, including health and safety and anti-corruption, which are disclosed in this report.

Based on the materiality assessment, the Group has identified the following key material ESG topics:

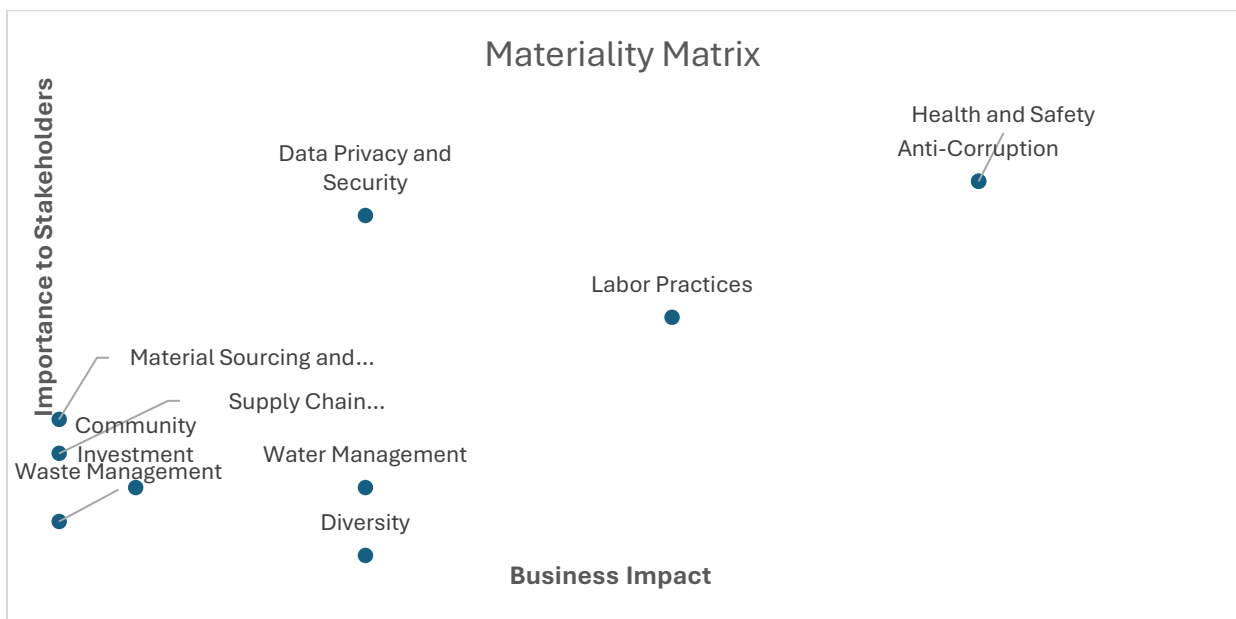
Highly Material Topics

- Health and Safety
- Anti-Corruption

Moderately Material Topics

- Labour Practices
- Data Privacy and Security
- Environmental Management
- Diversity and Inclusion

The material ESG factors are presented in the materiality matrix below. The matrix illustrates the prioritisation of identified matters based on their relative significance to the business (x-axis: Business Impact) and to stakeholders (y-axis: Importance to Stakeholders).



11. Sustainability Governance

The Board of Directors holds overall responsibility for overseeing the Group's sustainability strategy, policies, and performance. Sustainability considerations are incorporated into strategic decisions to ensure alignment with the Group's long-term business objectives. Management is responsible for implementing sustainability initiatives and monitoring performance. This includes identifying and managing sustainability-related risks and opportunities, as well as ensuring appropriate policies and procedures are applied across the Group.

The Group maintains a structured governance approach with clearly defined roles and responsibilities. Sustainability matters are regularly reported to the Board to support effective oversight and informed decision-making. Climate-related risks and opportunities are also considered within the Group's business strategy and risk management processes to enhance long-term resilience.

Sustainability is embedded in the Group's corporate culture, as outlined in the Corporate Sustainability Policy. All employees are expected to uphold these principles, while line managers ensure alignment within their respective areas of responsibility.

To support implementation, the Group adopts a cross-functional approach that leverages expertise and resources across all levels of the organization. The Corporate Sustainability Committee ("CSC"), established by Group Management, is responsible for coordinating sustainability efforts. The CSC reports to the Board and provides regular updates to the Board Committee for Corporate Governance and Sustainability.

The CSC is chaired by a designated Chairperson who oversees meeting coordination, agenda setting, and discussion facilitation. The Secretariat, supported by the Governance Support Officer, manages administrative functions including meeting planning, documentation, and communication with members.

CSC members provide oversight and guidance rather than direct execution of sustainability initiatives. Their responsibilities include:

- Reviewing the progress of sustainability initiatives
- Considering key issues and proposed ideas
- Providing guidance to the implementation team
- Supporting prioritization of resources and activities
- Contributing to the evaluation of sustainability outcomes and stakeholder impact

Ethics and Integrity

The Group is committed to maintaining high standards of ethics and integrity across its operations. Key policies, including the Code of Conduct, anti-corruption and whistleblowing policies, are in place to guide employees in conducting business in an ethical and responsible manner.

The Group adopts a zero-tolerance approach towards bribery and corruption and ensures compliance with applicable laws and regulations. Employees are encouraged to report any suspected misconduct through established reporting channels, and appropriate actions will be taken to address such matters.

The table below outlines the Group's approach to managing business ethics:

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Policies	Commitments	Goals and Targets	Responsibilities	Resources	Grievance Mechanisms	Specific Actions, Projects and Initiatives
As a listed company on the Singapore Exchange (SGX), the Group adheres to high standards of corporate governance in accordance with listing requirements.	The Group complies with applicable local and international laws and regulations. Its corporate governance framework includes a Code of Conduct and related guidelines that are applicable to all employees and officers across the organization.	The Group aims to achieve zero significant incidents of non-compliance with laws and regulations, including zero confirmed cases of bribery and corruption.	Management is responsible for implementing and monitoring compliance with the Group's corporate governance and ethics policies.	The Group has established key policies, including the Code of Conduct and whistleblowing policy, to support ethical business practices.	The Group has established whistleblowing channels to allow employees and stakeholders to report suspected misconduct or non-compliance with laws and regulations.	All employees are introduced to the Code of Conduct and related ethics policies, including anti-corruption practices. Communication channels are in place to enable employees and business associates to report unethical behavior. A designated officer is responsible for maintaining records of reported cases and escalating matters to management where appropriate.

The Group recorded zero significant incidents of non-compliance with applicable laws and regulations for the reporting period.

Performance Data (SGX Core Metrics)

The following tables present the Group's performance on key sustainability metrics in accordance with SGX reporting requirements.

1. Board Independence: Percentage of independent directors on the Board.
2. Women on the Board: Percentage of female directors on the Board.

Board Diversity

Entity	Category	Unit of measurement	Financial Year Ended		
			FYE December 2023	FYE December 2024	FYE December 2025
Percentage of independent directors on the Board					
Group	-	%	42.86	42.86	60.00
Percentage of female directors on the Board					
Group	Male	%	86	85.71	100
	Female	%	14	14.29	0

Entity	Age Group	Unit of measurement	Financial Year Ended		
			FYE December 2023	FYE December 2024	FYE December 2025
Percentage of organization's governance body by age group					
Group	< 30	%	12.5	-	0.00

30 – 50		25	42.86	80.00
> 50		62.5	57.14	20.00

Management Diversity:

The Group recognizes the importance of diversity within its senior management team. As at FY2025, female representation in senior management stands at 12.5%. The Group remains committed to promoting diversity and inclusion at all levels of the organization and will continue to enhance gender diversity within its leadership pipeline.

Anti-Corruption Disclosures:

The Group adopts a zero-tolerance approach towards bribery and corruption and is committed to conducting business with integrity and transparency. Corruption-related risks are considered as part of the Group’s overall risk management and internal control processes.

The Group has established policies, including the Code of Conduct and anti-corruption guidelines, to provide clear guidance to employees on ethical business practices. These policies are communicated to employees through internal channels and training programs.

Being a listed company in the Singapore Exchange (SGX), we are managed to the highest standards of corporate governance as required in the listing rules. We strictly conform to local and international best practices. Our corporate governance framework covers ethics and compliance through a Code of Conduct as well as action guidelines which are to be adhered to by the officers and employees across the organization.

Every new employee is introduced to our Code of Conduct and our policies on ethics and compliance, which include areas such as anti-corruption. Communication channels are in place to enable all employees and individuals engaged in business activities to report complaints of unethical behaviour.

We have a dedicated officer who maintains a register of incidences regarding ethics and compliance issues and escalates them to management where appropriate. The Group has put in place a Whistleblowing Policy to provide an avenue for all stakeholders to raise concerns about possible improprieties within the Group, and to provide assurance that whistleblowers will be protected from victimization. Further information on the Policy can be found in the Corporate Governance section of the Annual Report 2025.

In FY2025, the Group continued to enhance awareness of anti-corruption policies and procedures across all levels of employees.

There were no confirmed incidents of corruption reported during the year FYE 2025.

Entity	Employee Category	Unit of measurement	Financial Year Ended		
			FYE December 2023	FYE December 2024	FYE December 2025
Communication about anti-corruption policies and procedures					
Group	Middle management	Total	19	18	36
	Administrative		8	2	4
	Technical		22	3	5
	Non-management		62	68	154
	Production		10	5	5

	Senior Management		6	4	8
Group	Middle management	%	100	100	100
	Administrative		100	100	100
	Technical		100	100	100
	Non-management		100	100	100
	Production		100	100	100
	Senior Management		100	100	100

Entity	Employee Category	Unit of measurement	Financial Year Ended		
			FYE December 2023	FYE December 2024	FYE December 2025
Percentage of employees who have received training on anti-corruption					
Group	Middle management	Total	19	18	36
	Administrative		8	2	4
	Technical		22	3	5
	Non-management		62	68	154
	Production		10	5	5
	Senior Management		6	4	8
Group	Middle management	%	100	100	100
	Administrative		100	100	100
	Technical		100	100	100
	Non-management		100	100	100
	Production		100	100	100
	Senior Management		100	100	100

Certifications:

The Group does not currently hold any sustainability or ESG-related certifications. The Group will continue to review and assess the relevance of obtaining such certifications to enhance its sustainability practices and disclosures in the future.

12. Environment

Climate-Related Risks & Opportunities:

Climate-related risks and opportunities have been assessed as not material to the Group for the current financial year, primarily due to the Group's nature as an investment holding company with limited direct operational exposure to climate-related risks. Accordingly, no detailed disclosures are made. The Group will continue to monitor relevant developments and review the materiality of climate-related risks and opportunities on an ongoing basis, with a view to enhancing disclosures where appropriate.

Greenhouse Gas (“GHG”) Emissions:

We are committed to maintaining and building on the same stringent environmental policies and standards. We continually seek new and innovative ways to reduce the environmental impact of our products and services while maintaining the highest levels of quality. We recognize our responsibility to protect the environment for the health and wellbeing of future generations.

The Group tracks its greenhouse gas (“GHG”) emissions to better understand its environmental impact. In FY2025, total GHG emissions amounted to 200 tCO₂e, comprising 52 tCO₂e from Scope 1 emissions and 148 tCO₂e from Scope 2 emissions. The Group will continue to monitor and manage its emissions as part of its sustainability efforts.

Emissions are calculated using the methodology outlined in the GHG Protocol.

Entity	Unit of measurement	Financial Year Ended			Target for Next FY
		FYE December 2023	FYE December 2024	FYE December 2025	
Scope 1 Absolute Emissions					
Group	Metric Tonnes of CO ₂ e (“tCO ₂ e”)	213.99	74.88	52.02	-
Scope 2 Absolute Emissions (Location-based)					
Group	tCO ₂ e	369.87	538.89	148.19	-
Total Absolute Emissions					
Group	tCO ₂ e	583.86	613.77	200.22	-
Total Intensity (by revenue)					
Group	tCO ₂ e / SGD	424.01	117.9	0.00007200	-

Energy Management:

In FY2025, the Group recorded a total energy consumption of 813,821 kWh. The Group continues to monitor its energy usage and implement energy-saving practices where possible to improve operational efficiency.

The Group's energy consumption is limited to the electricity used in our offices, farm and project site. We have implemented an energy control policy and adopted various energy-saving measures, such as using energy-saving equipment and setting all printers, copiers, and computers to energy-saving mode where possible. To raise the awareness of energy conservation, the Group encourages employees to establish energy-saving habits at the office, such as switching off lights and electronic appliances before leaving the office or switching off the lights in each room when they are not in use.

Entity	Unit of measurement	Financial Year Ended			Target for Next FY
		FYE December 2023	FYE December 2024	FYE December 2025	
Total Energy Consumption					
Group	Joules ("J")	2,502,864,180,058.5	3,554,491,594,107.2	2,929,755,600,000	-
	Kilowatt-hour ("kWh")	695,240.05	987,358.78	813,821.39	-
Energy Consumption Intensity (by revenue)					
Group	MWh / SGD	1,817,621.05	682,768.27	0.00029264	-

Water Management:

The Group monitors water usage across its operations to ensure efficient use of resources. In FY2025, the total water consumption was approximately 20,657 m³.

The Group has implemented water-saving measures within its facilities, including the use of dual-flush toilet systems to reduce unnecessary water usage. Employees are encouraged to adopt responsible water usage practices in their daily operations.

The Group remains committed to promoting water conservation practices across its facilities.

Entity	Unit of measurement	Financial Year Ended			Target for Next FY
		FYE December 2023	FYE December 2024	FYE December 2025	
Total Water Consumption					
Group	Cubic Meters ("m ³ ")	23,127.9	21,708	20,657	-
Water Consumption Intensity (by revenue)					
Group	ML / SGD	0.017	0.0042	0.00000001	-

13. Social

The Group is committed to building a strong and stable workforce by implementing fair and transparent employment practices, fostering a safe and inclusive working environment, and

supporting employee development and retention through structured training and engagement initiatives.

The Group currently does not disclose employee turnover and new hire data by gender and age, as such information is not tracked in a consolidated manner. The Group is in the process of enhancing its data management practices to improve the scope of disclosures in future reporting periods.

The Group reported no incidents of discrimination during the reporting period.

Gender Diversity:

The Group is committed to promoting diversity and equal opportunities across its workforce. As at FY2025, the Group maintains representation of both male and female employees across all employee categories. The Group continues to foster an inclusive work environment and aims to further enhance gender diversity across all levels of the organisation.

Entity	Employee category	Gender	Unit of measurement	Financial Year Ended		
				FYE December 2023	FYE December 2024	FYE December 2025
Percentage of existing employees who are male and female						
Group	Middle management	Male	%	73.68	72.22	63.89
		Female		26.32	27.78	36.11
	Administrative	Male		50.00	0	25.75
		Female		50.00	100.00	75.00
	Technical	Male		90.91	66.67	80.00
		Female		9.09	33.33	20.00
	Non-management	Male		62.90	54.41	45.45
		Female		37.10	45.59	54.55
	Production	Male		100.00	100.00	100
		Female		0	0	0
	Senior management	Male		83.33	100.00	87.00
		Female		16.67	0	13.00

Age-Based Diversity:

The Group values a workforce that comprises employees from various age groups. This diversity supports a balance of experience, skills, and new perspectives within the organisation. The Group remains committed to maintaining an inclusive workplace that encourages collaboration across all age groups.

Entity	Employee category	Age group	Unit of measurement	Financial Year Ended		
				FYE December 2023	FYE December 2024	FYE December 2025
Percentage of existing employees by age group						
Group	Middle management	< 30	%	15.79	5.56	5.56
		30 – 50		63.16	66.67	69.44
		> 50		21.05	27.78	25.00
	Administrative	< 30		25.00	50	25.00
		30 – 50		75.00	50	50.00
		> 50		0	0	25.00
	Technical	< 30		31.82	33.33	60.00
		30 – 50		45.45	33.33	20.00

	Non-management	> 50		22.73	33.33	20.00	
		< 30		35.48	44.12	50.65	
		30 – 50		58.06	45.59	44.16	
	Production	> 50		6.45	10.29	5.19	
		< 30		20.00	20	20.00	
		30 – 50		80.00	80	80.00	
	Senior management	> 50		0	0	0.00	
		< 30		33.33	0	0.00	
		30 – 50		16.67	50.00	50.00	
			> 50		50.00	50.00	50.00

Training and Development

The Group recognizes the importance of employee development in building a capable workforce. In FY2025, training was provided to employees across various categories, including middle management, administrative, technical, non-management, production, and senior management staff.

Training activities include staff orientation programs, anti-corruption training, and on-the-job learning to enhance employees' knowledge and skills. The Group will continue to strengthen its training practices to support employee development and operational needs.

Entity	Employee Category	Unit of measurement	Financial Year Ended		
			FYE December 2023	FYE December 2024	FYE December 2025
Number of employees who have received training					
Group	Middle management	Total	19	18	36
	Administrative		8	2	4
	Technical		22	3	5
	Non-management		62	68	154
	Production		10	5	5
	Senior Management		6	4	8

Occupational Health & Safety (“OSH”)

The Group is committed to providing a safe and healthy working environment for its employees. Basic workplace safety practices are implemented to minimize risks and ensure employee well-being. As an essential requirement we are in compliance with the Ministry of Manpower's Workplace Safety & Health Act.

In addition, the Group provides accident insurance coverage and contributes to the National Social Security Fund (“NSSF”) for employees. These measures support employee protection and overall well-being.

The Group will continue to promote awareness of health and safety practices across its operations.

Entity	Unit of Measurement	Financial Year Ended		
		FYE Dec '23	FYE Dec '24	FYE Dec '25
<i>Fatalities</i>				
Group	Number of Cases	0	0	0
<i>Number of high-consequence work-related injuries</i>				
Group	Number of Cases	0	0	0
<i>Number of recordable work-related injuries</i>				
Group	Number of Cases	0	0	0
<i>Recordable work-related ill health cases</i>				
Group	Number of Cases	0	0	0

Employee Benefits & Human Rights:

The Group is committed to upholding fair employment practices and respecting human rights across its operations. Employees are treated with dignity and respect, and the Group does not tolerate any form of discrimination, harassment, or unfair treatment in the workplace. Equal opportunities are provided in recruitment, training, and career development.

The Group provides employee benefits in accordance with applicable laws and regulations. Key employee benefits include:

Contributions to the NSSF

- Accident insurance coverage (24 hours)
- Medical allowance support for medication purchases and reimbursement
- Access to clubhouse facilities, including gym, swimming pool, and sauna
- Staff discounts at the restaurant
- Employment support for foreign employees, including air tickets, visa and work permit arrangements, and accommodation

These measures support employees' health, well-being, and work-life balance, while ensuring appropriate support is provided based on employees' roles and employment arrangements.

The Group remains committed to continuously improving its employment practices and fostering a fair, inclusive, and supportive working environment for all employees.

Data Privacy and Security:

The Group has implemented policies and procedures to safeguard customer data, including restricted access controls and data protection measures. Customer complaints are managed through established internal processes and are reviewed and addressed in a timely manner. During FY2025, the Group recorded no substantiated complaints concerning breaches of customer privacy and no identified incidents of data leakage, theft, or loss.

Entity	Category	Unit of Measurement	Financial Year Ended		
			FYE Dec '23	FYE Dec '24	FYE Dec '25
Total number of substantiated complaints received concerning breaches of customer privacy					
Group	From outside parties and substantiated by organization	Number of Cases	0	0	0
	From Regulatory bodies		0	0	0
Total number of identified leaks, thefts, or losses of customer data					
Group	-	Number of Cases	0	0	0

Ensuring safety and privacy of our customers' data is of great priority to us. We have processes and controls in place for handling and communicating sensitive and confidential information of our customers such as contracts, customer orders and service delivery orders. Our information security policies ensure our customers' data are managed in accordance to the level of confidentiality. We strictly observe all local laws and internal regulations applicable to personal information protection.

14. Conclusion

The Group remains committed to integrating sustainability into its business operations and decision-making processes. Through its ongoing efforts in environmental management, social responsibility, and corporate governance, the Group aims to create long-term value for its stakeholders.

The Group will continue to enhance its sustainability practices, strengthen data collection and reporting processes, and improve disclosures in future reporting periods as part of its continuous improvement journey.