



GREEN BUILD TECHNOLOGY

GREEN BUILD TECHNOLOGY LIMITED

2025 SUSTAINABILITY REPORT



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1. Board Statement

On behalf of the Board of Directors (the “**Board**”) of Green Build Technology Limited (“**Green Build**”) or the (“**Company**”), together with its subsidiaries (the “**Group**”), we are pleased to present the Sustainability Report (the “**Report**”) for the financial year ended 31 December 2025.

During the year, the Group underwent a change in its operational structure. On 26 February 2026, the Company announced on SGX the striking off of Republic Property Management GRP Pte. Ltd. As a result, Republic Property Management GRP Pte. Ltd. and its subsidiary, Yunbao (Heilongjiang) Investment Co., Ltd., are classified as discontinued operations. The Group’s continuing operations are now focused on its hotel management and consultancy business under Hotel NuVe Elements Plus Pte. Ltd. in Singapore.

Following this transition, the Group adopted Singapore dollars (“**S\$**”) as its presentation currency to better reflect its current business profile and operating environment. In addition, revenue denominated in Singapore dollars has been used as the basis for all intensity metrics disclosed in this Report, replacing the previously applied Renminbi (“**RMB**”) million.

This change in operational focus has shaped the Group’s sustainability approach for FY2025. During the year, the Group reviewed its Environmental, Social and Governance (“**ESG**”) material factors and identified key areas of focus under each pillar to align with its current activities and operating context. Climate-related considerations were also reassessed, and the Group’s climate risk assessment was updated to reflect the nature and scale of its hotel operations.

As the Group’s operations continue to evolve, we will further enhance our sustainability approach and disclosures to ensure continued alignment with its business activities and to present a fair and balanced account of its practices.

We would like to express our appreciation to our stakeholders for their continued support.

On behalf of the Board,

Li Mingyang

Chairman and Executive Director

30 April 2026

2. Our Business

Green Build (Registration No. 200401338W) was established on 6 February 2004. Incorporated and domiciled in Singapore, the Company is listed on the Main Board of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) under the stock trading code Y06. Following changes to its operational structure during the reporting year, the Group is currently focused on hotel management and consultancy services.

The registered office of the Group is located at 16 Raffles Quay, #17-03 Hong Leong Building, Singapore 048581.

Since its establishment, the Group’s senior management team has participated in several sustainable development projects in Harbin, benefiting local communities. These include underground utility tunnel projects and energy-efficient refurbishment of old residential estates. The Group contributed to the preparation of the national-level “Evaluation Standard for Existing Building Transformation” and was the first entity to participate in a national demonstration project for old estate refurbishment using green technology. The Group secured bids for insulation works and the first and second phases of underground utility tunnel projects in Harbin. In 2019, the Group participated in the comprehensive refurbishment of Gongle Estate in Harbin. In addition, the Group has participated in various industry forums to promote business development and enhance sector knowledge.

In FY2022, the Group entered into a joint venture agreement with Hotel NuVe Elements Pte. Ltd. (the “**JV Partner**”) to establish Elements Plus, a company focused on hotel management and consultancy services.

In FY2024, the Group expanded its presence in the hospitality sector through the acquisition of additional shares in Hotel NuVe Elements Plus Pte. Ltd. (“**Elements Plus**”) on 3 December 2024, making it a 51% owned subsidiary of the Group.

During FY2025, the Group underwent further changes to its operational structure. Republic Property Management GRP Pte Ltd (“**RPM**”) was struck off, and accordingly, RPM and its subsidiary, Yunbao (Heilongjiang) Investment Co., Ltd. (“**Yunbao**”), are classified as discontinued operations. The Group’s continuing operations now comprise its hotel management and consultancy business under Elements Plus in Singapore.

On 13 March 2026, the Group entered into a sale and purchase agreement for the acquisition of a 51% equity interest in Hotel Nuve Urbane Pte. Ltd. (“**Urbane**”), a hotel management company whose principal activity is hotel operations and which manages a 62-room hotel located at 3 King George’s Avenue, Singapore 208582.

In line with these developments, the Group’s core business activities are centred on hotel management and consultancy services. The Group remains committed to strengthening its operations in the hospitality sector while exploring opportunities to enhance its business portfolio in a sustainable manner.

3. About the Report

Scope of the Report

This Report presents the sustainability performance of Green Build, with a focus on non-financial metrics and the corresponding management approach disclosures. It covers the reporting period from 1 January 2025 to 31 December 2025 (“**FY2025**”), unless otherwise stated. Comparative figures for FY2023 and FY2024 have been included.

The Report reflects the Group’s current operational structure, with a primary focus on its continuing operations in Singapore, namely Elements Plus, which represents the Group’s core business activities during the reporting year. The organisational boundary of this Report is defined based on the Group’s level of control and includes its subsidiaries, while excluding joint ventures and associates.

In line with changes in the Group’s operational structure, the Sustainability Scorecard presented in **Appendix C** has been updated accordingly. For comparability, the FY2024 figures presented in this Report relate solely to Elements Plus, as the prior year’s scorecard included disaggregated data for Yunbao, which has since been discontinued and is not included in FY2025.

Subsequent to the reporting period, on 13 March 2026, the Group entered into a sale and purchase agreement to acquire a 51% equity interest in Urbane, a hotel management company that operates a 62-room hotel located at 3 King George’s Avenue, Singapore 208582. While Urbane is not included in the Group’s FY2025 performance data, certain forward-looking disclosures, including targets, may take into account the Group’s expanded operational scope.

Reporting Standards

The Report is prepared in compliance with the ESG Reporting Guide as set out in Chapter 7: Continuing Obligations of SGX-ST Rulebook, 711A and 711B (“**Mainboard Rules**”), which draws on the guidance set out by the Practice Note 7.6 Sustainability Reporting Guide (the “**SR Guide**”).

In addition to complying with the relevant listing rules, this Report is also crafted with reference to the Global Reporting Initiative (“**GRI**”) Standards, which are recognised as a comprehensive and globally accepted framework for sustainability reporting. Our report adheres to the GRI’s principles for determining report content and ensuring report quality. This involves a thorough consideration of the Group’s activities, their associated impacts, and the significant expectations and interests of our stakeholders. Please refer to **Appendix A** for the GRI content index.

In respect of climate-related disclosures, the Group has adopted a phased approach aligned with the sustainability reporting roadmap issued by the SGX-ST. Climate-related disclosures are structured in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (“**TCFD**”), which form the foundational framework of IFRS S2 Climate-related Disclosures. The Group is progressively enhancing its disclosures towards alignment with IFRS S2 requirements. Please refer to **Appendix B** for the TCFD recommendations content index.

Independent Verification

The data and information presented in this Report have not been independently verified by a third party. The Group has relied on internal data monitoring and verification processes to ensure the accuracy of the information disclosed.

In addition, the Group’s sustainability reporting policies, processes, and internal controls have been subject to internal review by its internal auditors. Any recommendations arising from the review have been duly considered in the preparation of this Report.

Sustainability Contact

The electronic version of this Report can be accessed on the Group’s website (<http://www.gbtlimited.com>) under the section “Investor Relations”.

We welcome feedback from our stakeholders on our sustainability practices and reporting. For any enquiries regarding this Report, please contact us at +65 6228 3488.

Restatements

In FY2025, the Group changed its presentation currency to Singapore dollars to better reflect its current business operations and economic environment, and FY2024 financial figures have been restated accordingly.

In addition, the Group reviewed its internal processes for collecting, classifying, and reporting ESG data to improve the accuracy and consistency of its disclosures. Following this review, certain environmental and social metrics for FY2024 have been restated. The impacts of these changes are summarised below:

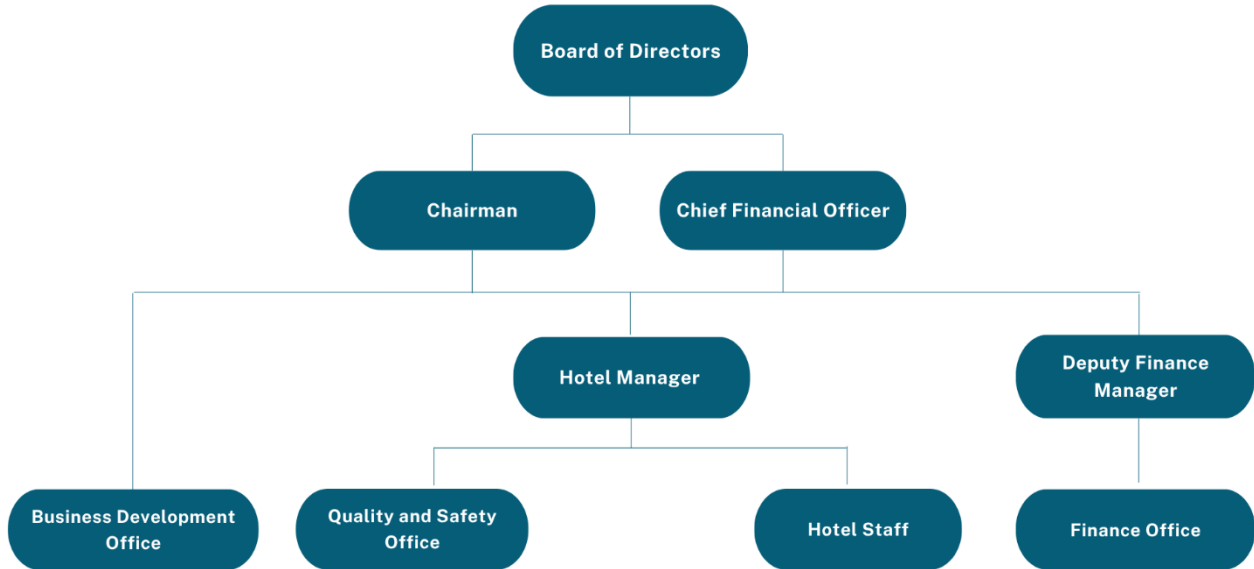
Metrics	Units before restatement	Units after restatement	FY2024		Reasons
			Before restatement	After restatement	
Economic Performance					The Group has changed its presentation currency from RMB to S\$ to better reflect its current business operations and economic environment. Accordingly, financial information is presented in S\$ million, with FY2024 comparative figures restated for consistency.
Revenue	RMB million	S\$ million	0.5	0.091 ¹	
Environmental					Environmental intensity metrics have been recalculated based on the restated revenue to ensure consistency and comparability.
Carbon emission intensity	tCO ₂ e/RMB million	tCO ₂ e/S\$ million	18.184	100	
Electricity consumption intensity	kWh/RMB million	kWh/S\$ million	44,134	242,495	
Water consumption intensity	m ³ /RMB million	m ³ /S\$ million	286	1,571	
Social					The restatement was made following a review of the data collection process, during which inconsistencies in data recording and aggregation were identified. Adjustments were therefore applied to key metrics, including employee demographics, new hires, turnover, and training hours. The revised figures reflect updates to data classification and consolidation processes. These changes do not affect the underlying employee activities or training conducted during the reporting period.
Current employees by age group (30-50)	Number	Number	6	5	
Current employees by age group (30-50)	%	%	43	36	
Current employees by age group (Below 30)	Number	Number	0	1	
Current employees by age group (Below 30)	%	%	0	7	
New hires by age group (30-50)	%	%	17	20	
Turnover by age group (30-50)	%	%	150	180	
Training					
Total training hours	Hours	Hours	500	520	
Total training hours (Male)	Hours	Hours	36	297	

¹ This figure is extracted from the Group's Annual Report for FY2025, as announced on SGX on 15 April 2026.

Metrics	Units before restatement	Units after restatement	FY2024		Reasons
			Before restatement	After restatement	
Total training hours (Female)	Hours	Hours	286	223	
Average training hours per employee	Hours	Hours	214	37	
Average training hours per employee (Male)	Hours	Hours	35.75	37	
Average training hours per employee (Female)	Hours	Hours	35.67	37	

4. Sustainability Approach

Sustainability Organisation Structure



The Group has implemented a modern enterprise framework to continuously refine its decision-making processes, enhance the rigour and inclusiveness of decision-making, and strengthen its corporate governance practices. As a listed company, the Group’s decision-making framework comprises the following core components:

The Group’s Decision Making Framework

The Board

- Be entrusted by shareholders.
- Be responsible for the Group’s strategic development and related decisions, including overseeing the direction of the Group’s sustainable development.

Executive Director

- Be responsible for the day-to-day operations of the Group.
- Be responsible for the Group’s business performance.

Chief Financial Officer

- Be responsible for the overall finance and administrative functions of the Group.

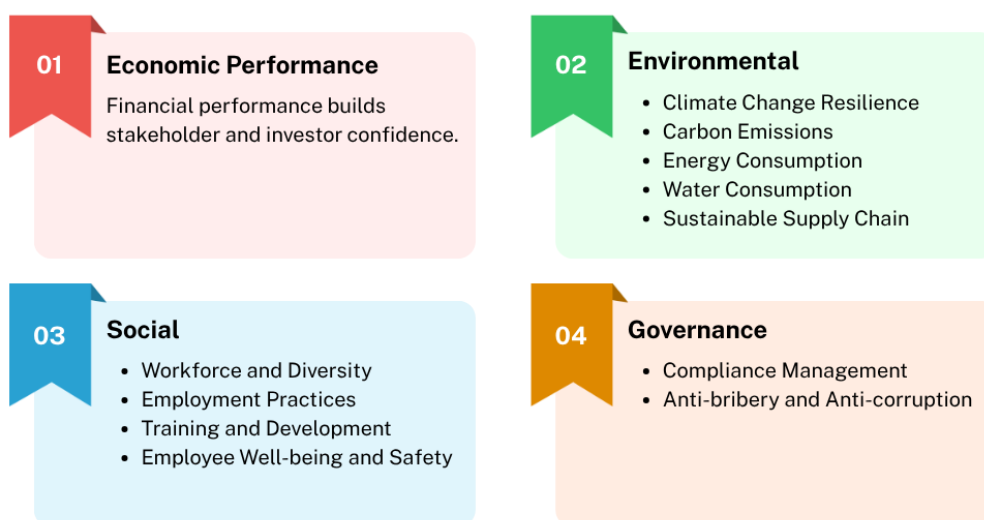
Chief Business Development Officer

- Be responsible for the overall development of the Group’s business in the green technology and hotel management and consultancy sectors
- Securing new sustainable development projects for the Group.

Material ESG Factors

The Group's sustainability approach is aligned with its evolving business profile and operational focus. Following the changes in its operational structure during FY2025, the Group reassessed its ESG material factors to ensure they remain relevant to its current activities, which are primarily centred on its hotel management and consultancy operations in Singapore.

In conducting this review, the Group identified key ESG matters under each pillar that are most pertinent to its operations and stakeholders, taking into account the nature and scale of its business. The identification and prioritisation of these material ESG factors were guided by the GRI framework, which supports a structured and consistent approach to sustainability reporting.



Stakeholder Engagement

Engaging with our stakeholders remains an important aspect of the Group's approach to sustainable development. Through regular communication and interaction with key stakeholder groups, we seek to better understand their perspectives, concerns and expectations. The feedback obtained from these engagements supports the Group in strengthening its management practices and guiding the development of our sustainability priorities, ensuring that our initiatives remain relevant and aligned with stakeholder interests and evolving industry practices.

Stakeholders	Communication and Interaction
Customers and Hotel guests	<ul style="list-style-type: none"> • Online reviews to understand customer preferences and concerns • Direct communication during stay to capture guest expectations and suggestions
Employees	<ul style="list-style-type: none"> • Staff feedback sessions to understand operational challenges and service improvement areas • Internal meetings to gather input on workplace satisfaction and performance
Suppliers	<ul style="list-style-type: none"> • Supplier review discussions to gather feedback on collaboration and service requirements • Regular communication to understand supplier capabilities, constraints, and expectations
Investors	<ul style="list-style-type: none"> • Annual General Meeting ("AGM") to understand investor expectations and concerns • Company website to communicate and gather investor interest and information needs

Performance Monitoring

To evaluate our ESG performance, we have established metrics and targets for the material ESG factors identified within our ESG framework. These metrics and targets are reviewed and refined on an ongoing basis to ensure alignment with the Group's evolving strategy and to support continuous improvement. The Group's commitment to sustainability is reflected in the annual monitoring and review of its initiatives, conducted in collaboration with the Board, reinforcing its focus on transparency and accountability.

Following the discontinuation of Yunbao during FY2025, the Group has recalibrated its sustainability targets to reflect its continuing operations, including its hotel-related activities under Elements Plus during the reporting period. The Group will continue to develop and refine relevant sustainability metrics and targets in line with its operational developments and available data. These targets will be reviewed and enhanced over time as more comprehensive data becomes available, ensuring continued alignment with the Group's operational priorities and long-term strategic direction.

For detailed information on the Group's ESG metrics, please refer to the Sustainability Scorecard in **Appendix C**.

For the methodologies used in measuring these metrics, please refer to the Methodologies and Data Boundaries in **Appendix D**.

5. Economic Performance

Our Performance Review

Prior to 1 January 2025, the Group's and the Company's financial statements were presented in RMB. The Group changed its presentation currency to S\$ to provide more relevant and reliable information, taking into consideration its current business profile and economic environment.

In FY2025, the Group reported revenue of S\$1.216 million, compared to S\$0.091 million in FY2024. The significant increase was primarily driven by the acquisition and consolidation of Elements Plus in December 2024. This acquisition was part of the Group's strategy to diversify its revenue streams and strengthen shareholder value. As a result, FY2025 includes substantial contributions from hotel management and consultancy services, which became the main revenue driver during the year, whereas FY2024 had limited contribution from this segment.

The Group will continue to monitor its operational performance and developments in line with its broader strategic and sustainability considerations.

	FY2024	FY2025
Direct economic value generated (S\$'000)	127	1,238
Revenue	91	1,216
Other income	36	22
Economic value distributed (S\$'000)	879	2,197
Operating costs (COGS and administration expenses)	398	1,504
Employees' compensation and benefits	481	672
Payment of loan interests and interests on lease liabilities	0	21
Economic value retained (S\$'000)	(752)	(959)

The Group complies with applicable employment regulations in Singapore by making monthly contributions to employees' compulsory savings and retirement funds under the Central Provident Fund ("CPF") scheme. This social security system supports employees' financial security by addressing needs related to healthcare, housing, and retirement savings. The Group adheres to the CPF scheme and its applicable employer contribution rates in accordance with Singapore regulations.

Procurement Practices

During FY2025, the Group's procurement activities were primarily driven by its hotel management operations under Elements Plus in Singapore. The Group engaged 14 suppliers, all of which were locally based, with total local procurement expenditure of S\$198,865 for the year.

Given the localised nature of its operations, the Group's supplier base is concentrated in Singapore. This approach supports operational reliability and enables closer oversight of supplier performance, while mitigating risks associated with supply chain disruptions, such as delays and logistical constraints. The Group continues to assess its procurement practices to ensure alignment with its broader risk management and sustainability objectives. Further details are set out in the **Sustainable Supply Chain** section.

Commitments and Targets

The Group is committed to strengthening its hotel management operations and enhancing long-term financial resilience. As part of this, it will continue to evaluate opportunities for business development and diversification, including potential funding initiatives to support growth.

In the near to medium term, the Group aims to improve its revenue base and cost efficiency through disciplined financial management and operational optimisation. The Group will continue to review its progress and refine its strategies in line with evolving business conditions and sustainability considerations.

6. Environmental

Overview

The Group is committed to managing its environmental impact in a manner that reflects the nature and scale of its operations. Following changes in its operational structure in FY2025, the Group’s activities during the reporting period were concentrated on its hotel operations managed by Elements Plus in Singapore. Accordingly, the Group’s environmental footprint for the reporting period is derived entirely from the operations of Elements Plus, with energy consumption representing a key component of its overall environmental impact.

In line with this operational focus, the Group’s environmental management efforts are directed towards improving resource efficiency and managing environmental impact across these operations, including the use of energy, water, and other resources. Its approach emphasises responsible consumption and operational efficiency, supported by ongoing monitoring of environmental performance.

The Group will continue to review and refine its environmental approach in line with its operational developments and evolving industry practices.

Our Performance



Carbon emissions were 83 tCO₂e, with intensity of 68 tCO₂e/\$ million.



Total electricity consumption was 206,599 kWh, with electricity consumption intensity of 169,900 kWh/\$ million.



Total water consumption was 1,472 m³, with water consumption intensity of 1,210 m³/\$ million.



Full compliance with Singapore’s national and local environmental laws and regulations.

Climate Change Resilience

The Group recognises that climate-related risks and opportunities may affect its operations and broader operating environment. It seeks to manage these considerations in a manner that is appropriate to its scale and current business activities.

Climate-related considerations are incorporated into the Group’s operations and decision-making processes. In line with its phased approach to climate-related reporting, the Group continues to enhance the scope and quality of its disclosures. During FY2025, this included a reassessment of climate-related risks and opportunities to reflect changes in the Group’s operational structure and current business activities.

Governance

The Board oversees the Group’s approach to climate-related risks and opportunities, taking these factors into account as part of its broader strategic and risk management responsibilities. Operational responsibility is delegated to relevant functions within the Group, which support the implementation of sustainability initiatives and the monitoring of climate-related matters in line with the Group’s business activities.



Strategy


In FY2025, the Group reassessed its climate-related risks and opportunities to reflect changes in its operational structure, with a focus on its continuing operations in the hotel management business in Singapore. This reassessment aligns the Group's climate-related considerations with its current operational boundary following the discontinuation of its PRC operations.



The assessment considered the potential likelihood and impact of identified climate-related risks and opportunities on the Group's operations. These are categorised across three-time horizons: short-term (less than 5 years), medium-term (5 to 10 years), and long-term (more than 10 years), based on the expected timeframe in which they may materialise and have financial implications.

The Group will continue to review and refine its climate-related risk and opportunity assessment as its operations evolve.



The following table presents the Group’s key climate-related risks and opportunities identified under each scenario, together with the corresponding mitigation measures:

Risk Identified	Description of Risks	Impact	Our Strategy
<p>Transitional Risk</p> 	<p>SGX Disclosure Requirements</p> <p>As a listed company, the Group is required to comply with the disclosure requirements set out by the SGX-ST and maintain the capability to respond to evolving regulatory requirements and changes.</p> <p>Category: Policy and Legal</p> <p>Likelihood Rating: Likely</p> <p>Impact Rating: Minor</p> <p>Risk Rating: Low</p> <p>Timeline: Short Term</p>	<ul style="list-style-type: none"> • Increase in operating costs due to compliance with new regulatory requirements. 	<ul style="list-style-type: none"> • Implement structured ESG data collection and monitoring processes to support timely and accurate reporting in line with SGX requirements. • Establish measurable carbon reduction targets aligned with SGX sustainability reporting expectations.
<p>Transitional Risk</p> 	<p>Shift in Customer Preference towards Sustainable Accommodation</p> <p>Customer preferences are gradually evolving towards more environmentally responsible accommodation, particularly among certain traveller segments such as international visitors and corporate clients with ESG considerations. Hotels that do not demonstrate sustainable practices may face some pressure to remain competitive.</p> <p>Category: Market</p> <p>Likelihood Rating: Moderate</p> <p>Impact Rating: Minor</p> <p>Risk Rating: Low</p> <p>Timeline: Short Term</p>	<ul style="list-style-type: none"> • Potential decline in occupancy rates and revenue if customer expectations are not met. • Increasing competitive pressure from peers with more established sustainability practices. 	<ul style="list-style-type: none"> • Incorporate practical sustainability measures within hotel operations, such as improving energy efficiency and reducing waste where feasible. • Communicate sustainability initiatives to enhance customer awareness and support brand positioning. • Monitor customer preferences and market developments to inform operational improvements.

Risk Identified	Description of Risks	Impact	Our Strategy
<p>Transitional Risk</p> 	<p>Adoption of Energy-Efficient Technologies</p> <p>The transition towards more energy-efficient operations may involve the gradual adoption of technologies such as improved energy management systems and more efficient equipment. Over time, certain existing systems may require upgrades or replacement to support operational efficiency.</p> <p>Category: Technology</p> <p>Likelihood Rating: Likely</p> <p>Impact Rating: Minor</p> <p>Risk Rating: Low</p> <p>Timeline: Medium Term</p>	<ul style="list-style-type: none"> • Potential increase in capital expenditure associated with upgrading or replacing existing systems. • Some operational adjustments may be required during the implementation of new technologies. 	<ul style="list-style-type: none"> • Consider the adoption of energy-efficient technologies based on operational needs and cost-benefit considerations. • Plan upgrades in a phased manner to minimise operational disruption.

Risk Identified	Description of Risks	Impact	Our Strategy
<p>Physical Risks – Acute Risk</p> 	<p>Increased Flood Risk in Singapore</p> <p>Singapore may face an increased risk of flooding over time due to changing weather patterns, including periods of heavier rainfall and rising sea levels. As a low-lying island city-state, it is relatively exposed to such environmental changes.</p> <p>Flooding could affect operations in various ways, including potential disruptions to business activities and impacts on employees and occupants. There may also be implications for physical assets, insurance costs, and property conditions in the event of more severe or prolonged incidents.</p> <p>Category: Acute Likelihood Rating: Moderate Impact Rating: Minor Risk Rating: Medium Timeline: Medium Term</p>	<ul style="list-style-type: none"> • Potential temporary disruptions to hotel operations, which may affect service delivery and guest experience. • Possible increase in maintenance and repair costs arising from water ingress, minor flooding, or weather-related damage to facilities and equipment. 	<ul style="list-style-type: none"> • Conduct routine inspection and maintenance of drainage systems, plumbing, and building infrastructure. • Monitor weather conditions and maintain simple contingency plans to respond to potential disruptions where necessary.
<p>Physical Risks – Chronic Risk</p> 	<p>Rising Temperatures</p> <p>Gradual increases in average temperatures over time may lead to higher cooling demand in hotel operations, particularly in guest rooms and common areas. This could contribute to an increase in energy consumption.</p> <p>Category: Chronic Likelihood Rating: Likely Impact Rating: Minor Risk Rating: Medium Timeline: Medium to Long Term</p>	<ul style="list-style-type: none"> • Potential increase in electricity consumption due to greater use of air-conditioning systems. • Possible rise in utility costs, which may have a gradual impact on operating expenses. 	<ul style="list-style-type: none"> • Optimise energy usage through efficient operation of air-conditioning systems. • Explore energy-efficient cooling solutions and technologies.

Climate-related opportunities

Opportunities Identified	Description of Opportunities	Impact	Our Strategy
<p>Transitional Opportunities</p> 	<p>Resource Efficiency in Hotel Operations</p> <p>The adoption of practical energy-saving and environmentally responsible measures – such as optimising air-conditioning usage and reducing single-use items – presents an opportunity for the Group to improve resource efficiency and manage operating costs within its hotel operations.</p> <p>Category: Resource Efficiency Likelihood Rating: Likely Impact Rating: Minor Rating: Low Timeline: Medium Term</p>	<ul style="list-style-type: none"> • Potential reduction in electricity, water, and consumables usage, supporting cost management. • Lower waste generation and incremental improvements in environmental performance. • Possible enhancement of brand perception among environmentally conscious guests. 	<ul style="list-style-type: none"> • Implement practical energy- and water-saving measures, including efficient use of lighting and air-conditioning systems. • Reduce reliance on single-use plastics and introduce suitable alternatives.
<p>Transitional Opportunities</p> 	<p>Evolving Customer Preferences</p> <p>Evolving customer preferences towards more environmentally responsible travel may present opportunities for the Group to better position its offerings and attract sustainability-conscious guests.</p> <p>Category: Market Likelihood Rating: Likely Impact Rating: Minor Rating: Low Timeline: Medium Term</p>	<ul style="list-style-type: none"> • Potential improvement in customer engagement and occupancy from sustainability-conscious travellers. • Improved competitiveness relative to peers with less visible sustainability practices. • Gradual strengthening of brand positioning. 	<ul style="list-style-type: none"> • Incorporate appropriate sustainability practices into hotel operations and guest experience. • Communicate relevant sustainability initiatives through existing customer touchpoints. • Monitor customer preferences and market developments. • Consider recognised sustainability certifications where appropriate and cost-effective.

Risk Management

We understand the importance of establishing a strong strategy and risk management framework to support our sustainability initiatives. As sustainability and climate-related factors receive increasing attention from regulatory bodies, investors, and stakeholders, integrating these considerations into our decision-making processes is a core priority.

In assessing climate risks and opportunities, we rely on credible sources, including the Sixth Assessment Report (“**AR6**”) published by the Intergovernmental Panel on Climate Change (“**IPCC**”) and the Third National Climate Change Study (“**V3**”) by the Meteorological Service Singapore. We adopt the SSP1-2.6 low emissions scenario, which assumes global net-zero targets are achieved after 2050, resulting in an estimated temperature increase of approximately 1.8°C by the end of the century.

The impact of risks is categorised into 5 tiers ranging: **Insignificant (1), Minor (2), Significant (3), Major (4),** **Severe (5)**. The likelihood of each risk is assessed as **Rare (1), Unlikely (2), Moderate (3), Likely (4), or Almost Certain (5)**. To derive a comprehensive risk rating, the likelihood score is multiplied by the impact score, yielding a quantitative Risk Rating. The resulting Risk Rating is further categorised into three distinct risk levels: **Low Risk (1 to 8), Medium Risk (9 to 16), and High Risk (17 to 25)**. We also establish monitoring mechanisms to evaluate the effectiveness of these strategies.

		Impact rating →				
		Insignificant 1	Minor 2	Significant 3	Major 4	Severe 5
Likelihood Rating	Almost certain 5	Low Risk 5	Medium Risk 10	Medium Risk 15	High Risk 20	High Risk 25
	Likely 4	Low Risk 4	Low Risk 8	Medium Risk 12	Medium Risk 16	High Risk 20
	Moderate 3	Low Risk 3	Low Risk 6	Medium Risk 9	Medium Risk 12	Medium Risk 15
	Unlikely 2	Low Risk 2	Low Risk 4	Low Risk 6	Low Risk 8	Medium Risk 10
	Rare 1	Low Risk 1	Low Risk 2	Low Risk 3	Low Risk 4	Low Risk 5

Acknowledging the interconnection between climate-related risks and broader business risks, we incorporate climate considerations into our overall risk management strategy. This integrated approach ensures consistent identification, assessment, and ongoing monitoring of both general business risks and climate-related risks within our enterprise risk management framework.

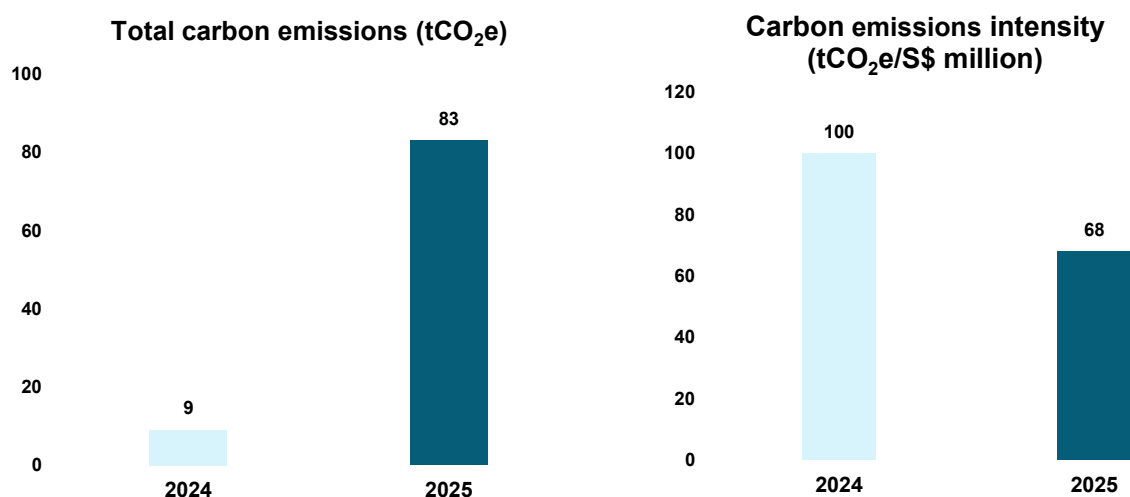
Carbon Emissions

In FY2025, the Group recorded carbon emissions of 83 tonnes of carbon dioxide equivalent (“tCO₂e”), primarily arising from electricity consumption (Scope 2), with other direct emissions (Scope 1) assessed to be not material. Carbon emissions intensity was 68 tCO₂e per S\$ million of revenue (“tCO₂e/S\$ million”). These emissions reflect the Group’s current operations, which comprise the hotel management business of Elements Plus in Singapore for the full financial year.

In FY2024, reported emissions included one month of emissions from Elements Plus following its acquisition in December 2024. As such, the FY2024 data is not directly comparable to FY2025 due to differences in reporting duration.

All reported emissions in FY2025 were attributable to purchased electricity, as the Group does not use diesel for generators or transportation, nor petrol for transport purposes. The Group will continue to monitor its carbon emissions and manage its environmental impact in line with its operational profile.

The following charts present the Group’s carbon emissions and emissions intensity, based on the operational data of Elements Plus²:



As part of our annual objectives, the Group remains committed to implementing the “Green Action Plan”, which covers life cycle management, energy conservation, emissions reduction, and environmental protection across its operations and project management functions. Efforts will continue to promote energy conservation and emissions reduction practices, with active participation from all departments and employees.

Aligned with four key dimensions – disclosure, awareness, management, and leadership – the Group continues to address and disclose its climate change strategy, management framework, associated risks and opportunities, and carbon emissions performance. Through these initiatives, we actively support green development efforts that deliver tangible benefits to both society and the environment, while contributing to broader ecological and environmental protection and sustainable development.

² Emissions data for FY2024 and FY2025 relate solely to Elements Plus. Emissions intensity for both years is calculated as total emissions of Elements Plus divided by the corresponding revenue of Elements Plus.

Energy Consumption

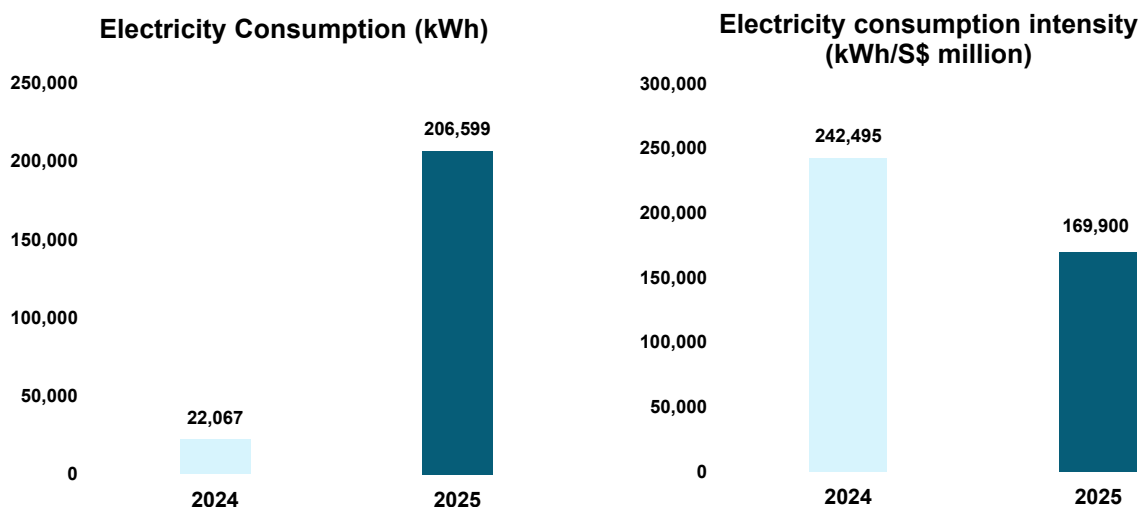
Electricity consumption represents the primary source of the Group’s carbon emissions. In line with its current operational profile, electricity usage is mainly attributable to the daily operations of the hotel managed by Elements Plus in Singapore. The Group continues to focus on managing energy consumption through responsible usage and operational efficiency.

In FY2025, the Group recorded total electricity consumption of 206,599 kilowatt-hours (“kWh”), equivalent to an average monthly consumption of approximately 17,217 kWh. Electricity consumption intensity of 169,900 kWh per S\$ million of revenue (“kWh/S\$ million”). These figures reflect a full year of operations for Elements Plus in Singapore under the Group’s ownership. In FY2024, electricity consumption included one month of consumption from Elements Plus following its acquisition in December 2024. Accordingly, the full-year FY2024 data is not directly comparable to FY2025 due to differences in reporting duration.

For comparability, electricity intensity for Elements Plus based on its December 2024 operations was 242,495 kWh/S\$ million. The lower intensity recorded in FY2025 reflects more stable performance and improved energy utilisation under the Group’s management.

The Group will continue to monitor electricity consumption and intensity on a consistent basis to support more meaningful year-on-year comparisons. In parallel, it will manage energy use in line with operational needs while identifying practical opportunities to improve efficiency, as part of its ongoing efforts to support sustainable and cost-effective operations.

The following charts present the Group’s electricity consumption and consumption intensity based on Elements Plus operations³:



³ Electricity consumption data for FY2024 and FY2025 relate solely to Elements Plus. Electricity consumption intensity for both years is calculated as total electricity consumption of Elements Plus divided by the corresponding revenue of Elements Plus.

Water Consumption

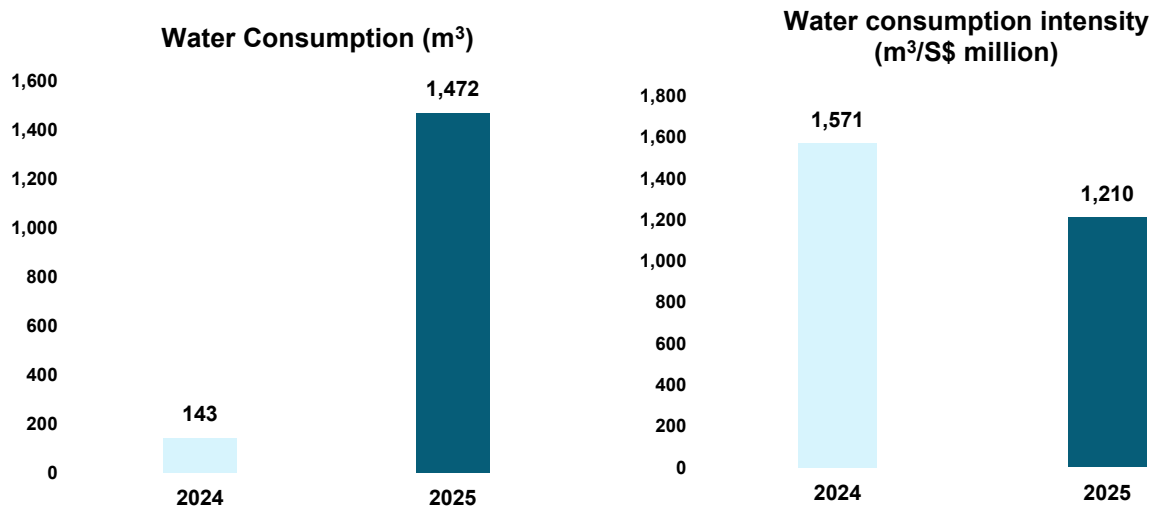
Water is an essential resource in the Group’s hotel operations, particularly in areas such as guest services and housekeeping activities. The Group recognises the importance of responsible water management and continues to promote water conservation practices across our operations.

In FY2025, the Group recorded total water consumption of 1,472 cubic metres (“m³”), with a water consumption intensity of 1,210 m³ per S\$ million of revenue (“m³/S\$ million”). These figures reflect a full year of operations for Elements Plus in Singapore under the Group’s ownership. In FY2024, water consumption included one month of consumption from Elements Plus following its acquisition in December 2024. Accordingly, the full-year FY2024 data is not directly comparable to FY2025 due to differences in reporting duration.

For comparability, water consumption intensity for Elements Plus based on its December 2024 operations was 1,571 m³/S\$ million. The lower intensity recorded in FY2025 reflects more stable water usage patterns under the Group’s management.

The Group will continue to monitor water usage and promote efficient consumption practices as part of its efforts to manage environmental impact and support sustainable operations.

The charts below illustrate the Group’s water consumption and consumption intensity, based on Elements Plus operations⁴:



⁴ Water consumption data for FY2024 and FY2025 relate solely to Elements Plus. Water consumption intensity for both years is calculated as total water consumption of Elements Plus divided by the corresponding revenue of Elements Plus.

Sustainable Supply Chain



The Group recognises the importance of a responsible and sustainable supply chain in supporting its hotel management operations. Key considerations include fair labour practices, health and safety standards, environmental responsibility, business ethics, and the effectiveness of suppliers’ management systems.

Sustainability considerations are incorporated into the Group’s procurement processes, including supplier selection, engagement, and evaluation. The Group also maintains ongoing communication with suppliers to strengthen oversight and encourage the adoption of responsible and sustainable business practices.

Commitments and Targets

The Group is committed to enhancing transparency in its environmental performance by providing updates on its climate-related approach, including the management of energy consumption and associated environmental impacts. With operations now primarily focused on hotel management in Singapore, the Group places emphasis on energy efficiency and responsible resource management in its day-to-day activities. Through ongoing monitoring and the implementation of practical energy-saving measures, the Group seeks to optimise energy use and support operational efficiency.

On 13 March 2026, the Group entered into a sale and purchase agreement to acquire a 51% equity interest in Urbane, a hotel management company that operates Hotel Nuve Urbane, a 62-room hotel located at 3 King George’s Avenue, Singapore 208582. Following changes in the Group’s hotel operations, Hotel Nuve Urbane has become its primary operating asset. Accordingly, the electricity consumption target is based on the hotel’s historical usage data and will be applied across the Group’s hotel operations. The Group aims to maintain an average monthly electricity consumption of below 35,000 kWh for FY2026.

The Group will continue to review its environmental performance and refine its targets over time, taking into account operational developments and the availability of relevant data.


7. Social

Overview


The Group recognises that our people are fundamental to delivering sustainable business performance and long-term value. As our current operations focus on hotel management in Singapore, we are committed to fostering a supportive, inclusive, and responsible workplace while maintaining high standards of service for our guests and stakeholders.

We uphold fair and merit-based employment practices to attract, retain, and develop talent across our operations. The Group also places emphasis on employee well-being and workplace health and safety by implementing appropriate policies and practices to minimise workplace risks and safeguard the welfare of employees. Through these efforts, we aim to build a resilient workforce that supports the Group's sustainable growth.


Our Performance



Zero fatalities, serious incidents, recordable workplace injuries and work-related illness cases.



Total training hours amounted to 24 hours, with an average of 2 hours per employee.



The proportion of female employees increased from 43% in FY2024 to 64% in FY2025.

Workforce and Diversity

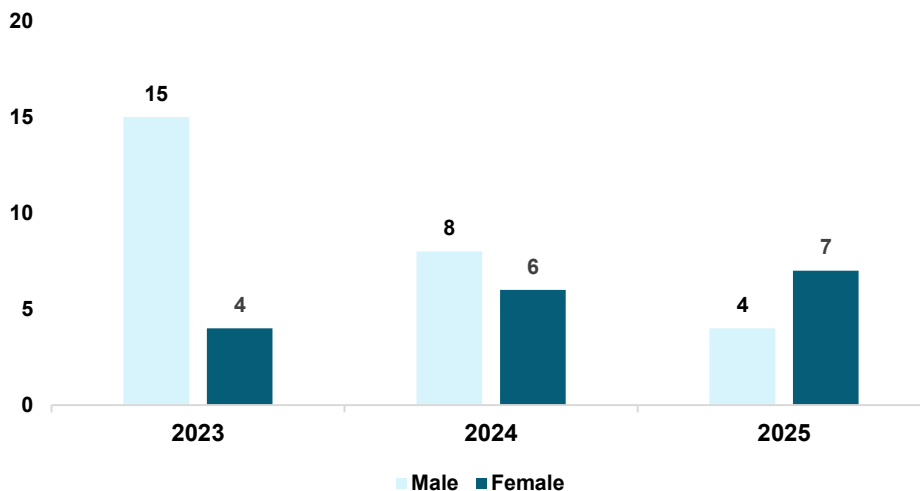
The Group recognises that a diverse and well-managed workforce contributes to a more inclusive and effective working environment. As part of its human capital management approach, the Group seeks to foster a workplace where employees are supported and able to contribute meaningfully to the organisation.

In FY2025, the Group recorded a total workforce of 11 employees, compared to 14 employees in FY2024, reflecting a reduction in headcount during the year. The Group onboarded 2 new employees in FY2025, an increase from 1 new hire in FY2024, resulting in a higher new hire rate of 18% compared to 7% in the previous year. During the same period, 5 employees left the Group, a decrease from 11 resignations as a result of suspension of management contract with a customer of Yunbao in FY2024. Consequently, the employee turnover rate declined to 45% in FY2025 from 79% in FY2024.

The changes in workforce movement reflect the Group's ongoing adjustments to its operational structure, with a more stabilised employee base observed in FY2025 compared to the previous year.

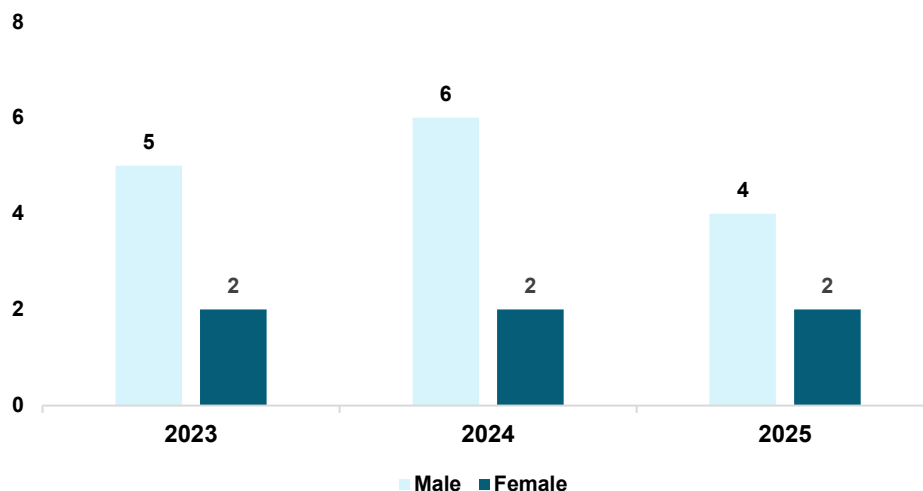
The Group’s workforce composition changed in FY2025, with female employees representing 64% of the total workforce, compared to 43% in FY2024. Correspondingly, male representation decreased to 36% from 57% in the previous year.

Employee Gender Diversity



In FY2025, the Group’s senior management team comprised 6 personnel, including 2 female members, representing 33% of the total, compared to 25% in FY2024. The number of male senior management decreased to 4 from 6 in the previous year, while the number of female members remained unchanged, resulting in a higher proportion of female representation.

Senior Management Gender Composition



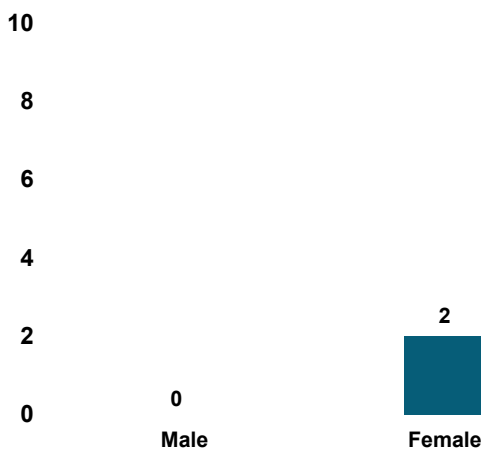
At the Board level, the Nomination Committee oversees the appointment and reappointment of directors as part of the Board’s renewal and succession planning. During FY2025, the Committee comprised of two Executive Directors and three Independent Directors, providing a balanced mix of executive and independent representation. During FY2025, the Committee included one female Board member, reflecting the Board’s consideration of diversity in its composition. Following her resignation in January 2026, the Board will continue to consider diversity, including gender diversity, in future appointments.

In FY2025, the Group onboarded two new employees, both of whom were female, compared to one new male employee in FY2024. The new hires in FY2025 were from a broader age range, comprising one employee aged between 30 and 50 and one employee below 30, whereas the FY2024 hire was within the 30 to 50 age group.

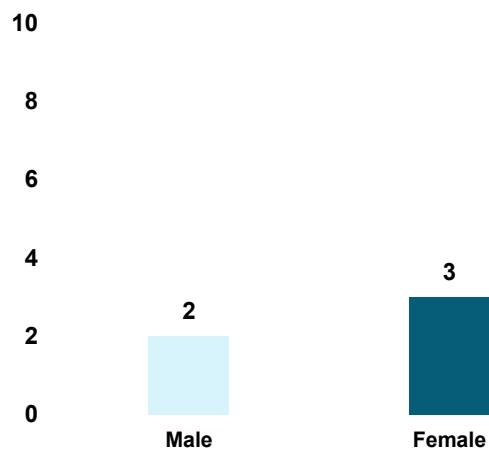
During FY2025, a total of 5 employees (including 3 female employees) left the Group, a decrease from 11 employees (including 1 female employee) in FY2024. Of the total departures in FY2025, 4 were from Yunbao following the discontinuation of its operations, while 1 was from the Group’s hotel operations.

The lower number of employee departures in FY2025 reflects a more stable workforce following the Group’s operational restructuring. The female turnover rate increased to 43% in FY2025 from 17% in FY2024, due to the higher proportion of female employees among total departures during the year.

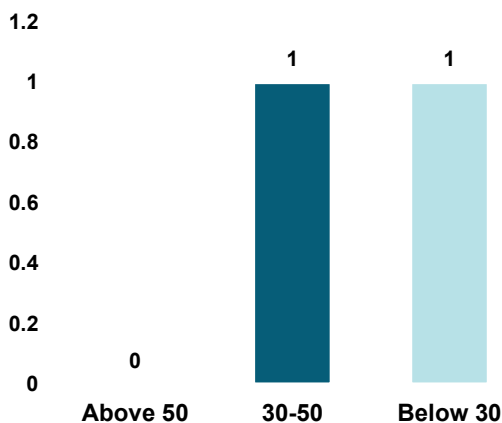
New Hires by Gender



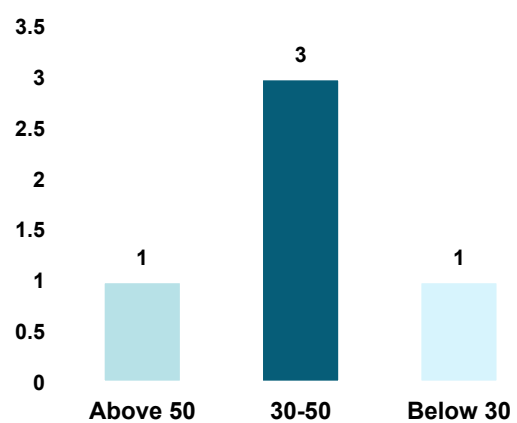
Employee Departures by Gender



New Hires by Age Group



Employee Departures by Age Group



Employment Practices

The Group complies with applicable labour laws and regulations in Singapore, ensuring that its employment practices align with the relevant legal and regulatory requirements. This includes the management of employment contracts, provision of fair wages and employee benefits, and adherence to statutory requirements relating to leave entitlements, performance evaluations, and employee development.

Our recruitment processes are guided by the principles of equality, fairness, and transparency, supporting the attraction of qualified candidates and the maintenance of a stable, respectful, and inclusive workplace environment.

In line with these practices, the Group maintains employee performance appraisal and salary review processes to better align remuneration with individual performance and overall work productivity. These processes support fair recognition of employee contributions while promoting motivation and development. In addition, the Group complies with applicable employment and social security requirements in Singapore to ensure that employees receive the statutory benefits and protections provided under local regulations.

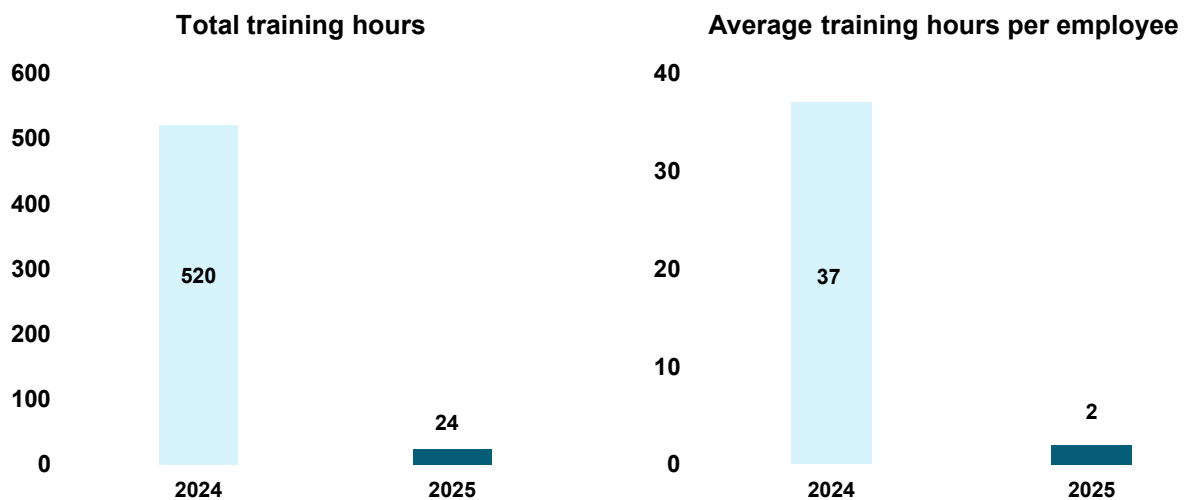
Training and Development

Training and development efforts during FY2025 were aligned with the Group’s streamlined operations following its restructuring. As the Group’s activities are now primarily focused on hotel management in Singapore, training was more targeted and operational in nature.

In FY2025, the Group recorded a total of 24 training hours, with an average of 2 hours per employee. Training undertaken during the year primarily included onboarding and job-specific training for new hires, ongoing operational training within the Group’s hotel operations, and safety training. All training hours were undertaken by female employees, who averaged 3 hours each, while no training hours were recorded for male employees during the year. No training hours were recorded for male employees during the year, as training activities were primarily attended by newly onboarded employees, who were all female.

In comparison, the Group recorded 520 training hours in FY2024, with an average of 37 hours per employee, of which 297 hours were attended by male employees and 223 hours by female employees. The decrease in training hours reflects the discontinuation of PRC operations and the corresponding shift in operational scope.

The Group will continue to provide training opportunities relevant to employees’ roles, with a focus on supporting day-to-day operations and maintaining service standards within its hotel business.



Employee Well-being and Safety

The Group is committed to maintaining a safe and healthy working environment across its operations. Appropriate occupational health and safety policies and procedures are implemented to support compliance with applicable legal and regulatory requirements. Employees are provided with guidance and awareness on workplace health and safety practices to promote a safe working culture and minimise potential risks.

In FY2025, we did not record any work-related fatalities or major safety incidents.

Within our hotel operations, the Group emphasises the importance of maintaining a safe environment for both employees and guests. Operational procedures and internal guidelines are in place to support consistent safety practices in daily operations. Through regular monitoring and continuous awareness efforts, the Group seeks to maintain a safe workplace and support the well-being of employees across its operations.



Safety Culture

Safety management is fundamental to the sustainable development of the Company. We uphold the core principle of "Safety first. Responsible behaviour matters." By continuously improving safety risk assessments and strengthening safety management across personnel, operations, and emergency response, we strive to create a secure working environment for all employees.

Safety Operations

The Group remains dedicated to maintaining safe operational practices. To strengthen employees' safety awareness, we have implemented initiatives such as safety responsibility programmes for all employees, worksite safety briefings, and safety awareness month activities.

Safety Training

- The Group provides safety-related training and guidance to employees to promote awareness of workplace safety and encourage safe work practices.
- The Group aims to guarantee a secure working environment for its employees by closely aligning employee job specifications with safety training requisites, resulting in the development of a comprehensive safety training curriculum that encompasses all staff members.
- The Group persistently explores cutting-edge training techniques to enhance the quality, efficiency, and applicability of its safety training, effectively managing diverse risks that could emerge during the production process.

Culture Development

The Group places importance on fostering a positive and inclusive corporate culture that supports employee engagement and well-being. Open communication, collaboration, and mutual respect are encouraged within the workplace to create an environment where employees feel supported and valued.

Various communication channels are available for employees to share feedback, raise concerns, and exchange ideas with management. Through regular discussions and internal engagement activities, the Group seeks to better understand employees' perspectives and continuously improve workplace practices.

Through internal engagement activities and learning opportunities, the Group seeks to strengthen team cohesion and promote a shared sense of purpose among employees. These initiatives aim to enhance employee motivation, support professional development, and contribute to a constructive and collaborative working environment aligned with the Group's operational needs.

Community Considerations

In addition to its operations, the Group remains mindful of its interactions with the local community and seeks to operate in a responsible manner. As part of its hotel operations in Singapore, the Group seeks to provide a welcoming and comfortable environment for guests while operating in a manner that respects the surrounding community and environment. The Group also encourages responsible resource use, supports local suppliers

where practicable, and promotes sustainable practices within its operations. Through these efforts, the Group aims to contribute positively to the local economy while supporting broader sustainable development objectives.

Commitments and Targets

We aim to continue providing training courses relevant to the job scopes of our staff and to organise activities that enhance employee engagement and foster a positive working environment.

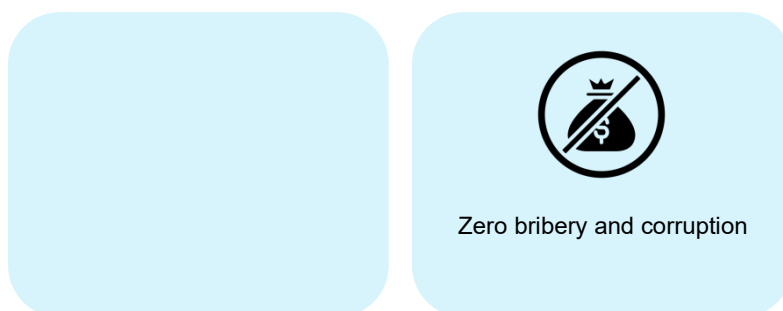
We aim to maintain zero accidents in our operations.

8. Governance

Overview

Corporate governance is fundamental to the Group's commitment to responsible and sustainable business practices. We believe that strong governance frameworks promote transparency, accountability, and ethical conduct across our operations. By maintaining robust governance structures and effective oversight, the Group seeks to strengthen stakeholder trust, manage risks responsibly, and support the long-term sustainability and resilience of our business.

Our Performance



Compliance Management

The Group is committed to conducting its business in accordance with applicable laws, regulations, and recognised standards of business ethics. These requirements form the foundation of the Group's compliance framework and are incorporated into internal policies, management systems, and operational procedures to support responsible and transparent business practices. The Group also promotes fair competition and maintains a clear stance against corruption, bribery, and other unethical conduct.

To support effective compliance management, regulatory requirements are integrated into the Group's daily operations and internal processes. The Group maintains engagement with relevant regulatory authorities to obtain the necessary approvals and licences, while ensuring that its business activities remain aligned with applicable regulatory requirements. These practices support transparency and contribute to maintaining a responsible operating environment.

Where appropriate, the Group engages external legal advisers to provide professional guidance on regulatory and compliance-related matters, including corporate governance, anti-bribery and anti-corruption practices, intellectual property protection, and human resources management. This support assists the Group in identifying and addressing relevant regulatory obligations across its operations.

In FY2025, the Group did not record any incidents of non-compliance with applicable laws and regulations

Anti-bribery and Anti-corruption

The Group adopts a zero-tolerance approach towards bribery and corruption and is committed to promoting a culture of integrity and ethical conduct throughout the organisation. Ethical standards are reinforced through the implementation of internal policies, including the Employee Code of Conduct and the Integrity Practice Handbook, which guide employees in carrying out their duties responsibly. Employees are also encouraged to participate in internal training programmes to strengthen their understanding of integrity and compliance expectations.

In managing external relationships, the Group extends its anti-bribery and anti-corruption principles to its supply chain by incorporating relevant compliance requirements into supplier agreements. The Group has also established formal reporting channels that allow employees and stakeholders to raise concerns or report suspected misconduct. These mechanisms support transparency and help ensure that accountability is

maintained across the Group's operations.

In FY2025, the Group did not receive any reports or complaints relating to bribery or corruption.

Commitments and Targets

We aim to maintain zero instances of non-compliance with laws and regulations, as well as zero occurrences of bribery and corruption, while continuing to uphold ethical business practices across our operations.

Appendix A: GRI Content Index

GRI Standards Content Index

The GRI Content Index references the Group's Sustainability Report 2025 ("SR") and the Annual Report 2025 ("AR").

Statement of use	Green Build Technology Limited has reported the information cited in this GRI content index for the period 01 January 2025 to 31 December 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location	
GRI 2: General disclosures 2021	2-1	Organisation details	SR Our Business, Page 3
	2-2	Entities included in the organisation's sustainability reporting	SR About the Report, Page 4
	2-3	Reporting period, frequency and contact point	SR About the Report, Pages 4
	2-4	Restatements of information	SR About the Report, Pages 5-6
	2-5	External assurance	No external assurance
	2-6	Activities, value chain and other business relationships	SR Our Business, Page 3
	2-7	Employees	SR Social, Pages 23-28
	2-9	Governance structure and composition	SR Sustainability Approach, Page 7
	2-10	Nomination and selection of the highest governance body	AR Board Membership, Pages 30-34
	2-11	Chair of the highest governance body	AR Chairman and CEO, Pages 28-30
	2-12	Role of the highest governance body in overseeing the management impacts	AR Chairman and CEO, Pages 28-30
	2-13	Delegation of responsibility for managing impacts	SR Sustainability Approach, Page 7
	2-14	Role of the highest government body in sustainability report	SR Sustainability Approach, Page 7
	2-15	Conflicts of interest	AR Interested Persons Transactions, Page 49
	2-16	Communication of critical concerns	SR Sustainability Approach, Page 8
	2-17	The collective knowledge of the highest governance body	AR Board of Directors, Pages 4-5
	2-18	Evaluation of the performance of the highest governance body	AR Board Performances, Pages 34-35
	2-19	Remuneration policies	AR Remuneration Matters, Pages 35-39
	2-20	Processes to determine the remuneration	AR Remuneration Matters, Pages 35-39
	2-21	Annual total compensation ratio	AR Remuneration Matters, Pages 35-39
	2-22	Statement on sustainable	SR Sustainability Approach,

GRI Standard		Disclosure	Location
		development strategy	Page 8
	2-27	Compliance with laws and regulations	SR Governance, Page 29
	2-28	Membership associations	No memberships associations
	2-29	Approach to stakeholder engagement	SR Sustainability Approach, Pages 8
GRI 03: Material topics 2021	3-1	The process of determining material topics	SR Sustainability Approach, Pages 8
	3-2	List of material topics	SR Sustainability Approach, Pages 8
	3-3	Management of material topics	SR Sustainability Approach, Pages 8
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	SR Economic Performance, Page 10
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	SR Governance, Pages 29-30
	205-2	Communication and training about anti-corruption policies and procedures	SR Governance, Pages 29-30
	205-3	Confirmed incidents of corruption and actions taken	SR Governance, Pages 29-30
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	SR Environmental, Page 20
	302-2	Energy consumption outside the organisation	SR Environmental, Page 20
	302-3	Energy intensity	SR Environmental, Page 20
	302-4	Reduction of energy consumption	SR Environmental, Page 20
GRI 303: Water and Effluents 2018	303-5	Water consumption	SR Environmental, Page 21
GRI 305: Emissions 2016	305 – 1	Direct (Scope 1) GHG emissions	The Group plans to include other scopes of carbon emissions in the total carbon emissions in the future.
	305-2	Energy indirect (Scope 2) GHG emissions	SR Environmental, Page 19
	305-3	Other indirect (Scope 3) GHG emissions	The Group plans to include other scopes of carbon emissions in the total carbon emissions in the future.
	305-4	GHG emission intensity	SR Environmental, Page 19
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	SR Social, Page 25
GRI 403: Occupational health and safety 2018	403-1	Occupational health and safety management system	SR Social, Page 27
	403-2	Hazard identification, risk assessment, and incident investigation	SR Social, Page 27
	403-5	Worker training on occupational health and safety	SR Social, Page 27
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR Social, Page 27

GRI Standard		Disclosure	Location
	403-9	Work-related injuries	SR Social, Page 27
	403-10	Work-related ill health	SR Social, Page 27
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	SR Social, Page 26
	404-2	Programs for upgrading employee skills and transition assistance programs	SR Social, Page 26
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	SR Social, Pages 24

Appendix B: TCFD recommendations content index

TCFD Recommendations Content Index

The TCFD Recommendation Content Index indicates our current implementation status for climate reporting.

TCFD Thematic Areas	Recommended Disclosures	Reference and Remarks
Governance		
Disclose the organisation's governance around climate-related risks and opportunities	Describe the board's oversight of climate-related risks and opportunities	SR Environmental, Pages 12
	Describe management's role in assessing and managing climate-related risks and opportunities	
Strategy		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	SR Environmental, Pages 13-17
	Describe the impact of climate-related risks and opportunities on the organisation's business, strategy, and financial planning	
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	The Group currently applies climate scenario analysis based on a low-emissions pathway, adopting the SSP1-2.6 scenario, to assess climate-related risks and opportunities. In future reporting periods, the Group intends to incorporate multiple climate scenarios to better evaluate a broader range of potential climate impacts.
Risk Management		
Disclose how the organisation identifies, assesses, and manages climate-related risks	Describe the organisation's processes for identifying and assessing climate-related risks	SR Environmental, Page 18
	Describe the organisation's processes for managing climate-related risks	
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	
Metrics and Targets		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	SR Environment, Page 19
	Disclose Scope 1, Scope 2, and if appropriate, Scope 3 GHG emissions, and the related risks	The Group currently focuses on disclosing Scope 2 carbon emissions, with Scope 1 emissions assessed to be not material. The Group will continue to review its emissions profile and expand its reporting to include additional emission scopes, where relevant, in future reporting periods.
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	SR Environment, Page 19

Appendix C: Sustainability scorecard

Economic Contribution⁵

Performance indicators	Units	FY2023	FY2024	FY2025
Revenue	S\$ million	0.556	0.091	1.216
Net gain (loss) after tax	S\$ million	17.399	(0.598)	(1.149)
Excess of current liabilities over current assets	S\$ million	(1.155)	(2.122)	(1.895)

Environmental⁶

Performance indicators	Units	FY2023	FY2024	FY2025
Electricity consumption	kWh	- ⁷	22,067	206,599
Electricity consumption intensity	kWh/ S\$ million	- ⁷	242,495	169,900
GHG emissions (Scope 2)	tCO ₂ e	- ⁷	9	83
GHG emissions intensity	tCO ₂ e/S\$ million	- ⁷	100	68
Water consumption	m ³	- ⁷	143	1,472
Water consumption intensity	m ³ /S\$ million	- ⁷	1,571	1,210

Social

Performance indicators	Units	FY2023	FY2024	FY2025
Employment				
Total number of employees	Number	19	14	11
New Hires	Number (%)	1 (5)	1 (7)	2 (18)
Turnover	Number (%)	0 (0)	11 (79)	5 (45)
Employee by Genders				
Current employee by genders				
• Male employee	Number (%)	15 (79)	8 (57)	4 (36)
• Female employee	Number (%)	4 (21)	6 (43)	7 (64)
New hires by genders				
• New hires (Male)	Number (%)	1 (7)	1 (13)	0 (0)
• New hires (Female)	Number (%)	0 (0)	0 (0)	2 (29)
Turnover by genders				
• Turnover (Male)	Number (%)	0 (0)	10 (125)	2 (50)
• Turnover (Female)	Number (%)	0 (0)	1 (17)	3 (43)
Employee by Age Group				
Current employee by age group				
• Above 50	Number (%)	8 (42)	8 (57)	5 (46)
• 30 to 50	Number (%)	10 (53)	5 (36) ⁸	4 (36)
• Below 30	Number (%)	1 (5)	1 (7) ⁸	2 (18)
New hires by age group				
• Above 50	Number (%)	1 (13)	0 (0)	0 (0)
• 30 to 50	Number (%)	0 (0)	1 (20) ⁸	1 (25)
• Below 30	Number (%)	0 (0)	0 (0)	1 (50)
Turnover by age group				

⁵ Since the Group changed its presentation currency from RMB to S\$, financial metrics have been restated in S\$ million for consistency.

⁶ Environmental intensity metrics have been recalculated based on the restated revenue.

⁷ Elements Plus was incorporated into the Group's reporting scope in December FY2024. As such, data for earlier periods is not available.

⁸ The number and percentage of current employees, new hires, and employee turnover by age group have been restated following an internal audit review.

Performance indicators	Units	FY2023	FY2024	FY2025
• Above 50	Number (%)	0 (0)	2 (25)	1 (20)
• 30 to 50	Number (%)	0 (0)	9 (180) ⁸	3 (75)
• Below 30	Number (%)	0 (0)	0 (0)	1 (50)
Training⁹				
Total training hours	Hours	- ¹⁰	520	24
• Total training hours (male)	Hours	- ¹⁰	297	0
• Total training hours (female)	Hours	- ¹⁰	223	24
Average training hour per employee	Hours	- ¹⁰	37	2
• Average training hours per employee (male)	Hours	- ¹⁰	37	0
• Average training hours per employee (female)	Hours	- ¹⁰	37	3
Workplace Safety				
Work-related fatalities	Number	0	0	0
Work-related high-consequence injuries	Number	0	0	0
Work-related injuries	Number	0	0	0
Work-related ill health cases	Number	0	0	0

Governance

Performance indicators	Units	FY2023	FY2024	FY2025
Independent Directors	Number (%)	3 (60)	3 (60)	3 (60)
Female on the Board of Directors	Number (%)	1 (20)	1 (20)	1 (20)

⁹ The training hours data for FY2024 has been restated following the internal audit observations.

¹⁰ Data for FY2023 was not tracked.

Appendix D: Methodologies and data boundaries

This section details key definitions, methodologies and data boundaries applied to the Group's Sustainability Report, as we endeavour to elevate transparency and facilitate comparability of our data disclosed. These definitions and methodologies are adapted in accordance with the GRI Standards Glossary 2021, Reporting Recommendations and Guidance set out in the respective GRI disclosures and various authoritative intergovernmental instruments.

Economic Performance

Local Vendor

An organisation or individual that supplies products or services to the reporting entity and operates within the same geographic market as that entity.

Environment

Climate-related Physical Risks

Physical risks arising from climate change can be event-driven (acute), such as extreme weather events including cyclones, droughts, floods, and fires. They can also result from longer-term shifts (chronic) in precipitation and temperature, and increased variability in weather patterns, for example, sea-level rise.

Climate-related Transitional Risks

Transitional risks relate to the shift towards a lower-carbon global economy. Common examples include policy and legal changes, technological developments, market responses, and reputational considerations.

Climate-related Opportunities

Climate-related opportunities refer to potential positive impacts arising from climate change. Actions to mitigate or adapt to climate change can create opportunities, including improved resource efficiency and cost savings, adoption of low-emission energy sources, development of new products and services, and strengthened resilience across the supply chain.

Carbon Emissions

Scope 2: For this reporting period, Scope 2 emissions arise from the generation of purchased or acquired electricity consumed by the Group's operations in Singapore under Elements Plus. Scope 2 emissions are calculated using the location-based method. The Grid Emission Factor ("**GEF**") used for calculating carbon emissions is obtained from Singapore Energy Market Authority ("**EMA**"). Carbon emissions are expressed in tonnes of carbon dioxide equivalent (tCO₂e).

Carbon Emissions Intensity

Carbon emissions intensity is defined as the ratio of total carbon emissions to revenue (in S\$ million), and is expressed as tCO₂e per S\$ million of revenue ("**tCO₂e/S\$ million**").

Electricity Consumption

Purchased electricity is consumed by the Group's operations in Singapore under Elements Plus, and electricity consumption is expressed in kilowatt-hours ("**kWh**").

Electricity Consumption Intensity

Electricity consumption intensity is defined as the ratio of electricity consumption to revenue (in S\$ million) from the Group's operations in Singapore under Elements Plus and is expressed in kWh per S\$ million of revenue ("**kWh/S\$ million**").

Water Consumption

Water consumption refers to the total volume of water used by the Company. In Singapore, where water is supplied by a single third-party source, the Public Utilities Board (“PUB”), and discharge is not required to be monitored, the total water withdrawn is assumed to equal the volume consumed, as reflected in utility bills received by the Group. Water consumption is expressed in cubic meters (m³).

Water Intensity

Water consumption intensity is defined as the ratio of total water consumed (in m³) to revenue (in S\$ million) and is expressed in cubic metres per S\$ million of revenue (“m³/S\$ million”).

Social

Employee

Employees are defined as individuals who are in an employment relationship with the Group.

New Hires and Turnover (rates)

New hires are defined as new employees who have joined the Group during the financial year.

Turnover is defined as all employees who have left the Group voluntarily, or due to dismissal, retirement or death in service during the financial year.

New hires/turnover rate is the total number of new hires/employee turnovers in the financial year, relative to the total number of employees recorded at financial year-end.

New hires/turnover rate by age group is the total number of new hires/employee turnovers for each age group in the financial year, relative to the total number of employees in the respective age groups recorded at financial year-end.

New hires/turnover rate by gender is the total number of female/(male) new hires/employee turnovers for each gender in the financial year, relative to the total number of female/(male) employees recorded as at financial year-end.

Training hours

Average training hours per employee is the total number of training hours incurred during the financial year provided to permanent employees, relative to the total number of employees recorded as of financial year-end.

Average training hours per female/(male) employee is the total number of training hours provided to female/(male) permanent employees, relative to the total number of female/(male) employees recorded as of financial year-end.

Fatalities in workplace

The number of fatalities as a result of work-related injury during the reporting period across the organisation.

High-consequence injuries in the workplace

Number of high-consequence work-related injuries (an injury that results in a fatality from which the worker cannot recover fully to pre-injury health status within 6 months) excluding fatalities during the reporting period.

Work-related injuries

The number of work-related injuries during the reporting period.

Work-related ill health cases

The number of recordable work-related illnesses or health conditions arising from exposure to hazards at work during the reporting period.