



LUM CHANG HOLDINGS LIMITED

2026

SUSTAINABILITY REPORT

CONTENTS

Board Statement	4
About this Report	6
About Lum Chang	8
Performance Highlights FY2026	10
Sustainability at Lum Chang	12
Our Environment	20
Economic Impacts on the Organisation and Society	35
Our People	39
Social Responsibility	49
Responsible Business Practices	50
TCFD Content Index	54
GRI Content Index	55

BOARD STATEMENT



Dear Stakeholders,

On behalf of the Board of Directors (the Board), I am pleased to present the Sustainability Report (the Report) of Lum Chang Holdings Limited (hereafter referred to as “Lum Chang”, and collectively with its subsidiaries, “the Group”) for the period of 1 July 2025 to 30 June 2026 (FY2026).

The past year has been marked by sustained strength in Singapore's built environment sector, alongside rising expectations on climate accountability and disclosure. Against this backdrop, Lum Chang continues to strengthen its commitment to sustainable business practices, recognising our role as a responsible player in the carbon-intensive construction industry while building long-term value for our stakeholders and contributing positively to the environment and society.

Our sustainability framework continues to be structured around five key focus areas: Our Environment, Economic Impacts on the Organisation and Society, Our People, Social Responsibility, and Responsible Business Practices. These priorities guide how we engage with our stakeholders and direct resources towards initiatives that address their expectations while supporting the Group's long-term objectives and sustainable growth.

In FY2026, we refined our reporting scope following the spin-off of our interior contracting business, Lum Chang Creations Limited (LCC), which is now separately listed and reports independently. We continued to strengthen our climate-related disclosures, refining our climate risk register (see pp. 22-26) and beginning to quantify the potential financial and operational impacts of the risks we assess as most critical, as part of our progressive alignment with the IFRS S2 (ISSB) climate disclosure standard.

We made progress on several environmental fronts during the year. Group total energy consumption decreased by 17.4% year-on-year, while Scope 1 and Scope 2 emissions declined by 4.2% and 27% respectively, primarily as major construction projects progressed into completion and close-out stages. We continued to advance sustainable materials use, with renewable concrete rising from 3.2% to 12.9% of total concrete used and continued adoption of low-carbon concrete where required by client or Green Mark Criteria.

During the year, we invested in our people's professional growth and continuous learning, with employees completing an average of 15.0 training hours, a 2.3% increase from FY2025. Workplace health and safety also remain a top priority: we recorded a Workplace Injury Rate (fatal and major workplace injuries per 100,000 workers) of 0, well below Singapore's national construction sector rate of 26.3 per 100,000 workers, with zero fatalities and zero high-consequence injuries during the year.

Our commitment to quality and safety was also externally recognised, with the Mandai Rainforest Resort project receiving the BCA Award for Project of the Year and the SIA Award 2025, alongside a Workplace Safety and Health SHARP Award for our North-South Corridor Tunnel works.

We also deepened our social impact through fundraising and volunteering initiatives supporting healthcare, food security and community causes, contributing 60 hours of employee volunteering at a farm, and supporting at least five charitable causes during the year, reinforcing our commitment to giving back to the communities in which we operate. Our commitment to responsible business practices remained steadfast, with zero incidents of corruption and zero customer privacy breaches reported across the Group. While two minor regulatory summonses were received from NEA during the year, one noise-related and one mosquito-related, neither exceeded our defined project thresholds.

Sustainability demands sustained commitment. Moving forward, we aim to further integrate sustainable practices into our core strategy, scale the initiatives that are working, such as our shift to lower-carbon concrete, build resilience against emerging climate risks, and capture growth opportunities aligned with Singapore's low-carbon transition.

We extend our sincere gratitude to our stakeholders for their continued trust and partnership. Your ongoing engagement remains essential as we collaborate to generate long-term value for our workforce, local communities, and the environment.

Mr Raymond Lum Kwan Sung
Executive Chairman

ABOUT THIS REPORT

Reporting Framework

This Report has been prepared in accordance with the requirements of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) Listing Rules 711A and 711B, drawing guidance from the SGX-ST Listing Rules Practice Note 7.6 Sustainability Reporting Guide. To report on our environmental, social, and governance (“**ESG**”) performance, we have referenced the Global Reporting Initiative 2021 Standards (“**GRI Standards**”), a globally recognised and widely adopted disclosure framework. Furthermore, we have integrated the Task Force on Climate-related Financial Disclosures (“**TCFD**”) recommendations alongside the GRI Standards. This supports the alignment with SGX-ST’s climate reporting mandates and demonstrates our strategic resilience in navigating climate change and its associated risks and opportunities. This year, we closely aligned our sustainability reporting scope with our financial statements. Moving forward, we remain on track to align with the International Sustainability Standards Board (“**ISSB**”) framework by 2030, in accordance with Singapore’s regulatory requirements. We remain steadfast in our commitment to the United Nations Sustainable Development Goals (“**UN SDGs**”), strategically mapping our material ESG factors to the relevant global objectives. The TCFD Content Index and GRI Content Index are located on pages 54 to 60 at the end of this Report.

Reporting Period and Scope

This Report covers the Group’s sustainability policies, practices, performance, metrics and targets for material ESG factors relevant to our business and stakeholders, for the financial reporting period from 1 July 2025 to 30 June 2026. This Report is published annually. This Report was published on 30th October 2026. Unless otherwise stated, the scope of information and data disclosed covers the Group’s operations in Singapore and Malaysia, focusing specifically on our Construction and Property Development and Investment divisions.

This year, the reporting scope covers the following active subsidiaries within our core divisions. For our Construction division, this includes Lum Chang Building Contractors Pte Ltd, and Lum Chang Builders Pte Ltd. For our Property Development and Investment division, the scope covers Lum Chang Property Investments Pte Ltd, Fabulous Range Sdn Bhd, and Corwin Holding Pte Ltd (Tekka and Citadines Properties).

In FY2026, environmental data from joint venture projects where the Group does not have operational control is excluded. Other subsidiaries not explicitly covered are either dormant or investment holding companies with minimal ESG impacts, and their quantitative data is therefore not reported.

Following the successful spin-off and separate listing of our specialist interior contracting arm, Lum Chang Creations Limited (LCC), the detailed sustainability disclosures, localised initiatives, and specific data for the Interior Contracting division are not included in this document. Readers are advised to cross-reference LCC’s standalone Sustainability Report for comprehensive ESG data and performance on the interior contracting business.

Assurance

In compliance with SGX-ST Listing Rule 711B(3), our sustainability reporting process underwent an internal review. The disclosures within this Report rely on robust internal verification mechanisms to validate the accuracy and integrity of the data presented. We will evaluate the necessity of incorporating external assurance for future sustainability reports.

Availability and Feedback

This Report is available on SGXNet and our website at <https://www.lumchang.com.sg/sustainability/our-sustainability-story/>. We welcome any queries or feedback in relation to this Report. Please contact us through the investor relations channel at https://investor.lumchang.com.sg/ir_contact.html.

ABOUT LUM CHANG

From its humble beginnings as a small sole proprietorship in the 1940s, Lum Chang has grown into an established player in the construction and property development sectors. Listed on the Singapore Exchange, our more than eight-decade journey is defined by an enduring commitment to delivering premium, award-winning residential, commercial, and mixed-use projects across Singapore and Malaysia. While our foundations remain firmly anchored in construction, our strategic expansion into property development and investment has significantly enhanced our business resilience, enabling us to adapt to market shifts and capitalise on emerging opportunities in a highly competitive landscape.

A major milestone in our ongoing evolution was the successful spin-off and separate listing of our interior fit-out and conservation business, Lum Chang Creations Limited (LCC), on the SGX Catalist board in July 2025 and subsequently listing on/transferring to the SGX Mainboard on 16 July 2026. This strategic decision was designed to unlock significant value for our shareholders, reflected in LCC's strong market debut, while empowering the newly listed entity to capture growing niche demand in Singapore's heritage conservation, urban revitalisation, and premium interior fit-out sectors. For Lum Chang Holdings, this separation allows us to sharpen our strategic focus on our core, large-scale construction and property development portfolios while remaining a supportive majority shareholder in LCC's continued success.

Recognising the strategic imperative of sustainability within the modern corporate landscape, Lum Chang is dedicated to driving sustainable growth. We achieve this by embedding quality, occupational health and safety, and environmental stewardship seamlessly into our core operations. Through proactive stakeholder engagement, we execute initiatives designed to minimise our environmental footprint, leverage innovative solutions, and generate enduring socioeconomic value for the communities in which we operate.

Anchored by robust corporate governance and dynamic management frameworks, the Group has cultivated a distinguished reputation for quality and excellence. This foundation is sustained by prudent capital allocation, strategic partnerships, and a discerning approach to emerging market opportunities. Collectively, these competencies empower us to optimise performance and create long-term, sustainable value for all stakeholders.

Our Business Segments

Property Development and Investment

The Property Development and Investment division boasts a diversified portfolio of premier developments, encompassing luxury residential enclaves, high-end condominiums, prime commercial assets, and integrated developments across Singapore and Malaysia. Our current property development and investment portfolio includes:

Property	Type	Country
14 Kung Chong Road	Light industrial building, office building	Singapore
Tekka Place and Citadines Rochor	Retail mall and hotel	Singapore
8 Kim Tian Road	Ground floor shop unit	Singapore
Twin Palms Sungai Long	Luxury gated residences and an affordable housing development	Malaysia

Construction

The Construction division stands as a premier provider of comprehensive construction solutions, executing industrial, commercial, residential, and infrastructure projects across both the public and private sectors.

Interior Contracting

Following its successful spin-off and listing on the SGX Catalist board in July 2025, our interior contracting arm, Lum Chang Creations Limited, now operates as a distinct, publicly traded entity. The division continues to offer high-end interior fit-out solutions, complex heritage conservation, and addition and alteration (A&A) services.

For more information on the Group's corporate structure and business activities, please refer to the Lum Chang Holdings Limited Annual Report FY2026 and the Lum Chang Creations Limited (LCC) Sustainability Report FY2026.

PERFORMANCE HIGHLIGHTS FY2026

The Group has made substantial progress in fortifying its sustainability framework and driving quantifiable outcomes, as demonstrated by the performance highlights below:



Awards and Accreditations

Our Construction division continues to earn recognition for excellence in health, safety, and quality performance across its infrastructure portfolio. In FY2026, the Group secured notable industry awards and maintained critical certifications that reinforce our integrated quality, environmental, health, and safety management systems. The following table details our key accreditations and achievements for the year.

Awards

Singapore Institute of Architects (SIA) Awards 2025 Mandai Rainforest Resort by Banyan Tree	Building and Construction Authority (BCA) Awards 2025 – Project of the Year Mandai Rainforest Resort by Banyan Tree
Workplace Safety and Health (WSH) Awards – SHARP 2025 North-South Corridor Tunnel (Contract N110)	
Workplace Safety and Health (WSH) Awards – SHARP 2026 Micron MSH	

Certifications / Accreditations

ISO 9001:2015 Quality Management System	ISO 14001:2015 Environmental Management System	ISO 45001:2018 Occupational Health and Safety Management System
BizSAFE Star		Certified BCA Green and Gracious Builder (Star)
BCA Registered Contractor Civil Engineering (CW02, Grade A1)		BCA Registered Contractor General Building (CW01, Grade A1)
Licensed Builder General Building (Class 1)		BizSAFE Partner company

SUSTAINABILITY AT LUM CHANG

For Lum Chang, sustainability is not a parallel initiative; it is a core operational principle that guides how we build, manage, and invest. As an established company in the construction and property sector, we recognise our direct responsibility to shape spaces that are not only structurally sound but environmentally resilient.

Driven by the national transition towards a low-carbon economy and the targets of the Singapore Green Plan, our approach is highly pragmatic. We focus on integrating green design principles, leveraging energy-efficient construction technologies, and adopting sustainable materials from the earliest stages of project planning. Our ultimate goal is clear: to deliver future-ready developments that provide lasting economic value while actively protecting the environment and supporting the well-being of the communities we operate in.

Sustainability Framework

To translate our corporate commitments into measurable action, we rely on a structured Sustainability Framework. This framework acts as our operational compass, ensuring that capital and resources are directed effectively to manage the ESG risks and opportunities most relevant to our operations.

Our strategy remains anchored by five core focus areas, carefully aligned to address the material impacts of our business across the environment, our people, and the broader economy:



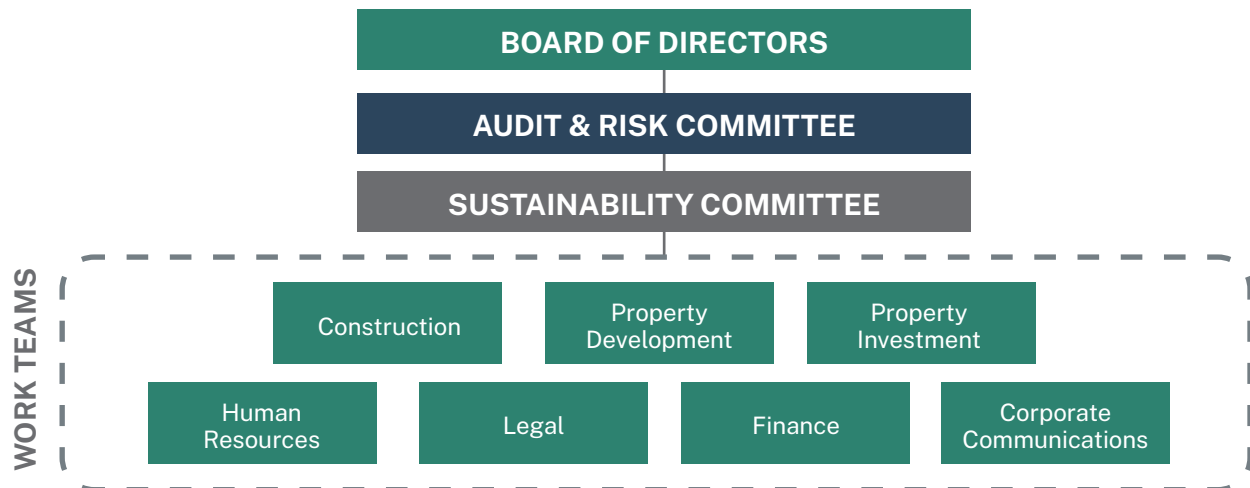
Sustainability Governance

A resilient sustainability strategy requires robust organisational oversight. Our governance framework ensures that Lum Chang's ESG commitments are systematically translated from boardroom objectives into day-to-day operational practices, driving accountability and a proactive response to emerging climate-related risks.

The Board of Directors holds ultimate accountability for integrating sustainability considerations into the Group's long-term business strategy. It is responsible for setting our overarching ESG priorities, validating material factors, and maintaining oversight of climate-related risks and statutory disclosures. The Audit and Risk Committee (ARC) supports the Board in the oversight role, reviewing sustainability-related risks and reporting matters before they are submitted to the Board. Supporting the ARC is the Sustainability Committee (SC), which serves to bridge strategic intent with operational execution. Composed of senior management personnel and representatives from diverse business segments, the SC is tasked with evaluating material ESG impacts, tracking performance against established targets, steering the rollout of corporate initiatives, and ensuring the integrity and accuracy of our sustainability reporting.

At the operational level, the SC is supported by dedicated Work Teams embedded across our active construction and property divisions. These localised teams handle the frontline implementation of our sustainability programmes. They ensure compliance with our environmental and safety standards on-site while providing practical, ground-level feedback to the SC to help continuously refine our corporate practices.

Our governance hierarchy and reporting lines are illustrated in the structure below:



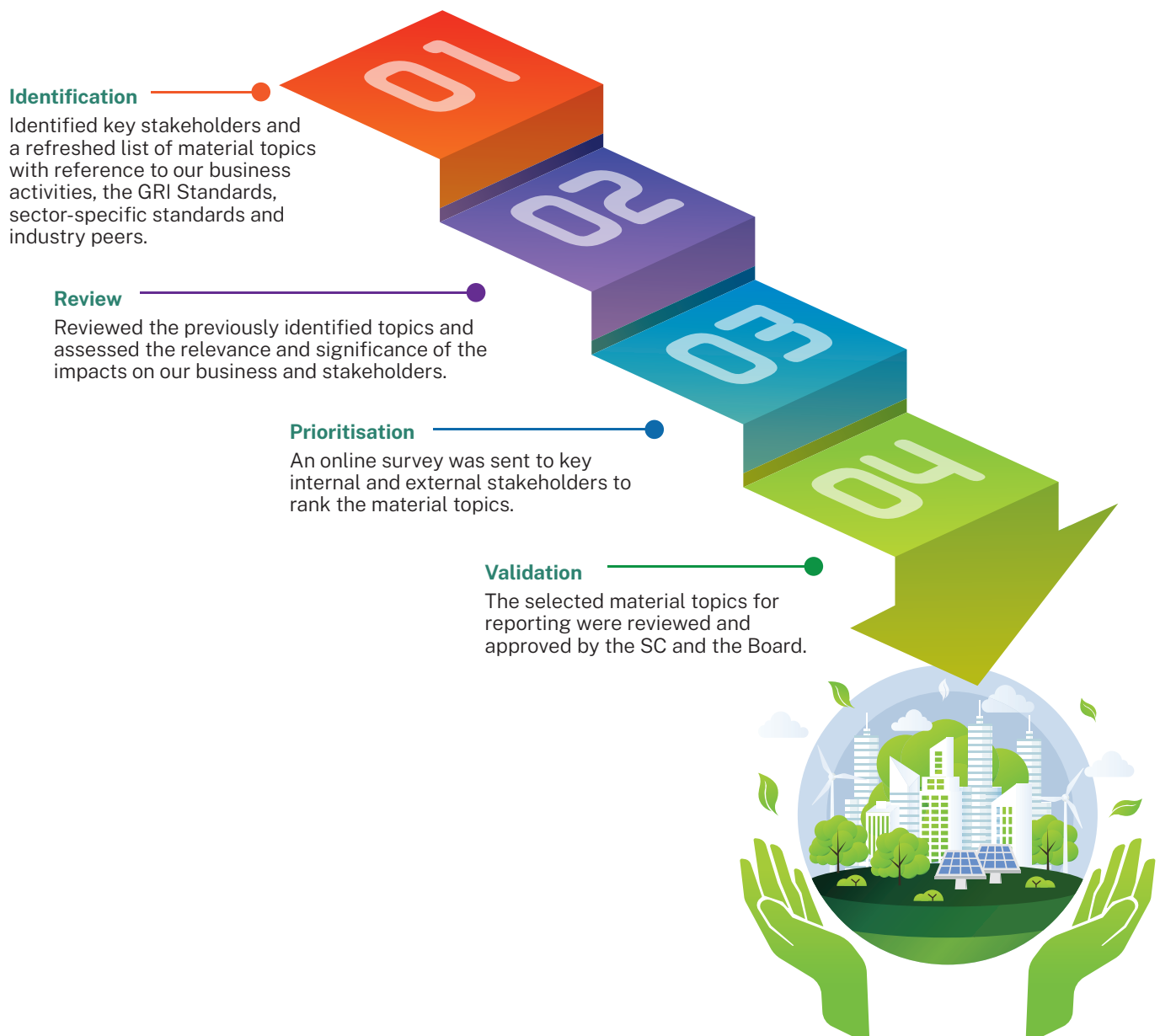
Stakeholder Engagement

At Lum Chang, we recognise that robust stakeholder engagement is fundamental to our long-term sustainable growth. Our engagement strategy is systematically calibrated to account for the diverse stakeholder groups connected to our value chain, evaluating both their degree of influence and the reciprocal impacts of our business operations. By maintaining proactive and transparent communication across a spectrum of channels, we are equipped to accurately identify and address stakeholder priorities, expectations, and concerns. This continuous two-way dialogue empowers us to mitigate issues promptly and cultivate enduring trust. The subsequent table delineates our key stakeholder groups, detailing the respective engagement methods, frequencies of interaction, material topics of concern, and our strategic responses.

Stakeholders	Issues of Concern	Frequency and Engagement Method	Our Response
Employees and workers	<ul style="list-style-type: none"> • Workplace health and safety among employees and workers • Remuneration and benefits • Training and development 	<ul style="list-style-type: none"> • Regular safety briefings and meetings to discuss safety measures • Regular fire drills • Regular trainings for safety and inspections • Open annual performance appraisal system 	<ul style="list-style-type: none"> • Implement comprehensive health and safety policies and practices • Keep abreast and remain agile in complying with the latest safety rules and regulations • Provide training and career development opportunities • Provide constructive performance appraisals and fair remuneration packages
Suppliers and Subcontractors	<ul style="list-style-type: none"> • Health and Safety • Environmental compliance • Labour laws 	<ul style="list-style-type: none"> • Regular and ongoing assessment of contractors and suppliers 	<ul style="list-style-type: none"> • Continuous engagement and ongoing assessment of performance of contractors
Customers	<ul style="list-style-type: none"> • Product and service quality • Data privacy 	<ul style="list-style-type: none"> • Ongoing dialogue and engagement 	<ul style="list-style-type: none"> • Implement quality standards and ongoing dialogue with customers • Implement robust data management policies and cyber resilience
Government and Regulators	<ul style="list-style-type: none"> • Compliance with laws and regulations 	<ul style="list-style-type: none"> • Regulatory filings as required • Annual Report • Regular site inspections • Regular SGX announcements • Annual Sustainability Report • Ongoing dialogue 	<ul style="list-style-type: none"> • Implement robust policies and procedures to ensure compliance with regulatory requirements
Community	<ul style="list-style-type: none"> • Social development • Noise management • Vector controls 	<ul style="list-style-type: none"> • Ongoing community engagement activities 	<ul style="list-style-type: none"> • Evaluate and mitigate any negative impacts of our business operations on the surrounding community • Identify community needs and evaluate the available support from the Group
Shareholders and Investors	<ul style="list-style-type: none"> • Economic performance • Compliance with laws and regulations • Corporate governance and ethics 	<ul style="list-style-type: none"> • Annual General Meeting • Regular and timely financial results and company announcements • Annual Report • Ongoing investor relations management • Corporate Website 	<ul style="list-style-type: none"> • Publish timely and comprehensive Annual Reports, Sustainability Reports and announcements • Engage with shareholders through investor relation events

Materiality Assessment

We conduct an annual review of our material ESG topics to ensure their continued relevance to our strategic business objectives and stakeholder priorities. Our most recent comprehensive materiality assessment, completed in FY2024, utilised a rigorous four-stage methodology (illustrated below), executed in collaboration with internal stakeholders and independent external consultants. For the current reporting cycle, we reassessed our previously identified topics to confirm their alignment with evolving regulatory frameworks and shifting industry dynamics. Given the absence of material changes to our core business operations this year, we have retained our established 14 material topics, categorised across our five strategic focus areas. In our steadfast commitment to corporate transparency, we additionally maintain disclosures regarding our management approach to specific non-material topics, namely Biodiversity and Noise and Vector Management. Looking ahead, we will initiate our next in-depth materiality assessment in forthcoming reporting cycles, facilitating a phased alignment with the International Sustainability Standards Board (“ISSB”) requirements.



The following material topics continue to guide our sustainability strategy:



Our Environment

Material Topics

- Climate Change
- Energy and Emissions
- Water
- Waste Management

Economic Impacts on the Organisation and Society

Material Topics

- Economic Performance
- Digitalisation and Innovation

Responsible Business Practices

Material Topics

- Business Ethics
- Compliance with Laws and Regulations
- Customer Privacy and Data
- Supply Chain Management

Our People

Material Topics

- Employee Management and Development
- Employee Diversity and Inclusion
- Occupational Health and Safety

Social Responsibility

Material Topics

- Local Communities

Our FY2026 Performance and Targets

Status: ● Met ● Not Met

Material Topic	Targets for FY2026	Performance in FY2026	Status	Targets for FY2027
Climate Change	Continue to refine qualitative assessment of climate-related risks and opportunities and enhance readiness for future reporting requirements.	Conducted a follow-up climate risk workshop and scenario analysis, broadening the climate risk register across the Group.	●	Continue to refine the assessment of climate-related risks and opportunities and enhance readiness for IFRS (S2) reporting requirements.
Energy and Emissions	Continue to adopt green building strategies and technologies at the construction phase of development of new and ongoing significant projects. Continue to implement latest energy-saving features.	Rooftop solar photovoltaic (PV) system at project site offices, alongside LED lighting with motion and daylight sensors, reducing reliance on grid electricity.	●	Continue to adopt green building strategies and technologies at the construction phase of development of new and ongoing significant projects. Continue to implement latest energy-saving features.
Water	(NEW) Promote responsible water use and prevent site-related water pollution across all construction activities.	Closed-loop water recycling for wash bay operations, site cleaning, dust suppression, and equipment washing.	●	Promote responsible water use and prevent site-related water pollution across all construction activities.
Waste Management	(NEW) Maintaining 100% of concrete and rebar recycled.	100% of concrete and rebar recycled. ¹	●	Maintaining 100% of concrete and rebar recycled.
Economic Performance	(NEW) To aim for profit and improve financial performance.	Recorded a net profit of \$51.9 million, representing a 176.8% year-on-year increase.	●	To maintain stable operations and continuously strengthen economic performance. ²
Digitalisation and Innovation	To continually increase efficiency, improve execution quality and enhance project control by harnessing technology and digitalisation.	Deployed AI-assisted BIM documentation and Integrated Concurrent Engineering workflows across project sites, alongside expanded use of digital site management, QA/QC inspection, and defects-tracking platforms.	●	To continually increase efficiency, improve execution quality and enhance project control by harnessing technology and digitalisation.
Employee Management and Development	To administer performance reviews for 100% of employees. To record at least 10 hours of average training hours per employee.	Administered performance reviews for 100% of employees. Recorded average training hours per employee of 15.0 hours.	●	To administer performance reviews for 100% of employees. To record at least 10 hours of average training hours per employee.

¹ Recycled refers to construction waste, such as concrete and rebar leftovers, diverted from disposal at end-of-use, as reported in the Waste Management section. This differs from the recycled or renewable content of newly procured concrete reported in the Materials section, which reflects a different stage of the material lifecycle.

² The FY2027 target prioritises stable, resilient economic performance over short-term profit growth, reflecting the Group's long-term approach to sustainable value creation.

Status: ● Met ● Not Met

Material Topic	Targets for FY2026	Performance in FY2026	Status	Targets for FY2027
Employee Diversity and Inclusion	N/A	Zero incidents of discrimination reported	N/A	Zero incidents of discrimination reported.
Occupational Health and Safety	<p>To achieve a Workplace Injury Rate (WIR) that is lower than Singapore's national average.</p> <p>To ensure all workers receive appropriate safety training, in compliance with laws and regulations.</p> <p>Zero incidents of work stoppage due to environmental non-compliance.</p>	<p>WIR of 0, compared to national construction sector rate of 26.3 per 100,000 workers</p> <p>Zero incidents of work stoppage due to environmental non-compliance.</p>	●	<p>To achieve a Workplace Injury Rate (WIR) that is lower than Singapore's national average.</p> <p>To ensure all workers receive appropriate safety training, in compliance with laws and regulations.</p> <p>Zero incidents of work stoppage due to environmental non-compliance.</p>
Local Communities	<p>To conduct at least two community engagements with social impact.</p> <p>To donate to at least five causes with social impact.</p>	<p>Conducted at least two community engagements.</p> <p>Contributed to at least five charitable causes.</p>	●	<p>To conduct at least two community engagements with social impact.</p> <p>To donate to at least five causes with social impact.</p>
Business Ethics	Zero incidents of corruption.	Zero incidents of corruption.	●	Zero incidents of corruption.
Compliance with Laws and Regulations³	<p>Each project shall not exceed (for Construction division):</p> <ul style="list-style-type: none"> • Three noise-related summonses from NEA; • One mosquito-related summons from NEA; and • One summons from PUB for non-compliance with environmental legislative requirements. 	<p>Two summonses were received from NEA in FY2026, each at a separate project site (one noise-related and one mosquito-related). No individual project exceeded the defined thresholds, and no summonses were received from PUB.</p>	●	<p>Each project shall not exceed (for Construction division):</p> <ul style="list-style-type: none"> • Three noise-related summonses from NEA; • One mosquito-related summons from NEA; and • One summons from PUB for non-compliance with environmental legislative requirements
Customer Privacy and Data	Zero complaints concerning breaches of customer privacy and losses of customer data.	Zero complaints concerning breaches of customer privacy and losses of customer data.	●	Zero complaints concerning breaches of customer privacy and losses of customer data.
Supply Chain Management	Zero incidents of non-compliance with environmental and labour laws among suppliers.	Zero incidents of non-compliance with environmental and labour laws among suppliers.	●	Zero incidents of non-compliance with environmental and labour laws among suppliers.

³ Target revised to reflect a more appropriate and practical approach to environmental compliance, aligned with ISO 14001 standards and our QEHS objectives as set out in the Integrated Management System ("IMS").

Our Contribution to the UN SDGs

We have strategically aligned our material ESG topics with the relevant United Nations Sustainable Development Goals (UN SDGs) under the 2030 Agenda for Sustainable Development, utilising them as a foundational framework to inform and advance our overarching sustainability strategy. The following table delineates the Group's specific contributions towards these global objectives.

SDG	Material Topic	Contribution
OUR ENVIRONMENT		
  	<ul style="list-style-type: none"> Climate Change Energy and Emissions Water Waste Management 	<ul style="list-style-type: none"> Monitor emissions and continually seek ways to reduce it. Maintain water efficiency and monitor water usage in construction projects. Ensure that waste and effluents are managed in an environmentally sound manner. Engage in waste reduction, reuse and recycling whenever possible.
ECONOMIC IMPACTS ON THE ORGANISATION AND SOCIETY		
 	<ul style="list-style-type: none"> Economic Performance Digitalisation and Innovation 	<ul style="list-style-type: none"> Provide work opportunities as well as a safe and conducive working environment to the community. Leverage technological developments to improve the efficiency of building functionality.
OUR PEOPLE		
  	<ul style="list-style-type: none"> Employee Management and Development Employee Diversity and Inclusion Occupational Health and Safety 	<ul style="list-style-type: none"> Provide training, career appraisal and development opportunities for all our employees.
SOCIAL RESPONSIBILITY		
	<ul style="list-style-type: none"> Local Communities 	<ul style="list-style-type: none"> Implement initiatives with social impact and donate to community organisations. Develop expertise in sustainable human settlement planning by supporting students through built environment (BE) related tertiary education.
RESPONSIBLE BUSINESS PRACTICES		
 	<ul style="list-style-type: none"> Business Ethics Compliance with Laws and Regulations Customer Privacy and Data Supply Chain Management 	<ul style="list-style-type: none"> Improve the efficiency of materials usage and increase the sourcing of building materials from sustainable sources. Comply fully with all socioeconomic and environmental laws and regulations.

OUR ENVIRONMENT

At Lum Chang, we recognise that our operations and projects have a direct environmental footprint, and we are steadfast in our commitment to responsible environmental stewardship. Strategically aligned with the Singapore Green Plan 2030, our environmental framework prioritises the reduction of greenhouse gas (GHG) emissions, the optimisation of resource efficiency, and the minimisation of waste generation across our construction and property development operations. This proactive approach is underpinned by rigorous performance monitoring and strict adherence to applicable environmental regulations and industry best practices.

Addressing Climate Change

Climate change continues to pose significant long-term risks to the environment, economy and society. Rising global temperatures, the increasing frequency and severity of extreme weather events, and the transition towards a low-carbon economy are influencing the way businesses plan, build and operate. For Lum Chang, these developments give rise to both physical and transition risks. Physical risks may result in project delays, asset damage and operational disruption arising from severe weather events, while transition risks may emerge from evolving regulations, changing market and customer expectations, carbon-related costs, and shifts in capital allocation towards lower-carbon activities.

In FY2026, we conducted a follow-up climate risk workshop to refresh and deepen our assessment of climate-related risks and opportunities across the Group. The workshop included a review of the value chain across our businesses, enabling us to identify where climate-related exposures may arise and where potential opportunities could be captured. As part of this process, we reassessed and refined the risks identified in previous years and incorporated additional emerging risks.

We also conducted scenario analysis using two selected climate pathways to assess how the nature and significance of identified risks could evolve under different climate futures. The findings provide a basis for the ongoing monitoring of climate-related risks and opportunities, the prioritisation of appropriate mitigation and adaptation measures, and the progressive integration of climate considerations into operational and strategic decision-making.

The climate risk register was broadened in FY2026 to provide a more comprehensive view of the potential impacts of climate change on the Group. Additional areas considered include water scarcity and water stress, climate-related disruption to supply chains and logistics, physical impacts on owned and managed properties, exposure to carbon pricing, and increasing insurance premiums.

For climate-related risks and opportunities assessed as critical, we have commenced the process of quantifying their potential financial and operational impacts. Certain disclosures remain qualitative at this stage, reflecting the inherent measurement uncertainty associated with estimating climate-related effects and the difficulty in separately identifying some impacts from other factors affecting project costs, schedules and operating performance.

We will continue to review our approach and disclosures against evolving climate reporting practices and requirements applicable to Singapore-listed issuers. As our underlying data, methodologies and analytical capabilities mature, we intend to progressively enhance the level of quantitative information disclosed and strengthen the integration of climate-related considerations into the Group's risk management and strategic planning processes.

Governance

Climate-related risks and opportunities are governed through our established sustainability governance structure, which ensures accountability from the Board to operational teams. The Board holds ultimate responsibility for the Group's sustainability agenda and the integration of climate-related considerations into our strategic direction. The SC, made up of key management and representatives from business units, plays a central role in identifying climate-related risks and opportunities, formulating mitigation strategies, and ensuring their alignment with business objectives. The climate-related risks and opportunities are reviewed and approved by the Board. The Board receives updates at least annually or when significant developments occur. The SC works in close collaboration with operational leaders and dedicated work teams to monitor the implementation of climate-related initiatives across our operational sites. Matters of strategic importance, particularly those that could materially affect the Group's resilience, are deliberated within the SC, supported by insights from our operational work teams. For more details on our overall sustainability governance, please refer to page 13 of this Report.

To strengthen oversight of delivery, climate-related matters are included for Board discussion, with the SC reporting on progress against the climate risk register.

Strategy

Lum Chang integrates climate considerations into our strategy and financial planning. In the short-term (1 to 5 years), we endeavour to improve energy efficiency, reduce operational emissions, increase the use of low-carbon materials, minimise waste and strengthen supply chain resilience. Over the medium-term (5 to 7 years), we plan to scale renewable energy adoption and broaden specifications for sustainable and low-carbon materials, while evaluating the role of carbon offsets. In the long-term (more than 7 years), we aim for carbon-reduction outcomes consistent with Singapore's Green Plan 2030.

Escalating costs due to climate change remain embedded in our risk management framework as a consolidated risk. This year, we developed a climate risk register to evaluate climate-related risks based on their likelihood and potential financial impact on our business. This register serves as an important foundation for prioritising areas of focus and guiding future integration into our broader risk management processes.

Management has evaluated climate-related matters and assessed that there was no material impact on the FY2026 financial statements. To better understand the resilience of our business under different climate pathways, we performed scenario analysis in line with TCFD recommendations. We focused on two target climate scenarios in our assessment.

Scenarios	SSP1-2.6	SSP5-8.5
Used to assess	Transition risks	Physical risks
Pathway theme	"Taking the green road" scenario and sustainability-focused development. It assumes global cooperation, environmental awareness, and inclusive economic development.	"Fossil-fuelled development" scenario and economic growth. It assumes unchecked industrialisation, prioritisation of economic growth, and heavy fossil fuel use without climate considerations.
Global temperature increase	Below 2°C by 2100 (Paris Agreement Goals)	~4°C or more by 2100
Assumptions	<ul style="list-style-type: none"> • Strong climate policies. • Rapid global shift towards low-carbon technologies and renewable energy. • Reduced deforestation, sustainable agriculture. 	<ul style="list-style-type: none"> • Weak or no significant climate action. • Increased severity and frequency of extreme weather events. • Intensive resource use and deforestation.

Under the SSP5-8.5 pathway, physical risks are expected to intensify, with more frequent and severe extreme weather events such as heavy rainfall and flash floods. Such events could disrupt construction schedules, damage materials stored on-site and increase operating costs for assets and projects. Increasing mean temperatures also raise the risk of heat stress for site workers, potentially lowering productivity and requiring stricter compliance with occupational health and safety measures. Prolonged dry spells and water stress could raise water costs and interrupt site activities, while extreme weather across the region could disrupt the supply and delivery of key materials such as cement, steel and prefabricated components. Our owned and managed properties face similar exposure, including flood damage, higher cooling loads and increased maintenance expenditure.

Under the SSP1-2.6 pathway, transition risks become more significant while physical risks are moderated. This includes tightening green building standards, evolving market expectations for green buildings, and stricter emissions disclosure obligations. This may lead to higher compliance costs and the need to accelerate adoption of low-carbon construction methods. At the same time, opportunities are created to enhance asset value through energy-efficient designs, tap into green financing, and strengthen competitiveness in delivering sustainable developments. Singapore's progressive carbon tax, expected to rise towards S\$50 to S\$80 per tCO₂e by 2030, would also be passed through on fuel, electricity and carbon-intensive materials such as cement and steel, while insurers are expected to reprice climate-exposed risks.

These scenarios informed the development of our climate risk register, helping us to prioritise risks based on likelihood and financial impact as well as shape our strategic and operational responses to climate change. The register now covers 13 risks across physical and transition categories. Each risk is rated for residual exposure, that is, the exposure that remains after taking existing controls into account.

Climate-related Risks

Risk No	Risk	Time Horizon	Potential Impact	Risk Rating
Physical Climate Risks				
P1	Acute Extreme rainfall and increased flooding events	Medium-, long-term	Additional construction costs and delays in projects, cost overruns, safety and environmental issues.	Medium
			Higher operating costs for maintenance and repair from asset damage.	Low
P2	Chronic Increasing mean temperatures	Medium-, long-term	Higher cooling costs and need for new machinery / upgrades.	Low
			Reduced labour productivity due to heat stress.	High
P3	Chronic Water scarcity and stress	Medium-, long-term	Annual water cost escalation or construction delays due to days lost.	Low
P4	Acute Climate-related disruption to supply chain and logistics	Medium-, long-term	Delayed material delivery, project delays, increased procurement costs and subcontractor disruption (cement, steel, prefabricated components, imported materials); floods and extreme weather across ASEAN can disrupt imports and logistics.	Low

Risk No	Risk	Time Horizon	Potential Impact	Risk Rating
P5	Chronic Physical climate impacts on owned and managed properties	Medium-, long-term	Asset impairment, tenant disruption, reduced asset value and increased maintenance expenditure.	Low
Transition Climate Risks				
T1	Policy Increased compliance related to climate regulations	Short-, medium-and long-term	Higher compliance costs to meet evolving climate-related regulations and disclosure standards.	Medium
T2	Policy Increased cost of materials	Short-, medium-and long-term	Industries that produce high-carbon materials impacted by carbon tax, raising input costs. Demand for sustainable materials (GGBS/low-carbon concrete) is expected to increase.	Medium
T3	Policy Carbon pricing exposure	Short-, medium-and long-term	Higher operating and input costs from Singapore's progressive carbon tax (rising towards S\$50 to S\$80 per tCO ₂ e by 2030), passed through on fuel, electricity and carbon-intensive materials such as cement and steel.	Medium
T4	Policy Changes in regulations and updates to standards for energy, resource efficiency and project requirements	Medium-, long-term	Increased compliance costs to meet more stringent green building standards.	Medium
T5	Technology Increased utilisation of technology and sustainable solutions	Short-, medium-and long-term	Increased investment costs to adopt low-carbon technologies and a competitive disadvantage if not adopted as required.	Low
T6	Market Changing customer behaviour and demand patterns	Medium-, long-term	Reduced competitiveness and asset value from market shift towards sustainability, and potential loss of market share.	Medium
T7	Reputational Increased stakeholder concerns	Medium-, long-term	Reputational damage and greater administrative burden.	Low
T8	Market Rising insurance premiums and reduced insurability due to climate-related events	Medium-, long-term	Increased project costs and financial exposure.	Medium

Risk No	Risk	Control Mechanism
Physical Climate Risks		
P1	Acute Extreme rainfall and increased flooding events	<ul style="list-style-type: none"> • Integrate climate-related factors into project planning and contract development phases • Embed contingency clauses in contracts to address potential delays and cost overruns due to flooding events • Strengthen business continuity procedures ("BCP") to ensure operational resilience during extreme weather disruptions • Conduct annual risk reviews to validate and update flood-related controls and mitigation strategies
P2	Chronic Increasing mean temperatures	<ul style="list-style-type: none"> • Continuously ensure compliance and monitor regulatory updates related to heat stress and prevailing employment laws • Labour policies and procedures in place to manage heat exposure risks (mandatory rest breaks, temporary halt of work) • Implement employee training on managing and responding to extreme temperature conditions • Embed heat-related risk controls into operational planning
P3	Chronic Water scarcity and stress	<ul style="list-style-type: none"> • Implement water-efficient construction practices and on-site water recycling / reuse (e.g. rainwater harvesting, NEWater) where feasible • Meter and monitor water consumption across active sites, with project-level efficiency targets • Track PUB tariff revisions and conservation requirements to anticipate cost escalation • Develop contingency arrangements (alternative sourcing, scheduling adjustments) to maintain continuity during water-stress or restriction periods
P4	Acute Climate-related disruption to supply chain and logistics	<ul style="list-style-type: none"> • Multi-supplier sourcing strategy to avoid single points of failure • Buffer inventory for critical materials • Supplier environmental and social risk assessment • Local sourcing where feasible
P5	Chronic Physical climate impacts on owned and managed properties	<ul style="list-style-type: none"> • Flood resilience assessments • Preventive maintenance • Upgrade drainage and cooling systems • Climate-resilient asset design
Transition Climate Risks		
T1	Policy Increased compliance related to climate regulations	<ul style="list-style-type: none"> • Implement energy efficiency measures, including monitoring of energy and water usage, and install renewable energy systems (e.g. solar) • Monitor evolving climate regulations and sustainability reporting requirements with support from external consultants • Engage external vendors to explore and implement decarbonisation initiatives

Risk No	Risk	Control Mechanism
T2	Policy Increased cost of materials	<ul style="list-style-type: none"> • Diversify supplier sourcing to reduce dependency on single sources and improve supply-chain resilience • Continuously identify and evaluate cost-effective, sustainable material alternatives • Leverage green financing options and government incentives to offset costs associated with sustainable materials, where applicable • Build strong relationships with key suppliers to help secure better pricing, reliability and flexibility
T3	Policy Carbon pricing exposure	<ul style="list-style-type: none"> • Measure and track Scope 1 and Scope 2 emissions to quantify exposure and forecast future cost impact • Pursue energy efficiency and electrification of plant and equipment to reduce taxable emissions • Prioritise low-carbon materials (low-carbon concrete, recycled steel) to limit embodied-carbon pass-through • Factor carbon-price assumptions into cost estimation, tender pricing and capital planning
T4	Policy Changes in regulations and updates to standards for energy, resource efficiency and project requirements	<ul style="list-style-type: none"> • Stay updated on regulatory developments by attending relevant training courses and industry briefings • Integrate sustainability considerations into project planning to meet evolving regulatory and customer requirements • Maintain Green Mark certification for existing properties • Target Green Mark certification for new projects, where aligned with customer expectations and project scope
T5	Technology Increased utilisation of technology and sustainable solutions	<ul style="list-style-type: none"> • Continue to adopt energy-efficient construction techniques in project design and execution (e.g. Building Information Modelling ("BIM"), prefabrication, low-carbon concrete) • Upskill workforce through training in digital tools and sustainable construction practices
T6	Market Changing customer behaviour and demand patterns	<ul style="list-style-type: none"> • Engage regularly with customers to understand and respond to changing preferences and sustainability goals • Monitor market trends and the growing influence of sustainability-conscious consumers • Adapt offerings to include smart building technologies and low-carbon materials to reflect customer requirements
T7	Reputational Increased stakeholder concerns	<ul style="list-style-type: none"> • Engage regularly with stakeholders (investors, customers, regulators) to address expectations and ESG priorities • Improve ESG disclosures and transparency to meet evolving stakeholder demands • Benchmark ESG performance against peers and industry standards to identify gaps and improvement areas
T8	Market Rising insurance premiums and reduced insurability due to climate-related events	<ul style="list-style-type: none"> • Strengthen site resilience measures • Improve risk management frameworks • Conduct periodic climate-risk assessments

Climate-related Opportunities

No	Opportunity Category	Opportunity and Related Impact	Current Initiatives
01	Resource Efficiency	Decarbonise operations by incorporating energy-efficient construction processes.	<ul style="list-style-type: none"> Adoption of DfMA and BIM to enhance construction productivity, reduce on-site energy use, minimise material waste.
		Reduced operating costs by promoting and increasing recycling efforts.	<ul style="list-style-type: none"> Reuse of steel to reduce waste generation.
		Increased asset value through design of efficient buildings.	<ul style="list-style-type: none"> Adoption of BCA Green Mark criteria in building design and construction. Integration of energy-efficient design features and M&E systems.
02	Energy Source	Increased use of low-emission energy sources which lower energy costs.	<ul style="list-style-type: none"> Use of solar-powered electricity at project sites to improve energy efficiency. Use of electric vehicles (EVs) and installation of EV chargers in the office building.
03	Products & Services	Market differentiation and enhanced brand image that strengthens brand reputation and improves competitiveness.	<ul style="list-style-type: none"> Certified to ISO 14001 Environmental Management System (EMS), ensuring systematic monitoring and continual improvement in waste, water, and emissions management. Sourcing materials such as concrete from certified low-carbon sources.
04	Markets	Increased access to sustainable and green financing which lowers cost of capital for green projects.	<ul style="list-style-type: none"> Continually explore alternative financing options, such as green loans. Enhance ESG disclosures to attract ESG-centric investors.

Risk Management

Climate-related risks are identified and monitored within our Enterprise Risk Management framework. We will progress the integration of the climate risk register into the Group's formal risk management matrix, including indicators and thresholds for the risks rated highest, so that climate risks are monitored on the same basis as our other principal risks.

Metrics and Targets

We report Scope 1 and Scope 2 emissions and emissions intensity and are working towards a greenhouse gas inventory that includes material Scope 3 categories, beginning with purchased goods and services and capital goods. Alongside emissions, we track operational indicators that are relevant to a builder's transition, including the share of low embodied carbon certified concrete used in superstructure works⁴, the proportion of projects certified under BCA Green Mark, renewable electricity consumed at project sites, and concrete and reinforcing bar diverted from disposal.

⁴ The scope and target for low-carbon concrete usage in superstructure works are set on a project-by-project basis, driven by client specifications or the project's Green Mark criteria. See the Low-Carbon and Certified Concrete section on page 52 for details.

Energy and Emissions

At Lum Chang, energy efficiency and the rigorous management of greenhouse gas (“GHG”) emissions remain foundational to our overarching sustainability agenda. During the reporting period, our strategic focus centred on optimising energy consumption, integrating green technologies, and evaluating renewable energy alternatives, all while maintaining our commitment to delivering premier services and advancing sustainable building practices.

Our primary energy consumption profile comprises:

- Diesel: Utilised across our project sites to power heavy machinery, backup generators, and the company-owned vehicle fleet.
- Electricity: Consumed primarily to operate construction equipment and power our active project sites, corporate offices, and managed buildings.

Furthermore, we proactively embed energy-efficient features into the conceptualisation and design phases of our owned and managed properties. We also actively engage our tenant community to cultivate environmentally responsible behaviours.

Lum Chang Building features the following energy-saving measures:

Properties	Energy-saving Measures
Lum Chang Building, Singapore	<ul style="list-style-type: none">• Installing energy-efficient LED lights.• Fixing motion sensors to detect movement and avoid unnecessary power use.• Power-saving mode is applied to office equipment such as computers and copy machines.• Switching off lights and air-conditioning at set hours daily (e.g. lunch hour).• Car park lighting operating at half load from 7.30am -6.00am and at full load from 6.00am - 7.30am daily.
Tekka Place, Singapore	<ul style="list-style-type: none">• Use of daylight in common areas.• Fixed meters to monitor energy consumption and cooling systems.• Energy-efficient systems installed for air-conditioning, lighting and car park systems.

Our ISO 14001 environmental management system supports rigorous monitoring of energy consumption and carbon emissions, enabling us to implement effective strategies to lower our carbon footprint.

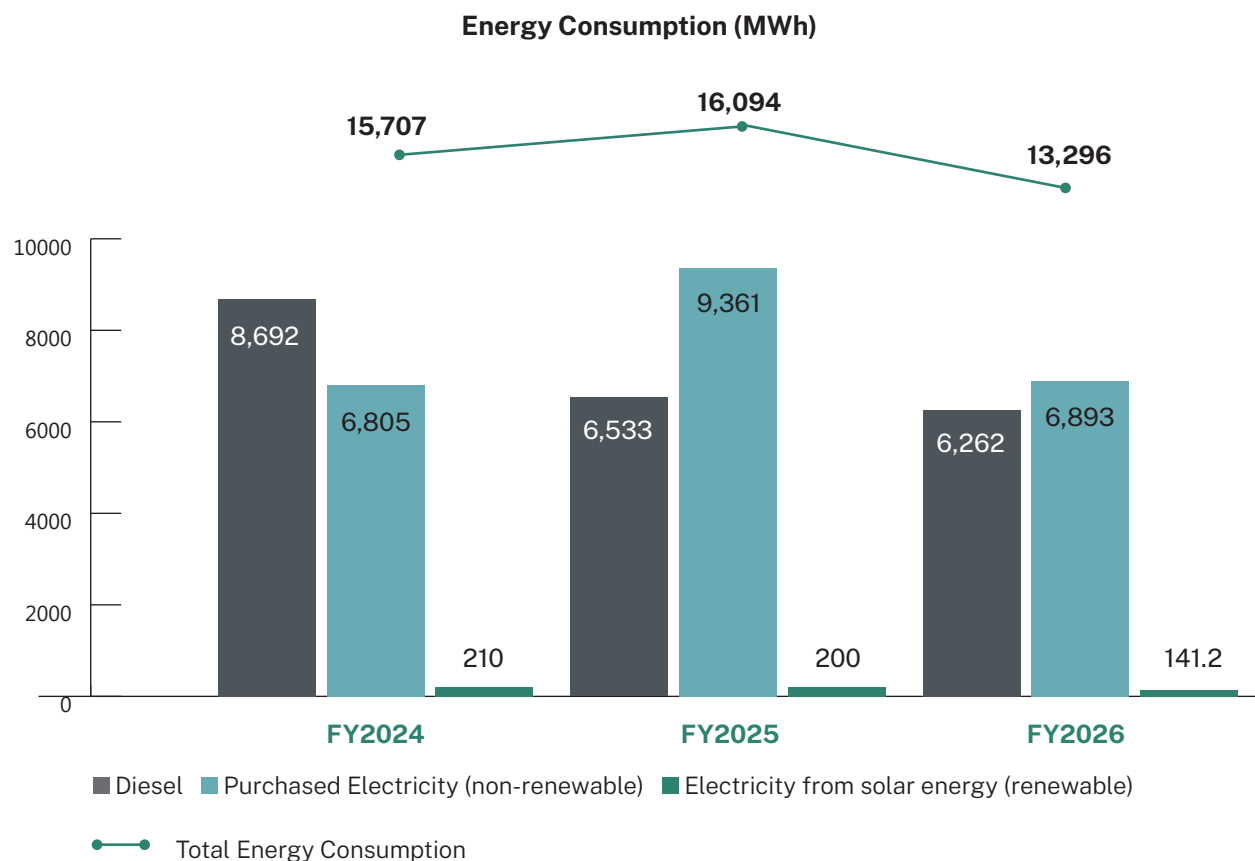
Our Performance

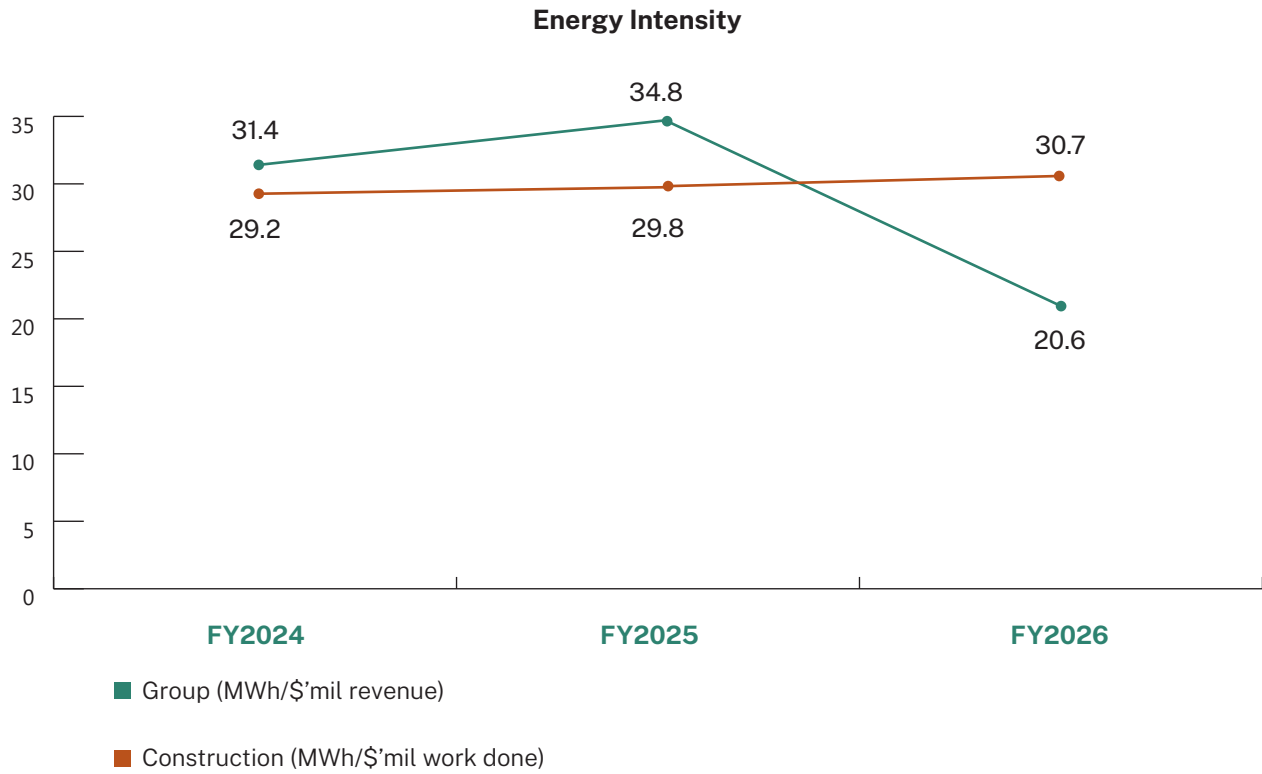
In FY2026, the Group recorded a 17.4% decrease in total energy consumption⁵ compared to FY2025. Unlike previous years, FY2026 data excludes our Interior Contracting entities, as they are now reported as a separate entity. Diesel consumption increased during the year. On a comparable basis, excluding the Interior Contracting entities, diesel consumption rose from 5,789 MWh in FY2025 to 6,262 MWh in FY2026, an increase of 8.2%. This was primarily driven by the deployment of heavy machinery on the 22-storey affordable housing project. Adjusted for this project-specific effect, diesel consumption would have decreased in line with our multi-year electrification trajectory.

Electricity consumption decreased, primarily attributable to our construction business, as several major projects progressed into completion and close-out stages during the year.

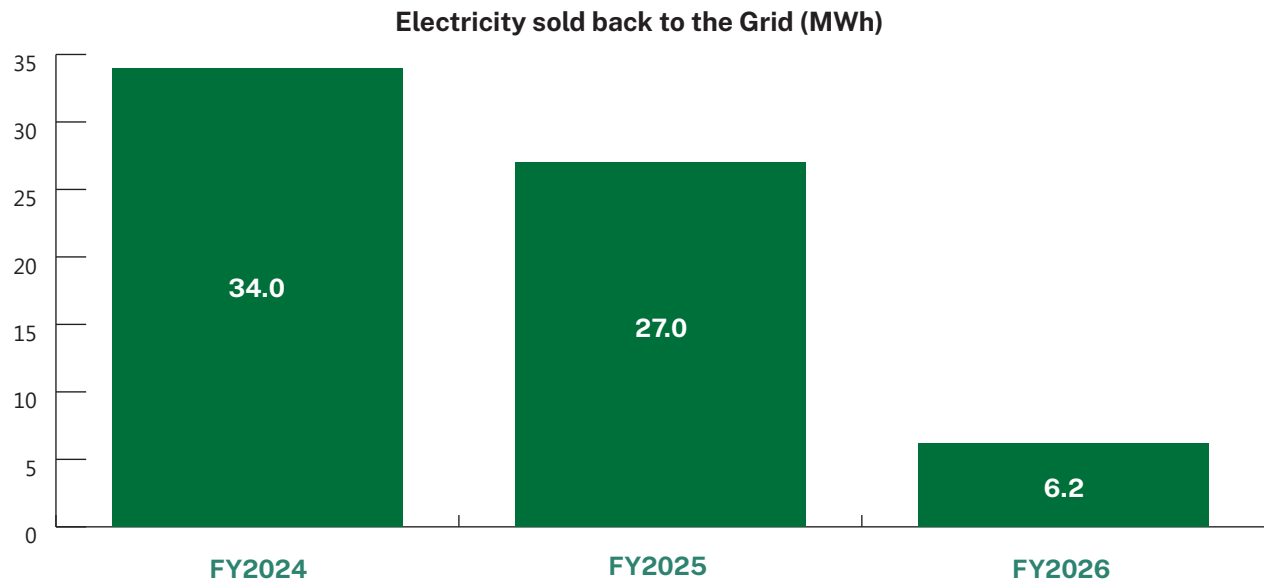
Group energy intensity improved from 34.8 to 20.6 MWh per million dollars of revenue. This movement was driven primarily by higher revenue during the year, together with the lower absolute energy consumption noted above. On a construction-activity basis, energy intensity rose slightly from 29.8 to 30.7 MWh per million dollars of work done.

⁵ Net calorific value (NCV) from the IPCC 2006 Guidelines for National Greenhouse Gas Inventories was used to compute the energy values for fuel.

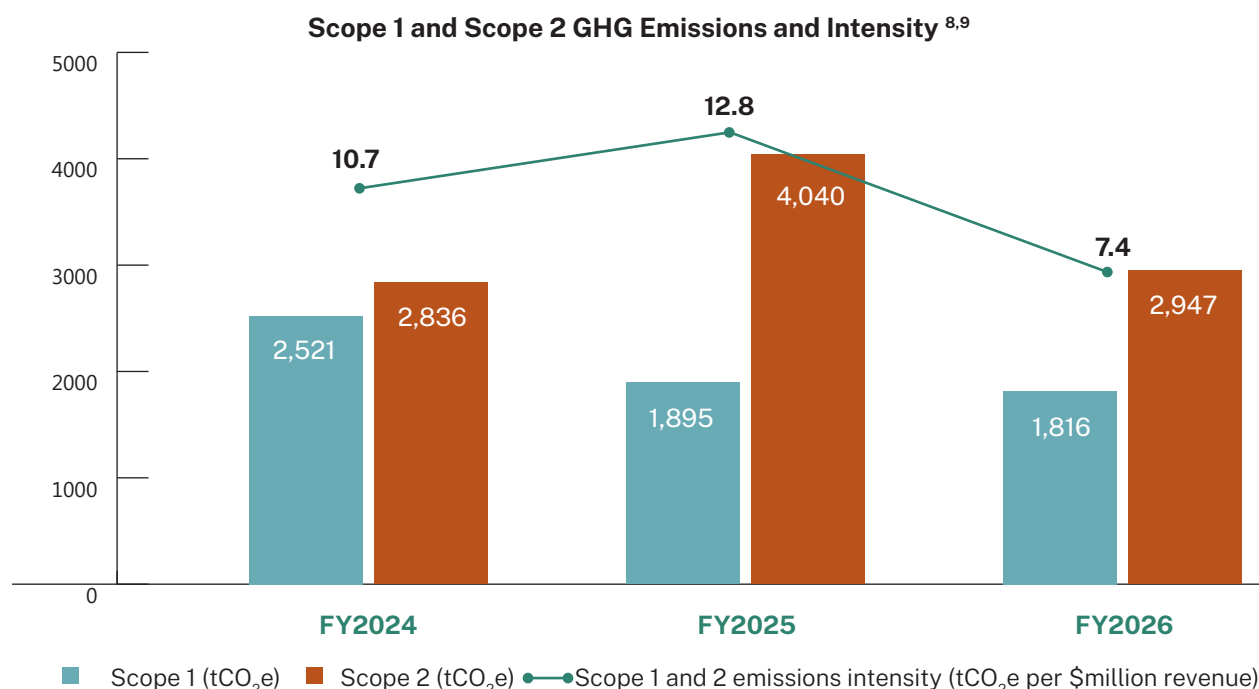




Solar energy continues to contribute to our electricity supply. In FY2026, 141.2 MWh of solar electricity was consumed on-site and 6.2 MWh sold back to the grid. This represents a decrease from the prior year, primarily due to the removal of solar panels at a project site that entered completion during the year.



In FY2026, the Group's Scope 1⁶ emissions decreased by 4.2% driven by reduced overall fuel consumption, while Scope 2⁷ emissions decreased by 27.1%, primarily driven by lower purchased electricity in our construction business as major projects neared completion. As a result, the Group's overall emissions intensity improved to 7.4 tCO₂e per million dollars of revenue generated, a 42.5% reduction from 12.8 in FY2025, driven by both lower absolute emissions and a 39.6% increase in revenue over the same period.



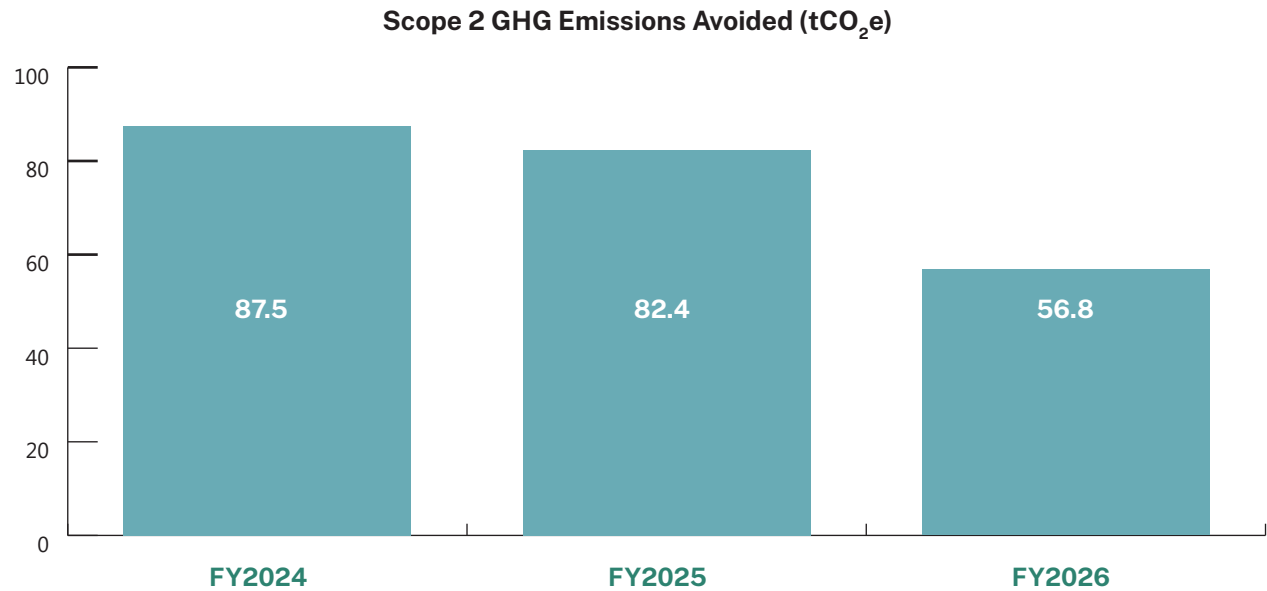
⁶ Scope 1 emissions are calculated using the World Resources Institute (2024) GHG Protocol cross-sector tools (version 2.0).

⁷ Scope 2 emissions are calculated using the Grid Emission Factor from Singapore's Energy Market Authority (EMA) and MyEnergyStats Provisional Grid Emission Factor (GEF) in Malaysia published on 23-02-26.

⁸ Scope 2 emissions for FY2025 have been restated from 4,059 tCO₂e to 4,040 tCO₂e to reflect the updated emission factors (EFs) for Malaysia.

⁹ Scope 1 emissions for FY2024 have been restated from 2,318 tCO₂e to 2,521 tCO₂e to reflect the updated emission factors (EFs) applied in FY2026 and FY2025, ensuring consistency and comparability of emissions data across reporting periods.

In FY2026, we avoided 56.8 tCO₂e by using renewable energy generated by our solar panels.



Water

Lum Chang's operations are intrinsically water-intensive, relying on this critical resource for construction activities, vehicle maintenance, and general facility operations. Recognising its environmental and operational significance, we remain steadfast in our commitment to responsible water stewardship, conservation, and management across all project sites and properties.

Our primary water streams comprise municipal supplies and harvested rainwater utilised for non-potable applications, including concrete mixing and equipment cleaning. To drive prudent consumption and reduce potable water demand, we deploy closed-loop water recycling for wash bay operations, site cleaning, dust suppression, and equipment washing.

Our water conservation initiatives strategically extend beyond our immediate operational boundaries. Since 2022, Tekka Place has maintained a partnership with the Public Utilities Board ("PUB") to host on-site campaigns aligned with Singapore World Water Day. This was deployed alongside social media challenges designed to incentivise water-saving behaviours among the broader public. These community-focused initiatives reflect our enduring support for Singapore's national water conservation objectives and our dedication to promoting sustainable resource utilisation.

In strict compliance with the Environmental Protection and Management (Trade Effluent) Regulations, all wastewater discharged from our sites undergoes continuous monitoring and robust treatment prior to release into public drainage networks. This ensures adherence to regulatory thresholds, maintaining Total Suspended Solids ("TSS") at or below 50 mg/litre. Additionally, we enforce comprehensive Earth Control Measures ("ECM") to prevent the ingress of earth, silt, or contaminated runoff into public sewerage systems and open drains, aligning seamlessly with PUB and National Environment Agency ("NEA") guidelines. Crucially, we secure mandatory PUB clearances prior to commencing any building or structural works to safeguard the integrity of public sewerage and drainage infrastructure.

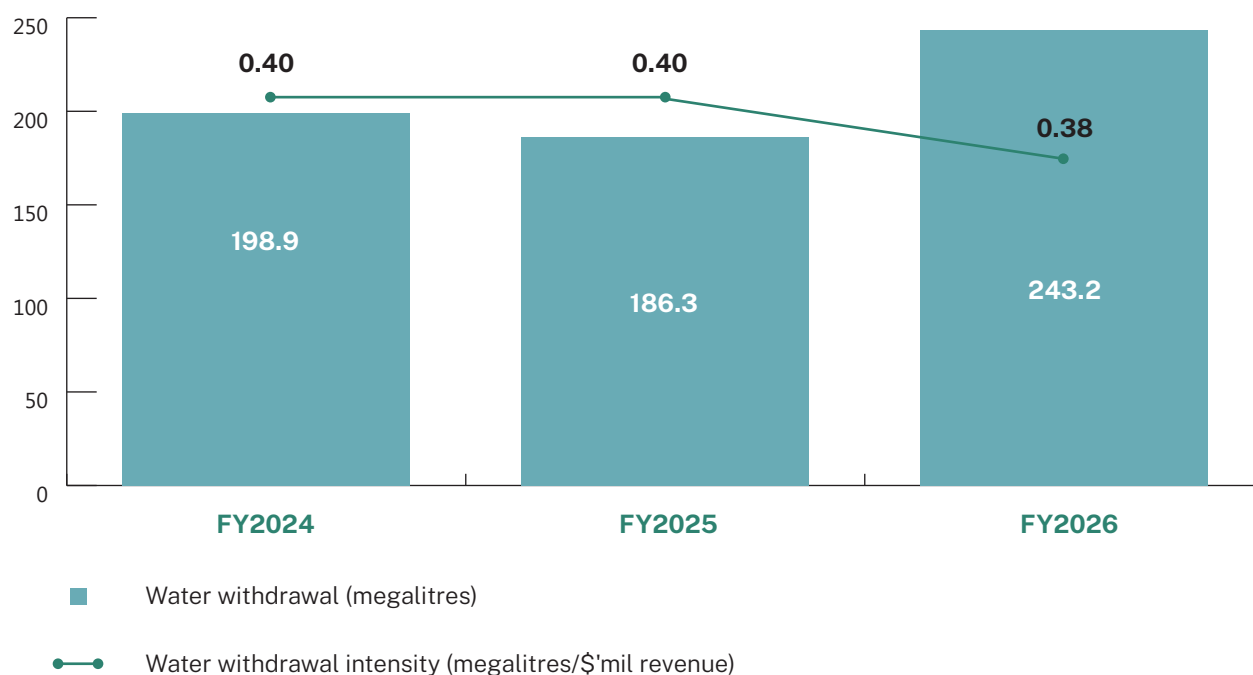
Through rigorous monitoring, optimised water utilisation, and stringent wastewater treatment protocols, we actively mitigate operational risks while advancing the responsible stewardship of vital water resources.

Our Performance

In FY2026, water withdrawal in our Malaysian operations rose from 11.0 to 72.6 megalitres, reflecting more units under construction, a ramp-up in worker accommodation, and the preparation of concrete mixtures at the Twin Palms Sungai Long site. This project-driven increase lifted total Group water withdrawal by 30.6% year-on-year, from 186.3 to 243.2 megalitres. Excluding the Malaysia scale-up, Group water withdrawal was broadly flat.

Water discharge from our Malaysia site has been accounted for since FY2025, measuring 4.5 megalitres in FY2026.

Water Withdrawal and Water Withdrawal Intensity ¹⁰



¹⁰ The FY2025 water withdrawal figure has been restated from 203.9 megalitres to 186.3 megalitres to correct a computational error, ensuring consistency and comparability of water data across reporting periods.

Waste Management

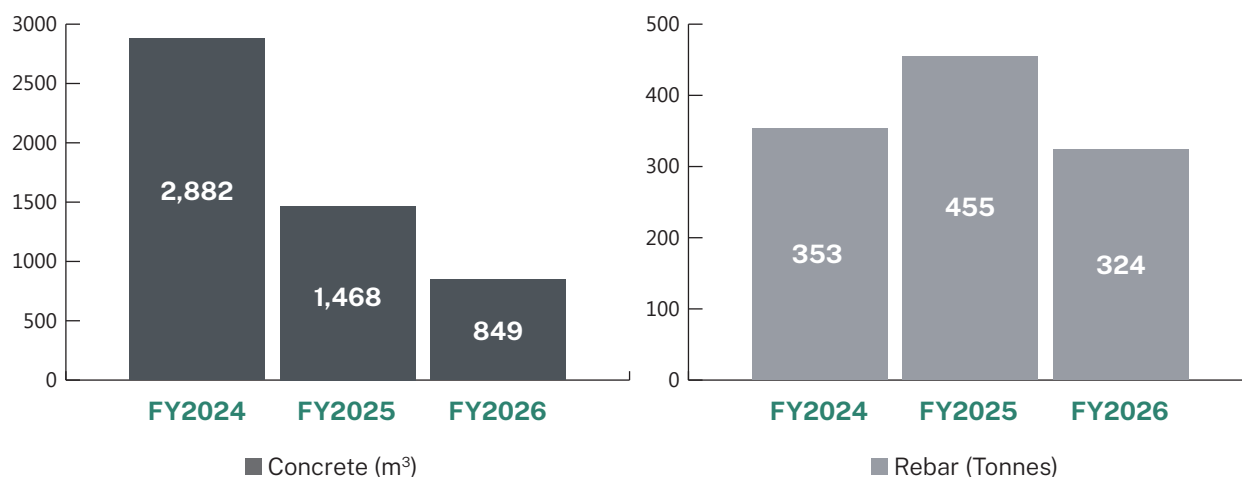
At Lum Chang, responsible waste management serves as a foundational pillar of our overarching sustainability strategy. Recognising the material impact of construction activities, which inherently yield substantial volumes of surplus materials, offcuts, packaging, and by-products, we are steadfast in our commitment to mitigating waste at the source. By integrating rigorous site-level operational measures with industry best practices, we systematically optimise resource efficiency, maximise material recovery, and enhance recycling protocols across our project portfolios and managed properties.

Minimising Waste Generation	Maximising Reuse and Recycling
<ul style="list-style-type: none"> Advanced Construction Methodologies: Deploying precast concrete elements and prefabricated Mechanical, Electrical, and Plumbing (MEP) components to significantly curtail the on-site material waste associated with traditional casting. Sustainable Material Selection: Adopting steel structural systems to leverage their inherent precision and high end-of-life recyclability. Resource Efficiency: Implementing optimised procurement and rigorous design planning to prevent material over-ordering. Data-Driven Oversight: Conducting systematic tracking and monitoring of waste generation metrics on a per-project basis. 	<ul style="list-style-type: none"> Material Recovery: Implementing systematic segregation of waste streams at the source to facilitate maximum material reuse and recycling. Circular Economy Practices: Concrete and rebar are segregated for recycling and sent for recycling. Regulatory Compliance: Ensuring the strict, compliant disposal of all hazardous materials via licensed waste management contractors. Stakeholder Engagement: Driving sustainability initiatives across our properties by providing clearly demarcated recycling infrastructure for paper, plastics, and electronic waste (e-waste) to actively encourage tenant participation.

Our Performance

For the Construction division, concrete diverted from disposal declined by 42.2% year-on-year, primarily due to lower overall concrete activity as several major projects progressed into later construction stages or reached completion during the year. This reduction was partly offset by recycled concrete reported from newer projects that commenced during the period.

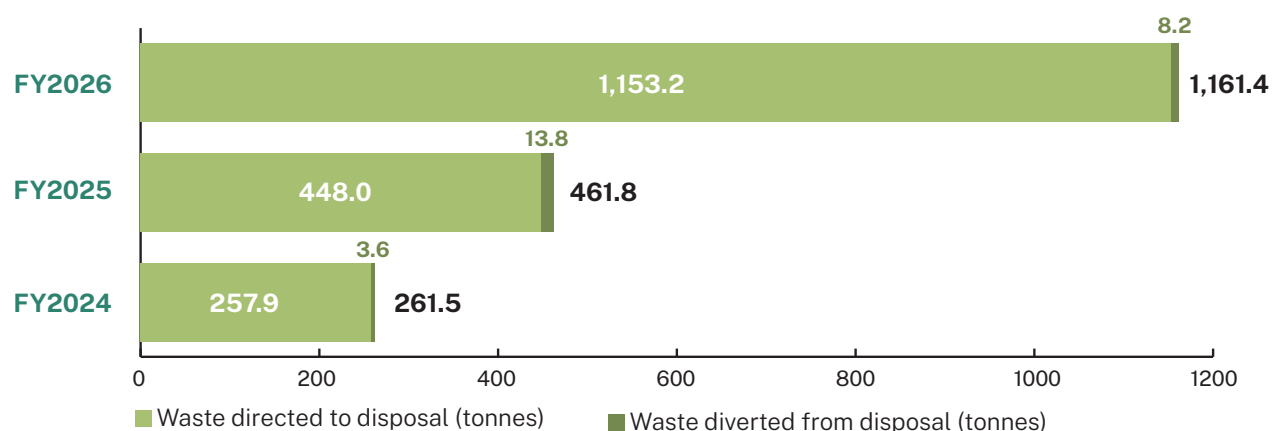
Waste Diverted from Disposal (Construction) ¹¹



¹¹ Waste amounts directed to disposal for the Construction division are currently not tracked, and we are exploring ways to enhance data coverage in the future.

Waste generated for the Property Investment & Development segment covers both our Singapore properties (Tekka Place) and Malaysia (Twin Palms Sungai Long). Total waste generated by the segment increased by 151.5% year-on-year, from 461.8 tonnes in FY2025 to 1,161.4 tonnes in FY2026. This increase is driven almost entirely by the ramp-up of construction activity at our Malaysia site (Twin Palms Sungai Long), where the affordable housing development comprising 236 apartment units entered active construction during FY2026, compared to a smaller scope of 58 bungalow units previously. Waste generated at Twin Palms Sungai Long rose from 271.7 tonnes to 960.3 tonnes as a result. Waste generation at Tekka Place remained broadly stable. The year-on-year movement therefore reflects the scale of construction activity underway.

Waste Amounts (Property Investment & Development) ¹²



¹² Waste amounts from our corporate office, Lum Chang Building, are currently not tracked as waste is collected under a shared arrangement with neighbouring properties. Waste amounts in FY2024 covered Tekka Place only. Waste generated from our Malaysia entity (corporate office and worksite) is included from FY2025. We will work towards expanding our waste data coverage for disclosure in future reporting years.

Our Malaysia entity (Fabulous Range Sdn Bhd) directs all of its generated waste to disposal. As a result, waste directed to disposal increased from 448.0 tonnes in FY2025 to 1,153.2 tonnes in FY2026, in line with the increase in total waste generated driven by the affordable housing construction ramp-up.

Noise and Vector Management

At Lum Chang, safeguarding environmental health and safety across our project sites is paramount. We proactively manage acoustic impacts and mitigate vector-borne risks to protect both our workforce and the surrounding communities. Recognising that construction noise in Singapore is strictly governed under the National Environment Agency's (NEA) Environmental Protection and Management (Control of Noise at Construction Sites) Regulations, we maintain rigorous compliance through a comprehensive suite of mitigation strategies. These encompass continuous acoustic monitoring via portable and fixed meters, the deployment of engineered noise barriers, and the integration of alternative, low-sound emission construction methodologies. Furthermore, we prioritise proactive stakeholder engagement, ensuring neighbouring communities remain consistently informed of site activities and providing a responsive channel to address any operational concerns.

Our vector management framework is systematically anchored in our ISO 45001 occupational health and safety management system. To mitigate public health risks, we execute stringent site housekeeping, routine inspections, and the targeted treatment of potential mosquito breeding habitats. This robust baseline is augmented by scheduled interventions from specialised pest control professionals. To guarantee strict adherence to our operational protocols, we conduct periodic internal site audits. Concurrently, we foster a culture of environmental vigilance by continuously educating our workforce on vector prevention strategies and strategically deploying environmental awareness notices across all operational sites.

Biodiversity

Recognising the material impact of construction and property development on natural ecosystems, Lum Chang adopts a balanced, strategic approach to biodiversity risk management. We are committed to executing projects that minimise long-term environmental footprints, prioritising the active rehabilitation of affected habitats wherever feasible.

For developments situated within or adjacent to protected areas and nature reserves, we mandate comprehensive Environmental Impact Assessments (EIAs) and robust Environmental Management and Monitoring Plans (EMMPs) during the pre-development phase. These critical frameworks govern our mitigation strategies throughout the construction lifecycle, systematically evaluating site-specific variables including water and air quality, acoustic impacts, ecological features, and overall biodiversity.

Our completed Mandai Rejuvenation Project located in close proximity to the Central Catchment Nature Reserve and Upper Seletar Reservoir exemplifies this operational commitment. Encompassing an arrival node, a transport hub, nature-themed indoor attractions, and an eco-resort, the project operated under strict adherence to its tailored EMMP. By collaborating with specialised environmental consultants and relevant government agencies, we ensure full compliance with stringent environmental management protocols. This rigorous oversight mitigates biodiversity impacts and guarantees that our design and construction methodologies remain highly sensitive to the native flora, fauna, and surrounding habitats of the Mandai region.

ECONOMIC IMPACTS ON THE ORGANISATION AND SOCIETY

Acknowledging the impact of our financial performance on shareholders, stakeholders, and the broader economy, we are dedicated to driving sustainable economic growth. Our core operations, spanning construction and property development, stimulate job creation, sustain livelihoods across our value chain, and foster economic resilience within the markets where we operate.

To continuously enhance operational efficiency, project quality, and long-term economic value generation, we strategically invest in technological and process innovations. By integrating digital-centric solutions and intelligent systems, including Building Information Modelling (BIM), Internet of Things (IoT) sensors, Artificial Intelligence (AI) for predictive project planning, and cloud-based analytics, we systematically optimise resource allocation and eliminate manual redundancies. These advancements streamline operational workflows, delivering superior value to our clientele while simultaneously advancing our broader sustainability objectives.

Economic Performance

Our business activities are structured to generate equitable economic value for a diverse matrix of stakeholders, encompassing employees, supply chain partners, customers, and investors. By catalysing employment opportunities and fortifying local supply chains, we actively contribute to regional economic vitality. Ultimately, our commitment to efficient project delivery, prudent resource stewardship, and high-quality execution enables us to deliver sustainable financial returns while remaining fully aligned with our core environmental and social considerations.

Our Performance ¹³

In FY2026, the Group generated a direct economic value of \$645.9 million and recorded a net profit of \$51.9 million. The increase in revenue came mainly from our construction business.

¹³ Based on consolidated financial statements for the Group. Unless otherwise stated, all figures are presented in Singapore Dollars (“\$”).

Please refer to pages 63 to 64 of the Annual Report FY2026 for more details on our financial performance.

	FY2024	FY2025	FY2026
Total revenue (\$'000)	500,418	462,868	645,935
Profit/(loss) after tax (\$'000)	9,261	18,737	51,856

Digitalisation and Innovation

Digitalisation and innovation are fundamental to Lum Chang’s strategy for driving operational efficiency, improving project outcomes, and maintaining a competitive advantage. By adopting sustainable construction technologies like Building Information Modelling (BIM) early on, we optimise project planning, design, and delivery. These tools help us reduce material waste and support a lower carbon footprint across the project lifecycle. Ultimately, integrating these solutions allows us to streamline workflows, strengthen safety protocols, and ensure the high quality of our projects.

Digitalisation Initiatives

Over the past year, we advanced a comprehensive digitalisation programme to strengthen safety, enhance productivity, and integrate processes across our value chain. These initiatives are transforming how we deliver projects, manage risks, and generate long-term value for our stakeholders.

Workforce Safety and Risk Mitigation

Safety remains our core priority. We have strengthened our site protocols through the deployment of AI-driven technologies designed to protect workers and minimise operational risks.

- Intelligent CCTV Systems: Provide continuous site monitoring, enabling the proactive identification of unsafe behaviours and potential hazards before they escalate.
- AI-Powered Sensors: Installed on heavy equipment to detect motion within designated safety zones, promptly alerting workers who enter high-risk areas.
- Virtual Reality Safety Training: Immersive VR scenarios allow workers to rehearse responses to principal site hazards, such as working at height, deep excavation and lifting operations, before encountering them on site, supplementing conventional hands-on training.
- Crane and Plant Stability Monitoring: Inclinator sensors fitted to tower cranes and critical plant continuously measure inclination and trigger an immediate cabin alarm if a safe threshold is exceeded, providing an early preventive control against equipment instability.
- 4D Design for Safety: Construction-sequence videos generated from the BIM model are used to brief complex, high-risk operations, helping teams visualise the works, anticipate hazards and agree controls before starting.

By prioritising these technology-enabled safety measures, we safeguard our workforce while establishing higher benchmarks for operational excellence across all projects.

Data-Driven Decision-Making and Collaboration

To embed data-driven decision-making into our operations, we standardised the use of a Common Data Environment (CDE) across all projects, establishing a single source of truth for design and construction data. This platform is complemented by cloud-based work sharing, which enables seamless collaboration with international suppliers and subcontractors, ensures timely coordination, and eliminates redundant efforts. We further strengthen coordination through structured Integrated Concurrent Engineering (ICE) sessions, in which project teams interrogate the federated model together in real time to resolve design and constructability issues before work proceeds on site.

Integrated Site Management

To optimise project delivery, we piloted the Millipede platform as an integrated site management system. This platform consolidates critical site functions into a unified digital interface, encompassing:

- Site movement tracking and safety monitoring
- Design for Manufacture and Assembly (DfMA) coordination
- Piling operations and fit-out works
- Activity scheduling, defect management, and handover processes

Digitising these workflows enhances visibility across all project phases, supports proactive risk management, and accelerates decision-making. The pilot demonstrated the platform's capacity to streamline complex site operations, reinforce accountability, and build a robust data foundation for future projects.

Reality Capture and Progress Monitoring

We use reality-capture technologies to create accurate, time-stamped visual records of site conditions and completed works. 3D laser scanning, drone documentation and 360° walkthroughs support remote reviews, verification of installed works and coordination between the project team, consultants and clients.

Value Chain and Process Integration

We have adopted a suite of advanced digital tools to improve coordination, foresight, and efficiency throughout the project lifecycle:

- Tender Stage: 3D site utilisation planning offers clear visualisation of spatial requirements, optimising logistics and temporary works.
- Planning and Sequencing: 4D scheduling integrates time-based data with 3D models, providing a dynamic project timeline that improves planning accuracy and reduces delay risks.
- Cost Estimation: 5D cost estimation links quantities measured directly from the BIM model, allowing the cost impact of design or scope changes to be evaluated quickly and transparently.
- Stakeholder Engagement: Animated simulations visually demonstrate construction sequences and design intent, enhancing communication and collaborative decision-making.

On-Site Execution and Asset Handover

On-site, BIM-to-Field workflows utilising 3D Navisworks models ensure the precise translation of digital designs into field operations, supporting layout accuracy, clash detection, and real-time progress monitoring. In parallel, DfMA methodologies have been deployed for structural steel components, walkways, and mechanical and electrical (M&E) systems, improving prefabrication quality, minimising on-site labour, and accelerating installation timelines.

Looking beyond construction, 6D asset management through Construction Operations Building Information Exchange (COBie) outputs ensures that comprehensive digital asset data is delivered to clients. This facilitates seamless integration with their Building Management Systems (BMS), enhancing operational efficiency post-handover while supporting long-term facility performance and sustainability.

Productivity and Automation

To drive measurable productivity gains, we adopted targeted digital tools and automated workflows that reduce manual effort and improve accuracy:

- **Design and Engineering:** Dynamo scripts automate repetitive modelling tasks, reducing man-hours while ensuring consistent outputs. Automated quantity take-offs generate precise material requirements directly from BIM models, reducing errors in cost estimation and procurement. We are also deploying an AI documentation connector that assists in generating and cross-checking model-based drawing registers, schedules and submission records, improving consistency and freeing engineers for higher-value coordination work.
- **Site Operations:** Drones provide high-resolution aerial data for routine monitoring and progress tracking, enabling timely, data-driven decisions. For complex structural works, robotic total stations deliver precision layout control by exporting 3D point data to ensure the accurate installation of challenging elements.
- **Geotechnical Applications:** Golden Surfer software analyses borehole data and generates rock contour profiles. This enables informed pile length reviews, minimising design uncertainty and preventing material over-design.

Administrative Functions: Digital workplace management tools, including HR time-clocking systems and Python-based scripts, have streamlined administrative processes, improving workforce management transparency and freeing resources for higher-value tasks.

Product Quality and Service

We are committed to delivering every project to the highest quality standards, from initial design through to final handover. Moving beyond fundamental regulatory compliance, we prioritise durability and precision to meet stakeholder expectations and generate enduring value across our developments.

Our operations are anchored by an ISO 9001:2015-certified Quality Management System (QMS). This framework governs our processes and quality oversight, incorporating routine inspections, assessments, and continuous improvement initiatives. By actively identifying opportunities to refine workmanship and optimise project delivery, we consistently strengthen stakeholder confidence.

We extend these rigorous standards throughout our value chain via a comprehensive supplier and contractor evaluation process. To ensure our partners share our commitment to quality and accountability, we define clear scopes of work, establish measurable performance criteria, and conduct regular audits. These practices foster transparency and strict alignment with our organisational standards.

Project quality is systematically monitored using the Building and Construction Authority's (BCA) Construction Quality Assessment System (CONQUAS), the national benchmark for Structural, Architectural, and Mechanical & Electrical (M&E) Works. Our objective is to consistently meet or exceed these national benchmark scores across all private housing, public housing, and non-housing projects.

OUR PEOPLE

At Lum Chang, our human capital is fundamental to driving sustainable growth and operational excellence. We prioritise employee development, well-being, and engagement to cultivate a skilled and motivated workforce within a competitive market. By consistently investing in training and upskilling, we ensure our team is fully equipped to navigate evolving industry demands and deliver enduring value to the Group.

Employee Management and Development

As of 30 June 2026, the Group employed a total of 928 employees, comprising 925 permanent full-time employees and 3 part-time employees. Our Human Resources (HR) policies align with local labour regulations to govern talent acquisition, career advancement, performance management, and employee benefits. To ensure business continuity in critical roles and build leadership capacity across our divisions, we implement robust succession planning and talent development frameworks.

Benefits and Welfare

Lum Chang provides competitive remuneration and benefits aligned with industry benchmarks. We operate a merit-based compensation framework that evaluates and rewards individual performance, contributions, and job responsibilities. Annual performance appraisals ensure our workforce receives structured feedback and clear pathways for career advancement. In FY2026, 100% of our employees participated in regular performance and career development reviews.

In accordance with Singapore's Employment Act and pro-family legislation, we offer a comprehensive benefits package designed to support employee health and holistic well-being. These initiatives proactively cater to diverse life stages, family commitments, and personal development goals. We provide the following benefits:

Healthcare	<ul style="list-style-type: none"> • Dental and health screening subsidies • Hospitalisation and surgical insurance coverage • General practitioner outpatient and specialist medical benefits
Disability and Invalidity Coverage	<ul style="list-style-type: none"> • Personal accident insurance coverage • Work injury compensation insurance coverage
Pro-family Leave	<p>For eligible employees:</p> <ul style="list-style-type: none"> • Maternity leave • Paternity leave • Shared parental leave • Childcare and extended childcare leave • Unpaid infant care leave • Adoption leave (where applicable)
Flexible Work Arrangement	<ul style="list-style-type: none"> • Flexible time arrangements • Work from home arrangements (selected entities)
Others	<ul style="list-style-type: none"> • Newborn gifts • Care packages (fruit baskets, flowers/condolence wreaths) • Examination leave • Marriage leave • Travel subsidy ranging from \$1,500 to \$2,000 per annum to six different continents except Asia, with no repetition in continents (Construction division)

Our Recreation Committee facilitates ongoing employee engagement initiatives, encompassing sports events, fitness classes, annual dinners, and philanthropic donation drives. Furthermore, family-inclusive programmes, such as joint workshops for personnel and their families, foster a cohesive workplace culture and directly enhance overall job satisfaction. This year, specific well-being and team-building activities included an art jamming with cats, a yoga class, a ukelele workshop, and a bowling tournament.



Art Jamming with Cats



Ukelele Workshop



Bowling Tournament



Yoga Class

We maintain formal grievance mechanisms to provide employees with secure, confidential channels to report concerns. By ensuring a strict non-retaliation environment, these procedures reinforce our ongoing commitment to ethical and transparent workplace practices.

Training and Development

At Lum Chang, continuous human capital development is essential for retaining a competent and motivated workforce. Our training framework encompasses both technical competencies and soft skills, ensuring our teams remain equipped to navigate evolving industry demands. These initiatives range from job-specific technical courses and professional certifications to executive leadership programmes and occupational health and safety training aligned with industry best practices.

We actively support our managers in securing role-specific professional accreditations, particularly in areas such as construction productivity and design for manufacture and assembly. Furthermore, we conduct periodic engagement reviews with our construction workers to gather feedback, identify skills gaps, and proactively address emerging training needs.

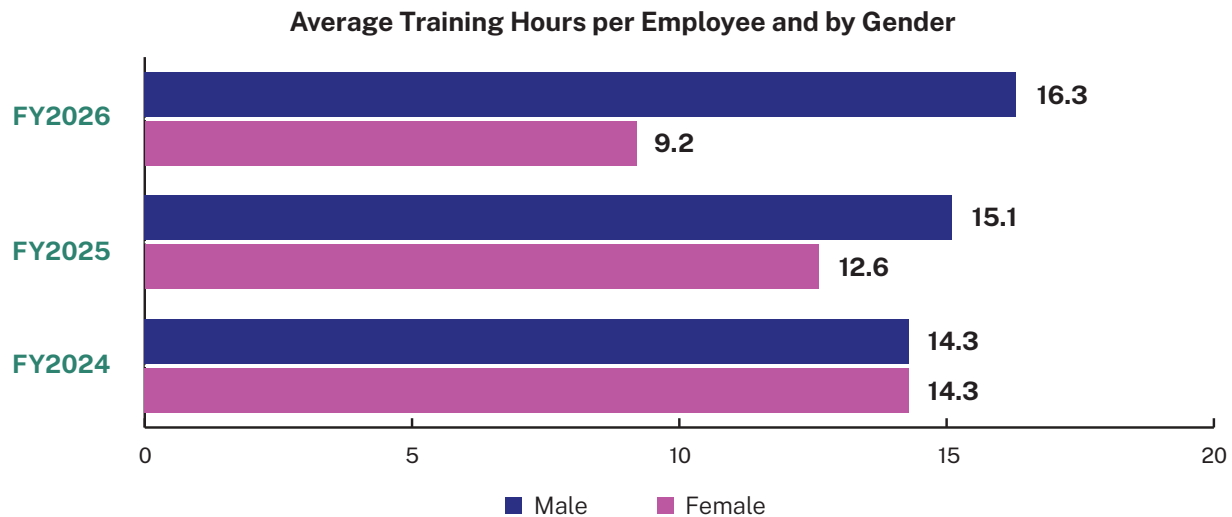
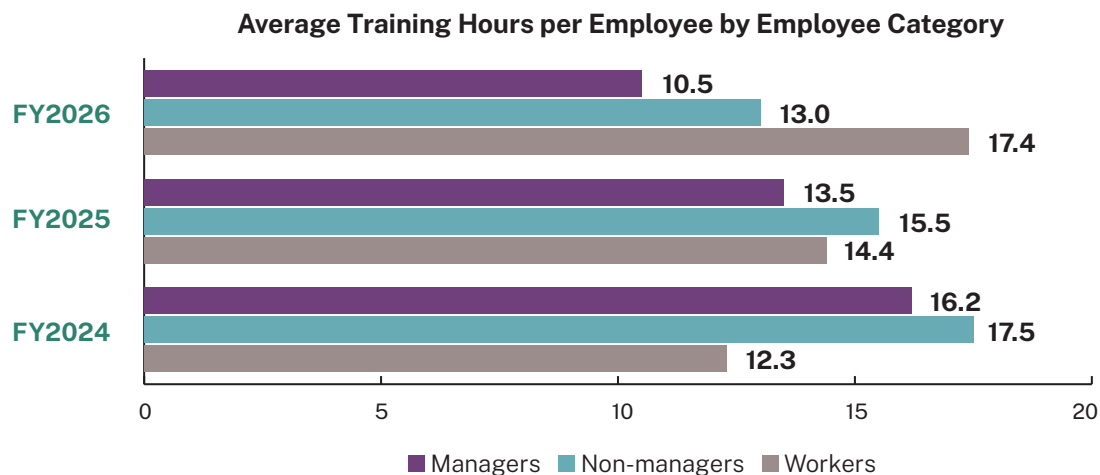
Our Performance

In FY2026, Lum Chang employees participated in a range of training programmes across Property, Finance and Construction, tailored to their operational roles and responsibilities.

Programmes related to governance, finance and legal compliance included the BDO Annual Financial Reporting Standards (FRS) Updates Seminar 2025, CSIS ListCos Forum 2025, SIAS x ISCA Corporate Governance Conference, Technical Accounting Training, Singapore Transfer Pricing Guidelines (8th Edition), the GDI Forum on Pay for Value: Rethinking Remuneration for Long-Term Performance, Asia-Pacific (APAC) Legal Congress 2026, The Essentials of Goods and Services Tax (GST), the Specialist Diploma in Corporate Secretarial Practice, and the PwC IFRS Updates Seminar.

In the Construction area, employees attended technical and regulatory training such as the NEC4 Contract Blended Training Course, the WSQ Advanced Certificate in Workplace Safety and Health (Level B), the Certificate of Competency (CoC) in Operation & Maintenance of Silty Water Treatment Plants (SWTPs) for Construction Site Personnel, the Certificate in Electrical & Telecommunication Systems, the Certificate in Contract Administration, and the Certification Course for Green Mark Accredited Professional. Employees also completed the CERT First Aid Course.

Our employees collectively completed a total of 13,901 training hours, averaging 15 hours per employee (FY2025: 14.6 hours; FY2024: 14.3 hours).



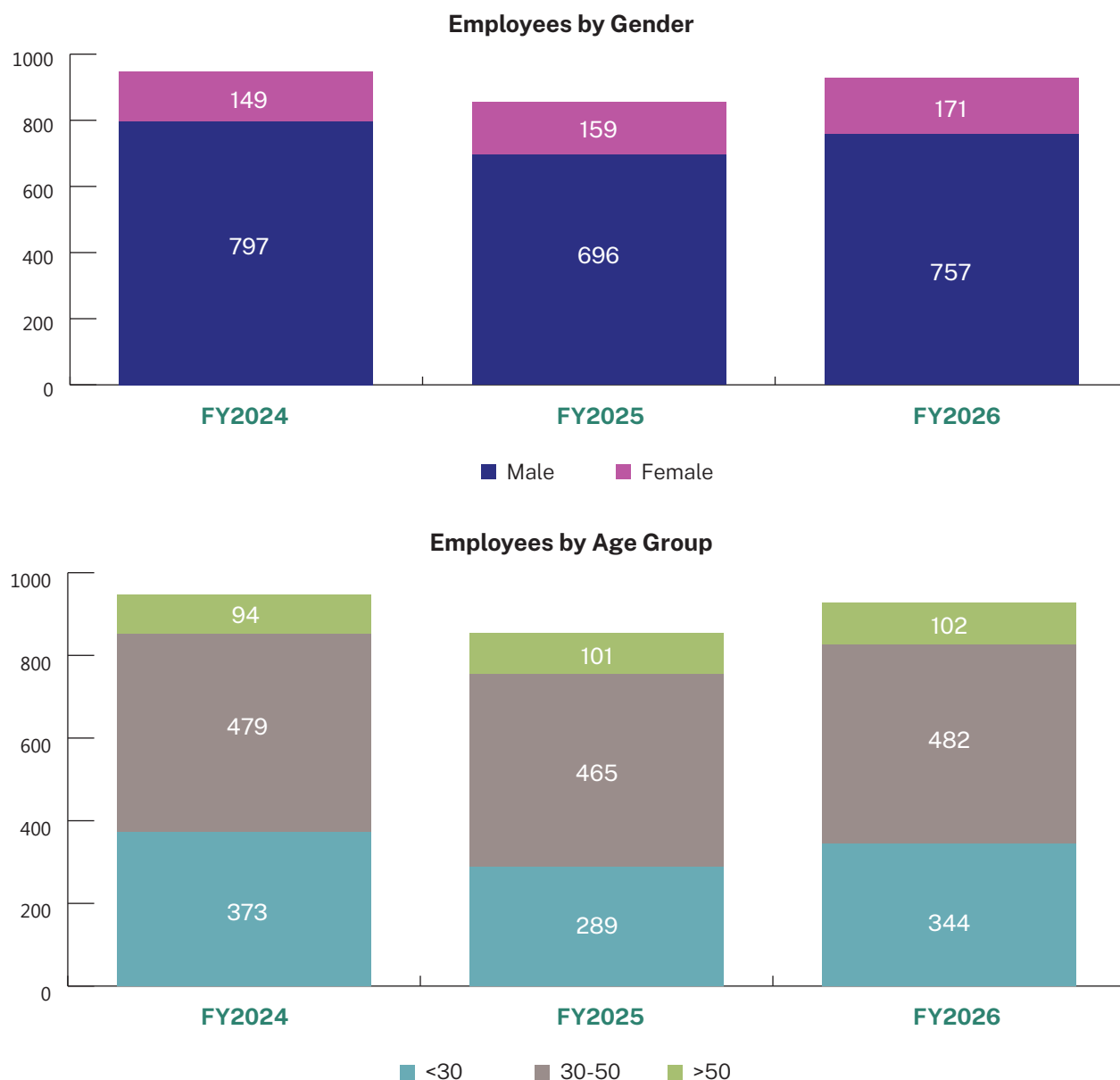
Employee Diversity and Inclusion

We recognise that a diverse and inclusive workforce drives innovation, collaboration, and productivity. We are committed to cultivating an equitable workplace where every employee is valued and respected, irrespective of age, gender, race, religion, or nationality. To support this, all talent acquisition and career advancement practices are strictly merit-based. Furthermore, we enforce a zero-tolerance policy regarding discrimination, child labour, and forced labour. In FY2026, there were zero reported incidents of discrimination.

Our Performance

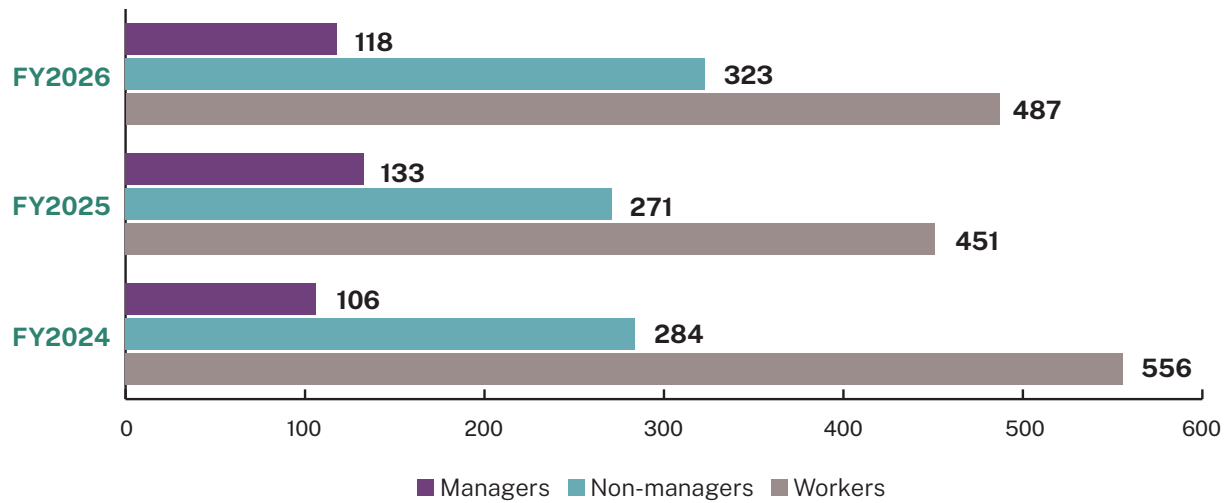
Our workforce composition reflects the male-dominated nature of the construction industry: 81.6% of our employees are male, while 18.4% are female. The proportion of employees under 30 years of age is 37.1%; 51.9% are between 30 and 50 years old; and 11.0% are above 50 years of age.

The total number of employees, along with their breakdown by age, gender, region and category ¹⁴ is shown below.

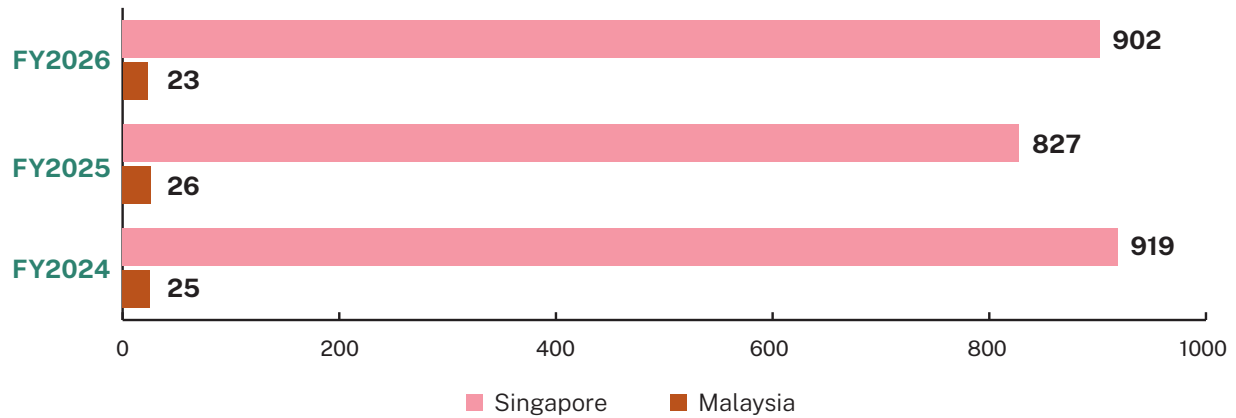


¹⁴ 'Managers' include all employees who are Assistant Managers and above. 'Non-managers' are employees below the rank of Assistant Manager that do not perform construction-related roles. 'Workers' include all other employees and foreign workers who are involved in general construction roles.

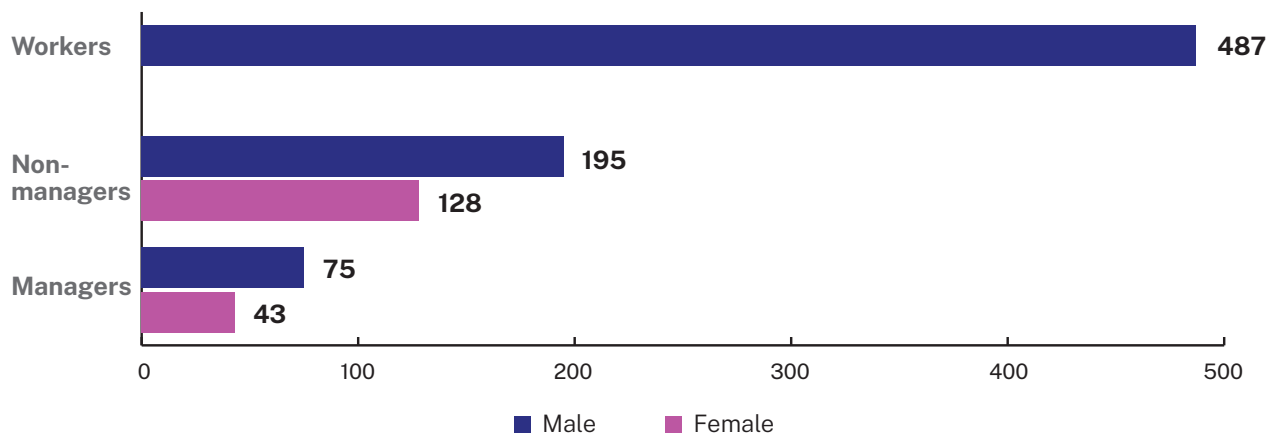
Employees by Employee Category



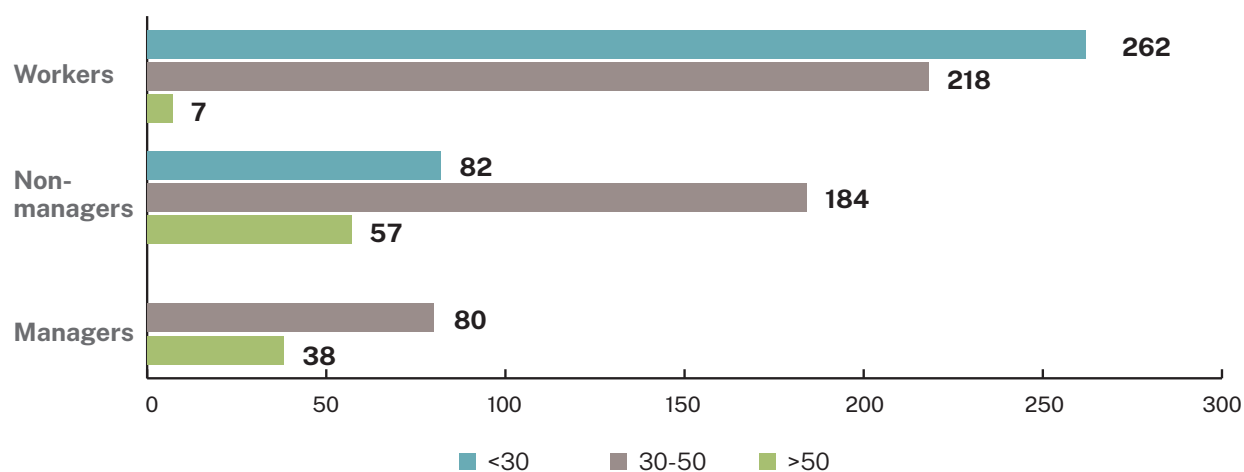
Full-time Employees by Employment Location



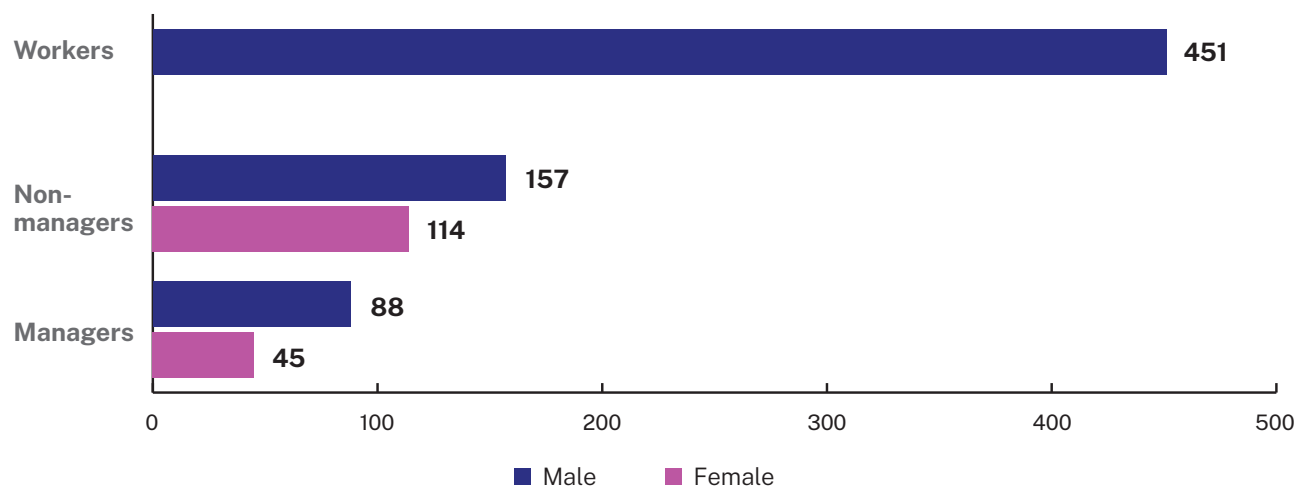
Employees by Gender by Employee Category in FY2026



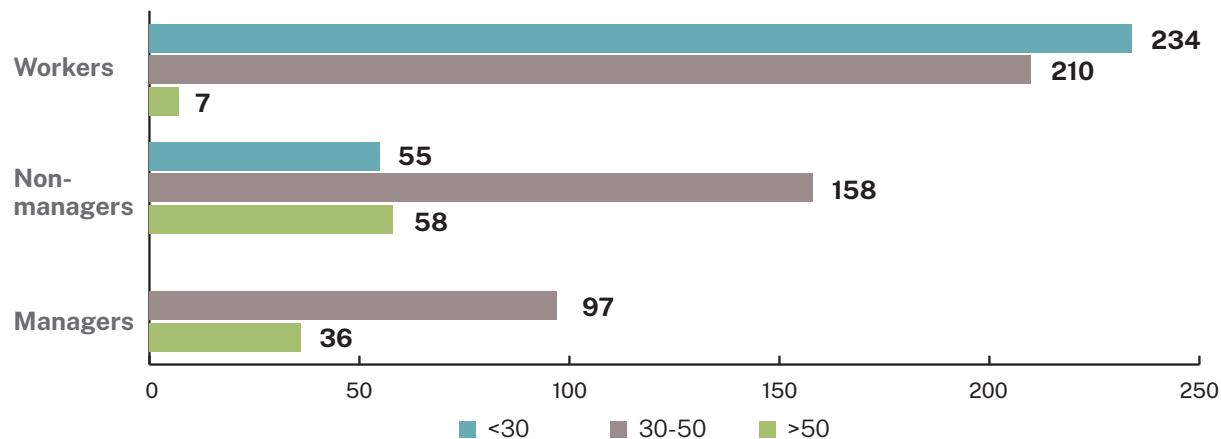
Employees by Age Group by Employee Category in FY2026



Employees by Gender by Employee Category in FY2025

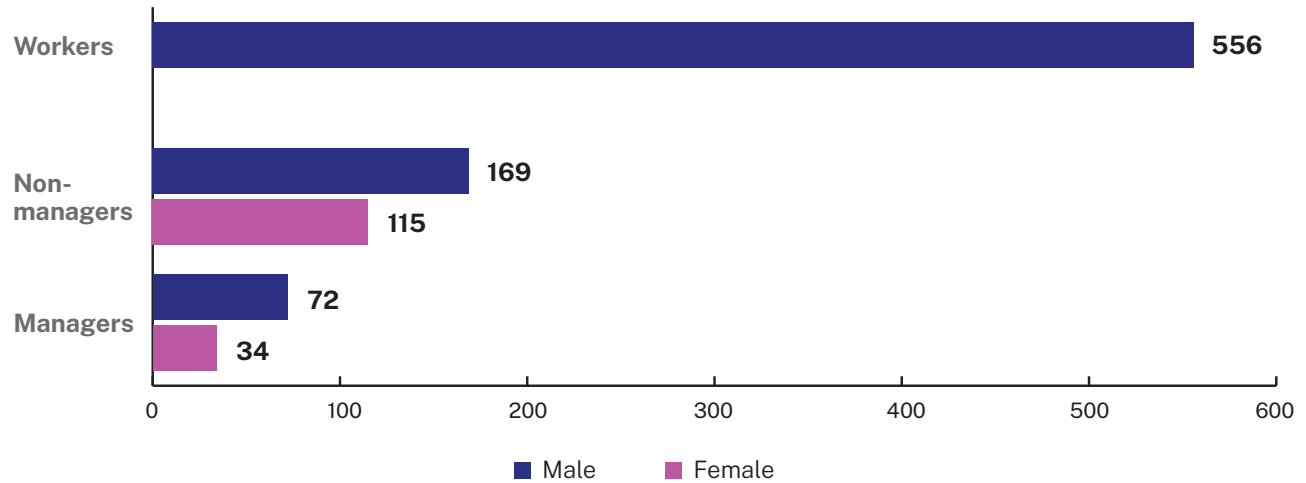


Employees by Age Group by Employee Category in FY2025¹⁵

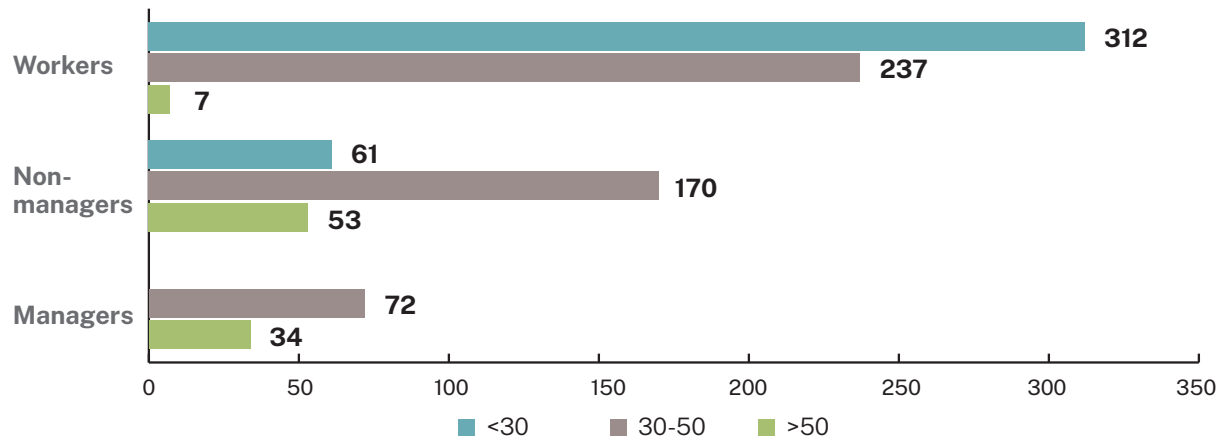


¹⁵ The FY2025 headcount has been restated to correct a data presentation error: non-managers aged below 30 and 30 to 50 from 53 and 159 to 55 and 158, and managers aged 30 to 50 and above 50 from 98 and 37 to 97 and 36, respectively (as reported in SR2025).

Employees by Gender by Employee Category in FY2024



Employees by Age Group by Employee Category in FY2024

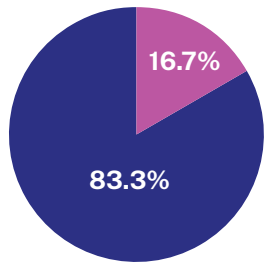


In FY2026, we welcomed 479 new hires, a new hire rate of 51.6%, driven primarily by our business expansion and the award of several major projects during the year.

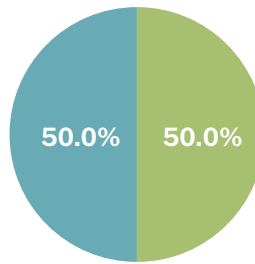
We recorded an overall employee turnover rate of 34.7%, primarily reflecting normal workforce adjustments as projects reached completion and project-based employees were released or redeployed, alongside the natural expiry of foreign worker contracts.

	FY2024	FY2025	FY2026
New hires and new hire rate by gender			
Male	392	169	418
Female	30	24	61
Male (%)	49.2%	24.3%	55.2%
Female (%)	20.1%	15.1%	35.7%
New hires and new hire rate by age group			
<30 years old	237	81	203
30-50 years old	173	109	255
>50 years old	12	3	21
<30 years old (%)	63.5%	28.0%	59.0%
30-50 years old (%)	36.1%	23.4%	52.9%
>50 years old (%)	12.8%	3.0%	20.6%
Employee turnover and employee turnover rate by gender			
Male	311	318	288
Female	44	28	34
Male (%)	39.0%	45.7%	38.0%
Female (%)	29.5%	17.6%	19.9%
Employee turnover and employee turnover rate by age group			
<30 years old	127	145	120
30-50 years old	205	188	184
>50 years old	23	13	18
<30 years old (%)	34.0%	50.2%	34.9%
30-50 years old (%)	42.8%	40.4%	38.2%
>50 years old (%)	24.5%	12.9%	17.6%

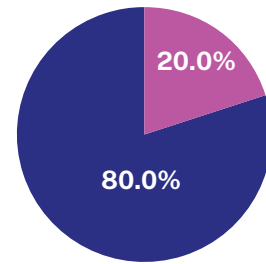
As of 30 June 2026, our Board comprises 5 male directors and 1 female director, with 50% serving as independent directors. In senior management, 80% of positions were held by men, and 20% by women. All directors are above the age of 50.

Board Diversity by Gender

■ Male ■ Female

Board Diversity by Independence

■ Independent ■ Non-independent

Senior Management Diversity by Gender

■ Male ■ Female

Occupational Health and Safety

Recognising the inherent risks within the construction sector, occupational health and safety remains a core priority at Lum Chang. We are committed to maintaining an incident-free workplace, anchored by a comprehensive Workplace Safety and Health (WSH) Management System certified to the ISO 45001:2018 standard. This system establishes a robust framework for identifying, controlling, and mitigating hazards, ensuring that stringent safety protocols are deeply embedded across all routine and specialised operations. Following a rigorous external audit, our certification was renewed in October 2023 and remains valid through November 2026.

To operationalise these standards, every project is supported by a dedicated WSH Committee comprising management representatives, key personnel, and value chain partners, including subcontractors. These committees oversee the effective execution of safety policies, strictly monitor compliance with evolving regulations and industry benchmarks, and implement proactive measures to minimise operational risks and prevent incident recurrence.

Hazard Identification and Risk Assessment

To proactively manage operational hazards, we conduct regular site inspections and comprehensive risk assessments, with a specific focus on high-risk activities such as working at heights and lifting operations. We actively encourage our workforce to report safety concerns and identify potential hazards through established communication channels, including toolbox meetings, feedback sessions, digital platforms, and formal whistleblowing mechanisms. All reports are managed with strict confidentiality, and employees are fully protected against retaliation in accordance with our Workers' Rights Policy.

Upon the reporting of a potential hazard, our Safety Department initiates a thorough investigation and maintains the authority to temporarily suspend affected operations until robust safety measures are implemented. To verify compliance with Workplace Safety and Health (WSH) standards, we conduct both internal and external surveillance audits. These audits evaluate the effectiveness of our risk controls and identify opportunities for continuous improvement. Any non-conformances are systematically logged and promptly resolved to ensure the ongoing enhancement of our safety protocols.

Health and Safety Training

Lum Chang maintains a comprehensive training framework to ensure all personnel are fully equipped for their roles. Project managers and coordinators participate in targeted programmes such as the Building Construction Supervisors Safety (BCSS) course, while our construction workforce completes the Construction Safety Orientation Course (CSOC). Additional occupational health and safety modules include the WSQ Respond to Fire Incident in Workplace and the WSQ Manage Workplace Safety and Health in Construction Sites.

Furthermore, employees undergo practical instruction in machinery operation, emergency response, occupational first aid, fire prevention, and the proper use of personal protective equipment (PPE). By tailoring these capacity-building initiatives to specific job responsibilities, we ensure our workforce possesses the necessary competencies to operate safely and mitigate workplace hazards.

Our Performance

In FY2026, the Group maintained a WIR ¹⁶ of 0, with zero fatalities and zero high-consequence injuries during the year. This is well below the national construction sector rate ¹⁷ of 26.3 per 100,000 workers.

	FY2024	FY2025	FY2026
Employees			
Number of fatalities as a result of work-related injury	0	0	0
Rate of fatalities as a result of work-related injury per 1,000,000 hours worked	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities) per 1,000,000 hours worked	0	0	0
Number of recordable work-related injuries	1	1	1
Rate of recordable work-related injuries per 1,000,000 hours worked	0.37	0.63	0.48
Number of work-related ill health cases	0	0	0
Total hours worked	2,690,314	1,598,270	2,102,953
Workers who are not employees (subcontract workers)			
Number of fatalities as a result of work-related injury	0	0	0
Rate of fatalities as a result of work-related injury per 1,000,000 hours worked	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities) per 1,000,000 hours worked	0	0	0
Number of recordable work-related injuries	7	6	4
Rate of recordable work-related injuries per 1,000,000 hours worked	0.45	0.70	0.34
Number of work-related ill health cases	0	0	0
Total hours worked	15,472,006 ¹⁸	8,530,611	11,916,731

¹⁶ Workplace Injury Rate (WIR) = $\frac{\text{Number of Fatal and Major Workplace Injuries}}{\text{Number of Workers}} \times 100,000 \text{ workers}$

¹⁷ Workplace Safety and Health Report 2025 released by the Ministry of Manpower. <https://www.mom.gov.sg/-/media/mom/documents/safety-health/reports-stats/wsh-national-statistics/wsh-national-stats-2025.pdf>.

¹⁸ The FY2024 total hours worked for subcontract workers has been restated from 15,462,006 (as reported in SR2025 & SR2024) to 15,472,006 to correct a data entry error.

SOCIAL RESPONSIBILITY

Lum Chang is committed to generating meaningful social impact and advancing sustainable development within our operating communities. As a responsible corporate citizen, we actively support charitable organisations and community initiatives, cultivating a culture of service and social engagement among our workforce.

Local Communities

We support our local communities through financial contributions, in-kind donations, and active employee volunteerism. Engaging our workforce in these social initiatives strengthens their sense of purpose and fosters a collaborative workplace culture. In FY2026, staff came together for a meaningful volunteering session at City Sprouts, an organisation that promotes environmental sustainability, supports local communities, and donates surplus harvests to outreach programmes and community partners. The session began with a guided farm tour, where the City Sprouts team introduced participants to sustainable farming practices, urban farming concepts, and the crops grown on-site. Staff were then divided into groups for hands-on activities, including watering plants, maintaining the aquaponics system, filtering compost, and preparing sphagnum moss, gaining valuable insights into sustainable farming and a deeper appreciation for urban agriculture in the process. The session concluded over tea and cookies, giving participants the opportunity to reflect on the experience and connect with one another.

In addition, our Recreation Committee partnered with The Food Bank on a food collection and fund-raising initiative, with staff generously contributing groceries and cash donations that were handed over to support the organisation's efforts.



Farm Volunteering

In line with the Group's commitment to developing a sustainable talent pipeline for the Built Environment sector, we continued to strengthen our partnerships with key educational institutions and industry stakeholders to attract, nurture and develop the next generation of industry professionals.

During the year, the Group collaborated closely with the Building and Construction Authority (BCA) Singapore and universities in both Singapore and Malaysia to support talent development initiatives. Scholarships were awarded to outstanding students from Universiti Kebangsaan Malaysia (UKM) and Universiti Malaya (UM), reaffirming our commitment to investing in high-potential individuals and supporting their academic and professional growth.

To strengthen our engagement with emerging talent, the Group actively participated in career fairs and campus recruitment activities across Singapore and Malaysia. These platforms enabled us to connect with aspiring professionals, promote meaningful career opportunities within the construction industry, and foster long-term partnerships with institutions of higher learning.

The Group also expanded its talent development efforts through participation in the Singapore Institute of Technology's (SIT) Integrated Work Study Programme (IWSP). Under this initiative, shortlisted SIT students joined our Building Information Modelling (BIM) team for an eight-month structured internship programme. The programme provides students with immersive industry exposure, hands-on project experience and mentorship from experienced professionals, equipping them with practical skills while enabling the Group to build a pipeline of future-ready talent.

Through these initiatives, the Group continues to strengthen industry-academia collaboration, invest in developing local and regional talent, and contribute to the long-term sustainability and resilience of Singapore's Built Environment sector.

RESPONSIBLE BUSINESS PRACTICES

Responsible and ethical conduct is fundamental to our operations. Our governance structures, policies, and procedures provide clear oversight in critical areas, including anti-corruption, data privacy, and supply chain management. These established frameworks ensure strict regulatory compliance, safeguard stakeholder interests, and sustain the trust of our partners, clients, and shareholders. Furthermore, our governance practices are fully aligned with the principles outlined in the Code of Corporate Governance 2018 issued by the Monetary Authority of Singapore.

Business Ethics

Maintaining the highest standards of corporate ethics and integrity is fundamental to our operations. Our Employee Handbook establishes clear expectations for ethical business conduct, outlining strict protocols regarding gifts, conflicts of interest, data confidentiality, and the reporting of illegal or unethical practices. All personnel are briefed on these governance standards and required to ensure full compliance, cultivating a robust culture of integrity throughout the organisation.

Anti-Corruption

Lum Chang enforces a zero-tolerance policy regarding corruption and bribery. Our Code of Conduct clearly outlines the responsibilities and procedures required to prevent unethical practices. Compliance with these standards is mandatory for all employees, and our anti-corruption frameworks are actively communicated to Board members and business partners. In FY2026, we recorded zero incidents of corruption.

Whistle-blowing

We maintain robust whistleblowing mechanisms that empower employees to confidentially report concerns regarding fraud, financial malpractice, harassment, or unethical behaviour. All reports are securely directed to whistleblow@lumchang.com.sg and managed by two independent directors. These directors oversee follow-up investigations and report directly to the Chairman of the Audit and Risk Committee. To uphold our commitment to ethical governance, employees who submit reports in good faith are strictly protected against dismissal, disciplinary action, or any form of retaliation.

Compliance with Laws and Regulations

Strict adherence to all applicable laws and regulations spanning environmental, social, and tax legislation is fundamental to our corporate governance. We implement rigorous internal controls across our operations to ensure continuous compliance.

Socioeconomic Compliance	Environmental Compliance	Tax Compliance
The Group ensures strict compliance with relevant socioeconomic regulations, with a primary focus on occupational health and safety. We are dedicated to providing a secure working environment and fostering a proactive safety culture for all employees and site personnel.	We strictly adhere to environmental regulations across all project sites to minimise our operational impact. Our environmental management practices govern the mitigation of noise and air pollution, effluent discharge, vector control, and biodiversity impacts. Through these initiatives, we actively reduce our ecological footprint and support sustainable development.	We maintain a zero-tolerance approach towards the intentional breach of tax laws in any operating jurisdiction. Our finance professionals stay informed of regulatory changes through group tax agents and updates from the Inland Revenue Authority of Singapore (IRAS), seeking external consultations when necessary. As our operations and tax obligations are predominantly based in Singapore, detailed tax disclosures are available in our Annual Report.

In FY2026, all incidents of non-compliance were corrected immediately and safeguards were implemented to prevent recurrence.

Customer Privacy and Data

Safeguarding data privacy is fundamental to maintaining stakeholder trust. We implement robust frameworks to protect personal information against loss, misuse, or unauthorised access. Our Data Protection Policy strictly governs the collection, handling, and management of personal data in full compliance with the Personal Data Protection Act 2012. All personnel must adhere to strict confidentiality protocols, ensuring the ongoing privacy of our workforce, value chain partners, and customers.

In FY2026, we recorded zero complaints regarding breaches of customer privacy or data loss. Additionally, to further strengthen our commitment to transparent and credible sustainability reporting, we formulated a formal ESG Data Governance Policy in FY2026, establishing clear, standardised procedures for the accurate collection, validation, and disclosure of ESG data across the Group.

Supply Chain Management

The Group remains committed to maintaining supply chain transparency and resilience. We recognise that sustainable procurement is essential to mitigating risk across our local and global value chains. By cultivating strong partnerships with our suppliers, we ensure they uphold strict environmental, social, and ethical standards. Responsible sourcing and materials management remain core priorities, particularly the integration of renewable, recycled, and low-carbon materials into our projects.

Materials

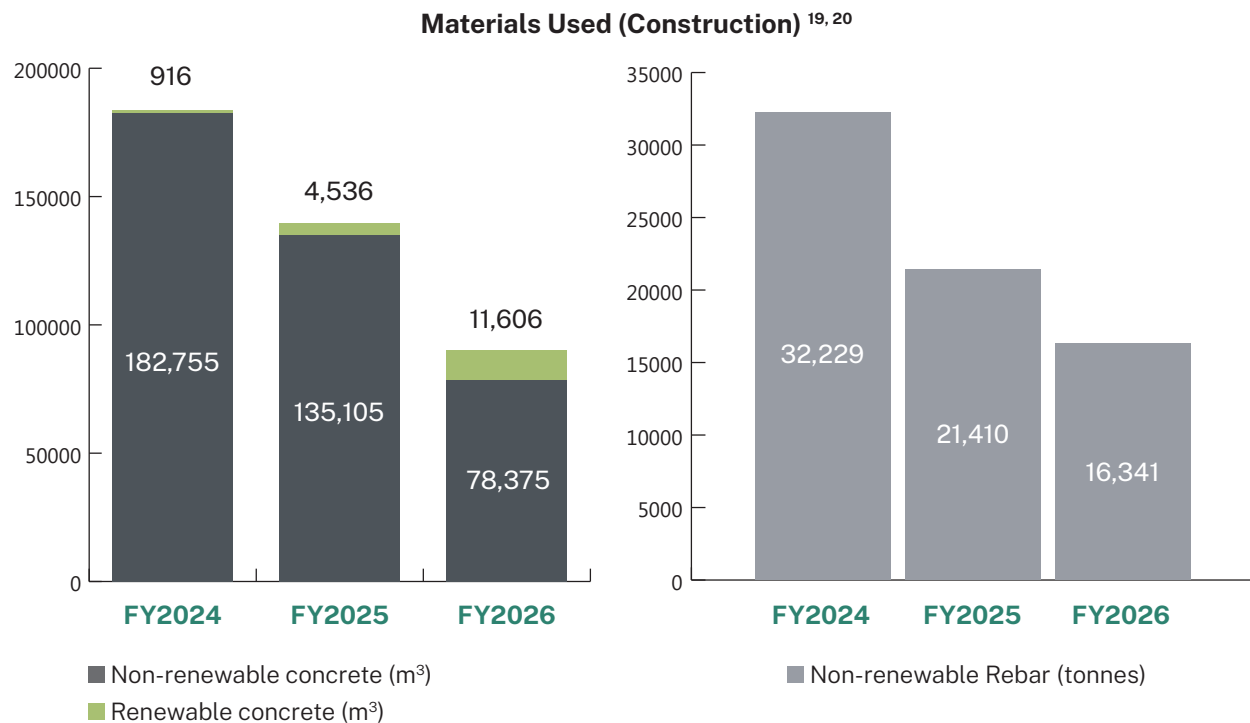
Construction materials, such as cement and steel, are inherently carbon-intensive. To promote circular economy principles and minimise our environmental footprint, we actively integrate sustainable building materials across our project portfolio. Key initiatives and material usage include:

- **Low-Carbon and Certified Concrete:** We endeavour to use low-carbon concrete, including SGBC-certified 3-Tick and 4-Tick products, wherever technically and commercially feasible. Where required by the client or the project's Green Mark criteria, we will work towards the specified target, such as using low-carbon concrete for at least 80% of the applicable superstructure concrete by volume.
- **Recycled Materials:** We utilise Recycled Concrete Aggregates (RCA) wherever operationally feasible to reduce our reliance on virgin raw materials. Additionally, we incorporate green-certified concrete with lower clinker content to further minimise carbon emissions.
- **Steel Reuse:** Steel is systematically recovered and reused for reinforcement works, structural stabilisation, safety barriers, access ramps, and metro deck applications during excavation activities.
- **Formwork and Timber Reuse:** Recovered formwork and timber are repurposed for on-site amenities, signage, and other practical applications. Furthermore, we prioritise precast elements over cast-in-situ construction wherever applicable to reduce material waste and optimise site efficiency.
- **Waste Reduction Measures:** Excess concrete is diverted from disposal and reused as counterweights for perimeter hoardings or applied in lean concreting for erosion control, ensuring minimal material loss.

Our Performance

In FY2026, overall material consumption decreased as several major projects within our reporting scope reached completion and close-out stages. Non-renewable concrete used fell from 135,105 m³ to 78,375 m³, and non-renewable rebar from 21,410 tonnes to 16,341 tonnes.

At the same time, the proportion of renewable concrete to total concrete used increased from 3.2% in FY2025 to 12.9% in FY2026, reflecting our continued efforts to incorporate lower-carbon material alternatives across our projects.



Supplier Environmental Assessment

We recognise the critical importance of cultivating a sustainable value chain. We ensure that all procured products and services comply with recognised environmental standards, including BCA Green Mark certifications and ISO 14001 requirements. To minimise our broader ecological footprint, our procurement policies and supplier selection frameworks actively integrate specific environmental criteria. Furthermore, our standard contracts explicitly define the safety obligations required of all suppliers and subcontractors.

During the onboarding process, we rigorously evaluate the environmental performance of new suppliers. This assessment includes reviewing their green certifications, environmental management practices, and regulatory compliance records to ensure strict alignment with our corporate standards and client expectations. To guarantee ongoing adherence to these criteria, we monitor our partners through periodic assessments and formal performance reviews.

In FY2026, there were no new major suppliers ²¹, and consequently no new major suppliers were screened using environmental criteria. No negative environmental incidents were identified in the supply chain during the year.

¹⁹ Materials data for the Property Development and Investment division is excluded as there were no construction activities for these investment properties during the reporting period. Unlike previous years, materials data does not include our interior contracting division as they are listed as a separate entity.

²⁰ Renewable concrete used for FY2025 has been restated from 13,241 m³ to 4,536 m³, and non-renewable concrete from 126,400 m³ to 135,105 m³. The previously published figures included 8,705 m³ of concrete from LC Interior that was incorrectly classified as renewable; this has been reclassified as non-renewable. Total concrete used is unchanged.

²¹ Major suppliers refer to suppliers with contract value more than S\$100,000.

Supplier Social Assessment

We maintain stringent social standards throughout our value chain, ensuring that all suppliers and subcontractors adhere to the Group's safety, ethical, and human rights principles. Recognising the inherent social risks associated with material sourcing, such as human rights concerns within mineral extraction and production, we proactively engage with our partners to ensure strict alignment with our Supplier Code of Conduct.

We require all suppliers to practise ethical employment, respect fundamental human rights, uphold business integrity, ensure strict regulatory compliance, and deliver quality products and services. Furthermore, we enforce a zero-tolerance policy against any form of child or forced labour.

In FY2026, no incidents of negative social impact were reported in the supply chain.

TCFD CONTENT INDEX

Section	Recommended Disclosure	Page Reference / comments
Governance	a. Describe the board's oversight of climate-related risks and opportunities.	13, 21
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	13, 21
Strategy	a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	22-23, 26
	b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.	22-23, 26
	c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	21-22
Risk management	a. Describe the organisation's processes for identifying and assessing climate-related risks.	26
	b. Describe the organisation's processes for managing climate-related risks.	24-25
	c. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.	26
Metrics and targets	a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	26
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	30 Scope 3 emissions are not currently reported. The Group is working towards a GHG inventory that includes material Scope 3 categories, beginning with purchased goods and services and capital goods (page 26).
	c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	26

GRI CONTENT INDEX

Statement of use	Lum Chang Holdings Limited has reported the information cited in this GRI content index for the period 1 July 2025 to 30 June 2026 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI Standard	Disclosure	Page number(s) and/or Remark(s)
GRI 2: General Disclosures 2021	2-1 Organisational details	8
	2-2 Entities included in the organisation's sustainability reporting	6
	2-3 Reporting period, frequency and contact point	6-7
	2-4 Restatements of information	30, 32, 44, 48, 53 Restatements are explained in the relevant footnotes.
	2-5 External assurance	7
	2-6 Activities, value chain and other business relationships	8-9
		Annual Report FY2026
	2-7 Employees	39-48
	2-8 Workers who are not employees	39-48
	2-9 Governance structure and composition	13
		Annual Report FY2026
	2-10 Nomination and selection of the highest governance body	Annual Report FY2026
	2-11 Chair of the highest governance body	Annual Report FY2026
	2-12 Role of the highest governance body in overseeing the management of impacts	13
	2-13 Delegation of responsibility for managing impacts	13
	2-14 Role of the highest governance body in sustainability reporting	13
		50
	2-15 Conflicts of interest	Annual Report FY2026
		51
	2-16 Communication of critical concerns	Annual Report FY2026
		Annual Report FY2026

GRI Standard	Disclosure	Page number(s) and/or Remark(s)
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	Annual Report FY2026
	2-18 Evaluation of the performance of the highest governance body	Annual Report FY2026
	2-19 Remuneration policies	Annual Report FY2026
	2-20 Process to determine remuneration	Annual Report FY2026
	2-21 Annual total compensation ratio	Not disclosed due to confidentiality constraints.
	2-22 Statement on sustainable development strategy	4-5, 12-13
	2-23 Policy commitments	20-54
	2-24 Embedding policy commitments	20-54
	2-25 Processes to remediate negative impacts	20-54
	2-26 Mechanisms for seeking advice and raising concerns	51
	2-27 Compliance with laws and regulations	51
	2-28 Membership associations	The Group holds memberships in the following associations: Tunnelling and Underground Construction Society Singapore; Singapore Contractors Association Limited; Real Estate Developers' Association of Singapore; Singapore Business Federation; Singapore Green Building Council; Association of Women in Construction (Singapore); Geotechnical Society of Singapore.
	2-29 Approach to stakeholder engagement	13-14
	2-30 Collective bargaining agreements	Not applicable. No collective bargaining agreements are in place.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	15-16
	3-2 List of material topics	15-16
	3-3 Management of material topics	20-54

GRI Standard	Disclosure	Page number(s) and/or Remark(s)
Our Environment		
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	27-29
	302-3 Energy intensity	27-29
	302-4 Reduction of energy consumption	27-29
	302-5 Reductions in energy requirements of products and services	27-29
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	31-32
	303-2 Management of water discharge-related impacts	31-32
	303-3 Water withdrawal	31-32
	303-4 Water discharge	31-32
	303-5 Water consumption	31-32
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	35
	304-2 Significant impacts of activities, products and services on biodiversity	35
	304-3 Habitats protected or restored	Not applicable. Our activities did not have any impacts on biodiversity; hence remediation measures are not applicable to us.
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	30-31
	305-2 Energy indirect (Scope 2) GHG emissions	30-31
	305-4 GHG emissions intensity	30-31
	305-5 Reduction of GHG emissions	30-31
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	33-34
	306-2 Management of significant waste-related impacts	33-34
	306-3 Waste generated	33-34
	306-4 Waste diverted from disposal	33-34
	306-5 Waste directed to disposal	33-34

GRI Standard	Disclosure	Page number(s) and/or Remark(s)
Economic Performance		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	35-36
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Not applicable. We do not make significant infrastructure investments, whether commercial, in-kind or pro bono.
	203-2 Significant indirect economic impacts	35
Our People		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	45-46
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	39
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	47-48
	403-2 Hazard identification, risk assessment, and incident investigation	47-48
	403-3 Occupational health services	47-48
	403-4 Worker participation, consultation, and communication on occupational health and safety	47-48
	403-5 Worker training on occupational health and safety	47-48
	403-6 Promotion of worker health	47-48
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	47-48
	403-8 Workers covered by an occupational health and safety management system	47-48
	403-9 Work-related injuries	47-48
	403-10 Work-related ill health	47-48

GRI Standard	Disclosure	Page number(s) and/or Remark(s)
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	40-41
	404-2 Programs for upgrading employee skills and transition assistance programs	40-41 We currently do not provide transition programmes for retiring employees or those who have been terminated.
	404-3 Percentage of employees receiving regular performance and career development reviews	39
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	42-47
	405-2 Ratio of basic salary and remuneration of women to men	Not disclosed due to confidentiality constraints.
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	42
Social Responsibility		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	49-50
Responsible Business Practices		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	50
	205-2 Communication and training about anti-corruption policies and procedures	50
	205-3 Confirmed incidents of corruption and actions taken	50
GRI 207: Tax 2019	207-1 Approach to tax	51
	207-2 Tax governance, control and risk management	51
	207-3 Stakeholder engagement and management of concerns related to tax	51
	207-4 Country-by-country reporting	Not applicable, as we are not subject to country-by-country tax reporting requirements.

GRI Standard	Disclosure	Page number(s) and/or Remark(s)
GRI 301: Materials 2016	301-1 Materials used by weight or volume	52-53
	301-2 Recycled input materials used	52-53
	301-3 Reclaimed products and their packaging materials	Not applicable. We currently do not have any reclaimed products and packaging materials.
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	There were no new major suppliers in FY2026, hence no new screening was carried out.
	308-2 Negative environmental impacts in the supply chain and actions taken	53
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	There were no new major suppliers in FY2026, hence no new screening was carried out.
	414-2 Negative social impacts in the supply chain and actions taken	54
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	51

