Resilience Through Adversity: Building a Sustainable Future

CSC HOLDINGS LIMITED

Sustainability Report FY 2025

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1. Statement from the Board

[2-3, 2-22]

The Board of Directors (the “Board”) of CSC Holdings Limited (“CSC” or the “Company”) is pleased to present CSC’s Annual Sustainability Report for the period of 1 April 2024, to 31 March 2025 (FY 2025), which formalises and demonstrates CSC’s commitment to building a more sustainable future.

CSC continues to enhance its sustainability strategy by integrating sustainability goals into business imperatives to ensure long-term success. This involves incorporating both sustainability and climate-related risks and opportunities into their long-term strategy, reflecting the Board's responsibility to monitor the Company’s key risks and mitigation strategies, including those related to sustainability.

CSC is harnessing innovation through initiatives such as adopting new technologies, improving processes, and fostering a culture of continuous improvement to enhance their core competencies, competitiveness, and operational resilience. The Board provides direct oversight of CSC’s overall sustainability efforts, guided by its Board Charter, which outlines the principles governing the operation of the Board of Directors and defines the respective roles of the Board and Management.

The Board is responsible for setting the Company’s overall strategies, direction, and policies, ensuring they are effectively executed to enhance long-term shareholder value. Supported by the Group Chief Executive Officer (CEO), Deputy Group CEO/Group Chief Operating Officer (COO)/Chief Sustainability Officer (CSO), and Group Chief Financial Officer (CFO), the Board identifies material environmental, social, and governance (ESG) matters, contributes to the formulation of the Group’s strategy, and oversees the development of sustainability-related policies and plans.

Additionally, the Board ensures responsible channelling of its resources toward the growth of its core business, enabling both strategic and sustainability objectives to be achieved. This report complements the financial and corporate governance disclosures in the Annual Report, reflecting their firm belief in conducting business with integrity and innovation to deliver quality services to their clients.

In FY 2025, CSC has enhanced its climate-related reporting as part of transitioning to the Singapore Exchange Regulation's (SGX RegCo) phased approach to incorporate select disclosures from the International Financial Reporting Standards (IFRS) S1 and S2, developed by the International Sustainability Standards Board (ISSB), effective FY 2026. A detailed gap analysis has been conducted to strategise the alignment to these standards. Furthermore, this year, CSC has initiated a quantitative analysis of climate-related risks across various scenarios and time horizons to gain a better understanding of the potential quantitative impacts. This aligns with the Board's duty to oversee the overall sustainability initiatives and reporting of the Company, allowing CSC to develop strategies to better safeguard its business and operations.

Looking ahead, CSC is committed to enhancing the principles outlined in this Sustainability Report. The Board will actively engage with stakeholders and business partners through regular consultations, collaborative projects, and feedback mechanisms to innovate and refine its business models, driving continuous improvement in its ESG performance.

2. About the Report

[2-1, 2-2, 2-3, 2-5]

This Sustainability Report (SR) has been prepared in accordance with the GRI Standards 2021 for the reporting period from 1 April 2024 to 31 March 2025 (FY 2025), as it is an internationally recognised framework with comprehensive guidelines. CSC adheres to the GRI Reporting Principles in this report and complies with the SGX Listing Rules for Sustainability Reporting. For more information, please refer to the GRI Content Index at the end of this report.

This report also takes guidance from the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations, IFRS S1 and S2.

In Singapore, CSC's Foundation and Geotechnical Engineering operations include CS Bored Pile System Pte Ltd (CSBP), CS Construction & Geotechnic Pte Ltd (CSCG), L&M Foundation Specialist Pte Ltd (LMFS), and DW Foundation Pte Ltd (DWF). These entities account for about 70% of CSC's FY 2025 annual turnover. This report focuses on these key operations in Singapore, where the headquarters is located, and does not cover all entities in its financial reporting. CSC is working on aligning the scope of this report with the entities in its financial report for the next reporting year. All entities under its control, including subsidiaries, joint ventures, and affiliates, are fully consolidated to provide a holistic view of its operations, including any adjustments made for minority interests. This consolidation approach is uniformly applied across all disclosures in this report and across material topics. CSC has conducted a comprehensive gap analysis against the ISSB standards to identify areas of non-alignment and to develop a phased strategy for compliance. This structured approach facilitates a smooth transition towards full adherence while minimising operational disruptions.

This report will present sustainability performance for FY 2025 for the specified entities, along with comparative data from the previous year.

CSC has not sought external assurance for this report but may do so as its reporting matures. An internal audit review was conducted by an external consultant to ensure the accuracy and reliability of the sustainability-related information, in line with SGX-ST's Practice Note 7.6.

CSC welcomes feedback on this report at corp@cschl.com.sg. This report is published on 31 July 2025.

3. Introduction

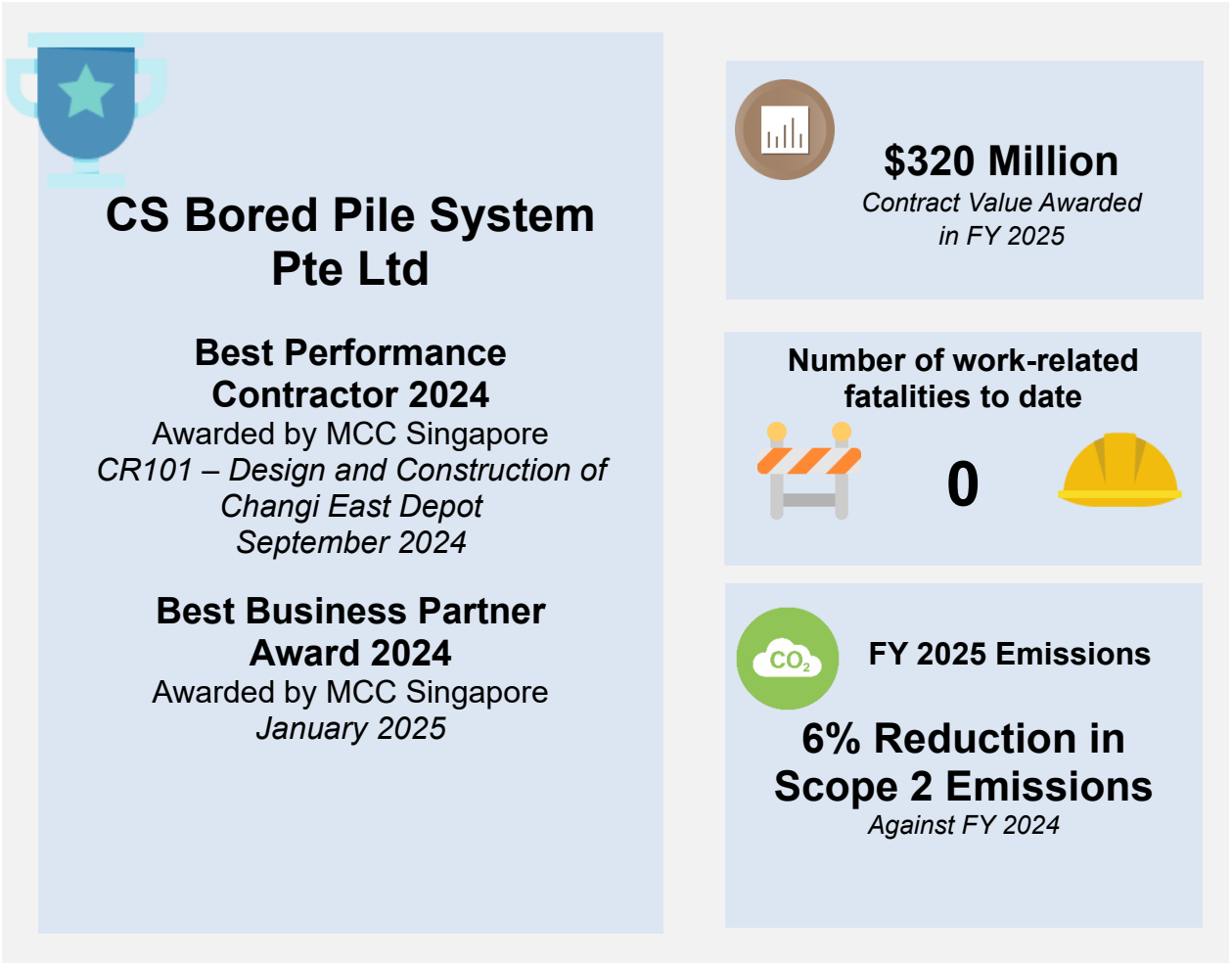
a. About CSC

[2-1, 2-6, 2-28]

CSC Holdings Limited Group of companies (the "Group") is a public listed Company and Singapore's leading foundation and geotechnical specialist and the region's leading ground engineering solutions provider for public and private sector works which include residential, commercial, industrial and infrastructure projects. In FY 2025, CSC recorded revenue of $337.8 million. As a member of the Geotechnical Society of Singapore, CSC supports and promotes geotechnical engineering in Singapore.

The Company specialises in a comprehensive range of foundation and geotechnical services, including the construction and installation of large diameter bored piles, diaphragm walls, ground improvement, driven piles, micro piles, soil investigation, and engineering surveys. With 1,500 employees and operations in Singapore and Malaysia, CSC serves clients across various sectors, including transport, utilities, commercial, residential, industrial and institutional.

b. Performance Highlights



Our People

[2-7, 2-8]

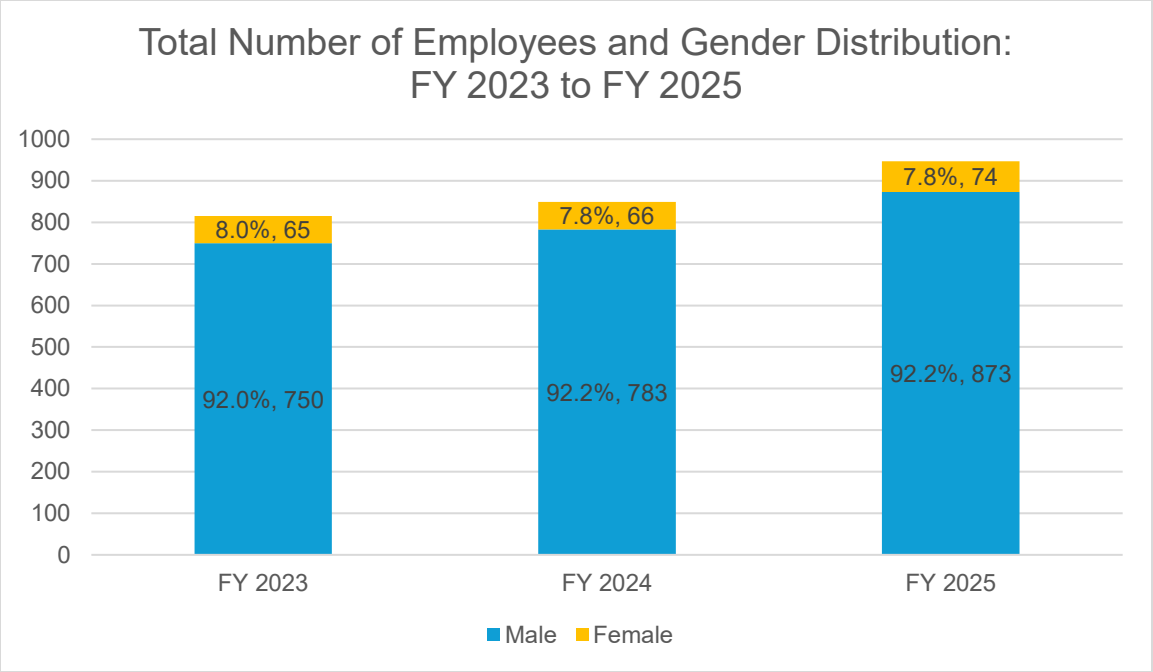
CSC's strength is rooted in its dedicated teams, with employees at the core of its operations. The Company is committed to fair and equitable employment practices throughout the recruitment process. CSC experiences significant fluctuations in the number of employees due to various factors. These include short-term construction activities, market conditions, organisational restructuring, and changes in business strategy. CSC upholds a strict non-discrimination policy and ensures equal opportunities for all employees, fostering an environment where they can achieve their full potential.

Between FY 2024 and FY 2025, the number of full-time employees in Singapore grew from 849 to 947, while the number of temporary non-employee supply workers engaged for site work increased from 42 to 179. There were no part-time or non-guaranteed hours employees in the workforce. This growth in workforce is due to an increase in construction project works in FY 2025.

In FY 2025, CSC hired 174 new employees to support business operations, while 76 employees left the Company across various employment grades. Given the labour-intensive nature of ground engineering solutions, the workforce remains predominantly male. However, CSC remains committed to fostering an inclusive and equitable workplace, ensuring fair opportunities for all employees.

Employee Numbers in FY 2025 (Singapore operations only)			
Employee category	*Female*	*Male*	*Total for FY 2025*
Number of full-time employees	74	873	947
Number of permanent full-time employees	73	861	934
Number of temporary full-time employees	1	12	13
Number of temporary non-employee supply workers	4	175	179

Type of Non-Employees	**FY 2024**	**FY 2025**
Interns/Apprentices	0	0
Contractors/Suppliers	42	174
Self-employed persons	0	5
Others	0	0
Total Number of Non-Employees	**42**	**179**



CoreTrade Statistics for Foreign Workers

As of 31 March 2025, the CoreTrade statistics reflect a notable achievement of 97%, indicating that the majority of qualified foreign workers are skilled personnel. This high percentage underscores CSC's strong commitment to maintaining a highly skilled workforce, ensuring both quality and efficiency across its projects.

CoreTrade, a certification mandated by the Building and Construction Authority (BCA) of Singapore, plays a pivotal role in this success. It ensures that foreign workers in the construction sector possess the necessary skills and qualifications to perform their roles effectively, thereby elevating overall workforce competency and enhancing safety standards. For CSC, CoreTrade is not just a compliance requirement—it is a cornerstone of its recruitment strategy, reinforcing the Company's operational excellence and long-term sustainability.

Significant internal efforts were made during the last fiscal year to increase the CoreTrade percentage, and these efforts have yielded positive results. The Company's focus on upskilling its workforce also led to considerable cost savings, with a reduction in levy costs of approximately $170,000. This outcome highlights the dual advantage of a skilled workforce—enhanced project quality and greater operational cost efficiency.

Company	Total Foreign Workforce	Total Qualified Workforce for CoreTrade	Total Qualified Workforce Who Passed CoreTrade	Percentage of Skilled Workforce
CSCG	268	234	228	97%
CSBP/DWF	189	165	163	99%
LMFS	201	159	151	95%
Other Singapore entity[1]	71	51	47	92%
Total	**729**	**609**	**589**	**97%**

[1] *Not part of this sustainability reporting scope.*

4. Sustainability Approach at CSC

[2-23]

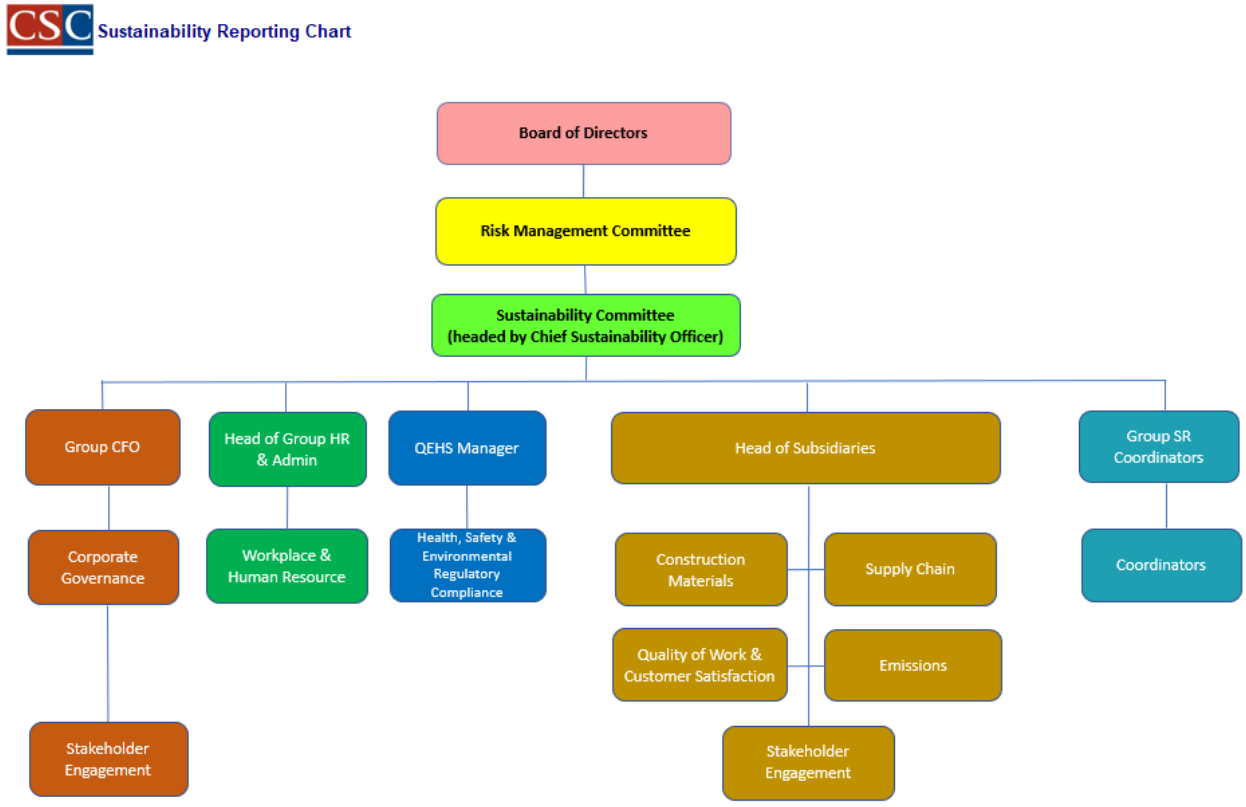
Sustainability is a core pillar of CSC's commitment as a leading provider of geotechnical engineering solutions. CSC adheres to the Precautionary Principle by implementing stringent controls and a robust risk management framework to ensure responsible operations across all business areas.

CSC's approach is aligned with international best practices, as demonstrated by its certification in ISO 14001:2015, ISO 9001:2015, and ISO 45001:2018 for the design and installation of bored piles. The Company maintains high industry standards through its registration with the Building and Construction Authority (BCA)'s Contractors Registration System and active participation in the bizSAFE programme. Additionally, CSC strictly adheres to the Code of Corporate Governance 2018 (last amended on 11 January 2023), as issued by the Monetary Authority of Singapore.

a. Corporate and Sustainability Governance

[2-9, 2-12, 2-13, 2-14]

To advance its sustainability objectives, CSC has established clear lines of accountability within the organisation, fostering effective and meaningful decision-making. The pursuit of sustainability at CSC is led by the Board of Directors, the Risk Management Committee, and the Sustainability Committee, ensuring a cohesive and strategic approach.



Board of Directors

The Board comprises six directors, including two executive directors (the CEO and DCEO), one non-executive director, and three independent non-executive directors. Each Board member brings a diverse set of skills, expertise, and independent decision-making capabilities, enabling effective oversight of strategic, performance, resource-related, and governance matters. All Directors are expected to fulfil their responsibilities with objectivity and integrity.

To enhance governance effectiveness, certain Board functions are delegated to key committees, including the Audit Committee, Nominating Committee, Risk Management Committee, and Remuneration Committee. These committees make recommendations to the Board on various matters, including sustainability-related issues. Each committee's responsibilities are clearly defined within the Terms of Reference that is regularly reviewed to ensure alignment with the Code of Corporate Governance, the Singapore Exchange Securities Trading Limited's Listing Manual, and other relevant regulations.

The Board convenes formal meetings quarterly, with additional ad-hoc meetings held as needed to review CSC's operations, performance, and key matters. When in-person meetings are not feasible, Board discussions take place through electronic means or via written resolutions to ensure timely decision-making.

The Board holds formal responsibility for reviewing and approving sustainability-related disclosures, including outcomes of the materiality assessment. This review is conducted through the Sustainability Working team, which evaluates the relevance, completeness, and accuracy of reported information prior to approval. The process includes verification of internal controls, supported by cross-functional inputs and data validation procedures. Additionally, the Board oversees the engagement of external assurance providers to enhance the credibility and reliability of the sustainability report.

Strengthening Oversight of Sustainability and Climate-Related Risks

In FY 2025, CSC enhanced its governance framework to align more closely with the evolving expectations under the International Sustainability Standards Board (ISSB) and Singapore Exchange (SGX) requirements.

Additionally, CSC enhanced its processes by formally integrating climate-related responsibilities into the Terms of Reference for both the Board and the Risk Management Committee. Climate-related issues are reviewed quarterly by the Risk Management Committee and discussed at least biannually at the Board level. All Board members have completed sustainability training, including modules on climate governance, risk integration, scenario analysis, ESG frameworks, and regulatory expectations, with newly appointed directors required to complete ESG-focused onboarding. The Board also integrates ESG considerations, including climate-related risks and opportunities, into strategic planning, oversees sustainability initiatives and reporting, and ensures alignment with stakeholder expectations.

The senior management team, led by the CEO and supported by the DCEO/COO/CSO, CFO and other key executives, is responsible for executing the Group's sustainability strategies. In alignment with the Board Charter and Risk Management Committee's Terms of Reference, the team oversees the integration of climate-related risks and opportunities into strategic planning and reporting frameworks. While formal integration of climate-related KPIs into executive

scorecards is under consideration, the governance structure and oversight mechanisms are in place to support this direction, including the RMC's advisory role on risk-weighted performance objectives and sustainability reporting.

Sustainability Committee

At the senior management level, the Board is supported by the CEO, DCEO/COO/CSO, and CFO, who are responsible for advancing the Group's sustainability agenda across key focus areas. Their leadership ensures that sustainability principles are integrated into decision-making and long-term business strategy. Their responsibilities cover five key areas:

1. Leading decision-making on economic, environmental, and social topics.
2. Defining sustainability policies and strategies aligned with the Group's long-term vision.
3. Directing investments and innovations that contribute to sustainability objectives.
4. Conducting quarterly reviews to track progress and promote best practices across operations.
5. Overseeing sustainability reporting and managing climate-related risks and opportunities in line with stakeholder expectations.

The Sustainability Committee plays a central role in supporting the sustainability efforts across CSC's business and operational units, reporting directly to the CEO, DCEO/COO/CSO, and CFO. Comprising the CFO, Head of Group HR & Admin, QEHS Manager, Head of Subsidiaries, and Group SR Coordinator, the Sustainability Committee is tasked with integrating sustainability principles into business practices. Its key responsibilities include:

1. Ensuring compliance with SGX listing requirements and internationally recognised reporting standards, including the GRI Standards 2021, for sustainability reporting.
2. Engaging with internal stakeholders to report on material ESG factors, including data collection, target alignment, and performance monitoring.
3. Conducting materiality assessments to identify and prioritise sustainability topics.
4. Monitoring and evaluating performance against material ESG factors to drive continuous improvement.

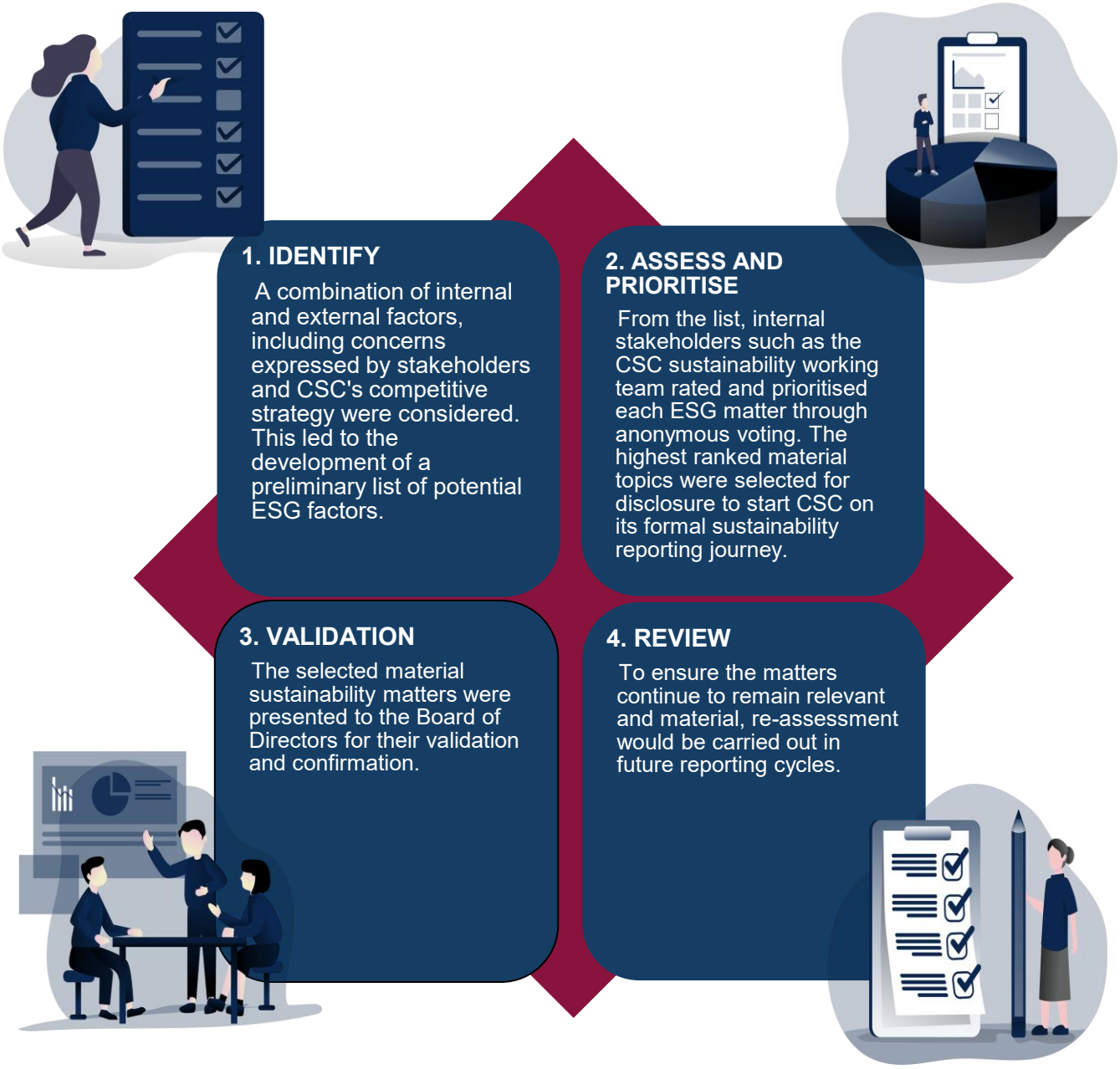
CSC's approach to sustainability and climate-related disclosures is guided by its Sustainability Reporting Policies and Procedures, which define the overall framework, key processes, and governance structure. CSC continues to engage stakeholders—including investors, clients, and employees—on governance practices. Feedback mechanisms and disclosures have been strengthened to ensure transparency and responsiveness. For a comprehensive overview of CSC's corporate governance practices, please refer to the Corporate Governance Report 2025.

b. Materiality Assessment

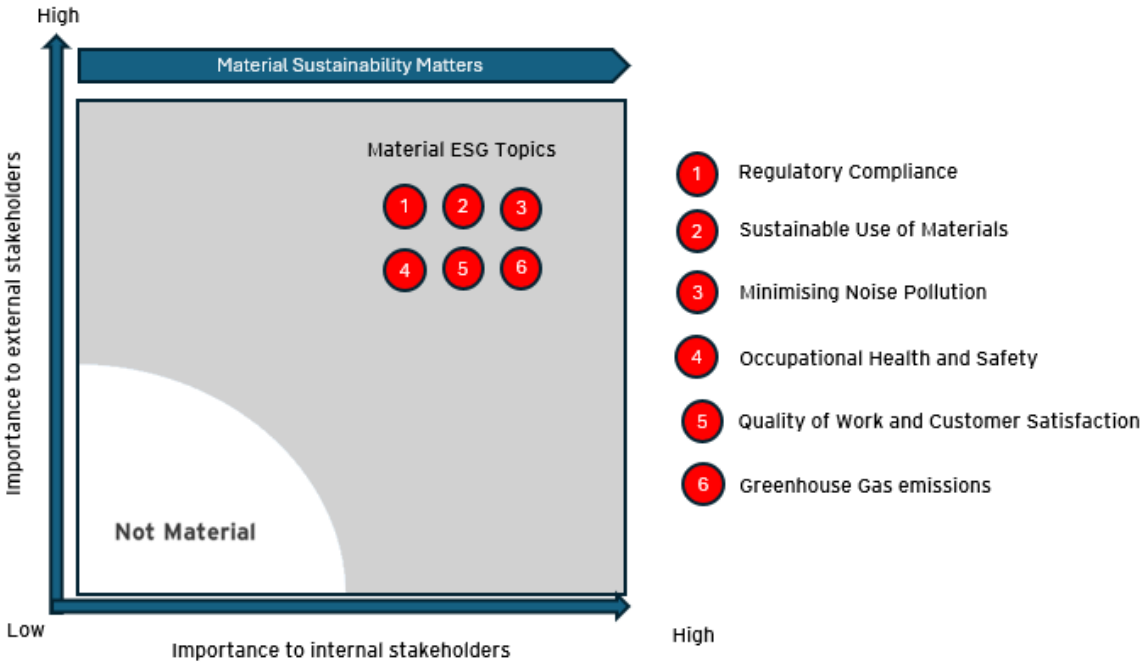
[3-1, 3-2]

CSC has adopted a structured four-step process to identify material sustainability and climate-related topics that are relevant to internal stakeholders and have significant impacts on CSC's business activities.

Our Process to Identify material ESG topics:



For FY 2025, CSC reviewed its material ESG (Environmental, Social, and Governance) topics to ensure alignment with sustainability and climate-related objectives. The assessment confirmed that the key ESG issues identified in previous years remain relevant, with established performance goals continuing to reflect CSC's commitment and priorities.



c. Stakeholder Engagement

[2-16, 2-26, 2-29, 3-3]

CSC recognises that prioritising stakeholder interests is essential for sustainable growth. CSC's stakeholders, ranging from investors and employees to customers, suppliers, communities, and government agencies, play a crucial role in shaping the Company's operations and long-term success.

CSC remains committed to fostering strong relationships with its stakeholders by maintaining transparent communication, addressing key concerns, and implementing proactive engagement strategies. CSC ensures meaningful, two-way engagement through structured and regular meetings, site visits, workshops and seminars. Feedback received is systematically reviewed and integrated into decision-making processes across key functions.

Through regular activities such as employee training programmes, safety initiatives, supplier partnerships, and community-driven efforts, CSC ensures its operations remain aligned with the expectations and needs of those it impacts.

Stakeholder	Goal	Key Concerns	Our Approach	Mode and Frequency
Investors 	• To provide regular updates on financial performance, business strategies and other issues	• Clear and timely communication on operational and financial performance	• All shareholders are informed of all major developments that impact the Group or Company • Price-sensitive announcements, including half-year and full-year results and press release are released to shareholders through SGXNET and can also be found on CSC's website • The Annual Report shall set out the steps taken to solicit and understand the view of investors	• Half-Year and Full-Year Financial Results Announcements • Annual General Meeting • Regular updates via corporate website • Announcements and press releases throughout the year • Annual Reports
Employees 	• To enhance employee knowledge and skills • To strengthen safety culture within the organisation • Career development	• Continuous training to address high staff turnover rate for experienced employees • Staff motivation and ensuring safety standards are constantly maintained • Ensuring safety awareness and practices at all times • Fair remuneration and recognition	• Adequate training to is provided ensure staff are equipped with necessary knowledge and skills to perform their duties and responsibilities competently • Annual review of performance	• Allocate training budget annually for employee training and development • Annual Safety Award for individuals and teams • Enrol employees into appropriate courses as and when required • Annual staff appraisal
Customers **(Main contractors/ sub-contractors)** 	• To offer a full range of capabilities in foundation and geotechnical engineering field with high level of expertise • To deliver the highest quality of work through	• Delivery on schedule with satisfactory quality, good safety record	• Weekly on-site meeting with client to monitor progress of the project • On-site inspection by senior management and dedicated engineers/project managers • Sound safety management system • Timely communication with the customers when technical issues or unforeseeable circumstances arise which may cause a delay in completion or require additional time and resources to resolve	• Participate in industry events • Weekly regular meetings and communication, as necessary

Stakeholder	Goal	Key Concerns	Our Approach	Mode and Frequency
	identification of customer needs and statutory requirements			
Suppliers 	• To forge strategic partnerships • To promote overall safe condition of works through providing and maintaining sufficient resources for timely completion for sub-contractors	• Transparent and fair procurement and other business practices • Compliance with terms and conditions of business contracts	• Transparent business processes in the selection of tenders • Avenues to report incidents of abuse and corruption • Whistle-blowing policy	• Meetings with suppliers for market updates or addressing concerns, as necessary throughout the year • Weekly regular meetings with sub-contractors as necessary
Our community 	• To create economic, social and environmental value that benefits the local communities	• Minimise any negative social, public health or environmental impact • Support deserving community efforts and underprivileged groups	• Ensure outputs of all work activities do not cause undue pollution to society to provide a sustainable built environment • Community involvement	• Future periodic reporting on CSC's sustainability performance • Annual corporate social responsibility initiatives
Government agencies (BCA, MOM, NEA, LTA, PUB) 	• To comply with applicable laws and regulations • Zero Reportable Accident, free of infringement and ensuring works do not damage properties • Keep noise within prescribed limits • Ensure works do not damage or	• Statutory compliance in terms of Quality, Environmental, Health & Safety	• Quality, Environmental, Health & Safety policy and objectives are clearly defined • Management strives to provide an accident-free workplace for all employees and interested parties • The Group strives to prevent environmental, health & safety hazards that are undesirable to employees, and interested parties through continuous reviews and improvement of its integrated management system and complying with the applicable regulations as required	• Attending workshops and seminars organised by government agencies as required • Regular communication and visits to sites as required

Stakeholder	Goal	Key Concerns	Our Approach	Mode and Frequency
	affect sewers and services			
Regulators **(SGX, MAS, ACRA)**	• To comply with applicable laws and regulations	• Regulatory compliance	• All financial results, including price-sensitive information, are released in a timely manner • Maintain high standard of corporate governance • Seek professional assistance when required on compliance matters	• Half-year and full-year financial reporting • Attend seminars and workshops organised by regulators as required

d. Summary of Targets and Performance

CSC recognises the crucial role organisations play in advancing the global Sustainable Development Goals (SDGs). CSC's sustainability initiatives are designed to align with this broader agenda, ensuring key focus areas contribute meaningfully to long-term environmental, social, and governance progress.

Each of CSC's material sustainability issues is mapped to specific Global Reporting Initiative (GRI) Topic Disclosures and linked to relevant UN SDGs, with corresponding targets across short-term (FY 2026), medium-term (by FY 2030), and long-term (by FY 2050) horizons. The data presented covers its performance for the fiscal year ended 31 March 2025, unless stated otherwise.

Material Matter	FY 2025 Targets	FY 2025 Performance	FY 2026 Targets	Medium-term targets	Long-term targets
Regulatory Compliance	• **[Perpetual]** Zero fines from NEA for non-compliance to the EPMA	• Zero fines from NEA for environmental violation.	• **[Perpetual]** Zero fine from NEA for non-compliance to the EPMA		
Sustainable Use of Materials	• Tolerable wastage for Precast Piles at average of 11% for FY 2025 • Tolerable wastage for Concrete at average of 13% for FY 2025	• Average Precast Pile wastage is below 6%, within the tolerable threshold set. • Average Concrete wastage is below 12%, within the tolerable threshold.	• Tolerable wastage for Precast Piles at average of • 11% for FY 2026 • Tolerable wastage for Concrete at average of • 13% for FY 2026	• 11% by FY 2030 • 12% by FY 2030	• 10% for FY 2050 • 10% by FY 2050

Material Matter	FY 2025 Targets	FY 2025 Performance	FY 2026 Targets	Medium-term targets	Long-term targets
Minimising Noise and Pollution 	• **[Perpetual]** Zero incident of fines for noise violations	• Zero incident of fines for noise violations.	• **[Perpetual]** Zero incident of fines for noise violations		
Occupational Health and Safety 	• **[Perpetual]** Zero fatal incidents in all CSC projects for FY 2025 • **[Perpetual]** Zero financial penalties & demerit point from Ministry of Manpower (MOM) for EHS violations	• Zero fatal incident • No penalties from the Ministry of Manpower for non-compliance with the WSH Act.	• **[Perpetual]** Zero fatal incidents in all CSC projects • **[Perpetual]** Zero financial penalties & demerit point from Ministry of Manpower (MOM) for EHS violations		
	• Maintain Accident Frequency Rate at less than 2.35 for FY 2025	• Zero Accident frequency rate for FY 2025	• Maintain Accident Frequency Rate at less than 2.35 for FY 2026	• Maintain Accident Frequency Rate at less than 2.30	
Quality of Work & Customer Satisfaction 	• **[Perpetual]** Ensure 100% assessment of operational services • **[Perpetual]** Zero incidents of non-compliance with regulations concerning health and safety impacts of CSC's services	• 100% of its foundation and geotechnical services are assessed for improvement for health and safety impacts. • Zero incidents of non-compliance with regulations concerning health and safety impacts of CSC's services.	• **[Perpetual]** Ensure 100% assessment of operational services. • **[Perpetual]** Zero incidents of non-compliance with regulations concerning health and safety impacts of CSC's services.		

Material Matter	FY 2025 Targets	FY 2025 Performance	FY 2026 Targets	Medium-term targets	Long-term targets
Greenhouse Gas Emission 	• To continue monitoring and tracking Scope 1 and Scope 2 GHG emissions across Singapore operations	• Scope 1 GHG emissions: 29,741 tCO_2e • Scope 2 GHG emissions: 165 tCO_2e	• Due to the limited data spanning only a short period, CSC intends to continue monitoring and tracking Scope 1 and Scope 2 GHG emissions across Singapore operations. This ongoing monitoring is crucial as CSC is currently in the process of establishing emission intensity, which will serve as the baseline for setting emissions targets in the future.		

e. Our Ethics and Values

[2-16, 2-23, 2-24, 2-25, 2-26, 403-1]

Integrity forms the bedrock of CSC's business operations, ensuring strict adherence to ethical standards and compliance with all applicable laws and regulations. CSC firmly believes that upholding these principles requires the commitment of every employee, as well as individuals acting on behalf of it and its subsidiaries. Their actions and conduct play a vital role in maintaining the highest standards of corporate integrity.

To reinforce transparency and human rights, CSC has established a comprehensive Anti-bribery and Corruption Policy, Whistle-Blowing Policy and an Employee Code of Conduct and Discipline. These policies are readily accessible to all employees and are continuously reinforced through regular communication. As part of CSC's commitment to ethical business practices, they are also integrated into the onboarding process for new hires, emphasising the Board's dedication to upholding these principles from the very start of employment.

The Anti-bribery and Corruption Policy states that CSC has a zero-tolerance approach towards receiving, offering, promising, authorising or providing anything of value to its stakeholders. This policy details the definition of bribery and corruption, different stakeholder the policy applies to, consequences of violation of the policy and specific guidance on common forms of bribery. The Employee Code of Conduct and Discipline elaborates on the list of prohibited conduct, provides information on corrective counselling, and outlines disciplinary actions in the event of policy violations.

CSC values feedback from both employees and the public as a key driver for improving services and operations. Clear mechanisms for reporting concerns are established, with the Whistle-blowing Policy publicly accessible on the CSC website.

The Whistleblowing Policy, aligned with the Singapore Code of Corporate Governance, provides a secure channel for reporting concerns while protecting individuals from retaliation. The Audit Committee oversees the policy, reviews cases, recommends follow-up actions to the Board, and may appoint independent investigators when necessary. The policy is subject to regular review to ensure its continued effectiveness in upholding ethical standards across the organisation.

Grievance mechanisms are also available at the organisational level through phone and email communication. The Company's grievance resolution framework gathers employee feedback through direct engagement by Heads of Departments (HODs) or the Human Resources (HR) team. This follows a structured four-step process where employees are first encouraged to raise

concerns with their direct supervisor, executive, or manager. This input is analysed to identify gaps and drive improvements such as clearer procedures and better communication. If the issue remains unresolved, it may be escalated to the head of department or subsidiary. Further intervention, where necessary, involves the Human Resources department. Should the grievance still not be resolved, Senior Management is engaged to ensure a fair and conclusive outcome. There were no cases of grievance reported during FY 2025. Any updates from the outcomes of this process are then shared with employees to demonstrate how their feedback has led to positive changes, fostering trust, transparency, and accountability in the grievance process.

In addition, CSC remains committed to upholding the highest standards of quality, environmental, health, and safety (QEHS) across all operations. The QEHS Policy is embedded within an integrated management system and was last updated on 29 April 2024 to maintain alignment with strategic direction and business objectives. To ensure continued relevance and effectiveness, top management conducts periodic reviews against defined objectives.

Quality, Environmental, Health & Safety Policy

To deliver the highest quality of works by complying with customer and statutory requirements.

We shall strive to protect our environment from harm and degradation by ensuring that work processes do not cause undue pollution to the society, and, the outputs of all work activities are sustainable green. We shall do our utmost to provide an environment friendly workplace for all employees and interested parties.

We shall also strive to mitigate occupational, health & safety hazard exposures to our employees and interested parties.

We are committed to continually improving our processes by encouraging open communication, eliminating hazards and reducing OH&S risks to promote consultation and participation of workers and conducting risk & data analysis.

We shall embrace SG Secure movement so as to sensitize, train and mobilize our organization to better protect our staff from a terrorist attack.

We shall equip our staff with knowledge and skills necessary to prevent, responds to, and bounce back from a terror attack.

See Yen Tarn
Group Chief Executive Officer

Koo Chung Chong
Deputy Group Chief Executive Officer

CSC
CSC Holdings Ltd
(Your Partner in Ground Engineering)

29th April 2024

Responsibility for the implementation of the QEHS Policy rests with the CEO and DCEO/COO/CSO, supported by adherence to regulatory frameworks and best practices, including the Workplace Safety and Health (WSH) Act, Environmental Protection Management Act (EPMA), and ISO standards 9001, 14001, and 45001.

CSC actively communicates its QEHS commitments to stakeholders through notice boards, awareness talks, promotional initiatives, employee training sessions, and orientation for new hires. By encouraging open dialogue and stakeholder feedback, CSC promotes a shared commitment to maintaining a safe, sustainable, and high-quality working environment.

Our Quality, Environmental, Health & Safety Statement		
CSC shall always strive to achieve the following:		
Quality	**Environment**	**Health & Safety**

• Hand over projects within the contract period
• Score average or above in customers' work assessment on us
• Compensating piles annually not exceeding:
  ○ 0.55 % for precast piles
  ○ 0.20 % for bored piles
• Diaphragm wall rectification costs not exceeding 5.25 % of the contract value
	• Minimise material wastages not exceeding pre-determined value for each project
	  ○ Pile sections for precast piles
	  ○ Cement for micro piles
	  ○ Concrete for bored piles and diaphragm wall
	• Ensuring noise generated from worksites is below the allowable level from regulations by National Environment Agency (NEA)
		• Zero fatal accident
		• Accident frequency rate of less than 2.35 for CSC subsidiaries: CSBP, CSCG, DWF & LMFS
		• Promotion of safety awareness through training

CSC continuously assesses the quality, environmental, health, and safety (QEHS) practices to ensure they remain effective and aligned with industry standards. CSC's evaluation process leverages multiple assessment methods to identify areas for improvement and drive continuous enhancement across Company operations.

The table below outlines the key assessment methods used, and the corresponding improvement opportunities identified:

Method of assessment	Improvements
Internal Audits • Environmental Health & Safety (EHS) inspections by EHS managers, WSH officers and WSH coordinators • ISO 14001 audit by trained internal auditors at selected projects	Any non-conformance found during inspection and audit will be rectified with appropriate control measures and trainings.
External Audits • Integrated management system (ISO 9001, ISO 14001, ISO 45001) surveillance and renewal audits by a registered external auditing firm	If system lapses are identified, it will be corrected with appropriate preventive actions, i.e., risk assessments, introduction of new method. Consider continual improvement of the system.

	Good practices from industry stakeholders were shared among the work group to enhance the safety & health standard.
Measurement Systems • Number of Corrective and Preventive Action (CAPA) and observations issued by the auditors • Suggestions and area of improvements given by the auditors • Company's incident trend and statistics safety trainings	Employees are carefully selected and sent for EHS trainings as required by law / clients. Feedback obtained from employees through issuance of "Training Evaluation Form".
External performance ratings • Subcontractor's performance evaluation from main-contractors and/or clients • Safety recognition award or commendation letter from main contractors and/or clients	External performance ratings given from main-contractors and clients though "Customer feedback form" helps CSC identify its strengths, weaknesses, and areas for improvement.
Benchmarking • WSH Act & Subsidiary regulations • Approved code of practices • Environmental Protection & Management Act • Competitors	CSC has committed and set benchmark to comply with WSH Act and other relevant Acts of Singapore (as minimum standard). Adopting industry good practices has been acknowledged by CSC's leading clients, e.g., Singapore's Land Transport Authority (LTA) and Housing & Development Board (HDB), other government and private projects.
Stakeholder feedback • Feedback from stakeholders is requested during meetings and trainings, e.g., toolbox meeting, in-house training, EHS committee meetings, etc. • Company has feedback management plan to receive and address grievances from stakeholders on quality, EHS and productivity matters.	Stakeholder (i.e., clients, public, and employees) feedback is registered and addressed diligently. This improves stakeholder confidence in CSC.

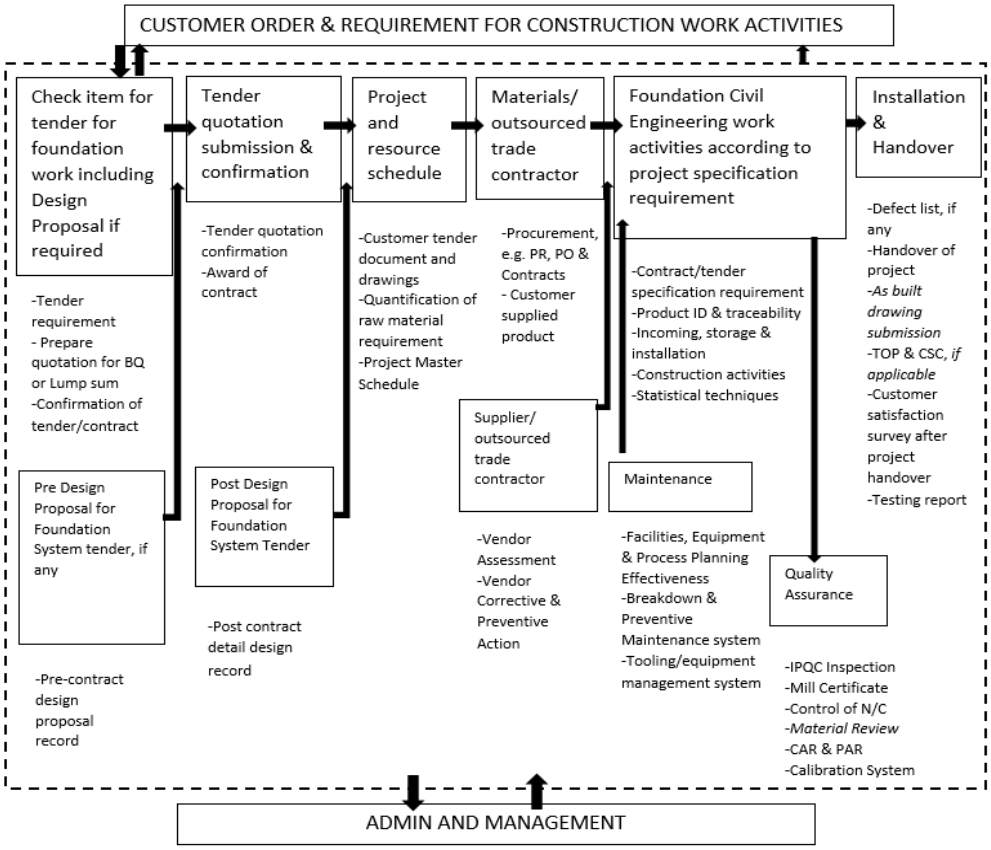
f. Our Supply Chain

[2-6]

CSC is dedicated to embedding its sustainability principles across the entire supply chain, ensuring that its operations create long-term environmental, social, and economic value for all stakeholders. As part of this commitment, CSC works closely with its primary suppliers, including infrastructure service providers, to uphold responsible sourcing practices and maintain high ethical standards.

To achieve these objectives, CSC has established procurement processes, procedures, and guidelines designed to foster an efficient and transparent purchasing system while ensuring supplier quality and reliability.

The business process flow and interaction chart (Figure 3) illustrates how purchasing activities are structured to align with the sustainability goals, reinforcing CSC's dedication to responsible sourcing and ethical business conduct. There are no significant changes in the supply chain and business relationships compared to last year's report.



Organization Context and Leadership

- Context of Organization
- Leadership
- Customer Focus
- Communicating Quality Policy
- Roles Responsibility & Authority

Planning

- Action address Risk & Opportunity
- Objectives and its planning

Support

- Skills Training & Certification
- Training Needs
- Infrastructure, IT system
- Work environment
- Documented information

Performance Evaluation & Improvement

- Action address Risk & Opportunity
- Objectives and its planning

Figure 3: Our Value Chain

g. Community Involvement

[203-1]

CSC is dedicated to unlocking the full potential of children and youth by investing in their education and well-being. Since 2011, CSC has consistently supported the Business & Community Partners (BCP) Programme at Nanyang Technological University (NTU) with an annual contribution of $10,000. This funding provides financial assistance to students from disadvantaged backgrounds, helping them pursue university education with greater stability. In recognition of CSC's continued support, NTU previously honoured CSC as a Silver Partner and Loyal Donor, highlighting its long-standing commitment to education and community development. In FY 2025, this commitment was further solidified with establishment of the CSC Holdings Bursary at NTU, which allocates $40,000 over four years ($10,000 annually) to support financial needy students pursuing a Bachelor of Engineering in Civil Engineering.

This year, CSC also participated as one of the sponsors of the Professor Chen Charng Ning (PCCN) Distinguished Lecture and Scholarship Award Ceremony at NTU (the "Event"). The event commemorated the legacy of Professor Chen and featured a keynote address delivered by Deputy Prime Minister, Gan Kim Yong. Additionally, it included the presentation of scholarships from the PCCN Fund, aimed at supporting promising engineering students with a scholarship amounting to $5,000. This participation shows CSC's enduring commitment to promoting education, youth development, and collaboration between industry and academia.

Our Technical Director, Mr Gwee Boon Hong (second from the right), attended the Event and appeared in a group photo with Deputy Prime Minister Mr Gan Kim Yong.[2]

Beyond education, CSC also champions inclusivity and social impact through other community initiatives. In partnership with the Movement for the Intellectually Disabled of Singapore (MINDS), CSC supported the baking and distribution of 100 kg of cookies during the year-end festive season. These cookies were shared with employees and corporate clients, with proceeds contributing to the monthly allowance of MINDS Bakers—reinforcing CSC's commitment to empowering all members of society

Esmond, a MINDS Baker with his training officer, Mr Zat

The MINDS Bakers preparing cookies

[2] *Image source: Nanyang Technological University, "Professor Chen Charng Ning Distinguished Lecture and Scholarship Award Ceremony".*

5. Governance

a. Regulatory Compliance

[3-3, 2-24, 2-27]

Why this is important

At CSC, compliance with regulations goes beyond merely meeting legal obligations—it is deeply embedded in operational integrity and long-term strategic vision. As a player in the construction and engineering sector, CSC acknowledges that despite its commitment to responsible business practices, the nature of its operations and business relationships can have actual or potential negative environmental and social impacts.

To address this, CSC ensures strict adherence to labour, safety, and environmental regulations, which are essential for protecting workers, supporting sustainable practices, and maintaining stakeholder trust. Compliance not only safeguards employee well-being and productivity but also reinforces CSC's reputation and credibility with clients, investors, and the public. The Company is also mindful that non-compliance could result in legal, financial, and reputational consequences, making proactive compliance a critical part of its risk management and sustainability approach.

CSC is committed to reducing the environmental and social impact of its operations and products. As part of this commitment, CSC adheres to the ISO 14001 standard and complies with Singapore's Environmental Protection and Management Act (EPMA). To ensure compliance, it maintains robust monitoring systems and conduct regular evaluations through both internal and external audits. The goal is to avoid penalties from the National Environment Agency (NEA) and to keep material waste within defined thresholds for each project.

To ensure compliance with applicable environmental regulations, CSC has installed silt water treatment systems and implemented dedicated slurry water separation setups across project sites. Routine maintenance of equipment to reduce smoke emissions and manage the consumption of diesel, water, and electricity is conducted. To mitigate noise pollution, noise levels are monitored using specialised metres and barriers are installed around high-decibel or heavy machinery.

Furthermore, CSC's environmental compliance is subject to internal and external evaluations. Internally, Environmental, Health, and Safety (EHS) managers, along with Workplace Safety and Health (WSH) officers and coordinators, perform regular site assessments. Externally, an accredited audit firm provides ISO 14001 surveillance and conducts scheduled renewal audits.

During FY 2025, CSC reported no instances or fines related to non-compliance with relevant noise standards.

6. Environment

a. Sustainable Use of Materials

[3-3, 2-24, 301-1]

Why this is important

The strategic implementation of sustainable materials is essential not only for ethical considerations but also as a fundamental business strategy that can enhance CSC's long-term sustainability. Sustainable materials typically have a lower environmental footprint, as they are sourced, processed, and disposed of in a way that minimises harm to the environment. This aligns with global efforts to combat climate change and preserve natural resources. Embracing sustainable materials positions CSC as a leader in the industry, fostering innovation and resilience while meeting the growing demand for environmentally responsible practices among clients and stakeholders.

CSC is dedicated to minimising material waste and reducing the environmental impact of its operations, particularly the use of precast piles and concrete. CSC acknowledges that geotechnical engineering requires significant resource consumption and is crucial in shaping the sustainability of infrastructure, especially considering its essential role in the early stages of the construction process.

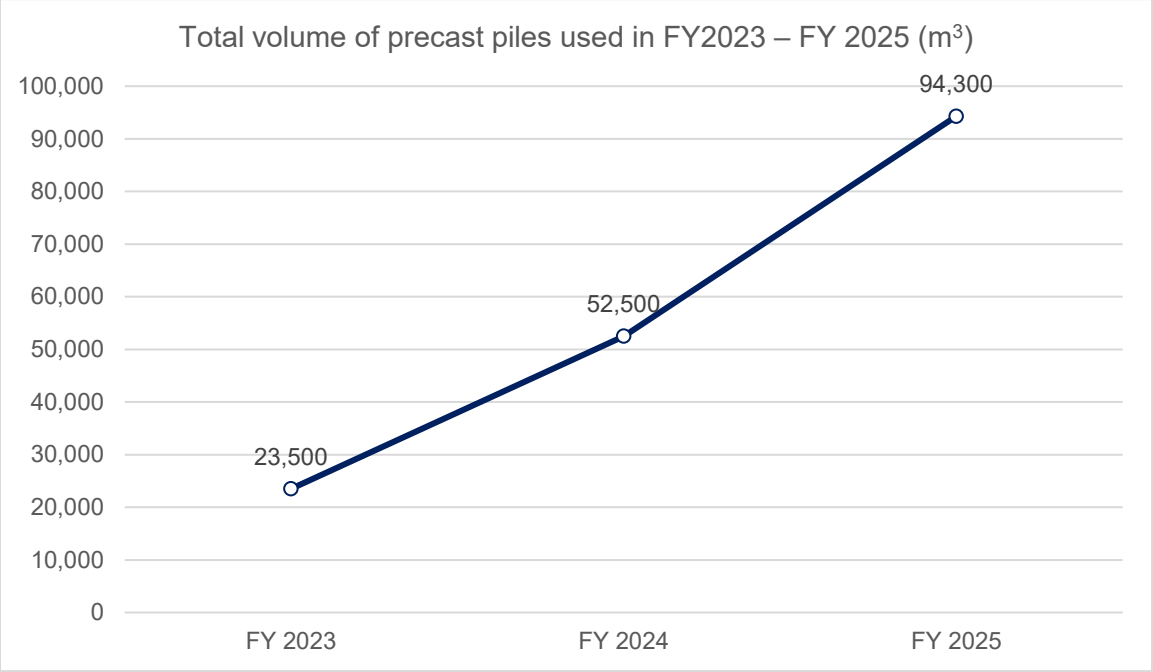
Consequently, CSC employs a systematic approach to tracking material usage. Senior executives and operations staff provide updates through regular reporting intervals, which include daily, weekly, and monthly reports. Project managers, engineers, site coordinators, supervisors, and procurement personnel report to the director or head of the subsidiary. The director or subsidiary head then communicates with the CEO, DCEO/COO/CSO, and CFO, who in turn relay the information to the Board. This structured process ensures thorough monitoring of material consumption for each project, reinforcing CSC's commitment to long-term sustainability. Through ongoing dialogue and cooperation, CSC fosters a shared commitment to sustainable material use, driving positive environmental and social impacts.

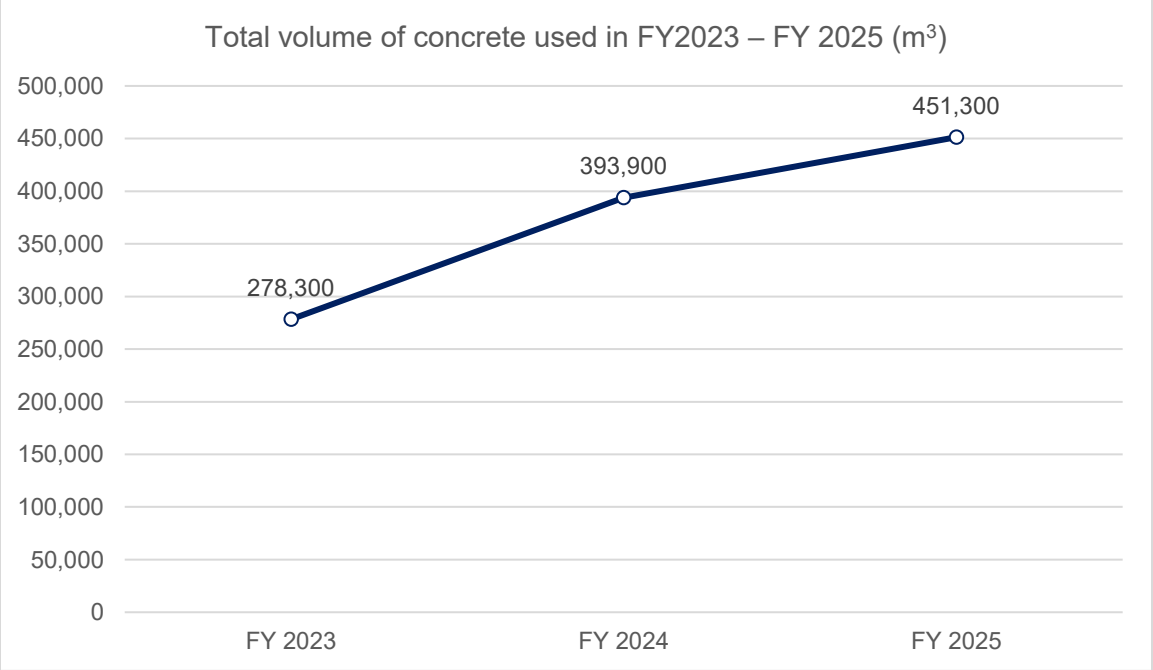
CSC strictly complies with the prescribed standards and classifications for materials outlined in contract specifications, which include steel, reinforcing bars, structural steel, and ready-mixed concrete. Each contract undertaken by CSC clearly defines an acceptable percentage for material wastage, ensuring that resource efficiency is prioritised throughout the project lifecycle.

As such, CSC emphasises effective waste management practices to minimise its ecological footprint. Throughout the reporting period, the average waste generated from precast piles was maintained at under 6%, while concrete waste was kept below 12%.

CSC also recognises the substantial impacts of waste, including pollution and resource depletion, and has implemented comprehensive waste management strategies to tackle these challenges. To reduce waste generated from precast piles, CSC utilises a dolly pile—a reusable steel extension employed when the pile set, or cut-off levels falls beneath the surface. Furthermore, CSC actively monitors and controls the excessive use of concrete above the cut-off level during the construction of bored piles. Committed to continuous improvement in sustainable material management, CSC regularly reviews its policies, practices, and performance to ensure they remain effective and aligned with its sustainability commitments.

Currently, CSC only uses non-renewable materials in its operations. The total volume of precast piles and concrete used in cubic metres (m^3) are as follows:





The table below details the average percentage of wastage for precast piles and concrete over FY 2023 to FY 2025. Looking ahead, CSC aims to keep the average waste rate of precast piles of 11% and the average waste rate of concrete of 13%.

Average percentage of wastage for precast piles and concrete from FY2023 – FY 2025			
Material	**FY 2023**	**FY 2024**	**FY 2025**
Precast Piles	Below 8%	Below 6%	Below 6%
Concrete	Below 12%	Below 13%	Below 12%

Case Study: Industrial Project – Warehouse Development at 33 Tuas Basin Link

Reinforced concrete square piles were designed for a warehouse development project at 33 Tuas Basin Link. These piles were installed using the driven piling method. With the aid/utilisation of dolly piles, CSCG successfully controlled the pile wastages within expected the pre-determined allowed pile wastage rate of 6%. Therefore, in addition to cost control, minimising pile wastage also contributes to a greener and sustainable environment.

b. Minimising Noise Pollution

[2-24, 3-3]

Why this is important

CSC's operations involve the use of heavy machinery, including cranes and piling rigs, which inevitably generate considerable noise. Operating in Singapore's densely populated regions, CSC is highly conscious of the potential disturbances its activities may cause, which can negatively impact the health and well-being of residents. Furthermore, continuous exposure to elevated noise levels poses risks to the health of its workforce. CSC adheres to stringent regulations that dictate permissible noise exposure, with substantial fines for non-compliance. Frequent violations could threaten CSC's operational stability and tarnish its reputation within the industry.

To tackle this challenge, CSC's QEHS (Quality, Environmental, Health, and Safety) policy guides its initiatives to minimise noise pollution. A key component of this strategy involves investing in equipment specifically designed to reduce noise levels. For instance, CSC installs noise metres at project sites where it holds occupancy rights and constructs noise barrier enclosures around piling rigs and generators. In adherence to regulatory standards, CSC refrains from conducting piling operations after 10:00 p.m. when located within 150 metres of residential areas, schools, or hospitals. Furthermore, a real-time noise monitoring system enables CSC to receive immediate alerts regarding any potential violations, facilitating swift corrective measures.

CSC's operational staff participate in regular training on ISO 14001 environmental management standards, while workers receive comprehensive briefings on noise management practices.

Noise-related risks are meticulously integrated into CSC's risk assessments, and this critical information is effectively communicated to all employees. In project areas where noise and vibration are significant concerns, CSC utilises temporary short casings to minimise the prolonged use of vibro-hammers, thereby effectively reducing noise levels. However, this approach is selectively applied, reserved for situations where noise and vibration are anticipated to have a considerable impact on nearby residents and structures, given the additional time and resources required for its implementation.

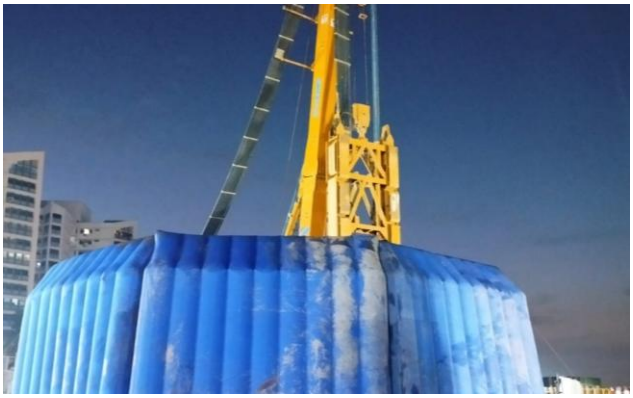
In adherence to legal requirements, CSC suspends all piling rig operations to manage noise emissions from heavy machinery when the project site is located within 150 metres of residential areas, schools, or hospitals. For activities such as diaphragm wall construction, bored piling, precast piling, and bored micro piling, CSC strategically positions equipment and stationary machinery away from residential zones and ensure that engines are routinely serviced to minimise noise output. CSC is steadfast in its commitment to maintaining low noise levels and strives for a record of zero fines related to noise violations.

Following two noise-related non-compliance incidents in FY 2024, CSC stepped up site inspections and environmental audits, an approach that has since proven effective. During FY 2025, CSC reported no instances or fines related to non-compliance with relevant noise standards. These efforts demonstrate CSC's commitment to creating a quieter and more sustainable environment for all stakeholders.

Additionally, to promote reuse or recycling, all noise barrier materials are reused for multiple projects.

Case Study: Infrastructure Project – Contract P102: Elias Station and Tunnels for the Cross Island Line-Punggol Extension

LMFS has been using inflatable noise barriers to reduce the noise level when works are carried out near the residential area. In addition to cranes and grab machines, noise barriers are erected for generators and desander plant equipment. These control measures have been implemented since the beginning of the project and have proven to be very effective.



Inflatable noise barriers

c. Greenhouse Gas Emissions

[2-4, 2-24, 3-3, 305-1, 305-2, 305-3, 305-4]

Why this is important

Addressing greenhouse gas (GHG) emissions is essential for both environmental responsibility and strategic business success. As global awareness of climate change grows, companies face increasing scrutiny regarding their environmental impact. CSC recognises its responsibility to protect the natural environment and is aware of the significant Scope 1 and Scope 2 emissions resulting from its operations.

By committing to environmental stewardship, CSC aims to ensure that its operations and products are safe and sustainable while actively seeking innovative ways to minimise its ecological footprint. Effectively managing GHG emissions enhances operational efficiency, reduces costs, and strengthens CSC's reputation among stakeholders. Moreover, by leveraging GHG reductions, CSC contributes positively to the economy, environment, and society, all while upholding human rights.

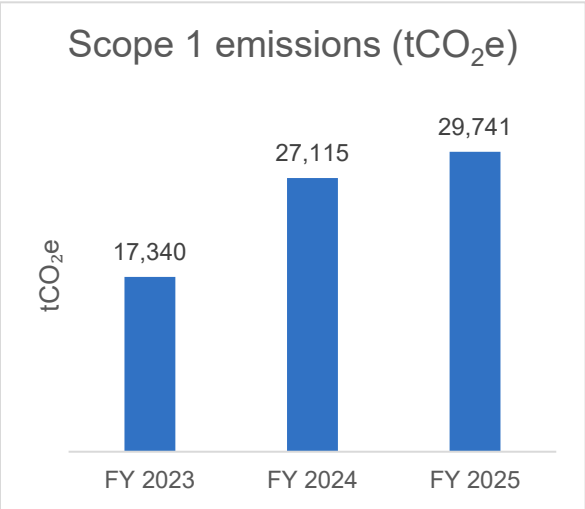
In line with its commitment to environmental responsibility, CSC has entered its fourth year of measuring and its third year of disclosing emissions. The table below is a summary of CSC's GHG emissions for FY 2025, highlighting the trends and percentage composition of emissions across different scopes.

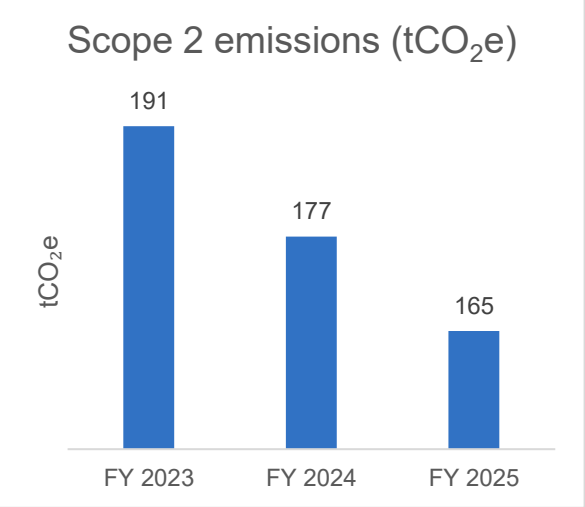
GHG Emissions (tCO_2e)	FY 2023[5]	FY 2024	FY 2025
Scope 1 Emissions[1,2]	**17,340**	**27,115**	**29,741**
Stationary combustion	0	0	0
Mobile combustion	17,340	27,115	29,741
Scope 2 Emissions[1,3]	**191**	**177**	**165**
Location-based	191	177	165
Market-based	191	177	165
Scope 3 Emissions[4]	**0**	**44,837**	**48,988**
Category 1: Purchased Goods & Services	0	40,858	43,937
Category 2: Capital Goods	0	1,137	2,255
Category 4: Upstream Transport	0	2,842	2,796
Total GHG Emissions	**17,531**	**72,129**	**78,894**

[1] Encompass Singapore operations
[2] Diesel-use for machineries
[3] Purchased electricity – No Energy Attribute Certificates (EACs) purchased or generated
[4] Spend-based method
[5] Scope 3 emissions were not reported in 2023. CSC began disclosing Scope 3 emissions in FY 2024

In FY 2025, CSC's total GHG emissions amounted to 78,894 tCO_2e, of which Scope 1 emissions, primarily stemming from direct fuel use in machinery, accounted for approximately 37.7% of total emissions. In contrast, Scope 2 emissions, related to purchased electricity, represented a minimal 0.2%. Notably, Scope 3 emissions, encompassing indirect emissions from activities such as purchased goods and services, comprised a substantial 62.1% of total emissions.

CSC monitors its emissions by tracking diesel consumption for its machinery (Scope 1) and electricity usage (Scope 2) within its operational boundaries. In FY 2025, CSC recorded 29,741 tonnes of carbon dioxide equivalent (tCO_2e) of Scope 1 emissions and 165 tCO_2e for Scope 2 emissions. Further information regarding the calculation of GHG emissions can be found in the Methodological Review section on pages 51 and 52.



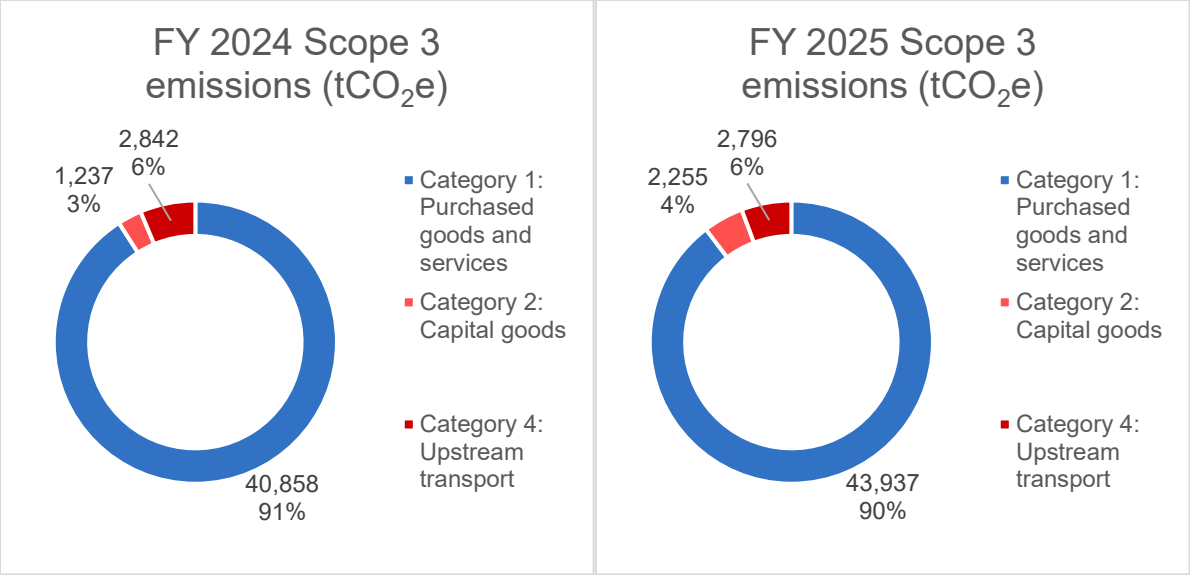


CSC has proactively adopted measures to minimise energy consumption by equipping its facilities with advanced motion-sensor lighting and automating the air conditioning system to turn on and off as needed, thereby optimising energy usage. Furthermore, CSC fosters a culture of energy conservation by promoting practices such as ensuring that lights are switched off when leaving a room.

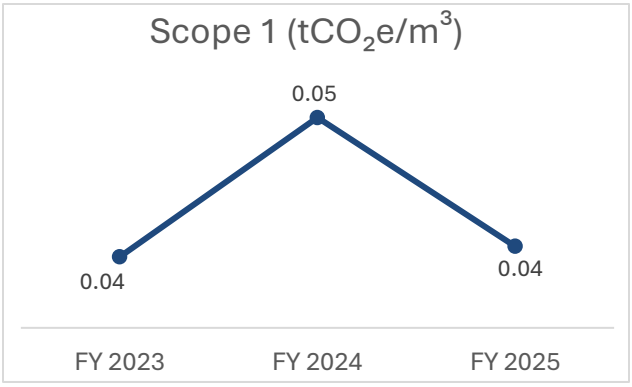
CSC is in the process of establishing a baseline for its Scope 1 and Scope 2 emissions using emissions intensity metrics. Once these baseline figures are determined, CSC aims to define and set specific emission reduction targets for both scopes and plans to report on these targets in the upcoming years. CSC will continue to exercise diligent oversight of its emissions through its established monitoring frameworks.

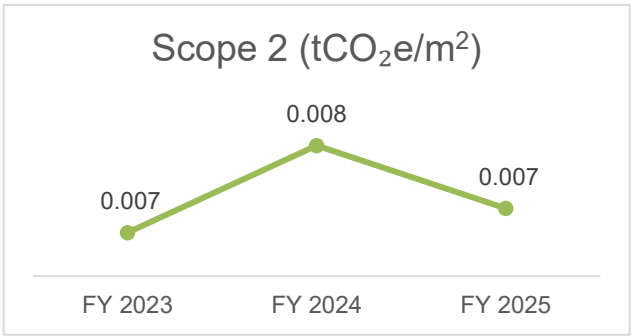
Importantly, CSC remains dedicated to expanding the utilisation of its solar-powered container office units as part of its ongoing efforts to diminish reliance on diesel-powered generators. Currently, the CSC is exploring newer models from the existing supplier while also evaluating similar solutions provided by alternative vendors. These initiatives demonstrate a continued commitment to pursuing cleaner energy alternatives for site operations. Furthermore, plans are in place to acquire a battery energy storage system to replace the diesel generator currently employed in one of the jack-in pile machines. This initiative forms part of a broader strategy aimed at reducing diesel consumption and the associated emissions.

FY 2025 marks the second year for CSC to disclose its Scope 3 emissions, specifically from categories 1, 2, and 4, which have been identified as the most significant for CSC. The total Scope 3 emissions for FY 2025 amount to 48,988 tCO_2e, representing a 9% increase compared to FY 2024. This initiative aligns with CSC's continuous efforts to improve its reporting practices and underscores its commitment to environmental responsibility.



In a significant step towards transparency, CSC is disclosing its greenhouse gas (GHG) emission intensity for the first time, further aligning its disclosures with evolving regulatory reporting requirements. CSC has adopted emissions intensity—measured in tonnes of carbon dioxide equivalent per cubic metre of production (tCO_2e/m^3) for Scope 1 and tonnes of carbon dioxide equivalent per square meter of floor area (tCO_2e/m^2) for Scope 2 —as key performance metrics. This approach enables CSC to assess its environmental impact relative to its operational output and supports more informed decision-making in sustainability planning.





In FY 2025, CSC recorded an emissions intensity of 0.04 tCO_2e/m^3 a slight reduction from 0.05 tCO_2e/m^3 in FY 2024 for Scope 1. This reduction in intensity reflects improved operational efficiency and emissions management, even as production volumes rose significantly from 595,000 m^3 in FY 2024 to 749,000 m^3 in FY 2025.

Over the three-year period, there has been a significant decline in CSC's electricity consumption, with reductions of approximately 7% from FY 2023 to FY 2024 and 6% from FY 2024 to FY 2025, while the Scope 2 intensity has remained relatively consistent at 0.007 – 0.008 tCO_2e/m^2 throughout this period. This indicates stable performance of CSC in managing its emissions relative to the floor area, reflecting effective measures in reducing emissions associated with electricity consumption. Moving forward, CSC will continue to monitor this metric closely and use it as a baseline for setting future emissions reduction targets.

d. Climate Change Resilience

The TCFD framework outlines recommendations across four key areas essential to organisational functioning: governance, strategy, risk management, and metrics and targets. In line with the Singapore Exchange's phased approach, CSC is currently in its third year of reporting against the TCFD recommendations, guided by Practice Note 7.6.

CSC is committed to transparent climate-related disclosures, actively addressing climate risks and opportunities while strengthening its resilience to climate change. Ongoing efforts are focused on enhancing the assessment of climate risks and developing corresponding strategies, including conducting a quantitative climate risk assessment to understand the potential financial impact of climate change on its operations.

While the current report is prepared in alignment with the recommendations of the Task Force on Climate Related Financial Disclosures (TCFD), CSC recognises International Sustainability Standards Board (ISSB) climate-related disclosures, as the next phase in the evolution of sustainability reporting. CSC will thus be transitioning to the ISSB standards for its next reporting year, marking a significant step in enhancing the transparency and comparability of its climate-related disclosures. Preparations are underway to ensure a smooth and effective transition, with a focus on strengthening internal processes, data readiness, and governance structures to support future reporting under the ISSB framework.

	TCFD Recommendation	CSC's Response
 **Governance**	Describe the board's oversight of climate-related risks and opportunities.	The Board serves as the highest governing body within CSC and considers climate-related matters in the development of CSC's long-term strategy. It holds oversight of CSC's overall sustainability initiatives and reporting, including climate-related risks and opportunities, in alignment with stakeholder expectations. The Board is kept informed of climate-related issues and associated risks through quarterly meetings of the Risk Management Committee (RMC). It is also responsible for reviewing the sustainability report and addressing significant matters, including those related to climate risk. Further details on CSC's governance of climate-related issues are provided in the "Corporate Governance" section on pages 9 and 10.

	TCFD Recommendation	CSC's Response
	Describe management's role in assessing and managing climate-related risks and opportunities.	The Board serves as the highest governing body within CSC and holds ultimate oversight of climate-related risks and opportunities, integrating them into CSC's long-term strategy and business planning. It considers climate-related matters in the development of CSC's long-term strategy and is kept informed of climate-related issues and associated risks through quarterly meetings of the RMC. The Board is responsible for reviewing the sustainability report and addressing significant matters, including those related to climate risk. The RMC, a Board-level committee, meets quarterly and reports formally to the Board after each meeting. It oversees the Company's sustainability risk reporting framework, including climate-related risks, and reviews the adequacy and effectiveness of related programs and initiatives. The RMC ensures the independence of the risk management function across the organization and is empowered to seek independent external advice to support its oversight responsibilities. Additionally, the RMC advises the Remuneration Committee on the application of risk weightings to executive performance objectives, including those related to climate. Further details on CSC's governance of climate-related issues are provided in the "Corporate Governance" section on pages 9 and 10.
 **Strategy**	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	In FY 2023, a desktop research exercise was carried out to identify potential climate-related risks relevant to CSC's operations. The scope covered both physical and transition risks associated with the construction and geotechnical engineering industry, within the current reporting boundaries across Malaysia, the Philippines, Singapore, Thailand, Hong Kong, Myanmar, Vietnam, and India. Building on this, in FY 2024, CSC conducted its inaugural climate-related qualitative scenario analysis for its Singapore assets. The analysis assessed physical and transition risks across three-time horizons: short-term (1–3 years), medium-term (by 2030), and long-term (by 2050). The following risks have been identified:

<table>
<tr><th></th><th>TCFD Recommendation</th><th>CSC's Response</th></tr>
<tr><td rowspan="3"></td><td></td><td>
<table>
<tr><th>Physical[3] risks</th><th>Transition[4] risks</th></tr>
<tr><td>• Change in average temperature (increase in global temperatures),
• Change in precipitations,
• Flooding
• Drought</td><td>• Increased pricing of carbon emissions
• Costs associated with transition to low carbon economy
• Market signals for green buildings/constructions
• Increased cost of raw materials
• Changes in stakeholder expectations</td></tr>
</table>
</td></tr>
<tr><td>Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.</td><td rowspan="2">In alignment with SGX's phased implementation approach for TCFD adoption, CSC performed a qualitative scenario analysis using the net zero Representative Concentration Pathway (RCP) 2.6 and Business-as-usual RCP 8.5 scenarios.
<table>
<tr><th>Risk Analysis Scenario</th><th>Description</th></tr>
<tr><td>NRCP 2.6 (Net zero/ "NZ")</td><td>Representative Concentration Pathway 2.6 is the most optimistic of the four RCPs used in climate modelling. It envisions a future where aggressive climate change mitigation measures are implemented globally, leading to a peak in greenhouse gas emissions around 2020 followed by a substantial decline. In this scenario, CO2 emissions become net negative by the end of the century through technologies like carbon capture and storage and large-scale afforestation. The resulting radiative forcing, a measure of the net change in the Earth's energy balance, peaks at approximately 3 W/m² before declining to 2.6 W/m² by 2100. This pathway aims to limit global warming to below 2°C above pre-industrial levels</td></tr>
</table>
</td></tr>
<tr><td>Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</td></tr>
</table>

[3] Physical risks arise from the impact of weather events and long-term or widespread environmental changes, which can include increased severity of extreme weather events such as floods, rising mean temperatures and sea levels, and weather patterns.
[4] Transition risks arise from the process of shifts towards a low-carbon economy, which can include regulatory changes, disruptive technological developments, and shifts in consumer and investor preferences.

<table>
<tr><th></th><th>TCFD Recommendation</th><th colspan="2">CSC's Response</th></tr>
<tr><td rowspan="2"></td><td rowspan="2"></td><td colspan="2"><table><tr><td>RCP 8.5 (Business as Usual "BAU")</td><td>Representative Concentration Pathway 8.5 represents a future where greenhouse gas emissions continue to rise throughout the 21st century without significant mitigation efforts. This pathway assumes high population growth, relatively slow income growth, and a continued reliance on fossil fuels. Consequently, radiative forcing reaches a high of 8.5 W/m² by the year 2100 and continues to increase thereafter. Climate models under RCP 8.5 project substantial global warming, potentially exceeding 4°C above pre-industrial levels by the end of the century, leading to severe and widespread impacts such as sea-level rise, extreme weather events, and significant disruptions to ecosystems and human societies.</td></tr></table></td></tr>
<tr><td colspan="2">Please refer to the table below for more details on the risk analysis conducted for the physical and transition risks identified for Singapore operations and actions taken by CSC.</td></tr>
<tr><td rowspan="2">Risk Management</td><td>Describe the organisation's processes for identifying and assessing climate-related risks.</td><td colspan="2" rowspan="2">CSC is committed to strengthening the climate resiliency of its operations through a robust risk management framework. The RMC is responsible for conducting risk assessments to identify the overall risks that may influence the Board's decision-making.

In FY 2023, the Company developed a climate risk register to identify, monitor, and assess climate risks for both new and existing assets, considering their geographical locations. The identified climate risks are assessed based on two criteria: (1) the likelihood of occurrence, and (2) the severity of potential impacts arising from the risks.</td></tr>
<tr><td>Describe the organisation's processes for managing climate-related risks.</td></tr>
</table>

	TCFD Recommendation	CSC's Response
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	The severity of each risk's impact is evaluated across areas deemed relevant, including financial/business, regulatory/legal, public/staff occupational health and safety (OHS), and the environment. This process serves as an input for the Group to determine its overall risk management strategy. The climate risk register is reviewed and planned for annual circulation to ensure it reflects the latest climate risk assessments, climate-related news, and regulatory developments in countries of operation. Climate-related risks are integrated into CSC's Enterprise Risk Management (ERM) framework, with clearly defined responsibilities, escalation protocols, and decision-making processes. The RMC regularly reviews risk assessment methodologies and ensures timely monitoring of critical exposures. It also reviews reports on any material breaches of risk limits and evaluates the adequacy of corrective actions. At the policy level, CSC conducts regular reviews of its ESG and investment policies to ensure that climate risk considerations are effectively integrated into its broader risk management processes. The climate risk register is planned for annual circulation to ensure it reflects the latest climate risk assessments, climate-related news, and regulatory developments in countries of operation.
 **Metrics and Targets**	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	To demonstrate its commitment to operating in a more climate-resilient manner, CSC recognises the need for an effective process to set targets, measure performance, and improve climate-related metrics. The TCFD framework forms the basis of CSC's disclosure on material climate risks and impacts. Climate-related metrics, including Scope 1, Scope 2, and Scope 3 greenhouse gas emissions, have been disclosed on pages 28-31. CSC's Scope 3 emissions reporting currently includes Category 1 (Purchased goods and services), Category 2 (Capital goods), and Category 4 (Upstream transportation and distribution). In line with TCFD recommendations, CSC is in the process of developing additional metrics to monitor and manage climate-related risks and opportunities. These metrics will support the assessment of CSC's performance against stakeholder expectations, its overall exposure to climate-related issues, and its progress in managing or adapting to those issues. The relevant metrics will be reported in future reporting periods.
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	
	Describe the targets used by the organisation to manage climate-	

	TCFD Recommendation	CSC's Response
	related risks and opportunities and performance against targets.	The RMC monitors progress on these initiatives and ensures that performance is evaluated in line with stakeholder expectations and the Company's strategic objectives CSC also remains committed to monitoring its environmental footprint and implementing energy efficiency measures, where applicable, across its operations.

Based on the risk identification assessment conducted by CSC, the climate risk impacts applicable to CSC's Singapore operations across the short term ("ST"), medium term ("MT") and long term ("LT") under the RCP 2.6 and RCP 8.5 scenarios are presented in the table below:

Type of Risks	Description of risks	Key Mitigation Measures
Transition Risk (Market) **- Increased cost of raw materials**  ST / MT / LT BAU NZ	• The construction sector relies extensively on raw materials; as such the impact of climate change on the availability, quality and price of materials will impact the sector significantly. • For CSC, it was identified that the consequence and impact is low as CSC has factored in the rising cost of materials through mitigation measures.	• CSC ensures that its contracts with the material suppliers are relatively short (3 to 6 months) and will be able to adjust quickly to the rising cost of materials when required.
Transition Risk (Policy & Legal) **- Increased pricing of GHG emissions**  ST / MT / LT BAU NZ	• Exposure to carbon pricing mechanisms, such as carbon tax, results in increased construction and operational costs, which in turn leads to increased cost for purchased goods and services that will be passed on to CSC's clients (e.g., diesel costs). • For CSC, it was identified that the consequence and impact is low as CSC are not directly affected by carbon tax given they are a downstream organisation.	• CSC will explore the use of energy efficient equipment or renewable energy powered equipment that is available in the market. • For example, if the equipment can be solar-powered, it will help to reduce the diesel consumption and therefore the downstream costs incurred due to carbon tax.

Type of Risks	Description of risks	Key Mitigation Measures
Transition Risk (Technology) **- Costs to transition to lower emissions technology**  		ST	MT	LT
---	---	---	---
BAU			
NZ					• Installation and maintenance of lower emission technology could be costly and requiring significant capital expenditure, which could lead to increase for construction cost and maintenance cost of the buildings that will be passed on to CSC's clients. • For CSC, it was identified that the consequence and impact is low as CSC has reduced the risk of this particular risk by starting to conduct research and development into these topics.	• CSC has initiated research to electrify their small machineries and to reduce the use of welding machines for precast pile installation works. • Additionally, CSC will invest in "green" machinery that is applicable to its trade and leasing operation.
Physical Risk (Acute) **- Extreme temperature spells**  		ST	MT	LT
---	---	---	---
BAU			
NZ					• Increases in global temperatures will bring about increases in cooling loads. • Higher temperatures could also lead to bodily stress and result in increase in heat exhaustion or heat stroke, thus reducing employee productivity and tenant satisfaction. • For CSC, it was identified that the consequence and impact was medium as CSC has in place existing mitigation measures to mitigate the impact of higher temperatures on their employees.	• CSC monitors temperature on the construction site to ensure that all construction work will be stopped when the temperature exceeds 40°C • CSC will also ensure that their workers consume enough water on a frequent basis.
Physical Risk (Chronic) **- Sea Level Rise**  		ST	MT	LT
---	---	---	---
BAU			
NZ					• Increased capital expenditure costs to retrofit existing property to withstand the rising sea levels • Increase in insurance premiums for buildings • Reduced revenue from damage to property or operational disruptions. • For CSC, it was identified that the consequence and impact was medium as CSC has in place existing mitigation	• CSC reviews its insurance coverage annually to ensure its major assets are adequately covered.

Type of Risks	Description of risks	Key Mitigation Measures
	measures to mitigate the impact of higher sea level.	

Legend: Low | Medium | High

Climate-related Opportunities

CSC recognises the growing demand for green construction practices in response to evolving client expectations and market trends. Increasingly, clients are requiring projects to meet green development standards, such as the use of biodiesel, greener machinery, and reduced diesel consumption in welding activities. These requirements present significant opportunities for the Company to differentiate itself as a forward-looking and environmentally responsible contractor.

The Company is actively exploring the adoption of battery-powered generators and other eco-friendly equipment. These technologies not only reduce emissions but also serve as a competitive advantage when bidding for projects with sustainability criteria. By showcasing its ability to deliver projects using green technologies, CSC can meet the expectations of environmentally conscious clients—even when such solutions may involve slightly higher costs.

This push from developers advocating for sustainable construction aligns with CSC's long-term strategy. Furthermore, the Company is committed to investing in and promoting green technologies, reinforcing its position as a trusted partner in delivering sustainable infrastructure solutions. While CSC has not yet undertaken scenario analysis for climate-related opportunities, it continues to monitor their relevance and may explore such assessments in the future.

7. Social

a. Occupational Health and Safety

[2-24, 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10]

Why this is important

At CSC, the safety and well-being of its workforce are of utmost importance. Its employees are its most valuable assets, and their understanding of safety protocols is critical to its success. Occupational Health and Safety (OHS) is not merely a regulatory obligation; it is a fundamental aspect of CSC's corporate responsibility and a cornerstone of its business strategy. A safe and healthy work environment protects its employees from harm, supports their physical and mental health, and upholds their right to a secure workplace.

In 2025, CSC continue to strive for a balance between the positive and negative impacts of its operations, leveraging the benefits of OHS while managing challenges to ensure favourable outcomes for the economy, environment, and people, including the protection and promotion of human rights.

CSC takes pride in its role in promoting construction safety across the industry. The Company's mission focuses on safeguarding its most important asset — its workforce — from any potential hazards related to work activities.

To achieve this, CSC has established an Occupational Health and Safety (OHS) management system based on Singapore's Workplace Safety and Health (WSH) Act and ISO 45001 (refer to section Our Ethics and Values on pages 17-21) that applies to all employees and subcontractors operating across CSC's owned and managed facilities, including administrative offices, operational sites, and other workplaces under its control. To ensure the effective implementation, ongoing functionality, systematic monitoring, and continual improvement of the OHS management system, CSC has appointed a dedicated WSH Manager, supported by WSH Officers and Coordinators. Additionally, third party auditors perform annual audits on the integrated management system. Findings from these audits are used to improve the OHS management system and refine safety protocols.

FALL PREVENTION POLICY

Falling from height has been a major killer and stands at the top of national fatality statistics. CSBP's top management is committed to 100% fall prevention of their employees whoever requires working at height. The company shall strive to achieve accident free workplace for its employees by ensuring the followings:

- Full provision of fall protection equipments
- Full provision of fall prevention & arrest system
- Elimination of falling from height hazards at design stage
- Implement Permit-to-work at height for ≥ 2m
- Appointment of competent personnel trained in WAH for the workplace
- Promote awareness among the employees through fall prevention training

Fall Prevention Objectives:

- Zero fatal accident
- Zero falling from height incident
- Compliance with WSH Act, Regulations and relevant Code of Practices / Standards

Ms. Ang Yang Ling
GM / Director

Company stamp

CSC has maintained a Fall Prevention Policy since 30 August 2017, with the latest update on 6 March 2024, overseen by the director or head of the subsidiary company.

CSC's commitment to health and safety extends beyond its employees to include its customers. The Company has developed a comprehensive system to identify, assess, and analyse incidents to protect both its workforce and clients. CSC employs skilled professionals and experts for its

operations, ensuring that each project is supported by certified safety specialists and an operational team responsible for thoroughly assessing and mitigating potential risks. This is achieved through a detailed examination of specific operational conditions at each site, consideration of the surrounding environment, and compliance with occupational health and safety standards as expected by valued customers. The findings from these assessments are used to continuously evaluate and enhance its practices and OHS management system. An external auditor performs monthly safety inspections across various work sites and advises CSC on required changes and improvements to the workplace or process.

Moreover, A detailed Work Method Statement is developed for each activity, outlining all sequential job steps. Prior to the commencement of any work, a comprehensive hazard identification and risk assessment is conducted for each step to evaluate potential risks. The OHS Management System Manual outlines a clearly defined Incident Investigation and Analysis Procedure to address every accident or incident. This procedure includes appropriate reporting mechanisms and strategies to reduce the likelihood of accidents or incidents occurring in the workplace. Hazards are identified during daily safety inspections or reported throughout the workday. When hazards are detected, the WHS Officer or Safety Personnel are notified to implement necessary corrective actions. A hierarchy of controls is applied to manage hazards and minimize risk through elimination, substitution, engineering controls, administrative controls, and/or the use of personal protective equipment (PPE) to mitigate workplace hazards.

All staff are also trained to promptly report any safety hazards they observe to their supervisor, ensuring that appropriate measures are taken to eliminate these risks. Reported incidents are investigated by the Workplace Safety and Health Officer and the Manager, who will implement corrective and preventive measures as needed. These measures are then maintained and monitored for effectiveness, with improvements made as necessary to ensure ongoing safety.

All operational staff are required to complete mandatory safety training tailored to their roles and job responsibilities. In addition, CSC regularly conducts internal training sessions to enhance the safety awareness of its employees. These training programmes cover a range of topics, including construction safety for project managers, risk management for project managers, engineers, and safety personnel, WSH officer training, courses on managing work at height, operator training, and supervisory training. These trainings are conducted by external trainers, who are qualified professionals in the training topics.

In addition to occupational training, CSC provides a variety of non-work-related medical and healthcare services. This includes the development of dormitories that feature amenities such as a canteen, gym, and cricket fields. Furthermore, CSC organises several health awareness programmes that address topics such as dengue prevention, mental health, heat-related illnesses, and SGSecure issues, all designed to improve the overall well-being of its employees.

Improvements to CSC's OHS framework are greatly shaped by employee feedback. Employee representatives are involved in all Environmental, Health, and Safety (EHS) committee meetings to discuss safety issues related to projects. Workers share their perspectives and report on unsafe conditions during daily toolbox meetings which encourage workers to take part in accident prevention. These meetings are translated into different languages to ensure that all participants can understand and contribute their views.

CSC encourages open communication between employees and supervisors concerning safety observations reported through the online QR code system. The Company is dedicated to treating

all employees with equal respect and consideration, regardless of their nationality. To keep workers informed about work-related incidents, information is shared through bulletins across all projects, daily toolbox discussions, safety training sessions, notices on bulletin boards, and weekly operational meetings.

Additionally, the Workplace Safety and Health Committee, which comprises of project engineers, supervisors, contractors' representatives and workers representatives, meets monthly to discuss accident/ incident records, environmental issues, security issues, and other relevant matters. The committee's responsibilities include promoting accident prevention, monitoring safety performance, conducting follow-up inspections, reviewing safety and health matters raised by members or employees, and continuously improving safety measures at CSC. They also provide feedback for the annual review of the Safety Management System.

Through these various channels, workers can provide feedback on health and safety issues, which the Workplace Safety and Health Committee addresses to enhance processes and the overall occupational health and safety management system.

In situations where CSC lacks direct control over the workplace or the work being performed, it mitigates OHS risks by establishing clear and simple work protocols for employees. This involves offering clear instructions and practical demonstrations prior to the commencement of tasks, assigning qualified supervisors to oversee the work, and continually improving and updating the OHS management system.

CSC safety track record for FY 2025 demonstrates its commitment to maintaining a safe work environment. Throughout the year, CSC encountered no work-related fatalities and reported zero cases of high-consequence injuries. Furthermore, CSC did not record any work-related injuries during the reporting period.

The following table summarises work-related injuries for full-time employees from FY 2023 to FY 2025:

Work-related injuries for Full-time Employees from FY2023 to FY 2025						
Indicator	***FY 2023***		***FY 2024***		***FY 2025***	
	Number of injuries	***Rate of injuries***	***Number of injuries***	***Rate of injuries***	***Number of injuries***	***Rate of injuries***
Fatalities	-	-	-	-	-	-
High-consequences Injuries	1	0.39	-	-	-	-
Recordable injuries	2	0.79	3	1.20	-	-
Number of hours worked	2,536,070		2,508,340		2,602,975	

Work-related injuries for Temporary Non-Employee Supply Workers from FY 2023 to FY 2025						
Indicator	***FY 2023***		***FY 2024***		***FY 2025***	
	Number of Injuries	***Rate of Injuries***	***Number of Injuries***	***Rate of Injuries***	***Number of Injuries***	***Rate of Injuries***
Fatalities	-	-	-	-	-	-
High-consequence Injuries	-	-	-	-	-	-
Recordable Injuries	-	-	-	-	-	-
Number of hours worked	50,080		103,290		350,320	

In FY 2025, CSC also recorded one case of work-related ill health[5] across all its employees and workers who are not employees. CSC remains dedicated to reducing occupational injuries and will continue to provide health and safety training to its workforce, ensuring consistent adherence to safe work practices on-site. To safeguard workers during hot weather conditions, daily water parades are conducted, and heat stress management measures are implemented. These included monitoring outdoor temperature and humidity using Wet Bulb Globe Temperature (WBGT) readings, with a mandatory 10-minute rest break every hour for all outdoor workers.

Work-related ill health		
Full-time employees	***FY 2024***	***FY 2025***
Number of fatalities as a result of work-related ill health	0	0
Number of cases of recordable work-related ill health	0	1

Work-related ill health		
Workers who are not employees	***FY 2024***	***FY 2025***
Number of fatalities as a result of work-related ill health	0	0
Number of cases of recordable work-related ill health	0	0

[5] Work-related ill health is defined according to the Singapore Ministry of Manpower's guidelines,

[5] This include employees, worker who are not employees but whose work/workplace is controlled by CSC, workers who are not employees and whose work and workplace are not controlled by CSC, but the CSC's operations, products or services are directly linked to significant occupational health and safety impacts on business relationships.

Case Study: Managing Heat Exhaustion in the Workplace

At a project site, a worker experienced sudden fatigue and physical weakness, symptoms indicative of heat exhaustion. Prompt action was taken, and the worker was transported by ambulance to a nearby hospital for immediate medical treatment. In response to this incident, several corrective and preventive measures have been implemented to enhance worker safety and prevent future occurrences of heat-related illnesses. A daily water parade is now conducted during hot weather conditions to ensure that all workers remain hydrated. Additionally, the outer temperature is monitored daily using a Wet-bulb globe temperature device. If temperatures reach 32 degrees Celsius or higher, workers are permitted a 10-minute break for every hour worked to help mitigate the risks associated with heat stress.

Furthermore, comprehensive heat-stress management training is being provided to all workers. This training aims to educate them about the signs and symptoms of heat exhaustion, as well as the importance of hydration and taking breaks in extreme heat. Through these proactive measures, CSC is committed to ensuring a safer working environment and prioritising the health and well-being of its workforce.

b. Quality of Work and Customer Satisfaction

[2-24, 3-3, 416-1, 416-2]

Why this is important

For CSC, ensuring the quality of work and customer satisfaction is fundamental to its operational philosophy. It transcends merely meeting minimum requirements; it reflects CSC's commitment to excellence, fostering long-term relationships, and securing CSC's future success. High-quality work not only enhances CSC's reputation but is also essential for attracting new clients and retaining existing ones.

The positive impacts of maintaining high standards in construction quality are significant. By ensuring the safety and well-being of both workers and the community, CSC prevents accidents and health hazards, thereby contributing to a safer environment. Moreover, a strong focus on quality work and customer satisfaction indirectly supports human rights by promoting fair business practices and preventing exploitation within the supply chain.

However, there are potential negative impacts if quality standards are not upheld. Poor quality work can lead to safety incidents, damage to the environment, and erosion of trust among stakeholders, which can ultimately affect CSC's financial viability and reputation. Therefore, CSC strives to balance these positive and negative impacts across its operations and supply chain, ensuring that its practices align with the protection and promotion of human rights.

CSC remains unwavering in its dedication to its valued clients, guaranteeing the deployment of skilled professionals to carry out its operations with the utmost safety. CSC is convinced that an effectively organised Operational Health & Safety (OHS) system is essential for upholding its reputation with both employees and customers.

For each project, CSC is dedicated to deploying skilled safety experts and an operations team to thoroughly assess and mitigate potential hazards and risks. This process includes a comprehensive analysis of the specific operational procedures at each site, the surrounding environmental conditions, and the occupational health and safety (OHS) standards expected by its clients. By providing high-quality services, CSC ensures customer satisfaction while also contributing to its financial sustainability. In FY 2025, CSC concluded that all its foundational and geotechnical services were evaluated for improvements in health and safety impacts.

Both employees and clients can raise any concerns or complaints about the quality of work through the established corporate communication channels. CSC's management team appreciates this feedback, recognising it as vital for the ongoing improvement of its services and operational processes. In FY 2025, CSC reported no occurrences of non-compliance with regulations resulting in fines, penalties or warnings concerning the health and safety impacts of its services.

On-site personnel are provided with tablets to perform safety-related tasks, such as conducting digital inspections and utilising electronic permits. Furthermore, CSC has adopted the Global Navigation Satellite System (GNSS) to identify pile locations on specific projects. This technology automates the process of determining pile positions, reducing the number of surveyors typically required for manual pile installation.

Overall, the QEHS policy defines CSC's goals for maintaining the highest quality standards and guides its efforts to fulfil customer requirements.

List of awards that CSC has attained

As a testament to its efforts, CSC and its subsidiaries have been recognised with the following awards:

Company	***FY 2023***	***FY 2024***	***FY 2025***
CSBP	Awarded Certification of Appreciation by Gamuda in recognition of CSBP's Contribution to the achievement of 1,000,000 Safe Manhours for LTA Contract DE412 Construction of Multistorey Bus Depot at Jalan Gabi Batu in September 2022.	Recognised for excellent support in ensuring a safe worksite and completing the AMAT@TIC project (2022-2024) by Boustead Projects E&C Pte Ltd. Awarded Certificate of Appreciation for achieving 500,000 safe man-hours at Meranti Power's Open Cycle Gas Turbine (OCGT) Project, February 2024. Awarded Appreciation by Soilbuild Construction Group Ltd for achieving 500,000 safe productive man-hours on the Soitec – PR1A Project in 2024. Awarded Certificate of Appreciation for Most Safety Improvement Contractors 2023 for CR101 Project – Changi East Depot by MCC Singapore.	• Recognised by MCC Singapore as a winner of Best Business Partner of the Year in January 2025. • Awarded Recognition and Appreciation by Expand Construction Pte Ltd for commitment to workplace safety and health in December 2024. • Recognised by Wop Hup (Private) Limited for valuable contributions and support at C821A Kim Chuan Depot Extension Project in September 2024. • Awarded by MCC Singapore for Best Performance Contractor 2024 at CR101 Project in September 2024. • Honoured by Meraki Power, JEL, Mitsubishi Power, JML, and AECOM for contributions to achieving 2 million safe manhours at OCGT Project in August 2024. • Awarded by Expand Construction Pte Ltd for Outstanding Safety Performance at NS Square Project in May 2024

		Awarded by Vico Construction Pte Ltd. as the "Outstanding Subcontractor"	• Recognised by Meraki Power, JEL, Mitsubishi Power, JML, and AECOM for reaching one million safe manhours at OCGT Project in May 2024.
		Recognised for CSBP's contribution to obtaining the C821A BSC Project by Woh Hup (Private) Limited.	

Company	***FY 2023***	***FY 2024***	***FY 2025***
LMFS	Awarded by Lum Chang as the "Best Safety Performance Sub-Contractor" and Contribution for Achieving 5 million Accident-free Man-hours for LTA North South Corrido - Contract N110 in October 2022.	Awarded by Qing Feng Construction Pte Ltd as the "Best Safety Performance Subcontractor" for HDB Geylang N4 C50 Project in December 2023.	• Awarded by Rich Construction Company Pte Ltd for being the Best Safety Conscious Subcontractor for Kallang Whampoa C45 Project in November 2024.
		Recognised by China Communications Construction Company Limited ("CCCC") for outstanding performance in environmental, health, and safety, achieving 1 million safe man-hours on CR109 Project – Design & Construction of Tampines North Station and Tunnels in December 2023.	
		Awarded Appreciation by CCCC for good performance in environmental, health, and safety in June 2023.	

Company	***FY 2023***	***FY 2024***	***FY 2025***
CSCG	Awarded by Yes Construction Pte Ltd in recognition of CSCG's Contribution to Safety, Health & Environment 100,000 Safe Man-hours at Mettalocene Catalyst Expansion Project (MET-X) in December 2022. Awarded Certificate of Commendation by MSD and Lendlease in recognition of CSCG's Exceptional Work Done Resulted in a Safe & Secure Work Environment for MSD MK5475 DPI Project in September 2022. Appreciation Award by Pfizer and Exyte for Excellent EHS & Contribution Towards 3 Million Safe Work Hours for API Expansion Project in May 2022.	Awarded Appreciation by Siltronic and Exyte for outstanding EHS and quality performance on the Siltronic FAB Next Singapore Project in April 2023.	• Honoured by Meraki Power, JEL, Mitsubishi Power, JML, and AECOM for contributions to achieving 2 million safe manhours at OCGT Project in August 2024. • Recognised by Meraki Power, JEL, Mitsubishi Power, JML, and AECOM for reaching one million safe manhours at OCGT Project in May 2024. • Awarded by MSD and Lendlease for achieving 800,000 incident-free manhours at MSD MK-5475 (DPI) Dry Power Inhaler Project in May 2024. • Recognised by Dragages Singapore Pte Ltd for excellence in EHS practices at The MYST Project in May 2024.

8. Methodological Review

This section explains the key definitions and methodologies applicable to CSC FY 2025 Sustainability Report. These definitions and methodologies are aligned with GRI Standards Glossary, and the Reporting Requirements, Recommendations and Guidance set out in the respective disclosures.

Business Conduct

Critical concerns

Critical concerns involve the organisation's potential and actual negative impacts on stakeholders, as raised through grievance mechanisms and other processes, as well as issues related to its business conduct in operations and relationships.

Social

Employees

Employees are defined as full time staff and temporary workers that are employed for CSC's projects. The employee numbers are calculated based on total headcount as at the end of the reporting period.

Full Time Employees

Full-time employees are defined as those whose working hours per week, month, or year are determined according to national law or practice regarding working time for CSC's projects. Full time employees comprise of permanent- and temporary-employee.

Temporary Employees

Temporary employees are defined as employees with a contract for a limited period that specifically employed for doing site work for CSC's project.

Workers (Non-Employees)

A person who performs work for the organisation, e.g., employees, agency workers, apprentices, contractors, home workers, interns, self-employed individuals, sub-contractors, volunteers, and individuals working for organisations other than the reporting organisation. In the case of CSC, these refer to supply workers.

New employees

Individuals who have joined CSC within the reporting period, excluding those who have been promoted or transferred internally.

Occupational Health Services

Services entrusted with essentially preventive functions, and responsible for advising the employer, the workers, and their representatives in the undertaking, on the requirements for establishing and maintaining a safe and healthy work environment, which will facilitate optimal physical and mental health in relation to work and the adaptation of work to the capabilities of workers in the light of their state of physical and mental health.

Occupational Health and Safety Management System (OHSMS)

Set of interrelated or interacting elements to establish an occupational health and safety policy and objectives, and to achieve those objectives.

Work-related hazards

Source or situation with the potential to cause injury or ill health. Hazards can be:

- physical (e.g., radiation, temperature extremes, constant loud noise, spills on floors or tripping hazards, unguarded machinery, faulty electrical equipment);
- ergonomic (e.g., improperly adjusted workstations and chairs, awkward movements, vibration);
- chemical (e.g., exposure to solvents, carbon monoxide, flammable materials, or pesticides);
- biological (e.g., exposure to blood and bodily fluids, fungi, bacteria, viruses, or insect bites);
- psychosocial (e.g., verbal abuse, harassment, bullying);
  related to work-organization (e.g., excessive workload demands, shift work, long hours, night work, workplace violence).

Work-related incidents

Occurrence arising out of or in the course of work that could or does result in injury or ill health. Incidents might be due to, for example, electrical problems, explosion, fire; overflow, overturning, leakage, flow; breakage, bursting, splitting; loss of control, slipping, stumbling and falling; body movement without stress; body movement under/with stress; shock, fright; workplace violence or harassment (e.g., sexual harassment).

An incident that results in injury or ill health is often referred to as an ‘accident’. An incident that has the potential to result in injury or ill health but where none occurs is often referred to as a ‘close call’, ‘near-miss’, or ‘near-hit’."

Work-related injuries

Type of injury: death, loss of limbs, laceration, fracture, buns, loss of consciousness etc, and does not include musculoskeletal disorders, respiratory diseases etc.

- Traveling for work: Injuries that occur while a worker is traveling are work related if, at the time of the injury, the worker was engaged in work activities ‘in the interest of the employer’. Examples of such activities include traveling to and from customer contacts; conducting job tasks; and entertaining or being entertained to transact, discuss, or promote business (at the direction of the employer).
- Working at home: Injuries that occur when working at home are work related if the injury occurs while the worker is performing work at home, and the injury is directly related to the performance of work rather than the general home environment or setting.

Fatalities

Fatalities are defined as accidents that lead to death or cause permanent disability. Rate of injuries for fatalities resulted by work injuries is calculated by the number of new fatalities caused by work-related injury divide by total of number of hours worked multiplied by 1,000,000.

High Consequence Injuries

High consequence injuries are defined as work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months. The injury rate for high-consequence work-related injuries is determined by dividing the number of new high-consequence injuries caused by work-related incidents by the total number of hours worked based on the average number of employees or workers per month. The resulting figure is then multiplied by 1,000,000.

Recordable Injuries

Recordable injuries are defined as work-related injury or ill health that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury or ill health diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness. Rate of injuries for recordable injuries resulted by work injuries is calculated by dividing the number of new recordable injuries caused by work-related incidents by the total number of hours worked based on the average number of employees or workers per month The resulting figure is then multiplied by 1,000,000.

Environment

Non-renewable materials

Materials that are extracted from finite resources and cannot be replenished within a human timescale, for CSC, these materials include minerals and metals.

Consolidation Approach

The operational control approach, as outlined in the GHG Protocol Corporate Standard, is used to determine organisational boundaries for CSC's environmental reporting. Operational control reflects the full authority to introduce and implement operating policies at its properties and holds accountability for 100% of its emissions. CSC has operational control of its premises relevant to the entities included in this Sustainability Report. In total, there are 1 office, 2 workshops, 2 yards and 3 rented dormitories located in Singapore included in this sustainability report.

Calculation Approach

Scope 1 GHG emissions are emissions from sources that are owned or controlled by the organisation. In the scope of reporting, this relates to mobile fuel combustion, particularly from diesel and gas consumption and it is expressed in tonnes of CO_2. The fossil fuels' emission factors follow the from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories. Gases included in the calculations are CO_2, CH_4, N_2O. There are no biogenic CO_2 emissions from CSC's operations.

Scope 2 GHG emissions are emissions that result from the generation of purchased or acquired electricity, heating, cooling, and steam consumed by the organisation. In the scope of reporting, this only relates to purchased electricity and is expressed in tones of CO_2. Gases included in the calculations are CO_2.

Location-based and market-based methods were considered in assessing the carbon footprint of electricity consumption. The grid emission factor (GEF) utilised in this analysis is derived from the "Singapore Energy Statistics 2024," published by the Energy Market Authority. This factor reflects the average CO_2 emissions per unit of net electricity generation across all grid-connected power units in Singapore.

Scope 3 GHG emissions arise from activities and sources not owned or directly controlled by CSC Holdings but are part of its value chain. Examples include emissions from material suppliers, capital goods, and upstream transportation. In this first year of reporting, the focus will be on reporting emissions from the most significant categories i.e., category 1, 2, and 4.

- Category 1 Purchased Goods and Services: All upstream (i.e., cradle-to-gate) emissions from the production of products purchased or acquired by CSC in the reporting year. This includes both goods (tangible products) and services (intangible products).
- Category 2 Capital Goods: All upstream (i.e., cradle-to-gate) emissions from the production of capital goods purchased or acquired by CSC in the reporting year.
- Category 4 Upstream Transportation and Distribution: Emissions from the transportation and distribution of products (excluding fuel and energy products) purchased or acquired by CSC in the reporting year. This includes emissions from vehicles and facilities not owned or operated by CSC, as well as emissions from other transportation and distribution services.
- For all three categories, the spend-based method was used to calculate GHG emissions. The data was sourced from the United States Environmental Protection Agency (US EPA) Supply Chain Greenhouse Gas Emission Factors for US Industries and Commodities (v1.2)

The calculation of GHG emissions intensity focused solely on Scope 1 and Scope 2 emissions and involved measuring CSC's total emissions in tonnes of carbon dioxide equivalent per cubic metre of production (tCO_2e/m^3) for Scope 1, and in tonnes of carbon dioxide equivalent per square metre of floor area (tCO_2e/m^2) for Scope 2.

- For CSC, tonnes of carbon dioxide equivalent per cubic metre of production (tCO_2e/m^3) refers to the direct greenhouse gas emissions produced from owned or controlled sources during the production process. This metric expresses the total Scope 1 emissions, quantified in tonnes of CO_2 equivalent, relative to the total volume of production, allowing for a standardised assessment of emissions intensity. It provides insights into the impact of production activities in relation to the volume of goods or materials produced, facilitating comparisons and tracking of emissions performance over time.

- In this report, tonnes of carbon dioxide equivalent per square metre of floor area (tCO_2e/m^2), refers to the indirect greenhouse gas emissions associated with the consumption of purchased electricity. This metric expresses the total Scope 2 emissions, measured in tonnes of CO_2 equivalent, relative to the total floor area of a building or facility, allowing for a standardised assessment of energy-related emissions intensity. It provides

insights into the impact of energy use in relation to the size of the space being occupied or utilised.

9. GRI Content Index

Statement of use	CSC Holdings Limited has reported in accordance with the GRI Standards for the period 1 April 2024 to 31 March 2025
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard (s)	No applicable Sector Standard(s) available as at date of publication

GRI Standard	Disclosure	Location	Section/Page number	Omissions / Reason / Explanation (where applicable)
General Disclosures				
GRI 2: General Disclosures 2021	2-1 Organisational details	About this Report About CSC	SR Page 3-4	
	2-2 Entities included in the organisation's sustainability reporting	About this Report	SR Page 3	
	2-3 Reporting period, frequency, and contact point	Statement from the Board About this Report	SR Page 2 SR Page 3	The FY 2025 Sustainability Report is published on 31 July 2025. CSC's reporting cycle is annual.
	2-4 Restatements of Information	Greenhouse Gas Emissions	SR Page 28-31	
	2-5 External Assurance	About this Report	SR Page 3	CSC has not sought external assurance for this report but will consider it for future reports.
	2-6 Activities, value chain and other business relationships	Annual Report 2025 About CSC Our Supply Chain	AR Page 8-9 SR Page 4 SR Page 21	
	2-7 Employees	Our People	SR Page 5-6	
	2-8 Workers who are not employees	Our People	SR Page 5-6	
	2-9 Governance structure and composition	Annual Report 2025 Sustainability Approach at CSC	AR Page 19, 45-68 SR Page 8-10	
	2-10 Nomination and selection of the highest governance body	Annual Report 2025	AR Page 50-54	
	2-11 Chair of the highest governance body	Annual Report 2025	AR Page 49	
	2-12 Role of the highest governance body in overseeing the management of impacts	Annual Report 2025 Sustainability Approach at CSC	AR Page 42-45, 49-68 SR Page 8-10	
	2-13 Delegation of responsibility for managing impacts	Annual Report 2025 Sustainability Approach at CSC	AR Page 49-68 SR Page 8-10	
	2-14 Role of the highest governance	Sustainability Approach at CSC	SR Page 8-10	

	body in sustainability reporting			
	2-15 Conflicts of interest	Annual Report 2025	AR Page 42, 46,49-53, 68	
	2-16 Communication of critical concerns	Stakeholder Engagement Our Ethics and Values Annual Report 2025	SR Page 12-15 SR Page 17 AR Page 64	
	2-17 Collective knowledge of the highest governance body	Annual Report 2025	AR Page 42	
	2-18 Evaluation of the performance of the highest governance body	Annual Report 2025	AR Page 53-54	
	2-19 Remuneration policies	Annual Report 2025	AR Page 54-58	
	2-20 Process to determine remuneration	Annual Report 2025	AR Page 54-58	
	2-21 Annual total compensation ratio	Annual Report 2025	AR Page 56-58	Confidentiality constraints: The total compensation ratio is not disclosed due to confidentiality reasons
	2-22 Statement on sustainable development strategy	Statement from the Board	SR Page 2	
	2-23 Policy commitments	Sustainability Approach at CSC Our Ethics and Values	SR Page 8 SR Page 17-20	
	2-24 Embedding policy commitments	Our Ethics and Values and Respective sections for material topics	SR Page 17-20, 23-47	
	2-25 Processes to remediate negative impacts	Our Ethics and Values	SR Page 17-20	
	2-26 Mechanisms for seeking advice and raising concerns	Stakeholder Engagement Our Ethics and Values	SR Page 12-15 SR Page 17-20	
	2-27 Compliance with laws and regulations	Regulatory Compliance	SR Page 23	
	2-28 Membership associations	About CSC	SR Page 4	
	2-29 Approach to stakeholder engagement	Stakeholder Engagement	SR Page 12-15	
	2-30 Collective bargaining agreements	Within GRI Content Index	SR Page 53	Not applicable as none of CSC's employees and workers are covered by collective bargaining agreements.
GRI 3: Material topics 2021	3-1 Process to determine material topics	Materiality Assessment	SR Page 11-12	

	3-2 List of material topics	Materiality Assessment	SR Page 11-12	
Material Topics				
Regulatory Compliance				
GRI 3: Material topics 2021	3-3 Management of material topics	Regulatory Compliance	SR Page 23	
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	Regulatory Compliance	SR Page 23	
Greenhouse Gas Emissions				
GRI 3: Material topics 2021	3-3 Management of material topics	Greenhouse Gas Emissions	SR Page 28-31	
GRI 3: Material topics 2021	305-1 Direct (Scope 1) GHG emissions	Greenhouse Gas Emissions	SR Page 28-31	
GRI 3: Material topics 2021	305-2 Energy Indirect (Scope 2) GHG emissions	Greenhouse Gas Emissions	SR Page 28-31	
GRI 3: Material topics 2021	305-3 Other indirect (Scope 3) GHG emissions	Greenhouse Gas Emissions	SR Page 28-31	
Sustainable Use of Materials				
GRI 3: Material topics 2021	3-3 Management of material topics	Sustainable Use of Materials	SR Page 24-26	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Sustainable Use of Materials	SR Page 24-26	
Minimising Noise Pollution				
GRI 3: Material topics 2021	GRI 3: Material topics 2021	Minimising Noise Pollution	SR Page 26-27	
Occupational Health and Safety				
GRI 3: Material topics 2021	3-3 Management of material topics	Occupational Health and Safety	SR Page 39-43	
GRI 403: Occupation al Health and Safety 2018	403-1 Occupational health and safety management system	Our Ethics and Values Occupational Health and Safety	SR Page 17-20 SR Page 39-41	
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	SR Page 39-41	
	403-3 Occupational health services	Occupational Health and Safety	SR Page 40	
GRI 403: Occupation al Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	SR Page 39-41	
	403-5 Worker training on occupational health and safety	Occupational Health and Safety	SR Page 40-41	
	403-6 Promotion of worker health	Occupational Health and Safety	SR Page 39-43	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	SR Page 39-43	
	403-8 Workers covered by an occupational	Occupational Health and Safety	SR Page 39	

	health and safety management system			
	403-9 Work-related injuries	Occupational Health and Safety	SR Page 41-42	
	403-10 Work-related ill health	Occupational Health and Safety	SR Page 41-42	
Quality of Work and Customer Satisfaction				
GRI 3: Material topics 2021	3-3 Management of material topics	Quality of Work and Customer Satisfaction	SR Page 44-47	
GRI 416: Customer Health and Safety	416-1: Assessment of the health and safety impacts of product and service categories	Quality of Work and Customer Satisfaction	SR Page 44-47	
	416-2: Incidents of noncompliance concerning the health and safety impacts of product and services	Quality of Work and Customer Satisfaction	SR Page 44	
Indirect Economic Impacts				
GRI 203: Indirect Economic Impacts	203-1: Infrastructure investments and services supported	Community Involvement	SR Page 22	