

SUSTAINABILITY REPORT 2025

Environment · Electrification · Digitalisation



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About This Report

BH Global Corporation Ltd. (“**BH Global**” or “**the Company**”), together with its subsidiaries (“**the Group**”), presents its Sustainability Report for the financial year ended 31 December 2025 (“**FY2025**”). This Report outlines the Group’s approach, performance and progress in managing material environmental, social and governance (“**ESG**”) matters.

Sustainability remains an integral part of the Group’s business strategy, supporting long-term value creation for our stakeholders. The Group is committed to embedding responsible and sustainable practices across its operations and value chain, guided by principles of integrity, accountability and continuous improvement.

The Board of Directors (“**the Board**”) has overall responsibility for overseeing ESG-related matters, including the identification of material ESG factors and the integration of sustainability considerations into the Group’s strategic direction and policies.

This Report provides stakeholders with a balanced and transparent overview of the Group’s ESG performance, key initiatives, and management approach to material sustainability topics relevant to our business and stakeholders, including shareholders, customers, suppliers, business partners, employees, and management.

Reporting Framework

This Report has been prepared with reference to internationally recognised sustainability reporting frameworks and in compliance with applicable regulatory requirements. The following frameworks and guidelines have been applied in the preparation of this Report:

Global Reporting Initiative Standards

This Report has been prepared with reference to the Global Reporting Initiative (“**GRI**”) Standards (2021), which provide a comprehensive and globally recognised framework for reporting on material ESG impacts. The GRI Standards support structured, transparent and comparable disclosures on the Group’s sustainability performance, including its management approach and key metrics.

Singapore Exchange Listing Rules

This Report complies with the sustainability reporting requirements set out under Rules 711A and 711B of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) Listing Manual, as well as the guidance provided in Practice Note 7.6 – Sustainability Reporting Guide. These requirements form the baseline for sustainability disclosures for listed issuers in Singapore, including the identification of material ESG factors, policies, practices, performance and targets.

Task Force on Climate-related Financial Disclosures

The Group has incorporated the recommendations of the Task Force on Climate-related Financial Disclosures (“**TCFD**”) in its climate-related disclosures. This includes consideration of the four core pillars of governance, strategy, risk management, and metrics and targets, to enhance transparency on climate-related risks and opportunities and their potential financial implications.

Greenhouse Gas Protocol

The Group’s greenhouse gas emissions have been calculated in accordance with the Greenhouse Gas (“**GHG**”) Protocol Corporate Accounting and Reporting Standard, which provides internationally accepted guidance for measuring and managing emissions. This includes the classification and reporting of Scope 1 (direct emissions) and Scope 2 (indirect emissions from purchased electricity), and where applicable, relevant Scope 3 emissions. Standard emission factors from recognised sources have been applied to ensure consistency and reliability of reported data.

United Nations Sustainable Development Goals

The Group has considered the United Nations Sustainable Development Goals (“**UNSDGs**”) in shaping its sustainability strategy and disclosures. Relevant SDGs have been identified and mapped to the Group’s material ESG topics to demonstrate alignment with global sustainable development priorities and the Group’s contribution to broader societal and environmental outcomes.

Reporting Scope And Period

This Report covers the Group's sustainability performance for the period from 1 January 2025 to 31 December 2025. Where relevant, comparative information is presented to facilitate year-on-year analysis.

The scope of this Report focuses on the Group's Singapore-based operations, comprising the following principal subsidiaries:

- Beng Hui Marine Electrical Pte. Ltd. (**"BHM"**)
- SOPEX Innovations Pte. Ltd. (**"SOPEX"**)
- BOS Offshore & Marine Pte. Ltd. (**"BOS"**)
- Sea Forrest Engineering Pte. Ltd. (**"SFE"**)
- Sea Forrest Power Solutions Pte. Ltd. (**"SFP"**)
- Athena Dynamics Pte. Ltd. (**"ADPL"**)
- Infravision Technology Pte. Ltd. (**"ITS"**)

This Report should be read in conjunction with the BH Global Annual Report 2025, which provides additional information on the Group's financial and corporate governance performance.

Report Accessibility

In line with the Group's commitment to environmental responsibility, this Report is published in digital format and no printed copies are produced. The Report is available on the Company's corporate website at: <https://www.bhgglobal.com.sg/>

It is also accessible via SGXNET.

Feedback

The Group values stakeholder feedback as part of its continuous improvement process. We welcome comments, suggestions and enquiries on this Report and our sustainability performance. Please contact us at: SR@bhglobal.com.sg

Internal Review and Assurance

The Group has established internal processes and controls to support the accuracy and reliability of the data and information disclosed in this Report. In accordance with SGX-ST Listing Rule 711B(3), this Report has been subjected to internal review.

The Group has not obtained external assurance for FY2025. The suitability of external assurance will be reviewed as the Group continues to enhance its sustainability reporting processes and data management systems.



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Информация
представлена исключительно
в ознакомительных
целях и не является
предложением по
продаже ценных бумаг
или иных финансовых
инструментов

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Board Statement

The Board recognises that sustainability is integral to the Group's long-term resilience, value creation and overall business strategy. The Board has overall responsibility for overseeing the Group's sustainability direction, including the identification, assessment and management of material ESG factors, and ensuring that these considerations are embedded into the Group's strategic planning, risk management processes and day-to-day operations.

In accordance with the requirements of the SGX-ST Listing Rules 711A and 711B, the Board confirms that it has reviewed, assessed and approved the Group's material ESG topics for the financial year ended in FY2025. The Board has also reviewed and approved the disclosures contained in this Sustainability Report, including the management approaches, performance outcomes and sustainability targets established for each material topic. The Board is satisfied that these material ESG topics appropriately reflect the Group's most significant sustainability-related risks and opportunities, taking into consideration the Group's operations, value chain, stakeholder expectations, and evolving regulatory and industry developments.

The Board is supported by the Sustainability and Climate Risk Committee ("**the Committee**"), which assists in monitoring sustainability performance, overseeing climate-related risks and opportunities, and ensuring that appropriate governance structures, policies and internal controls are in place. The Committee works closely with Management to review sustainability initiatives, track performance indicators and drive continuous improvement across the Group's operations. Regular updates are provided to the Board to support informed decision-making and effective oversight.

As sustainability-related risks and opportunities continue to evolve, the Board has strengthened its oversight of climate-related and environmental matters, including energy consumption, greenhouse gas emissions, and operational resilience. These considerations are progressively integrated into the Group's broader enterprise risk management framework, strategic planning and capital allocation decisions, ensuring that the Group remains responsive to emerging regulatory requirements, market expectations and transition risks associated with a low-carbon economy.

The Board also ensures that appropriate processes are in place to support the reliability, integrity and completeness of sustainability data disclosed. Internal systems and controls have been established for the collection, validation and reporting of ESG-related information across the Group. In line with SGX-ST Listing Rule 711B(3), this Sustainability Report has undergone internal review. The Board will continue to evaluate the need for independent external assurance as the Group's sustainability reporting practices mature.

The Board remains committed to continuously enhancing the Group's sustainability governance and disclosures, strengthening alignment with evolving regulatory requirements and international best practices. Through these efforts, the Group aims to deliver long-term sustainable value to its stakeholders while contributing positively to environmental and social outcomes.

Chairman Statement

Dear Shareholders and Stakeholders,

On behalf of the Board of Directors, I am pleased to present the Group's Sustainability Report for the FY2025.

I would like to take this opportunity to express my sincere appreciation to our shareholders, customers, business partners and employees for your continued trust and support. Amid an increasingly complex global landscape shaped by economic uncertainties, evolving regulatory requirements and accelerating sustainability expectations, your confidence has enabled the Group to remain resilient and focused on delivering long-term sustainable value.

Strengthening Our Sustainability Commitment

In FY2025, the Group continued to advance its sustainability journey, reinforcing our commitment to responsible growth, operational resilience and long-term value creation. Sustainability remains a core pillar of our business strategy, particularly as the maritime and engineering sectors undergo rapid transformation driven by decarbonisation, digitalisation and technological innovation.

We have continued to embed sustainability considerations into our operations and strategic decision-making processes, ensuring that our business remains aligned with industry developments, stakeholder expectations and emerging regulatory trends.

Driving Sustainable Growth and Innovation

During the year, the Group remained focused on strengthening its core business segments while advancing innovation in sustainable solutions.

Our Integrated Engineering division continues to support maritime electrification and decarbonisation efforts, in line with Singapore's Maritime Decarbonisation Blueprint. Through our capabilities in hybrid and electric propulsion systems, we are well-positioned to contribute to the industry's transition towards lower-carbon operations.

Our Green LED lighting solutions continue to promote energy efficiency across maritime and industrial applications, while our cybersecurity segment strengthens the resilience of critical infrastructure in an increasingly digital environment.

At the same time, we have enhanced our research and development efforts to expand our capabilities in sustainable engineering and technology-driven solutions, positioning the Group to capture emerging opportunities in the low-carbon economy.

Expanding Our Global Presence

The Group continues to strengthen its footprint across Asia, the Middle East and Europe, reinforcing its position as a global provider of specialised engineering and technology solutions.

During FY2025, we undertook strategic initiatives to enhance our business portfolio and operational capabilities. This includes the restructuring of our global sales channels within the Infrared and Thermal Sensing Technology segment, as well as the establishment of ITS to take over key assets and business operations, supporting long-term growth and operational efficiency.

In the cybersecurity space, ADPL continues to enhance its portfolio of advanced solutions to address evolving cyber threats across critical industries, further strengthening the Group's integrated service offerings.

Advancing Sustainability and Decarbonisation Efforts

In response to increasing regulatory expectations and stakeholder demands, the Group continues to strengthen its approach to sustainability management, particularly in energy efficiency, emissions management and climate resilience.

We remain aligned with Singapore's national sustainability agenda, including the Singapore Green Plan 2030, and continue to support industry-wide decarbonisation efforts led by the Maritime and Port Authority of Singapore. Our initiatives are focused on reducing environmental impact, improving operational efficiency and supporting the transition towards a low-carbon economy.

At the same time, we are enhancing our ESG governance framework and strengthening our data collection and reporting processes to improve transparency, consistency and the quality of our disclosures.

Navigating Risks and Opportunities

The evolving sustainability landscape presents both challenges and opportunities for the Group. Rising energy costs, carbon regulations and increasing stakeholder expectations continue to shape our operating environment.

We remain committed to proactively managing these developments by strengthening operational efficiency, enhancing risk management practices and identifying opportunities for innovation and sustainable growth. By integrating sustainability considerations into our core business strategy, we are better positioned to build resilience and deliver long-term value.

Looking Ahead

As we move forward, the Group will continue to deepen its sustainability practices by strengthening governance, enhancing data capabilities and aligning with evolving regulatory and market developments.

We will also continue to invest in innovation, strategic partnerships and capability development to support the transition towards more sustainable and future-ready operations. Our focus remains on delivering sustainable value to our stakeholders while contributing positively to environmental and social outcomes.

Appreciation

On behalf of the Board, I would like to once again express my sincere appreciation to our employees, customers, business partners, shareholders and stakeholders for their continued trust and support.

Together, we remain committed to building a resilient, responsible and sustainable organisation for the future.



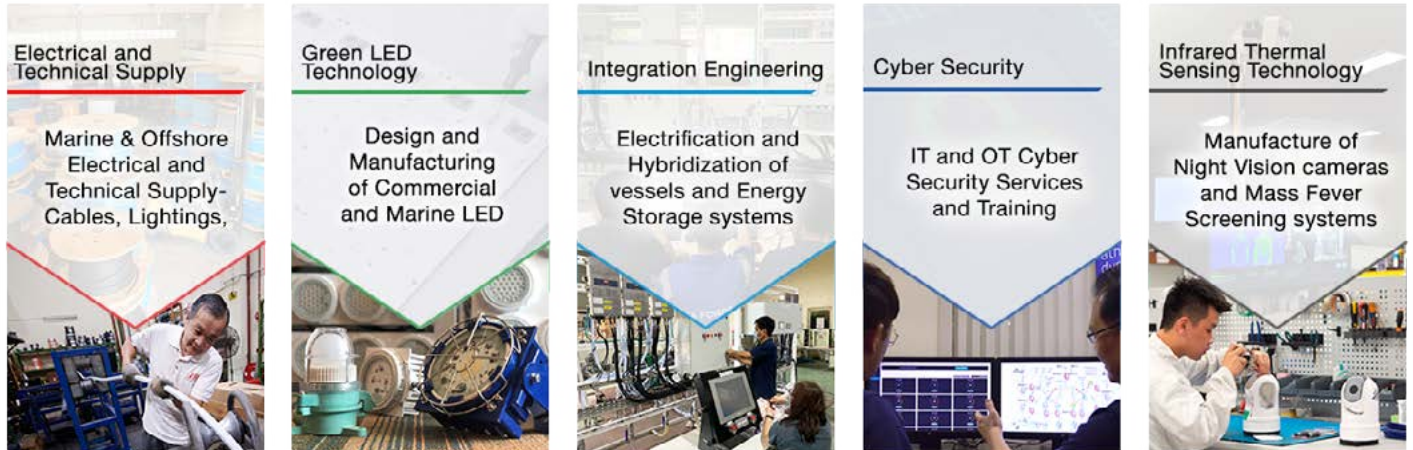
“Our focus remains on delivering sustainable value to our stakeholders while contributing positively to environmental and social outcomes.”

Vincent Lim Hui Eng
Executive Chairman and Chief Executive Officer

About The Company

Corporate Overview

Established in 1963 and listed on the Mainboard of the Singapore Exchange since September 2005, the Group is an established international solutions provider operating across five key business divisions:



Over the years, the Group has progressively expanded and diversified its capabilities to deliver integrated solutions across the marine and offshore, energy, industrial, and infrastructure sectors. Central to its strategy is a continued focus on transformation through Environmental sustainability, Electrification, and Digitalisation initiatives, enabling the Group to remain resilient and competitive in a rapidly evolving business landscape.



Global Operations

Headquartered at 8 & 10 Penjuru Lane, Singapore, the Group manages businesses across Asia, Europe, and the Middle East.

Through its subsidiaries, the Group adopts a disciplined approach to market expansion by identifying stable and high-growth markets that align with its long-term strategic objectives. This approach supports sustainable business growth while strengthening the Group's operational resilience across diverse geographies.

The Group continues to pursue diversification opportunities across its business segments, while actively monitoring emerging markets to capture new growth potential and enhance long-term value creation.

Electrical and Technical Supply



Singapore,
United Arab Emirates (Dubai)

One-stop provider of premium marine and offshore electrical products, integrated systems, and technical support for shipbuilding, repair, and offshore projects. Positioned as a solutions partner, supporting customers through integrated supply, engineering capabilities, and project-driven services.



Singapore

Developed and manufactured by GLH, SOPEX Innovations stays committed to using its leadership position in the LED market to drive technologies and innovations towards decarbonisation through retrofitting conventional lightings to green LED lights.

Integrated Engineering



SEA FORREST

Singapore, SE Asia (Malaysia, Thailand), North Asia (Japan, Korea), Europe (Netherlands, Germany, Greece)

SFE incorporated in 2014 and joining the BH Global family in 2021. Initially specialised in oil rig construction project management, vessel maintenance, repairs, overhauling, structural and piping fabrication, spare parts procurement, and offshore support vessel mobilisation services. Since 2020, SFP was incorporated to contribute to the sustainability efforts of the maritime industry through its design, development and integration of maritime electrification technologies for the industry such as electric and hybrid propulsion, energy storage, marine energy charging, and energy management systems.



Singapore,
Japan (Tokyo, Osaka, Fukuoka)

BOS is a material stockist of Glass Reinforced Epoxy ("GRE") pipes for the region. GRE pipes have become increasingly sought after for marine scrubber and ballast water management system installations due to its anti-corrosion, light weight and long-lasting characteristics.

Green LED Lighting



China (Kunshan, Shanghai)

GL Lighting Holdings Pte Ltd ("GLH") is a market leader in LED technologies. With over 25 years of experience and delivering over 600 projects internationally, GLH is committed to fully using its leadership position in the LED market to drive technology and innovation towards new solutions to help address pressing concerns with the Environment.

Infrared Thermal Sensing Technology



Singapore, Taiwan

ITS is a leader in thermal night vision and mass fever screening systems. With expertise in vision systems, infrared thermography and advanced mechanical design, ITS developed key products such as the Mass Fever Screen System ("MFSS") and Marine Night Vision cameras.

Cyber Security



Singapore

ADPL is a trusted consultant and distributor of IT and Operational Technology ("OT") cyber protection technologies by sourcing and bridging proven technologies to Singapore and the Asia Pacific region. Their specialities lie in critical information infra-structure and government agencies' protection and enterprise IT Operation management products and services.

Business Membership and Certifications

BH Global is a member of several interest groups and trade associations at both national and international levels. As an active participant in diverse industries, BH Global has associations in various memberships where different subsidiaries within the Group take part based on their shared interests. The Group is also registered under the Carbon Pricing Leadership Coalition (“CPLC”).



Association of Singapore Marine industries



International Marine Purchasing Association



International Shipsuppliers & Services Association



Singapore Association of Shipsuppliers & Services



Singapore Ship-Handlers Association



Singapore Chamber of Commerce & Industry



Carbon Pricing Leadership Coalition



SGListCos



SGTech



United Nations Global Compact

Global Compact Network Singapore

Business Certification

BH Global upholds high standards of health and safety for our employees.

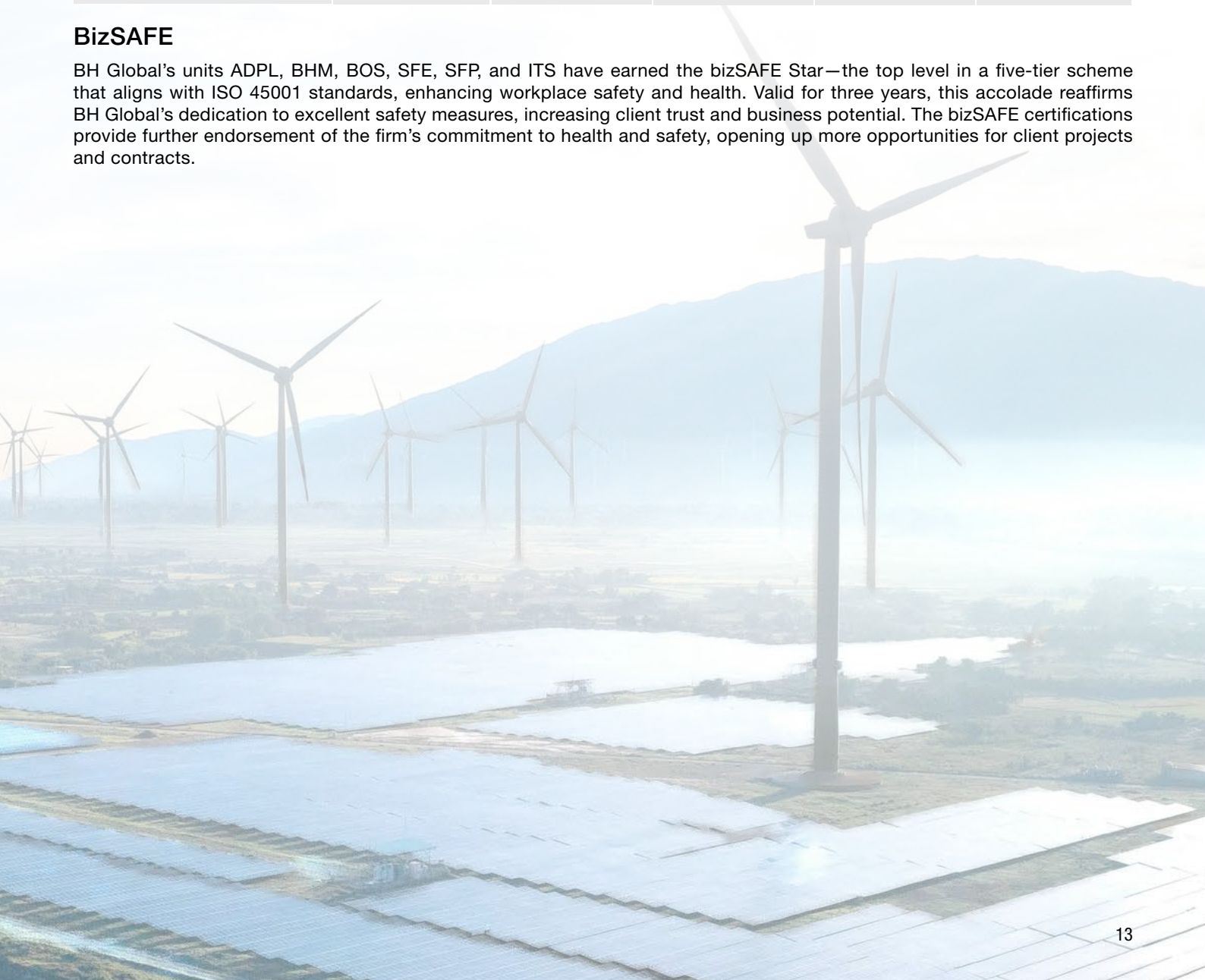
ISO Certification

To ensure that our performance is on par with industry standards, we have secured the following certifications:



	ISO 9001	ISO 14001	ISO 22301	ISO 45001	ISO 27001
	Quality Management System	Environmental Management System	Business Continuity Management System	Occupational Health and Safety Management System	Privacy Information Management System
Athena Dynamics Pte Ltd	✓	✓	✓	✓	✓
Beng Hui Marine Electrical Pte Ltd	✓	✓	✓	✓	
BOS Offshore & Marine Pte Ltd	✓	✓		✓	
Sea Forrest Technologies (S) Pte Ltd			✓		
Sea Forrest Engineering Pte Ltd	✓			✓	
Sea Forrest Power Solutions Pte Ltd	✓			✓	
SOPEX Innovations Pte Ltd	✓	✓		✓	
Infravision Technology Pte Ltd	✓	✓	✓	✓	

BizSAFE

BH Global's units ADPL, BHM, BOS, SFE, SFP, and ITS have earned the bizSAFE Star—the top level in a five-tier scheme that aligns with ISO 45001 standards, enhancing workplace safety and health. Valid for three years, this accolade reaffirms BH Global's dedication to excellent safety measures, increasing client trust and business potential. The bizSAFE certifications provide further endorsement of the firm's commitment to health and safety, opening up more opportunities for client projects and contracts.



Company Development Strategy

<p>Vision</p>  <p>We embrace technology, adapt and transform to build a sustainable future.</p>	<p>Mission</p>  <p>We are positive, focused and committed to deliver values to all stakeholders.</p>
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Values

Integrity and Discipline	Teamwork and Performance	Client Focused	Innovative	Learning and Development
We act with complete honesty and transparency, responsibility and accountability in all our dealings.	We are self-driven, cooperative, passionate and competent in achieving common organisational goals together with open communications.	We deliver total customer satisfaction with quality products, value added services and solutions.	We embrace change with innovative ideas and solutions to constantly improve productivity and efficiency in our daily work.	We continuously learn new skills and knowledge to develop our potential and be the leaders in our fields of expertise.

This refined strategy is intended to be fully integrated into the Group's core business functions, embedding sustainability into every facet of our decision-making and operational processes.



Value Chain Analysis with ESG and Climate Risk Integration

Key Activities	Business Divisions	ESG Considerations	Climate Risks	Opportunities
Upstream				
Suppliers & Procurement				
Sourcing of electrical components, LED systems, engineering materials, cybersecurity technologies and thermal sensing equipment from global suppliers.	Electrical & Technical Supply, Green LED Lighting, Cyber Security, Infrared Technology	Supplier selection based on quality, compliance, and reliability, with a focus on resilient and responsible sourcing.	Supply disruption due to extreme weather, regulatory tightening, carbon pricing on materials.	Engage low-carbon suppliers, adopt sustainable materials, improve procurement efficiency.
Operations				
Engineering, Integration & Distribution				
System design, engineering, fabrication, assembly, inventory management, and global distribution of products and solutions.	All Divisions	Energy consumption, operational efficiency, worker safety, product quality, regulatory compliance.	Rising energy costs, carbon regulations, operational disruption from extreme weather.	Improve energy efficiency, electrification of systems, digitalisation to optimise operations.
Solutions Development & Innovation				
Development of LED lighting solutions, marine electrification systems, cybersecurity solutions, and thermal sensing technologies.	Green LED Lighting, Integrated Engineering, Cyber Security, Infrared Technology	Innovation for sustainability, product responsibility, technology advancement	Rapid technological change, evolving regulatory requirements	Low-carbon technologies, energy-efficient solutions, digital security demand growth
Downstream				
Customers & Project Delivery				
Delivery of integrated solutions to marine, offshore, energy, industrial and infrastructure sectors; project execution and system installation.	All Divisions	Customer safety, product quality, regulatory compliance, and sustainability expectations.	Increasing client ESG requirements, transition risks in marine and energy sectors.	Provide decarbonisation solutions (e.g. LED, hybrid propulsion), strengthen client partnerships.
After-Sales & Lifecycle Support				
Maintenance, servicing, technical support, upgrades, and system optimisation.	Electrical & Technical Supply, Integrated Engineering, Cyber Security	Service reliability, lifecycle efficiency, customer satisfaction.	Increased maintenance costs due to climate impacts, system failures.	Long-term service contracts, efficiency improvements, digital monitoring solutions.



Reporting Principles

The reporting principles are fundamental to achieving high-quality, sustainability reporting. BH Global applies the 8 reporting principles in accordance with GRI Standards 2021 version.



Accuracy

The information disclosed in this report is correct and sufficiently detailed to assess the organisation's impact.



Balance

The information is disclosed in an unbiased way and provides a fair representation of the organisation's negative and positive impacts.



Clarity

The information presented in this report is accessible and understandable.



Comparability

The Group selects and compiles the report information consistently to enable an analysis of changes in the organisation's impacts over time.



Completeness

The Group provides sufficient information to enable the transparency of our effort in ESG topics.



Sustainability Context

The Group ensures that the information we disclosed in this report is about our business impacts within the context of sustainable development.



Timeliness

The Group reviews its ESG material topics on a regular basis to ensure that all the information disclosed in this report is updated.



Verifiability

The Group gathers, records, compiles and analyses the information in a manner that facilitates the review and examination of such information to ensure the quality and accuracy of the report.

Policy Commitment

The Group is committed to conducting its operations in a responsible, ethical, and sustainable manner through the establishment and implementation of comprehensive policies and management systems. These policies cover key areas including environmental management, human resource practices, and occupational health and safety, and are supported by internationally recognised ISO-based frameworks to ensure consistency, accountability, and continual improvement.

Our policy framework reflects the Group's commitment to:

- Upholding high standards of corporate governance and ethical business conduct;
- Promoting fair, equitable, and inclusive employment practices;
- Protecting the environment through responsible resource management and pollution prevention; and
- Safeguarding the health, safety, and well-being of our employees, contractors, and other stakeholders.

The Group recognises that clear and transparent communication of policies is essential to effective implementation. As such, our policies are communicated across all levels of the organisation and extended to relevant external parties, including suppliers, contractors, and business partners, where applicable.

Accountability for policy implementation is embedded within our governance structure, with oversight by Management and relevant functions to ensure alignment with operational practices and regulatory requirements. The Group also reviews its policies periodically to ensure their continued relevance in addressing evolving sustainability risks, stakeholder expectations, and regulatory developments.

Through this structured approach, the Group reinforces its role as a responsible corporate entity, integrating sustainability considerations into decision-making processes and day-to-day operations.

Remediate Negative Impacts

The Group acknowledges that its operational activities may give rise to environmental and social impacts and is committed to preventing, mitigating, and remediating such impacts where they occur. This commitment is embedded within our management systems, operational controls, and continuous improvement processes.

To effectively manage potential adverse impacts, the Group adopts a systematic approach that includes:

- Identifying and assessing environmental and social risks associated with our operations and value chain;
- Implementing appropriate controls and mitigation measures to minimise negative impacts;
- Monitoring performance through regular inspections, audits, and data tracking; and
- Taking corrective actions where necessary to address identified issues in a timely and effective manner.

Stakeholder engagement forms a critical component of our approach. The Group actively considers feedback from employees, customers, suppliers, and the communities in which we operate to better understand concerns and expectations. These insights are incorporated into our decision-making processes to enhance risk management and strengthen our sustainability performance.

In managing environmental impacts, the Group focuses on improving resource efficiency, reducing emissions and waste, and complying with applicable environmental regulations. Where feasible, we adopt improved technologies and operational practices to further reduce our environmental footprint.

The Group is also committed to maintaining transparency and accountability by communicating relevant sustainability information and performance to stakeholders. This includes providing updates on key initiatives, progress, and areas for improvement.

Through these measures, the Group aims to ensure that any negative impacts arising from its operations are responsibly managed, while supporting long-term business resilience and sustainable value creation for stakeholders.



Corporate Governance

The Group recognises that strong corporate governance is fundamental to sustaining long-term value creation and safeguarding stakeholders' interests. A robust governance framework, grounded in integrity, accountability and transparency, underpins the Group's approach to managing its economic, environmental and social responsibilities.

The Board has overall responsibility for the Group's governance framework and ensures compliance with the Code of Corporate Governance 2018, the SGX-ST Listing Rules, and applicable regulations issued by the Monetary Authority of Singapore. The Board also considers evolving best practices, including the GRI Standards and the other international frameworks, in strengthening its governance and disclosure practices.

The Board exercises oversight of the Group's strategy, business performance, risk management and internal control systems, and supervises the management of material ESG impacts, risks and opportunities. Sustainability considerations, including climate-related risks, are progressively embedded into the Group's strategic planning and decision-making processes to support long-term resilience and responsible growth.

The Board is supported by formal governance structures, policies and internal controls designed to safeguard the Group's assets, ensure the reliability and integrity of disclosures, and promote ethical conduct across operations. The Board delegates specific oversight responsibilities to management and relevant committees, while maintaining accountability for ESG-related matters. Regular reporting mechanisms are established to ensure that material sustainability issues are escalated to the Board for review and strategic guidance.

Board Diversity

The Group maintains a Board composition that reflects an appropriate balance of independence, skills, experience and diversity. The Board comprises members with varied professional backgrounds, including expertise in industry operations, finance, governance, risk management and sustainability, enabling effective oversight of the Group's activities.

The Group is committed to promoting diversity at the Board level, recognising that a broad range of perspectives enhances the quality of deliberations and supports sound decision-making. Diversity considerations include, but are not limited to, gender, age, professional experience, cultural background and tenure. The Board periodically reviews its composition to ensure continued relevance and alignment with the Group's strategic direction and evolving business environment.

The Board also plays a critical role in overseeing the Group's wider economic, environmental and social impacts. It ensures that sustainability considerations are integrated into corporate strategy, risk management frameworks and operational practices, consistent with stakeholder expectations and regulatory developments.

Details of the Board's composition, including the qualifications, experience and independence of Directors, are presented in the following section of this report.

Name	Gender	Board of Directors		
Mr Vincent Lim Hui Eng	Male	Executive Chairman and Chief Executive Officer	Total no. of Board Directors	5
Mr Patrick Lim Hui Peng	Male	Executive Director and Chief Operating Officer	Female	1 (20%)
Mr Henry Tan Song Kok	Male	Non-Executive and Lead Independent Director	Male	4 (80%)
Mr Kenneth Koh Leong Wie	Male	Non-Executive and Independent Director	Independent	3 (60%)
Ms Juliana Lee Kim Lian	Female	Non-Executive and Independent Director	Non-Independent	2 (40%)

Due to our special industrial cluster involving, Marine and Offshore, Integrated Engineering, Green LED Lighting, Cyber Security, and Infrared Thermal Sensing Technologies industries, we are situated in predominantly male-dominated business sectors. The Group appointed a female director in FY2024 and targets to maintain the current board composition.

Our Board's development strategy is fortified by a robust foundation of diverse knowledge and backgrounds. This diversity ensures that our decisions are comprehensive, well-considered, and aligned with the Company's primary goals.

Board Core Competencies include:

Core Competencies of the Board		
Accounting & Finance	Business Management	Legal or Corporate Governance
Relevant industry knowledge or experience	Strategic planning experience	Customer based experience or knowledge

All directors of the Group have also attended the mandated sustainability training as announced by SGX.



From Left to Right: Mr Kenneth Koh Leong Wie, Mr Henry Tan Song Kok, Mr Vincent Lim Hui Eng, Mr Patrick Lim Hui Peng, Ms Juliana Lee Kim Lian

Board Diversity Policy

As per requirements under the Singapore Exchange Listing Rules 710A, the Company is required to maintain a board diversity policy that addresses gender, skills and experience, and any other relevant aspects of diversity. The Board Diversity Policy sets out a framework to achieve adequate diversity on the Board of the Company.

An effective board requires directors who possess integrity, expertise, skill, time, and commitment to fulfil their responsibilities effectively. A board that embodies diversity in backgrounds cultivates a well-rounded perspective, enabling innovative solutions to business issues, fosters growth and creates value for the Company, and enhance corporate governance.

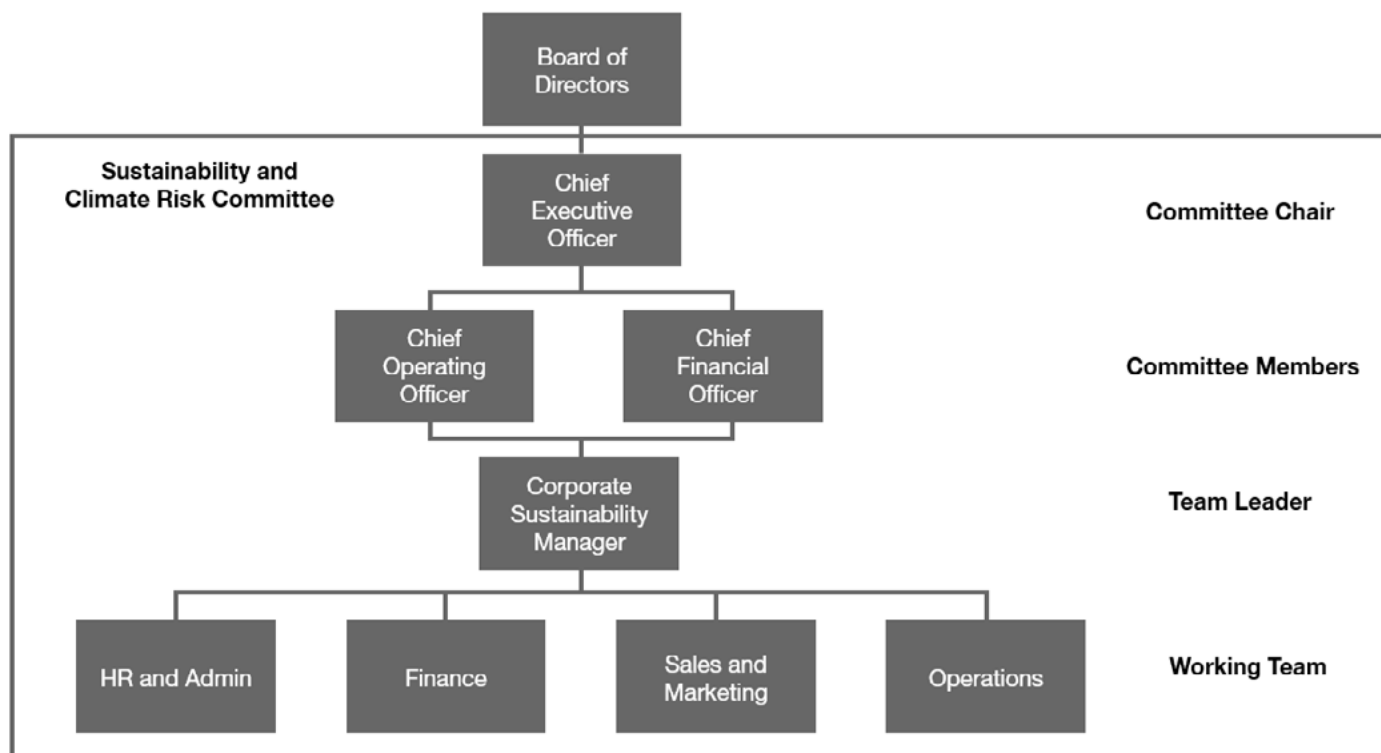
A diverse board is less likely to suffer from 'groupthink' and may avoid conformity when limitations and biases are left unchecked. The Board is committed to the adoption of greater diversity as a strategic endeavour.

BH Global recognises and understands the benefits of a diverse board, and views diversity at the Board level as an essential element in supporting the attainment of its strategic objectives and its sustainable development. All board appointments are carefully made based on merit, evaluating the skills, experience, independence and knowledge required for optimal board performance. To ensure this, the Company will continuously improve its candidate search process to be more inclusive including working with specialised search firms, increase pool in personal network searches and expand search with diverse professional background.

For more information on our Board of Directors, our Board Diversity Policy, our diversity targets and our progress in this regard, please refer to our Corporate Governance Report found in pages 30-34 of our Annual Report FY2025.

Corporate Sustainability Governance

The Sustainability Committee was formed in 2016 and renamed as Sustainability and Climate Risk Committee in 2024. In FY2025, we review the structure and it still remains effective.



The Group Sustainability and Climate Risk Committee comprises:

- CEO, Mr Vincent Lim Hui Eng (Chairman)
- COO, Mr Patrick Lim Hui Peng (Member)
- CFO, Mr Keegan Chua Tze Wee (Member)

The Sustainability and Climate Risk Committee operates under written terms of reference approved by the Board, ensuring alignment with the Group's Environmental, Social, and Governance policies and compliance with Singapore Exchange guidelines and regulations. The Committee has established a Sustainability Governance Structure, which includes discipline-specific working groups tasked with identifying material topics and developing action plans for sustainability reporting.

The CEO is the committee Chair, supported by the committee members COO and CFO. The Sustainability and Climate Risk Committee provides strategic direction on the Group's sustainability initiatives. This guidance is communicated to employees through the Working Team, which includes managers from each subsidiary. The Working Team is led by the Corporate Sustainability Manager, who takes the lead to collect feedback from employees, follow up on the process, which is then reviewed by the Committee. Progress reports on target achievements and action plans are subsequently presented to the Board for evaluation.

The Board, together with the Sustainability and Climate Risk Committee, assesses the Group's sustainability performance and reviews key material issues raised by stakeholders. Based on these evaluations, they approve sustainability targets and action plans, ensuring alignment with the Group's overall strategy and goals.

The Sustainability and Climate Risk Committee, in collaboration with the Working Team, is responsible for comprehensive sustainability governance. This includes oversight of ESG and climate risks, strategic planning, policy formulation with a climate focus, performance monitoring, resource management for climate initiatives, and driving strategic climate actions.

Additionally, the Committee manages the integration of ESG principles, monitors progress on sustainability objectives, engages stakeholders, mitigates risks, and promotes continuous improvement. It tracks climate-related targets, supports policy discussions, and evaluates risks and opportunities associated with climate management, ensuring the Group remains proactive in its sustainability efforts.

Stakeholder Engagement

The Group recognises stakeholders as individuals and organisations that are impacted by our operations or have the ability to influence our business activities. We maintain a structured and continuous approach to stakeholder engagement to understand their evolving expectations, identify key risks and opportunities, and ensure our strategies remain responsive and relevant.

Stakeholder feedback is systematically considered in both strategic and operational planning processes. Through internal assessments and regular engagement platforms, the Group identifies key stakeholder groups and establishes appropriate channels to gather insights on areas such as operational performance, environmental impact, resource utilisation, and supply chain practices. These inputs support informed decision-making and enable the Group to align its business practices with stakeholder priorities.

In particular, stakeholder perspectives contribute to how the Group manages its use of materials and resources across its operations and value chain. This includes promoting responsible sourcing, improving resource efficiency, and minimising environmental impact. By integrating stakeholder feedback into our management approach, we strengthen our ability to address material issues, enhance operational resilience, and support long-term sustainable value creation.

Stakeholder Identification

Below are the definitions of our Internal and External stakeholders.

Internal Stakeholders	External Stakeholders
<ul style="list-style-type: none"> Investors & Shareholders Board of Directors Managers Employees 	<ul style="list-style-type: none"> Business Partners Customers Government Agencies and Regulatory Authorities Suppliers and Contractors

Stakeholder Engagement Approach

The engagement channel with our key stakeholders is outlined in the following table:

Key Stakeholder	Definition	Engagement Channel
Business Partners	Institutional Investors, Equity Analysts, and Securities Investors Association of Singapore (“SIAS”).	Annual General Meeting; Half-and-full year financial results; Announcements via SGXNET; Disclosures of information on matters of material impact or significance through SGXNET and other information channels; Update of important events and business developments through the corporate website and social media platforms such as LinkedIn and Facebook.
Customers	Corporate, Retail Customers, General Public.	Site visits and workshops; Phone calls; Email contacts; Formal and informal meetings.
Government Agencies and Regulatory Authorities	SGX Inland Revenue Authority of Singapore (“IRAS”) Accounting and Corporate Regulatory Authority (“ACRA”) Ministry of Manpower (“MOM”) National Environment Agency (“NEA”) Ministry of Trade & Industry (“MTI”) Maritime Port Authority (“MPA”)	Participation in initiatives led by government agencies; Annual service audits.
Suppliers and Contractors	Delivery partners, international and local goods suppliers and contractors.	Site visits & workshops; Phone calls; Email contacts Formal & informal meetings.
Management and Employees	Full-time, contract and temporary workers including those of managerial level.	Regular dialogues; Training programmes; Work-related meetings and discussions.

Stakeholder Engagement Outcome

In FY2025, the Group conducted a comprehensive stakeholder survey to better understand stakeholder perspectives on our sustainable development efforts. A total of 52 responses were received from key stakeholder groups, representing a diverse range of interests and viewpoints. The insights gathered from this engagement exercise have been carefully analysed and will inform the Group's sustainability strategy, with key findings presented in the subsequent sections of this report.

External Stakeholder	Significant		<ul style="list-style-type: none"> Maintain Good Business Ethics and Transparency Occupational Health and Safety Anti-Corruption Measures Cyber Security and Data Privacy Fair Employee Relationship Compliance 	
	Moderate	<ul style="list-style-type: none"> Waste Management Championing Industry Leadership 	<ul style="list-style-type: none"> Employee Training and Skill Development Economic Performance Diversity and Inclusion Innovation Energy Saving and Improve Energy Efficiency 	
	Less	<ul style="list-style-type: none"> Emission Reduction Water Management Community Engagement Climate Risk 		
		Less	Moderate	Significant
Internal Stakeholder				

Stakeholder Focus

The following tables reflect the interests from our key stakeholders.

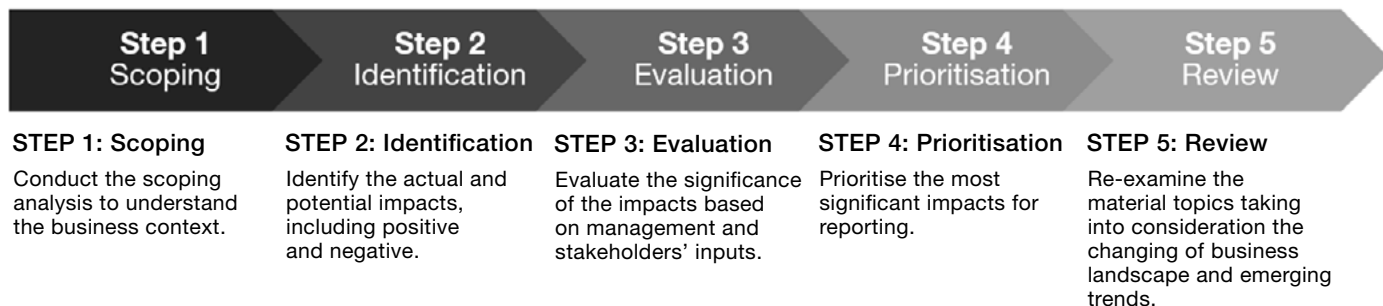
Stakeholders	Business Partners	Customers	Government Agencies and Regulatory Authorities	Suppliers and Contractors	Management and Employees
Interests	<ul style="list-style-type: none"> Anti-Corruption Measures Economic Performance Employee Training and Skill Development Occupational Health and Safety 	<ul style="list-style-type: none"> Anti-Corruption Measures Data Privacy Energy Saving and switch to Renewable Energy Cyber Security and Customer Data Privacy 	<ul style="list-style-type: none"> Anti-Corruption Measures Employee Training and Skill Development Occupational Health and Safety Economic Performance 	<ul style="list-style-type: none"> Anti-Corruption Measures Fair Employee Relationship Cyber Security and Customer Data Privacy Occupational Health and Safety 	<ul style="list-style-type: none"> Anti-Corruption Measures Fair Employee Relationship Employee Training and Skill Development Occupational Health and Safety

Material Topics Identification

Materiality analysis is a crucial tool for the Group, helping us identify and prioritise sustainability issues that are significant to both the business and its stakeholders. Our structured approach ensures that the sustainability topics we address align with our strategic goals and stakeholder expectations, supporting long-term value creation.

At BH Global, we use the GRI framework to define our material topics, following GRI Standards 2021 (GRI 3: Material Topics). These topics reflect the organisation’s key impacts on the economy, environment, and society.

The BH Global Sustainability Steering Committee (now renamed as Sustainability and Climate Risk Committee) has updated the material topics for FY2025 through our five-step process, keeping them aligned with our sustainability priorities:



In consideration of stakeholder expectations and alignment with the Group’s business strategy, the Board and Management have reviewed and revalidated the Group’s material sustainability matters for FY2025.

The identification and prioritisation process was conducted using a structured, risk-informed methodology. This included an assessment of sustainability-related risks and opportunities across the Group’s operations, supply chain and broader value chain; evaluation of internal operational and strategic impact factors; and consultations with senior management to determine relevance to the Group’s strategic objectives and long-term resilience.

The Group also conducted benchmarking against relevant international reporting standards and industry-specific sustainability frameworks, as well as peer and customer comparisons, to ensure alignment with regulatory developments, market expectations and emerging best practices.

In addition, the materiality assessment incorporates an evaluation of key value drivers that influence the Group’s financial performance and long-term value creation, alongside sustainability-related risks identified through the Group’s risk management processes. Internal factors, including operational priorities, business model considerations and resource allocation, are also taken into account. The assessment further integrates qualitative perspectives derived from stakeholder engagement and management insights to ensure a balanced evaluation. Appropriate time horizons—short-, medium- and long-term—are applied to assess the potential impacts of material ESG factors on the Group’s strategy, financial performance and operational resilience.



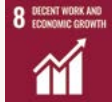






Based on this comprehensive assessment, and in accordance with the principles set out in the GRI Standards, the Group has identified ten material topics for FY2025, as presented in the following section.

List of Material Topics

Considering stakeholder interests and ensuring alignment with the organisation’s business strategy, we have identified and revalidated the key ESG topics. For FY2025 reporting period, we applied the following methodology to determine our material topics:

- Company supply chain and value chain risk analysis and management process;
- Company internal management impact factors;
- Consultation with key management to assess strategic priorities and sustainability risks;
- Benchmark analysis against international standards, including industry-specific sustainability frameworks; and
- Comparison with key industry players and customers to align with market expectations and best practices.

In accordance with the GRI principles, we have identified fourteen material topics, which are outlined below.

Material Topics	International Standards	UNSGDs
Governance		
Economic Review and Performance	GRI 201 Economic Performance	 
Procurement Practices	GRI 204 Procurement Practices	
Business Conduct	GRI 205 Anti-corruption GRI 206 Anti-competitive Behavior	
Compliance with Laws and Regulations	GRI 2-27 Compliance with laws and regulations	
Approach to Tax	GRI 207 Tax	
Environment		
Response to Climate Change	TCFD Climate Risk Disclosures	  
Energy and Emissions	GRI 302 Energy GRI 305 Emissions	
Water Management	GRI 303 Water and Effluents	
Waste Management	GRI 306 Waste	
Social		
Fair Employment	GRI 401 Employment GRI 402 Labor/Management Relations GRI 406 Non-discrimination	   
Employee Diversity	GRI 405 Diversity and Equal Opportunity	
Occupational Health and Safety	GRI 403 Occupational Health and Safety	
Training and Skill Development	GRI 404 Training and Education	
Cyber Security and Business Partners Privacy	GRI 418 Customer Privacy	

Supporting the United Nations Sustainable Development Goals



In September 2015, 193 member states at the UN Summit unanimously adopted the UNSDGs laying out an ambitious roadmap for global progress. The SDGs provide a unified framework for governments, businesses, and civil society to address the most urgent social and environmental challenges facing the world today. They highlight the need for transformative change, which requires not only government action but also a significant mobilisation of private sector innovation and resources. In this context, businesses are not just enablers but vital drivers of sustainable development.

At BH Global, we fully embrace our responsibility as a private organisation to support the 17 global goals and contribute actively to the broader global agenda. This commitment is embedded within our corporate strategy, guiding all aspects of our operations and ensuring we make a meaningful impact on the world's most pressing social and environmental issues. Through strategic partnerships, ethical business practices, and targeted investments in sustainable initiatives, we don't just align with the SDGs – we integrate them into the core of our business, reinforcing our dedication to building a sustainable future for all.

As part of our FY2025 business strategy, we have identified the following Sustainable Development Goals to focus on, as they align most closely with our strategic priorities.



FY2025 Targets and Performance at a Glance

Material Topics	Targets for FY2025	Performance for FY2025	Achieved? Yes/No
Economic Performance (GRI 201)	Promote sustainability initiative projects beyond Singapore.	Expanded sustainability initiatives beyond Singapore, supporting regional adoption of energy-efficient and digital solutions across its operations.	Yes
Business Conduct (GRI 205, GRI 206)	Maintain zero confirmed incidents of corruption Maintain zero anti-competitive behaviour cases within the organisation	Zero confirmed incidents of corruption Zero anti-competitive behaviour cases within the organisation	Yes
Compliance with Laws and Regulations (GRI 207)	Maintain zero legal cases or fines and non-monetary sanctions against the Group	Zero legal cases or fines and non-monetary sanctions against the Group	Yes
Energy and Emissions (GRI 302)	Ensure zero non-compliance cases on emissions	Zero non-compliance cases with environmental laws on emissions	Yes
Water consumption (GRI 303)	Ensure zero non-compliance cases on water Monitoring water usage data, achieve overall water reduction in FY2025	Zero non-compliance cases on water The Group has achieved overall water reduction in FY2025	Yes
Fair Employee (GRI 401, 402, 406)	Maintain no negative comments from employees	Zero negative comments from employees	Yes
Occupational health and safety (GRI 403)	Zero fatality incident and Zero major incident	Zero fatality and major incident	Yes
Training and skill development (GRI 404)	Achieve a minimum average of 5.5 training hours per employee.	19.5 average training hours per employee	Yes
Cyber security and business partners privacy (GRI 418)	Zero substantiated complaints received concerning breaches of customer privacy	Zero substantiated complaints received concerning breach of customer privacy	Yes

OUR HIGHLIGHTS FOR YEAR 2025

ECONOMIC



Revenue \$48.3 million
Gross Profits \$19.5 million



Maintained ISO
qualifications
9001, 14001, 23001,
45001, 27001



Zero cases of
non-compliance with
laws and regulations

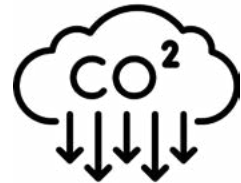
ENVIRONMENT



Proper waste collection
data tracking has been
implemented



Water consumption
stabilised following the
resolution of the earlier
leakage issue



Winner of LowCarbonSG
award by the United National
Global Compact Singapore
for the 2nd year in a row

SOCIAL



Zero cases of fatalities from
work-related injuries



Achieved average
19.5 training hours
per employee




Zero cases of major
hacking attempts

ECONOMIC AND GOVERNANCE

30	Economic Review and Performance
32	Procurement Practices
34	Business Conduct
37	Compliance with Laws and Regulation
39	Approach to Tax

Key Material Topics	Key SDGs	Key GRI
<p>Economic Review and Growth</p> <p>Procurement Practices</p> <p>Business Conduct</p> <p>Compliance with Law and Regulations</p> <p>Approach to Tax</p>	 	<p>GRI 201 – Economic Performance</p> <p>GRI 204 – Procurement Practices</p> <p>GRI 205 – Anti-Corruption</p> <p>GRI 206 – Anti-Competitive Behaviour</p> <p>GRI 207 – Tax</p> <p>GRI 2-27 Compliance with laws and regulations</p>

Economic Review and Performance

Material Topic	Key SDGs
GRI 201 Economic Performance	

Why This Is Important

Sustained economic performance and financial resilience are fundamental to the Group’s ability to create long-term value and deliver on its sustainability commitments. A strong financial position enables the Group to support ongoing operations, invest in innovation, and advance strategic initiatives that contribute to sustainable growth.

The Group recognises that financial performance is intrinsically linked to broader environmental and social outcomes. By maintaining disciplined financial management and operational resilience, the Group is better positioned to navigate evolving market conditions, regulatory developments, and climate-related risks, while continuing to generate and distribute economic value to its stakeholders, including shareholders, employees, business partners, and the wider community.

The Group views economic performance not merely as a measure of profitability, but as a key enabler for delivering sustainable outcomes, balancing present operational needs with the long-term well-being of future generations.

Management Approach

The Group adopts a forward-looking and risk-informed approach to managing its economic performance, integrating sustainability considerations into its strategic planning and operational execution. This includes targeted investments in operational efficiency, digitalisation, and infrastructure, alongside continuous efforts to strengthen its core business segments and enhance long-term competitiveness.

In an increasingly complex global landscape, the Group actively monitors and assesses macroeconomic and geopolitical developments that may impact its operations. Ongoing challenges, including geopolitical tensions, supply chain disruptions, and evolving regulatory environments, continue to influence global trade flows and operating conditions. In response, the Group remains focused on strengthening operational resilience, enhancing cost discipline, and maintaining agility in its business strategies.

At the same time, structural shifts such as the global energy transition, digital transformation, and changing workforce dynamics present both risks and opportunities. The Group is strategically positioned to capture these opportunities through its diversified business portfolio, particularly in marine and offshore solutions, green technologies, integrated engineering, and cybersecurity.

Strengthening Business Operations and Capturing Opportunities

The Group continues to enhance its business operations by responding proactively to key industry trends and market developments.

The offshore and marine sector is supported by sustained capital expenditure in both traditional energy and renewable segments, coupled with tightening vessel supply. These trends are expected to support demand for marine and offshore services, positioning the Group to benefit from improved market conditions.

Digital transformation within the maritime sector is accelerating, driven by the increasing adoption of e-commerce platforms and integrated supply chain solutions. The Group’s digital platform enhances procurement and inventory management capabilities, improving operational efficiency and strengthening customer engagement.

The global push towards decarbonisation presents significant growth opportunities. As regulatory frameworks tighten and stakeholders demand lower-carbon solutions, the Group is expanding its capabilities in areas such as energy-efficient technologies, vessel electrification, green energy solutions, and sustainable infrastructure. These initiatives support both emissions reduction efforts and the Group’s long-term business growth.

In addition, demographic shifts and labour market constraints, particularly in mature economies, continue to drive the adoption of productivity-enhancing technologies. The Group leverages digitalisation, automation, and advanced technologies to optimise workforce efficiency and maintain operational effectiveness. Its cybersecurity capabilities further position the Group to address increasing digital risks and support clients in enhancing operational resilience and data security.

Guided by its strategic focus on environmental stewardship, electrification, and digitalisation, the Group continues to align its business direction with the transition towards a more sustainable and resilient global economy.

FY2025 Performance

The Group's gross profit decreased by \$5 million from \$24.5 million in FY2024 to \$19.5 million in FY2025. Overall gross margin remains comparatively unchanged for both FY2024 and FY2025.

Other operating income in FY2025 decreased by \$0.4 million as compared to FY2024. This was mainly due to foreign exchange losses in FY2025.

For FY2025, selling and distribution expenses as well as administrative expenses remained relatively unchanged.

For FY2025, the Group registered a net profit of \$0.4 million compared to \$2.1 million in FY2024. This is mainly due to lesser revenue generated in FY2025.

Segmental Overview

Electrical and Technical Supply

The Electrical and Technical Supply division accounted for 83% of the Group's turnover in FY2025. Revenue from the division decreased by \$6.9 million (15%) to \$40.1 million in FY2025 mainly due to lesser revenue generated from shipyards.



Green LED Lighting

The Green LED Lighting Division is driven by the Group's associated company, GLH. GLH reported lesser losses in FY2025 as compared to FY2024 due to improved performance in FY2025.

Security Division

The Security Division comprises Infrared and Thermal Sensing Technology and Cyber Security business. Revenue from this division decreased by \$1.9 million (33%) in FY2025. This was mainly due to lesser projects delivered and secured in FY2025.



Integration Engineering

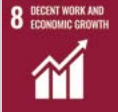
In FY2025, revenue from the Integration Engineering Division decreased by \$3.3 million (43%) due to lesser projects delivered and secured in FY2025.

For a more detailed breakdown of the Group's financial review for the past three years, to page 24 of our Annual Report FY2025, Operational and Financial Review.

Target Setting

Term	Target
Short Term (FY2026)	<ul style="list-style-type: none"> Strengthen financial resilience by embedding sustainability risk assessments into strategic planning and decision-making processes, emphasizing climate-related risks and opportunities.
Medium-term (By 2030)	<ul style="list-style-type: none"> Strengthen revenue diversification and enhance profitability through innovation, expansion into sustainable solutions and continued compliance with evolving regulatory frameworks.
Long-term (Beyond 2030)	<ul style="list-style-type: none"> Achieve sustained economic growth and market leadership by consistently responding and adapting to evolving market demands and regulatory environments, particularly in terms of sustainable construction practices, decarbonisation efforts, and climate resilience.

Procurement Practices

Material Topics	Key SDGs
GRI 204 Procurement Practices	

Why This Is Important

Effective procurement practices are fundamental to the Group’s operational resilience, cost efficiency, and long-term value creation. As a global provider of marine and offshore supplies, our ability to source high-quality goods and services in a timely and cost-effective manner directly impacts our service reliability, customer satisfaction, and competitive positioning.

Given the complexity and global nature of the marine supply chain, procurement plays a critical role in managing supply chain risks, including disruptions arising from geopolitical developments, logistics constraints, and supplier concentration. A structured and disciplined procurement approach enables the Group to maintain continuity of supply, uphold product quality and safety standards, and respond effectively to evolving customer and regulatory requirements.

In addition, procurement practices contribute to broader economic and sustainability outcomes. By engaging responsibly with suppliers, particularly within our local operating environment, we support economic development, strengthen supply chain resilience, and promote responsible business conduct across our value chain. This includes integrating considerations such as supplier reliability, compliance, and long-term partnership value into procurement decisions, thereby aligning operational priorities with sustainable growth objectives.

Management Approach

BHM adopts a structured and risk-informed procurement framework that emphasises reliability, compliance, and sustainability across its supply chain. BHM maintains established procurement policies and procedures to guide supplier selection, evaluation, and ongoing performance monitoring, ensuring that procurement decisions are aligned with operational requirements, regulatory expectations, and industry standards.

BHM is committed to supporting local economic development through a preference for local sourcing, where feasible. For BH Global, “local suppliers” refer to vendors based in Singapore, where the Group’s headquarters and core operations are located. By prioritising local suppliers, the Group enhances supply chain responsiveness, reduces logistical risks, and contributes to the strengthening of the domestic supplier ecosystem.

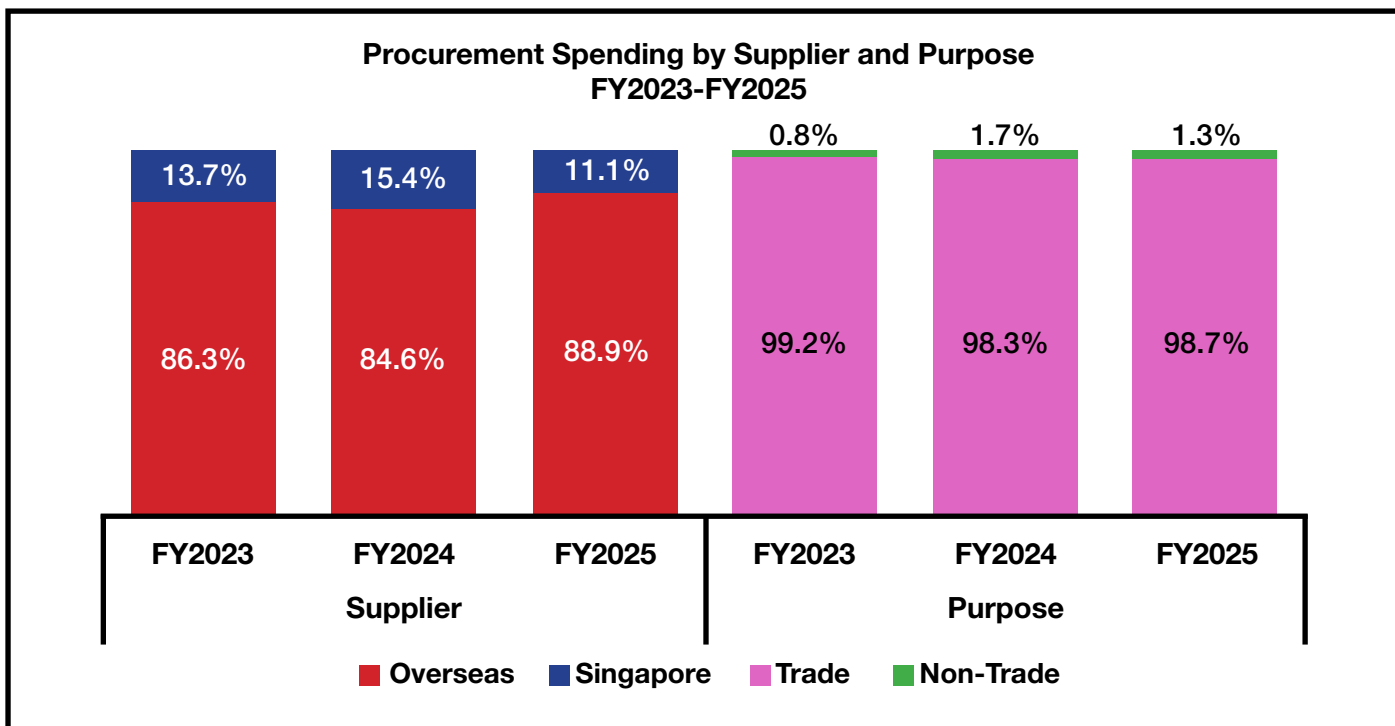
At the same time, the Group recognises that a significant portion of its procurement is inherently global due to the specialised nature of marine and offshore equipment. Many critical components and certified products are sourced from established international manufacturers that meet stringent technical and regulatory requirements. As such, procurement decisions are carefully balanced between local sourcing objectives and the need to ensure product quality, safety, and compliance with industry specifications.

Supplier engagement and performance management form a key component of the Group’s procurement approach. Suppliers are evaluated based on criteria such as quality, reliability, delivery performance, safety standards, and regulatory compliance. BHM also seeks to build long-term partnerships with strategic suppliers to enhance supply continuity, improve operational efficiency, and support innovation across its product offerings.

In response to ongoing global supply chain uncertainties, BHM continues to strengthen its procurement resilience by diversifying its supplier base, enhancing supplier evaluation processes, and maintaining close engagement with key vendors. Through this approach, BH Global aims to ensure a stable, responsible, and efficient supply chain that supports its operational objectives and long-term sustainability strategy.

FY2025 Performance



In FY2025, BHM allocated 88.9% of its procurement budget to overseas suppliers, while 11.1% was spent on local suppliers. Of the total procurement expenditure, 98.7% was dedicated to trade purposes, while 1.3% was allocated for non-trade purposes.



Target Setting

Term	Target
Short Term (FY2026)	<ul style="list-style-type: none"> Establish a Supplier Code of Conduct covering ESG requirements (e.g. environmental compliance, labour practices, ethics) Conduct ESG risk screening for 100% of new suppliers.
Medium-term (By 2030)	<ul style="list-style-type: none"> Identify and categorise key/critical suppliers (e.g. top 70–80% spend) for priority ESG assessment. Initiate baseline data collection (e.g. supplier location, environmental risk exposure, certifications such as ISO 14001/45001). Conduct ESG assessment for ≥70% of critical suppliers by procurement value.
Long-term (Beyond 2030)	<ul style="list-style-type: none"> Engage suppliers to address identified ESG risks, including environmental and social impacts. Encourage key suppliers to adopt environmental management systems or equivalent practices. Collaborate with suppliers to improve environmental performance (e.g. emissions reduction, resource efficiency).

Business Conduct

Material Topics	Key SDGs
GRI 205 Anti-corruption GRI 206 Anti-competitive Behavior	 

Why This Is Important

Maintaining the highest standards of business integrity and fair competition is fundamental to the Group’s long-term sustainability and value creation. As a participant in a global supply chain spanning multiple jurisdictions, the Group is exposed to evolving regulatory requirements, ethical risks, and increasing stakeholder expectations relating to transparency, accountability, and responsible conduct.

Strong governance over anti-corruption and fair business practices enables the Group to mitigate legal, financial, and reputational risks while reinforcing stakeholder confidence. Ethical conduct supports operational resilience, strengthens relationships with customers, suppliers, and regulators, and ensures that business growth is achieved responsibly and sustainably. In parallel, adherence to competition laws promotes a level playing field, supports market integrity, and aligns with the Group’s commitment to responsible business practices across all markets in which it operates.

Management Approach

The Group adopts a zero-tolerance approach towards corruption, bribery, and anti-competitive conduct, supported by a robust governance framework and clearly defined policies. The Group has established comprehensive policies, including the Code of Business Conduct and Ethics, Anti-Corruption Policy, Whistleblowing Policy, Conflict of Interest Policy, and Supplier Code of Conduct. These policies set clear expectations for ethical behaviour across all levels of the organisation and value chain.

Anti-Corruption Risk Management and Controls

Anti-corruption risks are systematically identified, assessed, and managed through the Group’s risk management processes. Controls are embedded across business operations to prevent, detect, and respond to potential misconduct. Employees are required to comply with these policies, which are communicated during onboarding and reinforced through regular training and internal communications. The Group also monitors regulatory developments to ensure ongoing compliance.

Whistleblowing and Reporting Mechanisms

The Group maintains a formal whistleblowing framework endorsed by the Board and overseen by the Audit Committee. Secure and confidential reporting channels are available to employees and external stakeholders, with independent investigation processes in place. The Group safeguards whistleblower confidentiality and enforces a strict non-retaliation policy to encourage the reporting of concerns.

A whistleblower may either submit their report to the Lead Independent Director via email at whistleblow@bhglobal.com, call the hotline at +65 6210 8088 or mail the report in an envelope marked as “Private and Confidential” to the following address:

To: Lead Independent Director
c/o: BH Global Corporation Ltd
8 Penjuru Lane, Singapore 609189

Communication of Critical Concerns

The Group has established formal channels to facilitate the communication of critical concerns and matters relating to business integrity, including suspected misconduct, unethical behaviour, or breaches of internal policies and applicable laws and regulations. These channels are designed to ensure that concerns can be raised in a timely, appropriate, and responsible manner.

Employees may report concerns through internal reporting lines, including their supervisors or the Human Resources function. In addition, the Group maintains a whistleblowing mechanism that is accessible to both internal and external stakeholders via designated communication channels. The Group is committed to safeguarding the rights of individuals who raise concerns in good faith, and to ensuring that all reports are handled objectively, independently, and with appropriate confidentiality.

All reported concerns are reviewed and assessed in accordance with established procedures. Significant matters are escalated to senior management and, where appropriate, to the Board or relevant Board committees for oversight, in line with the Group’s governance framework.

The Group also ensures that employees are informed of these reporting channels and expected standards of conduct through onboarding programmes and regular communication of corporate policies.

In FY2025, no critical concerns were reported to the Board.

Conflict of Interest Management

To uphold transparency and accountability, all employees and Board members are required to declare any actual or potential conflicts of interest. Formal declaration processes are in place, supported by periodic updates to ensure that decisions are made objectively and in the best interests of the Group.

Fair Competition and Market Conduct

The Group is committed to complying with applicable competition and antitrust laws across all jurisdictions in which it operates. While no incidents of anti-competitive behaviour or regulatory violations were recorded during the reporting period, BH Global is enhancing its governance framework through the development of formalised competition-related policies and guidelines to strengthen compliance and awareness.

During the year, the Group conducted benchmarking exercises against industry practices and relevant regulatory expectations, alongside internal reviews of existing business conduct practices and controls. These efforts were aimed at assessing potential gaps, enhancing awareness of anti-competitive risks, and ensuring alignment with evolving compliance requirements.

The Group continues to operate in compliance with applicable competition laws and maintains a zero-tolerance stance towards anti-competitive behaviour. Insights derived from the FY2025 reviews, including benchmarking against industry practices and internal assessments, will support the structured development and formalisation of an Anti-Competitive Policy in the next phase of implementation.

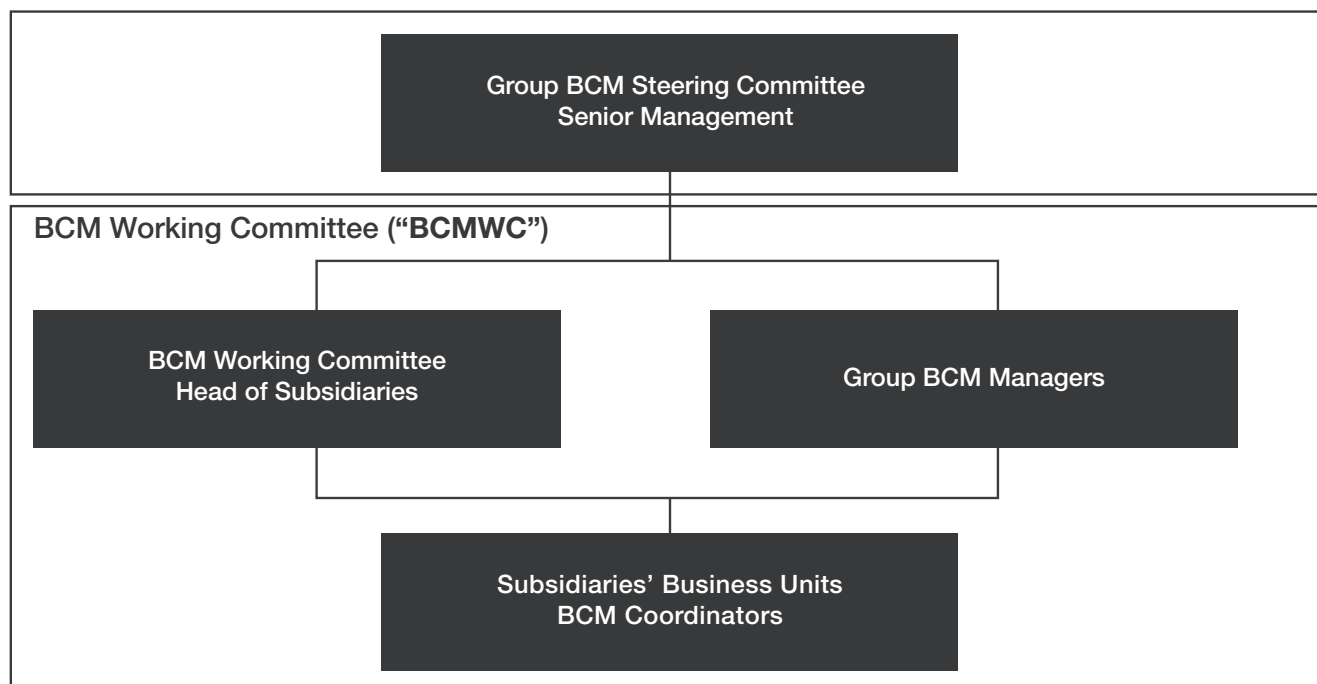
As part of the Group's ongoing evaluation of its overall risk profile and value chain, anti-competition risks have been assessed as relatively low in the context of its current operations and business environment. Nevertheless, the Group remains vigilant and will continue to monitor regulatory developments and enterprise risks. The formalisation and implementation of a dedicated Anti-Competitive Policy will be undertaken as the business evolves and where deemed necessary to support operational and compliance requirements.

Business Continuity and Governance Oversight

The Group maintains a structured Business Continuity Management System ("BCMS") aligned with ISO 22301:2019 to strengthen operational resilience and ensure the continuity of critical business functions in the event of disruptions, including those arising from operational, compliance, and ethical risks. Business continuity is integrated into the Group's broader risk management and governance framework, with oversight provided by senior management and relevant Board committees.

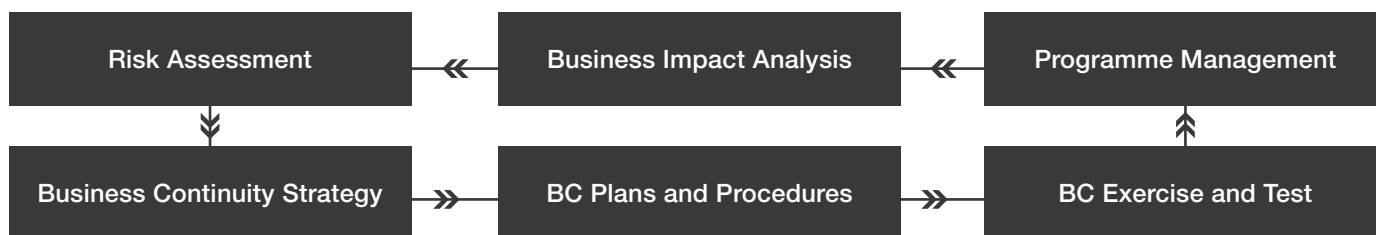
The Group has established a comprehensive Business Continuity Plan ("BCP") across its subsidiaries to ensure that critical activities can be sustained or restored within defined service levels during incidents, emergencies, or crises. Each subsidiary identifies and prioritises key operations through a Business Impact Analysis, supported by clearly defined Recovery Time Objectives ("RTO") and Recovery Point Objectives ("RPO"). As a baseline, subsidiaries aim to resume prioritised activities within three days, while maintaining communication with key customers to minimise operational disruptions.

BCM Steering Committee



Each business division that is ISO 22301 certified (BHM, BOS, SFE, SFP, ITS, ADPL) also developed a BCM Plan Team Structure catered to the needs of each individual division.

Governance of the BCMS is led by the Group Business Continuity Management Steering Committee (“**BCMSC**”), comprising members of senior management. The BCMSC provides strategic direction and oversight of business continuity initiatives, including the supervision of the BCM Working Committee and Group BCM Managers. At the operational level, BCM Coordinators within each subsidiary are responsible for developing, implementing, and maintaining continuity plans based on site-specific risk assessments and operational requirements. Business divisions with ISO 22301 certification have also established dedicated BCM team structures to address their respective operational needs.



The Group adopts a structured and continuous approach to business continuity, encompassing risk identification, preparedness, response, recovery, and continuous improvement. This includes the identification of potential threats to critical operations, ensuring adequate resources and capabilities are in place, and regularly reviewing the effectiveness of continuity measures.

The BCP framework covers four key phases: pre-incident preparedness, incident response, recovery and resumption of prioritised activities, and restoration of normal operations. Complementing this, the Group has implemented an Emergency Response Plan (“**ERP**”) to safeguard employees and minimise disruption during emergencies. Designated Emergency Response Team leaders and first aiders receive relevant training to support effective incident management.

To strengthen preparedness and response capabilities, the Group conducts regular fire evacuation drills and table-top exercises to familiarise employees with emergency procedures and reinforce readiness across the organisation.

Through these measures, the Group aims to enhance resilience, minimise business disruptions, and ensure the continued delivery of products and services to customers under adverse conditions.


FY2025 Performance

In FY2025, the Group achieved all objectives established in the previous year and recorded no incidents of corruption, anti-competitive behaviour, conflicts of interest, or whistleblowing cases. This reflects the Group’s continued commitment to upholding high standards of business ethics and integrity, supported by robust governance practices and internal controls.

Target Setting

Term	Target
Short Term (FY2026)	<ul style="list-style-type: none"> Maintain zero reports of misconduct across all operational levels, reinforcing the highest standards of ethical practices.
Medium-term (By 2030)	<ul style="list-style-type: none"> Continue to achieve zero misconduct cases annually, embedding a culture of integrity and ethical responsibility across the organisation. Conduct mandatory annual ethics and anti-corruption training for all employees to strengthen awareness and prevention of misconduct.
Long-term (Beyond 2030)	<ul style="list-style-type: none"> Regularly benchmark and update corporate governance policies against industry best practices, ensuring continuous alignment with global ethical standards and evolving regulatory frameworks.

Compliance with Laws and Regulation

Material Topics	Key SDGs
<p>GRI 2 General Disclosures</p> <p>2-27 Compliance with laws and regulations</p>	

Why This Is Important

Compliance with applicable laws and regulations is fundamental to maintaining the Group’s licence to operate and upholding stakeholder trust. Operating across multiple jurisdictions and business segments, the Group is subject to a diverse and evolving regulatory landscape. Effective compliance management enables the Group to mitigate legal and operational risks, safeguard its reputation, and ensure business continuity.

A strong compliance culture also reinforces ethical conduct, transparency, and accountability across all levels of the organisation. By aligning its operations with applicable regulatory requirements and recognised standards of good governance, the Group strengthens its resilience and supports long-term sustainable value creation for stakeholders.

Management Approach

The Group maintains a structured compliance and governance framework to ensure adherence to all applicable laws, regulations, and industry standards across its operations. Oversight of regulatory compliance is provided by the Board of Directors, which ensures that compliance considerations are integrated into the Group’s strategic direction, enterprise risk management framework, and internal control systems.

The Group ensures compliance with applicable laws and regulations across all jurisdictions in which it operates, with regulatory requirements embedded within its governance framework, risk management processes, and internal control systems, covering areas such as corporate governance, environmental management, workplace health and safety, employment practices, and taxation.

To support effective implementation, the Group adopts a decentralised yet coordinated approach to regulatory management. Individual departments and operational units are responsible for monitoring regulatory developments relevant to their respective functions, ensuring that applicable legal and regulatory requirements are identified, assessed, and kept up to date in line with operational needs. This is supported by a centralised framework, including the maintenance of a register of legal and other requirements, to ensure consistency and alignment across the Group.

Regulatory updates are monitored on an ongoing basis through reliable sources, and internal policies and procedures are reviewed and updated accordingly to reflect changes in applicable requirements. Compliance obligations are embedded into day-to-day operations, supported by documented procedures, defined responsibilities, and management oversight.

The Group reinforces compliance through regular training and communication programmes to ensure that employees are aware of their legal and ethical responsibilities. Where relevant, these expectations are also communicated to contractors and business partners to promote consistent standards across the value chain.

Periodic internal audits and reviews are conducted to assess compliance with regulatory requirements and the effectiveness of internal controls. Compliance risks are evaluated as part of the Group’s broader risk management processes, enabling timely identification, escalation, and mitigation of potential non-compliance issues. Findings from audits and reviews are addressed through structured corrective and preventive actions, with progress monitored through management review mechanisms.

To promote transparency and accountability, the Group has established formal channels for reporting potential misconduct or regulatory breaches. All reported cases are subject to appropriate investigation and follow-up, with safeguards in place to protect confidentiality and prevent retaliation.

In the event of non-compliance, the Group undertakes a structured remediation process, including investigation, root cause analysis, implementation of corrective actions, and, where required, engagement with relevant authorities. Continuous monitoring is performed to ensure the effectiveness of corrective measures and to prevent recurrence.

FY2025 Performance



The Group would like to announce that throughout FY2025, our Group maintained full compliance with all local statutes, rules, and regulations, reporting no instances of non-compliance.

Target Setting

In FY2025, we will continue to monitor and adapt to evolving legal requirements, regularly updating our operating procedures and policies to align with the latest laws and regulations, particularly those concerning environmental and social compliance. The Group remains committed to maintaining its flawless compliance record, ensuring zero violations across all regions in which we operate.

Term	Target
Short Term (FY2026)	<ul style="list-style-type: none">• Achieve zero incidents of non-compliance with applicable laws and regulations across all operational jurisdictions.• To strengthen compliance efforts, the Group will enhance training programmes for employees and management, ensuring they remain well-informed of evolving legal and regulatory requirements.
Medium-term (By 2030)	<ul style="list-style-type: none">• Maintain continuous annual records with no significant non-compliance incidents, ensuring sustained compliance performance.
Long-term (Beyond 2030)	

Approach to Tax

Material Topics	Key SDGs
GRI 207 Tax	 

Why This Is Important

Responsible tax practices are a fundamental component of sound corporate governance and long-term value creation. The Group recognises that its approach to taxation extends beyond regulatory compliance and reflects its broader commitment to ethical business conduct and accountability to stakeholders. By meeting its tax obligations in a timely and transparent manner, the Group contributes to the economic development of the jurisdictions in which it operates, including the funding of public infrastructure and essential services.

A robust and transparent tax approach enhances stakeholder confidence, supports sustainable business operations, and mitigates financial and reputational risks associated with non-compliance. It also reinforces the Group's commitment to integrity, ensuring that tax practices are aligned with its overall business strategy and sustainability objectives.

Management Approach

The Group adopts a responsible and transparent approach to tax management, ensuring full compliance with all applicable tax laws and regulations across the jurisdictions in which it operates, including Singapore, China, Taiwan, Japan and the UAE. Tax compliance is embedded within the Group's governance and risk management framework, with oversight by senior management to ensure consistency with regulatory requirements and corporate values.

The Group does not engage in aggressive or inappropriate tax planning practices. It is committed to conducting its tax affairs in a manner that reflects genuine commercial substance and economic activity. The Group does not utilise artificial structures or arrangements designed primarily for tax avoidance purposes.

To strengthen tax governance, the Group maintains internal controls and processes to monitor tax obligations, supported by qualified finance personnel and, where appropriate, external tax advisors. Regular reviews are conducted to ensure accuracy in tax filings and adherence to evolving regulatory requirements. This disciplined approach enables the Group to manage tax-related risks effectively while maintaining transparency and accountability in its tax disclosure.

FY2025 Performance

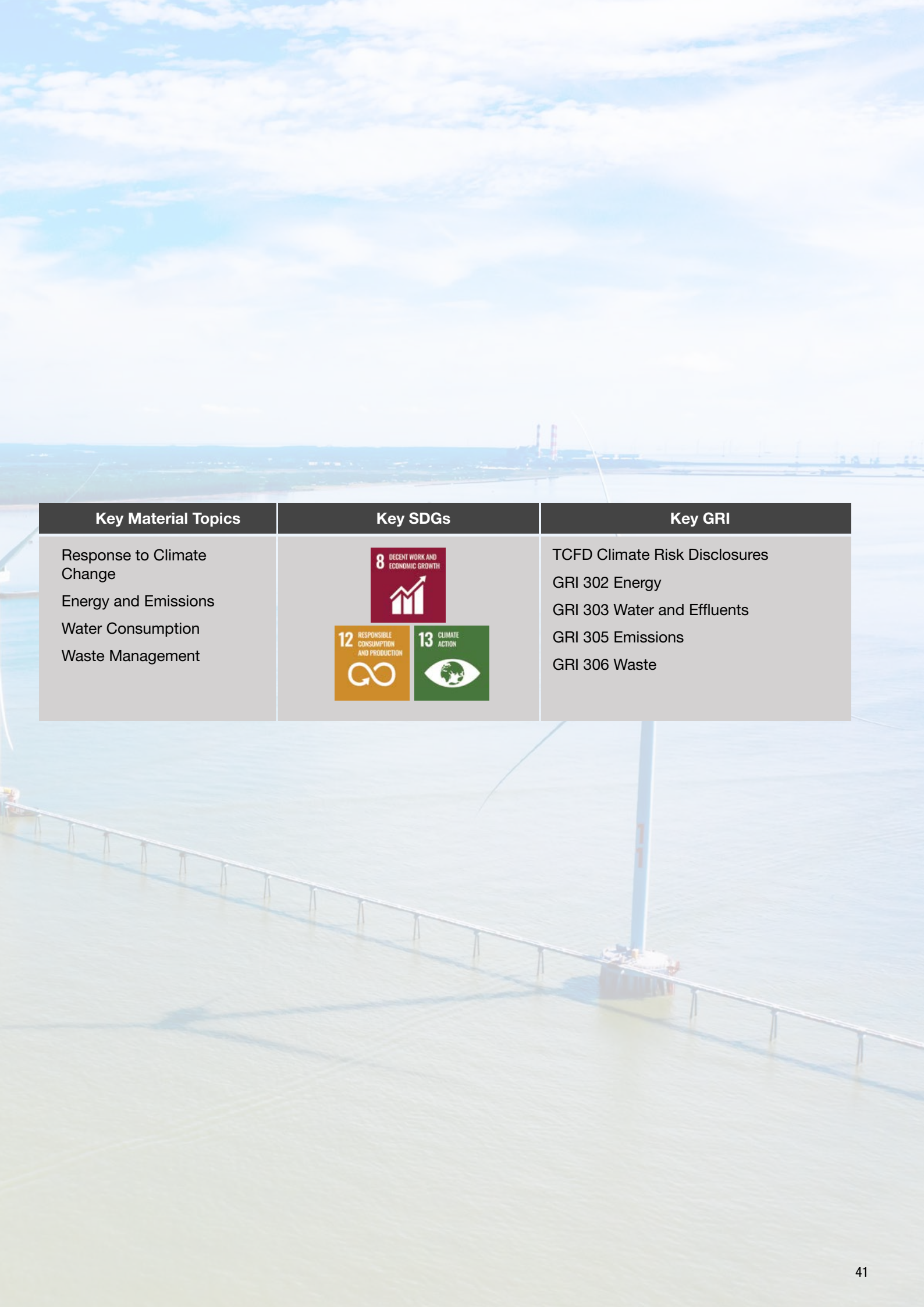
In FY2025, the Group actively completed the tax return within the stipulated time.

Target Setting

Term	Target
Short Term (FY2026)	<ul style="list-style-type: none"> Maintain no instances of tax non-compliance, reflecting the Group's continuous and unwavering adherence to all applicable tax regulations and obligations.
Medium Term (By 2030)	
Long Term (Beyond 2030)	



ENVIRONMENT

42	Response to Climate Change
50	Energy and Emissions
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Key Material Topics	Key SDGs	Key GRI
<p>Response to Climate Change</p> <p>Energy and Emissions</p> <p>Water Consumption</p> <p>Waste Management</p>	  	<p>TCFD Climate Risk Disclosures</p> <p>GRI 302 Energy</p> <p>GRI 303 Water and Effluents</p> <p>GRI 305 Emissions</p> <p>GRI 306 Waste</p>

Response to Climate Change

Material Topics	Key SDGs
<p>Response to Climate Change (TCFD)</p> <ul style="list-style-type: none"> • Governance • Strategy • Risk Management • Metrics and Target 	 

Why This Is Important

Climate change represents a significant and evolving risk to the global economy, supply chains, and industrial operations. In Singapore, regulatory developments such as the progressive increase in carbon tax to S\$50–80/tCO₂e by 2030—are accelerating the transition toward a low-carbon economy.

In parallel, climate-related disclosure requirements introduced by the Singapore Exchange reinforce the need for structured and transparent climate risk management. For the Group, rising energy costs, regulatory pressures, and global supply chain disruptions directly affect operational efficiency and cost structures.

Given its exposure to the marine, offshore, engineering, electrification, and technology sectors, the Group faces both physical risks, such as extreme weather events impacting logistics and infrastructure, and transition risks, including regulatory tightening, evolving customer expectations, and technological disruption.

At the same time, climate change presents opportunities for growth through electrification, energy-efficient solutions, and sustainable engineering innovations.

In response, the Group has adopted a structured approach aligned with the TCFD framework to identify, assess, and manage climate-related risks and opportunities. This enables the Group to strengthen resilience, support long-term value creation, and balance business growth with environmental stewardship.

Management Approach

Addressing climate change is a strategic priority for the Group. Climate considerations are progressively embedded into business strategy, investment planning, and operational decision-making across its key business segments, including marine supply, electrical and automation services, engineering, LED lighting, and technology solutions.

The Group applies the TCFD framework across four pillars—Governance, Strategy, Risk Management, and Metrics and Targets—to guide its climate-related disclosures and actions. This approach is aligned with evolving global reporting expectations and supports integration of climate-related risks into enterprise risk management and financial planning.



Governance

Board Oversight

The Board of Directors provides oversight of climate-related risks and opportunities, ensuring that climate considerations are incorporated into the Group's strategic direction, capital allocation, and risk management framework. The Board reviews regulatory developments, climate-related risks, and sustainability performance as part of its governance responsibilities.

To strengthen oversight, the Group has established a Climate Risk Committee to guide strategic direction, oversee implementation of climate initiatives, and ensure alignment with regulatory and industry expectations.

Management's Role

Executive management is responsible for implementing climate strategies and integrating climate considerations into operations. This includes conducting climate risk assessments, enhancing resilience measures, and driving adoption of energy-efficient technologies.

Cross-functional teams collaborate to monitor emerging risks, track performance indicators, and ensure timely response to regulatory and market developments.



Strategy

The Group recognises climate change as a significant factor influencing its business operations, supply chains, and regulatory environment. The Group has conducted a comprehensive assessment of climate-related risks and opportunities across its key business segments, including marine supply operations (such as warehouses and storage facilities), electrical and automation services, marine cable supply, engineering, and marine lighting solutions.

Through this assessment, the Group has evaluated potential impacts arising from both physical and transition risks, as well as emerging market trends associated with the shift towards a low-carbon economy. These climate-related risks and opportunities have been systematically categorised into physical risks and transition risks, enabling the Group to better understand potential operational, financial, and strategic implications, and to support informed decision-making and long-term resilience.



Climate-Related Risks and Opportunities

Physical Risks	
Types of Risks	Impacts
Acute Physical Risks (e.g. storms, flooding, extreme weather events)	Disruptions to marine supply chain operations, including delays in delivery and logistics interruptions. Potential damage to warehouses, storage facilities, and engineering sites, resulting in increased repair and insurance costs. Adverse weather conditions may also impact workforce safety and productivity, particularly for outdoor operations.
Chronic Physical Risks (e.g. rising temperatures, sea-level rise)	Increased cooling and energy costs across facilities and operations. Long-term degradation of infrastructure, particularly for coastal and marine-related assets. Reduced workforce productivity due to heat stress and the need for enhanced occupational health measures. Potential need for relocation or retrofitting of high-risk facilities.

Physical Risks	
Types of Risks	Impacts
Policy and Regulatory Risks	Rising carbon taxes in Singapore and other jurisdictions increases operational costs. Stricter environmental regulations may require additional capital expenditure for compliance. Increased reporting requirements may also lead to higher administrative and compliance costs.
Market Risks	Shifts in customer demand toward low-carbon and sustainable products may affect competitiveness of existing offerings. Potential loss of market share if the Group does not adapt to evolving sustainability expectations. Increased pressure from investors and clients for transparent ESG performance.
Technology Risks	Rapid development of low-carbon and energy-efficient technologies may render existing systems less competitive. Increased capital investment required for adoption of new technologies such as electrification, automation, and energy-efficient systems. Need for workforce upskilling to support new technological capabilities.
Reputation Risks	Failure to effectively manage climate-related risks may impact the Group's reputation, affecting stakeholder trust, investor confidence, and ability to secure contracts. Increasing expectations for ESG transparency heighten reputational exposure.

Opportunities	
Type of Opportunities	Potential Benefits
Electrification and Clean Energy Solutions	Expansion of business opportunities in energy-efficient systems, marine electrification, and sustainable engineering solutions. Strengthened competitive advantage in low-carbon markets.
Energy Efficiency and Cost Optimisation	Implementation of energy-efficient technologies reduces operational costs and improves margins over the long term.
Climate-Resilient Infrastructure	Investment in resilient infrastructure reduces exposure to climate disruptions and enhances operational continuity.
Digitalisation and Smart Technologies	Leveraging automation, data analytics, and smart systems to optimise operations, improve efficiency, and reduce emissions.
Sustainable Supply Chain Development	Strengthening supplier resilience and adopting sustainable materials enhances long-term supply stability and reduces environmental impact.

Climate Scenario Analysis

To support strategic planning, the Group evaluates climate resilience under different climate scenarios:

	Short-Term (2025–2035)	Long-Term (2035–2100)
1.5°C Scenario	Higher carbon costs and stricter regulations increase compliance costs but create opportunities for early adoption of low-carbon technologies. Competitive advantage gained through sustainable product offerings and access to green financing.	Transition to a low-carbon operational model with improved efficiency, reduced emissions, and stronger market positioning. Stable regulatory environment supports sustainable growth.
2°C Scenario	Slower regulatory changes reduce immediate compliance costs but increase exposure to physical risks such as extreme weather events. Potential operational disruptions and delayed transition investments.	Increased severity of physical risks leads to higher infrastructure and adaptation costs. Sudden regulatory tightening may result in significant capital expenditure and reduced competitiveness.

Strategic Response

In response to these risks and opportunities, the Group is implementing the following strategic priorities:

- Strengthening infrastructure resilience to mitigate physical climate risks;
- Enhancing energy efficiency and exploring renewable energy adoption;
- Integrating climate considerations into capital allocation and procurement decisions;
- Expanding low-carbon and energy-efficient product and service offerings;
- Strengthening supply chain resilience and diversification; and
- Enhancing internal capabilities through training and technology adoption



Climate Risk Management

Climate-related risks are assessed alongside broader sustainability and enterprise risks through a structured evaluation of the Group's value chain, operational activities, and geographic footprint. These risks include both physical risks arising from climate hazards and transition risks associated with regulatory, market, technological, and reputational changes linked to the transition to a low-carbon economy.

Climate risks are evaluated across short-, medium-, and long-term time horizons, with emphasis on risks that may materially impact the Group's assets, operations, supply chains, and financial performance. This enables prioritisation of risks with the greatest potential impact on operating costs, capital expenditure, asset utilisation, and business continuity.

Mitigation measures are embedded into operational and project-level decision-making through the adoption of climate-resilient designs, energy-efficient technologies, and sustainability-focused practices, supporting long-term cost management and asset protection.

Climate Risk Management Process

Identify Risks	Assess Risks	Prioritise Risks	Mitigate Risks	Monitor and Review
Identify climate-related physical and transition risks using climate data, regulatory developments, industry trends, and stakeholder expectations.	Assess likelihood and potential financial, operational, and strategic impacts on assets, projects, supply chains, and business continuity.	Prioritise risks based on materiality, severity, and potential impact on enterprise value and operational resilience.	Implement adaptation, decarbonisation, and operational measures, including infrastructure upgrades and energy efficiency improvements.	Monitor climate risk indicators and mitigation effectiveness, with regular reporting to Management and Board-level oversight (including Sustainability strategy development committee where applicable).

Risk Management Approach

Climate-related risks are integrated into the Group's enterprise risk management framework through structured assessments of operational exposure, location-specific vulnerabilities, and supply chain dependencies.

This approach enables the Group to evaluate potential impacts on cost structures, operational continuity, and long-term business performance. Climate considerations are progressively incorporated into strategic planning, capital allocation decisions, and procurement processes, ensuring alignment between sustainability objectives and business priorities.

Mitigation measures include the adoption of climate-resilient operational practices, enhancement of energy efficiency across facilities, and strengthening of supply chain resilience through diversification and supplier engagement.

Key Elements of the Group's Climate Risk Approach

- Stakeholder engagement with management, employees, regulators, and customers to identify emerging climate risks and expectations;
- Continuous monitoring of climate trends, regulatory developments, and industry practices;
- Cross-functional coordination across key business functions to ensure effective risk response;
- Integration of climate considerations into operational planning, procurement strategies, and supply chain management;

Climate Risk Identification, Time Horizons and Financial Impacts

The Group identifies and assesses climate-related risks across short-, medium-, and long-term horizons as part of its enterprise risk management framework. These risks are categorised into physical risks (acute and chronic) and transition risks, reflecting their potential impact on operations, assets, financial performance, and long-term resilience.

Time Horizons Definition:

- Short term: 0–3 years (operational and compliance impacts);
- Medium term: 3–10 years (capital planning and market transition);
- Long term: Beyond 10 years (asset viability and business resilience);



Risk	Time Horizon	Description	Potential Financial Impact	Key Mitigation Measures
Physical Risks				
Acute Extreme Weather Events (e.g. flooding, storms, heatwaves)	Short to Medium	Severe weather events may disrupt marine logistics, damage warehouses and engineering facilities, and impact workforce safety and productivity.	Operational disruptions; increased repair and maintenance costs; asset damage or impairment; supply chain delays; higher insurance costs.	Climate-resilient infrastructure, flood protection, business continuity, and safety measures.
Chronic Rising Sea Levels	Medium to Long	Long-term sea level rise may increase exposure of coastal facilities, warehouses, and operational sites to flooding and structural risks.	Increased capital expenditure for infrastructure adaptation or relocation; higher insurance premiums; potential asset devaluation.	Long-term asset planning; flood mitigation strategies; site elevation and redesign; location risk assessments.
Chronic Increasing Temperatures	Short to Long	Rising temperatures impact operations, increase cooling needs, and elevate health risks.	Increased energy and cooling costs; reduced workforce productivity; potential operational inefficiencies.	Energy-efficient cooling systems; automation of operations; workforce protection measures; adjusted work scheduling.
Transition Risks				
Regulatory Climate Policies and Compliance Requirements	Short to Medium	Increasingly stringent environmental regulations and reporting requirements across jurisdictions.	Higher compliance costs; increased capital expenditure; potential penalties for non-compliance.	Strengthened regulatory monitoring, compliance alignment, and investment in compliant technologies.
Carbon Pricing Rising Carbon Taxes and Energy Costs	Short to Medium	Rising carbon and fuel costs increase operational expenses.	Margin compression due to higher operating costs; increased energy expenditure.	Energy efficiency, operational optimisation, and adoption of low-emission and renewable solutions.
Market Shift Toward Low-Carbon Solutions	Medium to Long	Changing customer and investor preferences toward sustainable and low-emission products and services.	Potential loss of market share; reduced revenue if offerings are not aligned with market expectations.	Development of low-carbon, energy-efficient solutions and sustainable innovation.
Reputation Stakeholder Expectations on ESG Performance	Short to Long	Increasing expectations for transparency and climate performance from investors, customers, and regulators.	Reduced access to capital; higher financing costs; reputational impact affecting business opportunities.	Transparent climate disclosures; proactive stakeholder engagement; strengthening ESG performance and reporting.
Technology Low-Carbon Transition and Innovation Risks	Medium to Long	Rapid technological advancements may require investment in new systems and render existing assets less competitive.	High capital costs, asset obsolescence risk, and increased transition expenses.	Strategic technology investments; phased transition planning; workforce upskilling and capability development.



Metrics and Targets

To monitor climate-related risks and financial exposure, the Group tracks key indicators, including:

- Energy consumption (kWh and gigajoules (“GJ”));
- Scope 1 and Scope 2 greenhouse gas emissions;
- Energy and emissions intensity;
- Operational disruptions attributable to climate events;

The Group aims to increase renewable energy usage, minimise climate-related disruptions, and progressively enhance Scope 3 emissions tracking. These metrics support ongoing evaluation of mitigation effectiveness and inform capital allocation and strategic planning.

More details of Metrics and Target are being disclosed under Energy and Greenhouse Gas Emission Section.

FY2025 Performance

In FY2025, the Group reported zero operational disruptions due to climate events. For Energy and emission performance, please refer to Energy and Emissions section.

Target Setting

Term	Target
Short Term (FY2026)	• Ensure no significant operational disruptions or project delays due to adverse climate conditions.
Medium Term (By 2030)	
Long Term (Beyond 2030)	

Projects in Response to Climate Change

PWR+ | Power Management & Digital Monitoring System

The PWR+ Power Management & Digital Monitoring System is an integrated solution designed by Beng Hui Marine Electrical to optimise energy usage and operational efficiency across marine vessels. By enabling real-time, whole-vessel monitoring and automated power source management, the system ensures that energy is distributed efficiently and only when required. Its ability to seamlessly switch between generators and shore power, combined with continuous performance tracking and fault diagnostics, reduces unnecessary fuel consumption and minimises energy losses. In addition, PWR+'s lightweight, digitally integrated design reduces material usage and space requirements, contributing to lower overall vessel emissions and improved life cycle efficiency. Through enhanced reliability, smarter energy control, and reduced operational waste, PWR+ supports more sustainable maritime operations.



In March 2026, PWR+ was further advanced through a strategic collaboration between Bureau Veritas, BHM, and Penguin International Limited, formalised at Asia Pacific Maritime (APM) 2026 in Singapore. This partnership marked the debut of Bureau Veritas' Type-Approved PWR+ system on a new series of compact crew boats designed for the oil and gas industry, supporting the integration, certification, and deployment of advanced digital power management solutions. By bringing together expertise across classification, system integration, and shipbuilding, the collaboration reinforces a shared commitment to enhancing energy efficiency, system transparency, and regulatory compliance, while accelerating the adoption of digitalised and sustainable marine technologies across next-generation vessels.



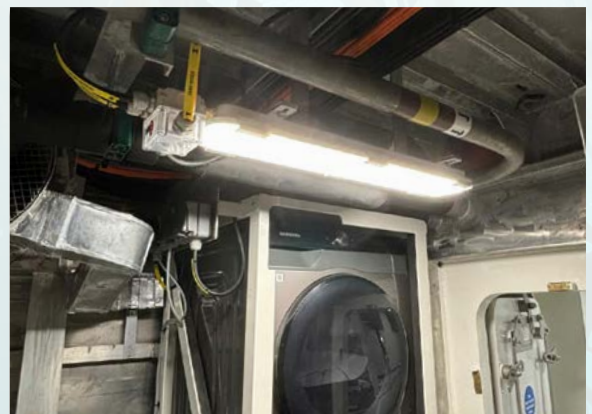
Sea Forrest Power Solutions Pte Ltd | Energy Cube

The Energy Cube by Sea Forrest Power Solutions is an advanced, containerised energy storage system designed to enhance energy efficiency and support cleaner maritime operations. Functioning as a peak-shaving and backup power solution, the system captures and stores excess energy for use during periods of high demand, helping to stabilise power loads and reduce reliance on continuous generator usage. By enabling more efficient energy utilisation and smoothing power fluctuations across vessel and offshore operations, the Energy Cube contributes to lower fuel consumption and reduced greenhouse gas emissions. Its scalable and modular design allows seamless integration into a wide range of marine and offshore platforms, supporting flexible deployment while optimising overall system performance. Through improved energy storage capability, reduced

operational inefficiencies, and support for hybrid and electrified vessel systems, the Energy Cube plays a key role in advancing sustainable and low-emission maritime solutions.

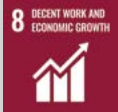

SOPEX Innovations Pte Ltd | LED Lighting Return of Investments ("ROI") for Vessels

SOPEX Innovations represent a key initiative in improving energy efficiency and reducing environmental impact across marine and industrial applications. Leveraging GL Lighting's extensive expertise in advanced LED technology and a proven track record of over 1,000 OEM and ODM projects, SOPEX delivers high-performance lighting solutions designed to replace conventional systems with more energy-efficient alternatives. Through LED retrofitting projects across vessels and facilities, the solution significantly reduces energy consumption, lowers maintenance requirements, and minimises waste associated with frequent replacements due to its extended lifespan of up to 100,000 hours.



To support effective implementation, SOPEX provides end-to-end services including complimentary illumination (lux) calculations, ensuring optimal lighting design and performance from planning through to installation. In addition, detailed return on investment (ROI) assessments are conducted to provide transparency on total cost of ownership and energy savings, with typical payback periods of approximately two to three years. By enabling clients to transition seamlessly towards greener lighting systems while maintaining performance standards, SOPEX contributes to reduced emissions, improved resource efficiency, and the broader adoption of sustainable technologies across the Group's operations.

Energy and Emissions

Material Topics	Key SDGs
GRI 302 Energy GRI 305 Emissions	 

Why This Is Important

Energy consumption and GHG emissions are key environmental considerations for the Group, particularly given the energy-intensive nature of logistics, warehousing, and marine-related operations. Effective management of energy use and emissions is essential not only for reducing environmental impact, but also for enhancing operational efficiency, managing cost exposure, and addressing evolving regulatory requirements, including carbon pricing mechanisms.

As global and regional decarbonisation efforts accelerate, the Group recognises the importance of contributing to climate action by reducing its carbon footprint. This strengthens our resilience to transition risks, supports alignment with stakeholder expectations, and reinforces our commitment to responsible environmental stewardship and long-term sustainable value creation.

Management Approach

The Group adopts a structured and data-driven approach to managing energy consumption and GHG emissions across its operations. This approach is aligned with internationally recognised methodologies, including the GHG Protocol, and focuses on the identification, monitoring, and reduction of material emission sources.

The Group has established processes to track and consolidate energy consumption data across subsidiaries and operational sites. Based on an assessment of our operational footprint, Scope 1 emissions—primarily from fuel consumption in owned or controlled vehicles—and Scope 2 emissions—arising from purchased electricity used in offices, warehouses, and facilities—have been identified as the most material categories.

Energy and emissions management is integrated into the Group’s broader environmental management framework, supported by internal controls, regular performance reviews, and continuous improvement initiatives.

Energy Efficiency and Operational Optimisation

The Group prioritises energy efficiency as a key lever for reducing emissions intensity. Across office and operational facilities, energy-saving initiatives have been progressively implemented, including the transition to energy-efficient lighting systems such as LED fixtures and the optimisation of heating, ventilation, and air-conditioning (“HVAC”) systems.

Smart energy management practices are adopted to enhance monitoring and control of electricity consumption, while regular maintenance of electrical systems ensures optimal performance and minimises energy wastage. In addition, the Group supports digitalisation and flexible work arrangements where feasible, reducing reliance on physical office infrastructure and associated energy use.

Low-Carbon Solutions in Marine Operations

As part of its role within the maritime value chain, the Group is actively supporting customers in their decarbonisation efforts through the provision and development of electrification solutions for vessels. These initiatives contribute to reduced fuel consumption and lower emissions in marine operations, while aligning with tightening international maritime regulations.

Through collaboration with industry partners and continued investment in energy-efficient technologies, the Group seeks to facilitate the transition towards cleaner and more sustainable marine transportation solutions.

Renewable Energy Adoption

To further reduce reliance on conventional energy sources, the Group has initiated the deployment of renewable energy solutions, including the installation of solar photovoltaic systems at selected facilities. These installations indirectly contribute to lower the emission in contributing to the entire ecosystem.

The adoption of renewable energy forms part of the Group’s broader strategy to transition towards cleaner energy sources and reduce its overall carbon footprint.

Emissions Measurement and Data Management

Robust data collection and monitoring systems underpin the Group’s approach to energy and emissions management. Energy consumption data, including fuel usage and purchased electricity, is systematically collected, analysed, and consolidated to support emissions quantification.

The Group applies appropriate emission factors to calculate GHG emissions, enabling the tracking of performance over time and the identification of opportunities for improvement. Periodic internal reviews and data validation processes are conducted to enhance data accuracy and reliability.

This data-driven approach supports informed decision-making and enables the Group to progressively strengthen its emissions management practices.

Compliance and Continuous Improvement

The Group remains committed to complying with applicable environmental laws and regulations in all jurisdictions where it operates. Energy and emissions considerations are embedded within internal policies and operational procedures, supported by ongoing monitoring and review.

Continuous improvement is achieved through regular assessments of energy performance, adoption of best practices, and the implementation of targeted initiatives to reduce emissions intensity. The Group will continue to enhance its capabilities in emissions tracking and management, including the gradual expansion of data coverage where relevant.

FY2025 Performance

Energy Consumption

In FY2025, the Group’s total energy consumption reached 2,642.83 GJ, comprising:

- 1,268.98 GJ from the combustion of diesel.
- 1,373.85 GJ from grid electricity.

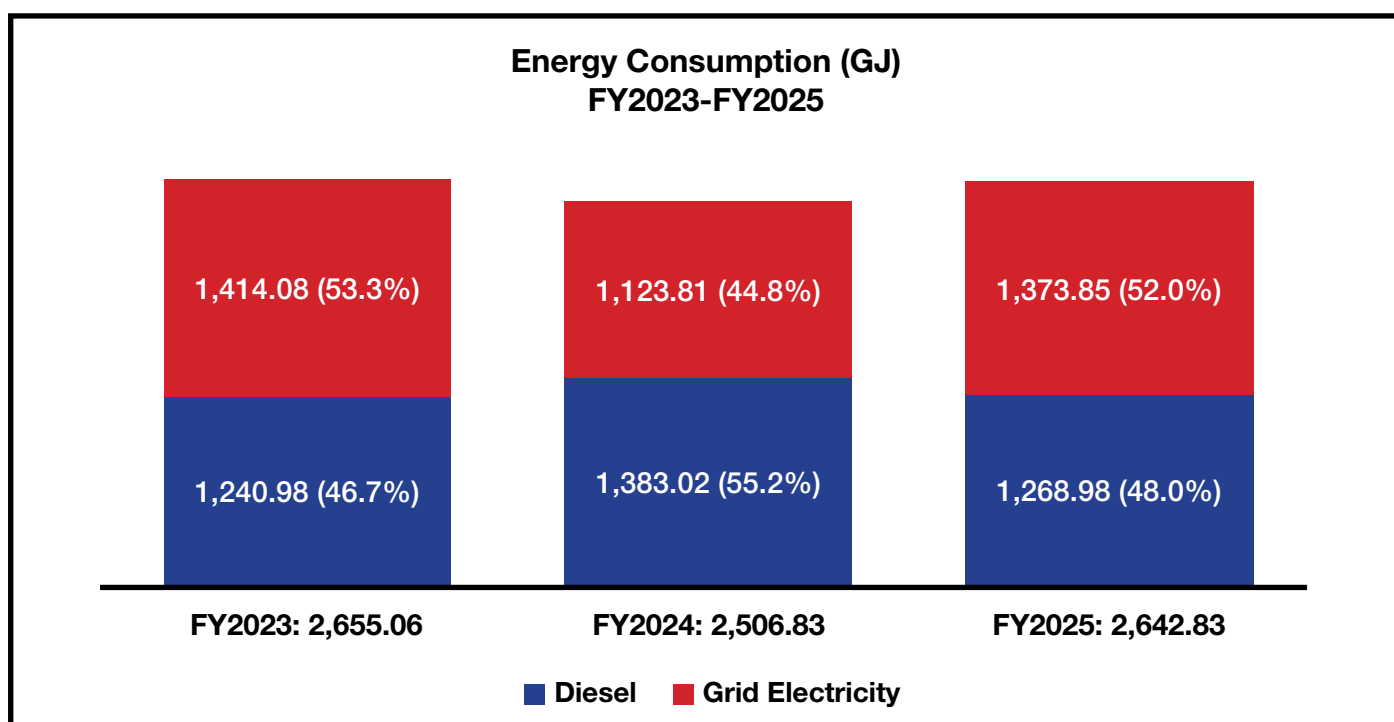
Compared to FY2024, our energy consumption increased by 5.4%, primarily due to higher electricity consumption. The Group continues to implement energy efficiency initiatives to improve long-term energy performance.

Fuel Consumption

Fuel	Consumption (Litre)		
	FY2023	FY2024	FY2025
Diesel	34,357.13	38,289.69	35,131.41

Electricity Consumption

Electricity	Consumption (kWh)		
	FY2023	FY2024	FY2025
Grid	392,799.74	312,168.64	381,625.66



Energy Export

Alongside efforts to reduce overall energy consumption, the Group has been progressing towards the full implementation of a photovoltaic (“**PV**”) system at its office located at 10 Penjuru Lane since FY2023. In FY2025, the PV system exported a total of 180,597.20 kWh of electricity.

Based on the latest available grid emission factor of 0.402 kg CO₂/kWh published by the Energy Market Authority (“**EMA**”), this corresponds to an estimated indirect reduction of approximately 72.60 tCO₂e, representing avoided emissions from conventional grid electricity generation.

By exporting renewable electricity to the grid, the Group contributes to broader decarbonisation efforts and supports electricity providers in reducing their Scope 1 emissions. This initiative underscores the Group’s commitment to managing climate-related risks, mitigating rising energy costs, and advancing the adoption of sustainable energy solutions.

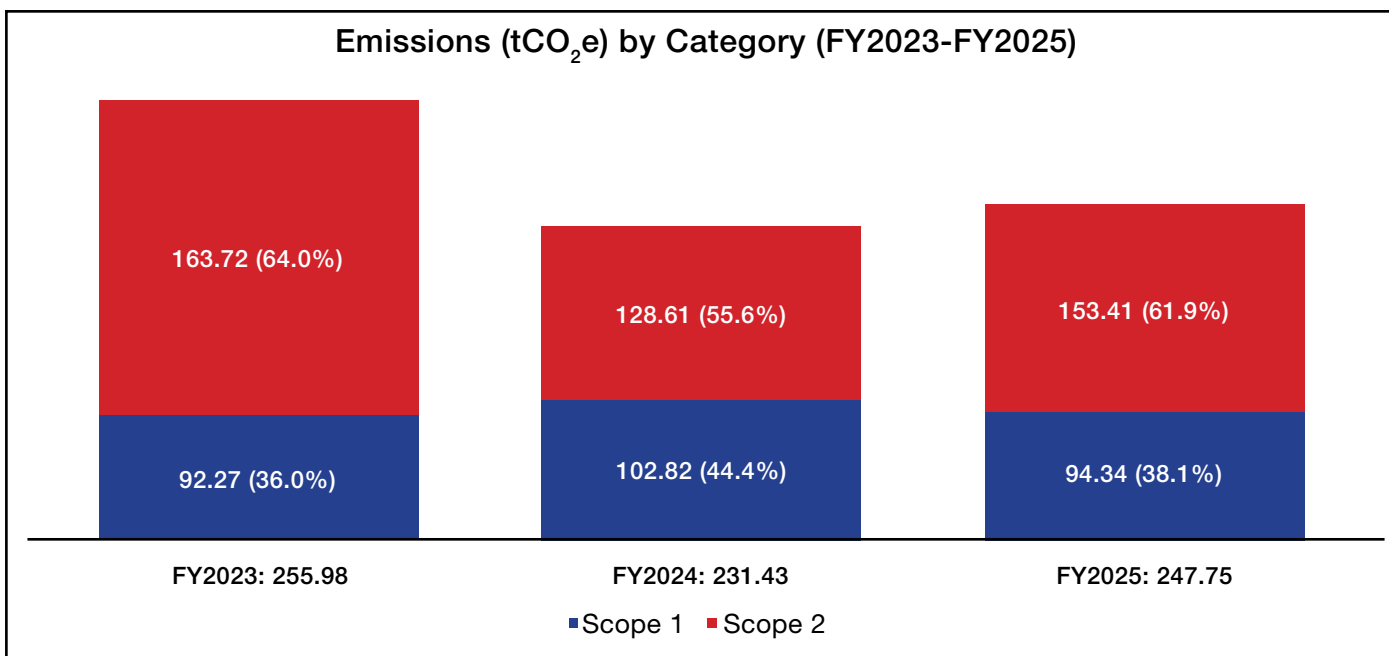
Electricity	Export (kWh)		
	FY2023	FY2024	FY2025
Solar	151,146.54	180,469.48	180,597.20

Emissions

In FY2025, the Group’s GHG emissions amounted to 247.75 tCO₂e, comprising:

- Scope 1 emissions: 94.34 tCO₂e, from diesel combustion.
- Scope 2 emissions: 153.41 tCO₂e, attributed to grid electricity consumption.

In line with the increase in energy consumption, the Group’s total GHG emissions rose by 7.1% compared to FY2024.



Calculation Methodology

The Group adopted the GHG Protocol as the primary framework for the calculation of energy consumption and associated GHG emissions.

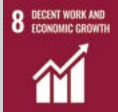

- Scope 1 emissions were calculated using the Singapore NEA Reckonable GHG Emissions Calculator, which is aligned with the 2006 Intergovernmental Panel on Climate Change (“**IPCC**”) Guidelines.
- Scope 2 emissions were calculated in accordance with the GHG Protocol methodology. For Singapore operations, grid electricity emissions were calculated using an emission factor (“**EF**”) of 0.402 kg CO₂/kWh for 2024, as published in the EMA’s Singapore Energy Statistics.

Target Setting

Term	Target
Short Term (FY2026)	<ul style="list-style-type: none">• Monitor and track Scope 1 and 2 GHG emissions performance.• Collect data for Scope 3 emissions to assess supply chain emissions.
Medium-term (By 2030)	<ul style="list-style-type: none">• Maintain ongoing monitoring and reporting of Scope 1, 2, and Scope 3 emissions.• Increase the share of energy-efficient equipment across operations.
Long-term (Beyond 2030)	<ul style="list-style-type: none">• Expand renewable energy usage in facilities and workshops.• Transition a portion of truck fleet to low-emission or electric vehicles.



Water Consumption

Material Topics	Key SDGs
GRI 303 Water and Effluents	 

Why This Is Important

Water is a critical operational resource for BH Global, particularly in Singapore where water scarcity and reliance on energy-intensive sources such as desalination and imported water continue to drive rising tariffs. As water costs increase, efficient water management becomes essential to maintaining cost competitiveness and operational resilience.

Beyond financial implications, responsible water use is integral to environmental stewardship. Inefficient consumption contributes to unnecessary resource depletion and increases the environmental footprint associated with water treatment and distribution. By managing water responsibly, the Group supports broader national sustainability priorities, including water conservation and long-term resource security.

From a risk perspective, unmonitored water usage may lead to inefficiencies, undetected leakages, and potential operational disruptions. Strengthening water monitoring and control mechanisms enables early identification of anomalies, reduces wastage, and ensures continuity of operations.

Stakeholders, including customers, investors, and regulators, increasingly expect companies to demonstrate responsible resource management. Effective water stewardship enhances the Group's reputation, supports regulatory compliance, and reinforces its commitment to sustainable business practices.

Management Approach

The Group adopts a systematic and risk-informed approach to water management, recognising water as a shared and finite resource with both operational and environmental significance. Water is primarily used for general operational purposes, including office facilities and maintenance activities, and is sourced mainly from municipal water supplies across the jurisdictions in which the Group operates. At present, the Group's operations are not water-intensive; however, responsible water management remains a priority to ensure efficient resource use and alignment with evolving regulatory and stakeholder expectations.

To strengthen oversight, the Group has established processes to monitor water consumption at the facility level. Water usage data is collected on a regular basis and reviewed to identify consumption trends, anomalies, and potential inefficiencies. This enables early detection of irregularities such as leaks or excessive usage, allowing timely corrective actions to be implemented. Where applicable, consumption patterns are assessed against operational activities to better understand drivers of water use and support targeted improvements.

The Group integrates water management into its broader environmental management framework, guided by its ISO-aligned management systems. Operational controls are implemented to minimise unnecessary water use, including promoting efficient practices in daily activities and ensuring that equipment and infrastructure are maintained in optimal condition. Preventive maintenance programmes are carried out to inspect pipelines, fittings, and water-related systems to reduce the risk of leakage and water loss.

Although the Group's operations do not currently involve significant water withdrawal from water-stressed areas or direct discharge into sensitive water bodies, the Group remains mindful of potential environmental impacts associated with water use. Where relevant, the Group complies with applicable environmental regulations and discharge requirements in each operating jurisdiction. Wastewater generated from operations is managed through appropriate channels, including discharge to municipal systems in accordance with regulatory standards.

Employee awareness and engagement are key enablers of effective water stewardship. The Group promotes responsible water usage through internal communications and awareness initiatives, encouraging employees to adopt water-saving practices in their daily activities. This supports the development of a sustainability-oriented culture and reinforces accountability at all levels of the organisation.

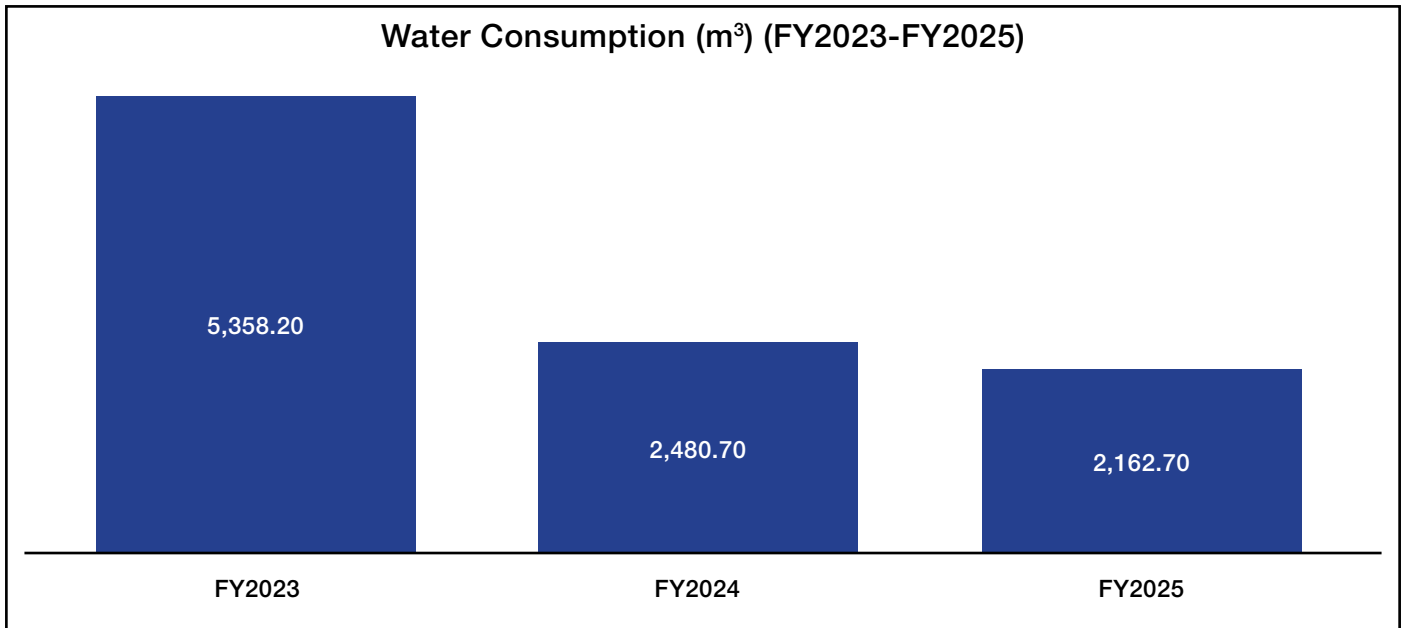
To drive continuous improvement, the Group conducts periodic evaluations of its water management practices and performance. Insights from data monitoring, operational reviews, and internal assessments are used to identify opportunities for enhancing water efficiency and strengthening management controls. As data maturity improves, the Group intends to further enhance its water-related disclosures, including expanding the scope of monitoring and exploring the development of performance indicators and targets where relevant.

Through this structured approach, the Group aims to ensure responsible water use, minimise operational risks, and contribute to the sustainable management of water resources across its operations.

FY2025 Performance

In FY2025, the Group's total water consumption amounted to 2,162.70 cubic metres ("m³"), representing a 12.8% decrease compared to FY2024.

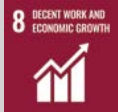

The reduction reflects improved water efficiency management following the rectification of a leakage at 8 Penjuru Lane, which had been identified in FY2022 and contributed to higher consumption in prior periods. No further leakages were detected in FY2024, and water usage remained stable thereafter.



Target Setting

Term	Target
Short Term (FY2026)	<ul style="list-style-type: none"> • Maintain zero incidents of illegal discharge or spillage, continuously maintaining full compliance with all water-related regulatory standards and ensuring zero penalties or fines from regulatory bodies. • Monitor water consumption performance, improve water monitoring and reporting
Medium-term (By 2030)	<ul style="list-style-type: none"> • Set up water consumption reduction target. • Implement water recycling and reuse strategies in workshops and offices.
Long-term (Beyond 2030)	<ul style="list-style-type: none"> • Maintain zero incidents of illegal discharge or spillage, continuously maintaining full compliance with all water-related regulatory standards and ensuring zero penalties or fines from regulatory bodies.

Waste Management

Material Topics	Key SDGs
GRI 306 Waste	 

Why This Is Important

Effective waste management is a key component of the Group’s commitment to environmental stewardship and sustainable operations. As a provider of marine and industrial solutions, our activities generate various waste streams, including packaging materials and operational waste. Managing these responsibly is essential to minimise environmental impact, reduce resource depletion, and support the transition towards a circular economy.

By adopting structured waste management practices, the Group enhances operational efficiency, reduces disposal costs, and ensures compliance with applicable environmental regulations. Responsible waste handling also reflects our commitment to preserving natural ecosystems and maintaining the trust of our stakeholders, including customers, regulators, and the communities in which we operate.

Furthermore, efficient waste reduction, reuse, and recycling initiatives support our broader sustainability strategy by aligning economic performance with environmental protection and long-term value creation.

Management Approach

The Group adopts a structured and proactive approach to waste management, guided by its environmental management system and aligned with internationally recognised standards, including ISO 14001 and ISO 9001. These frameworks support the Group in maintaining regulatory compliance, improving operational controls, and driving continuous improvement in waste reduction and resource efficiency across its operations.

The Group implements the 3R principle—Reduce, Reuse and Recycle—as a core strategy to minimise waste generation. Efforts are focused on optimising material usage, reducing unnecessary packaging, reusing materials where feasible, and promoting recycling practices across operational sites. These initiatives contribute to lowering waste disposal volumes while enhancing resource efficiency.

In Singapore, the Group complies with the Mandatory Packaging Reporting (“MPR”) requirements administered by the NEA. Under this framework, BH Global annually reports packaging data and submits 3R plans, detailing the types and quantities of packaging materials introduced into the market. This strengthens transparency and accountability in managing packaging waste while supporting national sustainability objectives.

In FY2025, the Group further strengthened its waste management practices by initiating systematic data collection and monitoring of waste streams across its operations. This includes tracking waste generation volumes, waste types, and recovery rates, enabling improved visibility over waste performance and supporting data-driven decision-making. The enhancement of waste data management marks an important step towards establishing performance baselines and identifying opportunities for reduction and circularity.

In addition, the Group continues to promote employee awareness and accountability through internal training and communication initiatives. Employees are encouraged to adopt responsible waste handling practices, including proper segregation, recycling, and disposal in accordance with established procedures.

Through ongoing improvements in waste monitoring, regulatory compliance, and operational practices, BH Global remains committed to minimising its environmental footprint and strengthening its transition towards a more resource-efficient and sustainable business model.

FY2025 Performance

In FY2025, BHM commenced the systematic collection and monitoring of waste generation data, supported by the engagement of a NEA-licensed waste management company for proper disposal. During the year, the Group generated a total of 64.57 tonnes of general waste.

BHM’s waste generation is closely linked to its material usage in operations. Key materials utilised include wood and plastics, such as wooden cable drums and pallets for logistics, as well as plastic-based packing materials, including stretch film and packing peanuts.

The Group continues to promote resource efficiency through the adoption of the 3R approach in its warehouse operations. In FY2025, BHM maintained a packaging material reuse rate of 70%, reflecting its ongoing efforts to minimise waste generation.

Type	Waste Generated (tonne)		
	FY2023	FY2024	FY2025
General	172.72 ⁽¹⁾	252.72 ⁽¹⁾	64.57

Note: (1) Figures for FY2023 and FY2024 are estimated based on material usage, including wood, paper, and plastics. Actual waste amounts are not expected to exceed the reported values. From FY2025 onwards, figures are based on actual waste generation data provided by the waste management company.

Target Setting

Term	Target
Short Term (FY2026)	<ul style="list-style-type: none"> • Ensure compliance with waste management regulations; strengthen data collection, waste segregation and responsible disposal practices.
Medium Term (By FY2030)	<ul style="list-style-type: none"> • Enhance waste reduction initiatives, increase recycling rates and improve resource optimisation.
Long Term (Beyond FY2030)	<ul style="list-style-type: none"> • Progress towards circular resource management and minimisation of waste generation.










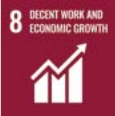
SOCIAL

60	Fair Employment
63	Inclusive Workplace Diversity
66	Occupational Health and Safety
70	Training and Skill Development
74	Cyber Security and Business Partners Privacy



Key Material Topics	Key SDGs	Key GRI
<p>Fair Employment</p> <p>Employee Diversity</p> <p>Occupational Health and Safety</p> <p>Training and Skill Development</p> <p>Cyber Security and Business Partners Privacy</p>	   	<p>GRI 401 – Employment</p> <p>GRI 402 – Labor/Management Relations</p> <p>GRI 403 – Occupational Health & Safety</p> <p>GRI 404 – Training and Education</p> <p>GRI 405 – Diversity and Equal Opportunity</p> <p>GRI 406 – Non-discrimination</p> <p>GRI 418 – Customer Privacy</p>

Fair Employment

Material Topics	Key SDGs
GRI 401 Employment GRI 402 Labor/Management Relations GRI 406 Non-discrimination	 

Why This Is Important

A fair, inclusive and stable workplace is fundamental to the Group’s long-term resilience, operational effectiveness and ability to deliver sustainable value. As the Group operates across diverse and technically demanding industries, its workforce plays a critical role in ensuring service reliability, operational continuity and customer satisfaction.

Fair employment practices support workforce stability, enhance employee engagement and contribute to improved productivity and retention. By ensuring that employees are treated with dignity, provided with equitable opportunities and supported through structured employment practices, the Group fosters a culture of trust, accountability and respect. This in turn strengthens organisational performance and reduces risks related to turnover, workplace disputes and reputational impact.

From a broader perspective, responsible employment practices are closely linked to human capital sustainability. The Group recognises that attracting, developing and retaining competent talent is essential to maintaining its competitive position and responding effectively to evolving market demands. Clear employment terms, effective communication and a workplace free from discrimination are therefore integral to sustaining long-term value creation.

Management Approach

Employment Practices and Benefits

The Group adopts structured human resource policies and procedures to manage the full employee life cycle, including recruitment, probation, confirmation, performance management, internal mobility and separation. Employment decisions are guided by business requirements, individual competencies and performance considerations to ensure fairness and consistency.

Employees are provided with employment terms and benefits in accordance with applicable regulations and internal policies. These include medical support, insurance coverage, statutory leave entitlements and other forms of employee assistance. The Group also provides parental leave in line with regulatory requirements and supports employees in balancing professional and family responsibilities.

The Group monitors employee retention and workforce stability as part of its human capital management approach. In FY2025, only 1 employee did not return after taking parental leave. The remaining employees who took parental leave all returned to work and remained employed, reflecting the Group’s commitment to supporting employees during key life stages and fostering a supportive working environment.

Employee Communication and Workforce Transitions

The Group places importance on maintaining transparent and timely communication with employees on employment-related matters and organisational developments. Employment terms, including notice periods for resignation or termination, are clearly defined in employment contracts and supported by internal policies.

In situations involving workforce changes or operational adjustments, the Group ensures that communication is conducted in an orderly and responsible manner, taking into account contractual obligations, regulatory requirements and operational considerations. This approach supports workforce stability and helps employees prepare for transitions while minimising disruption to operations.

Formal processes are also established for resignation, handover and final settlement to ensure clarity and consistency across the organisation.

Non-Discrimination and Equal Opportunity

The Group is committed to maintaining a workplace that is free from discrimination, harassment and unfair treatment. Employment practices are designed to promote equal opportunity and ensure that all employees are treated fairly regardless of gender, nationality, age or other personal characteristics.

A respectful and inclusive work environment is reinforced through internal policies and codes of conduct, which set expectations for professional behaviour across all levels of the organisation. The Group does not tolerate any form of discriminatory conduct and takes appropriate actions where such incidents are identified.

Employees are provided with accessible channels to raise concerns, including reporting lines through supervisors and management, as well as formal whistleblowing mechanisms. These channels are supported by confidentiality safeguards and protections against retaliation, ensuring that concerns can be raised and addressed in a responsible and timely manner.

Employee Well-being and Engagement

Beyond formal employment practices, the Group recognises the importance of supporting employee well-being and fostering a positive workplace culture. Initiatives such as employee engagement activities and workplace well-being programmes are implemented to enhance morale, strengthen teamwork and create a supportive working environment.

The Group also emphasises training and competency development to ensure that employees are equipped with the necessary skills to perform their roles effectively. Structured training processes and competency frameworks support continuous improvement and contribute to both individual development and organisational capability.

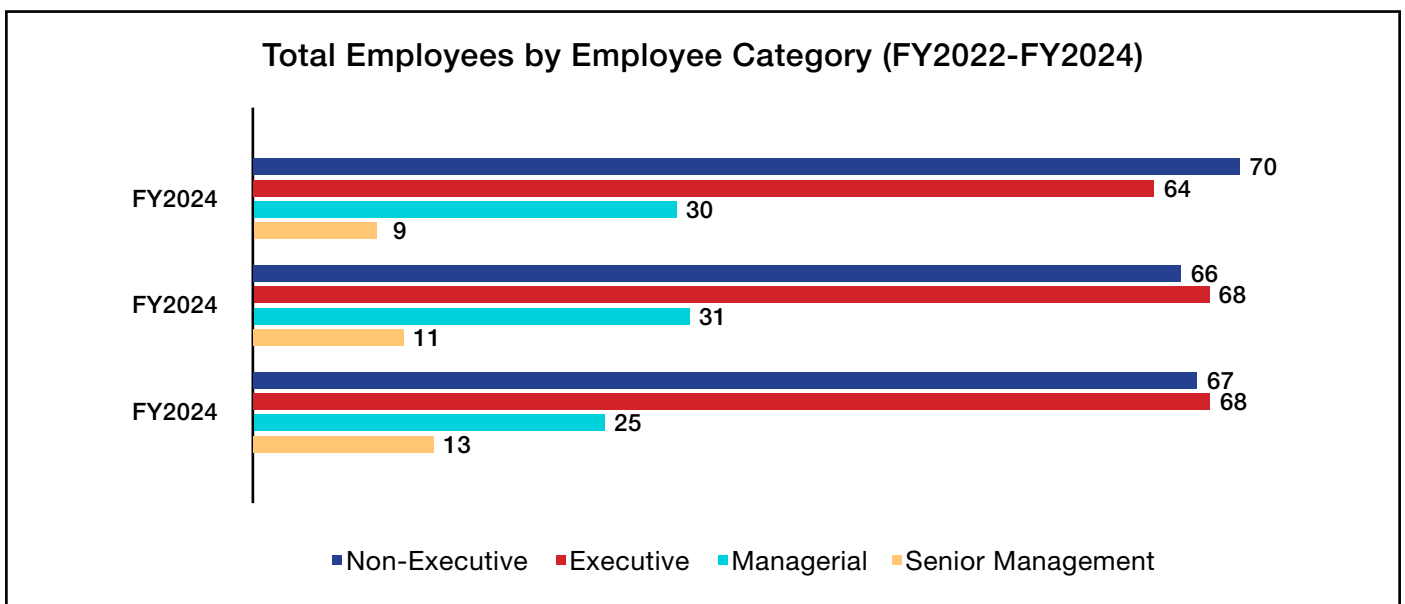
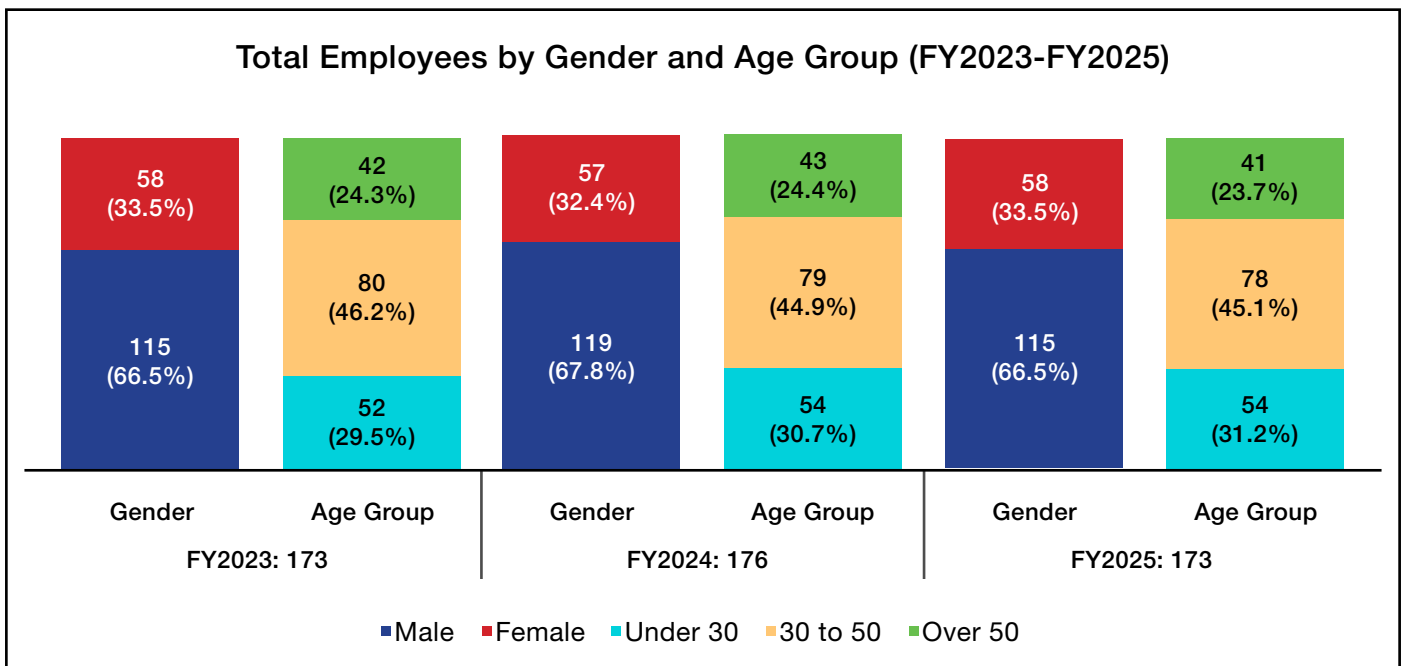
FY2025 Performance

Total Employees

As of 31 December 2025, the Group employed a total of 173 employees, remaining stable compared to FY2024.

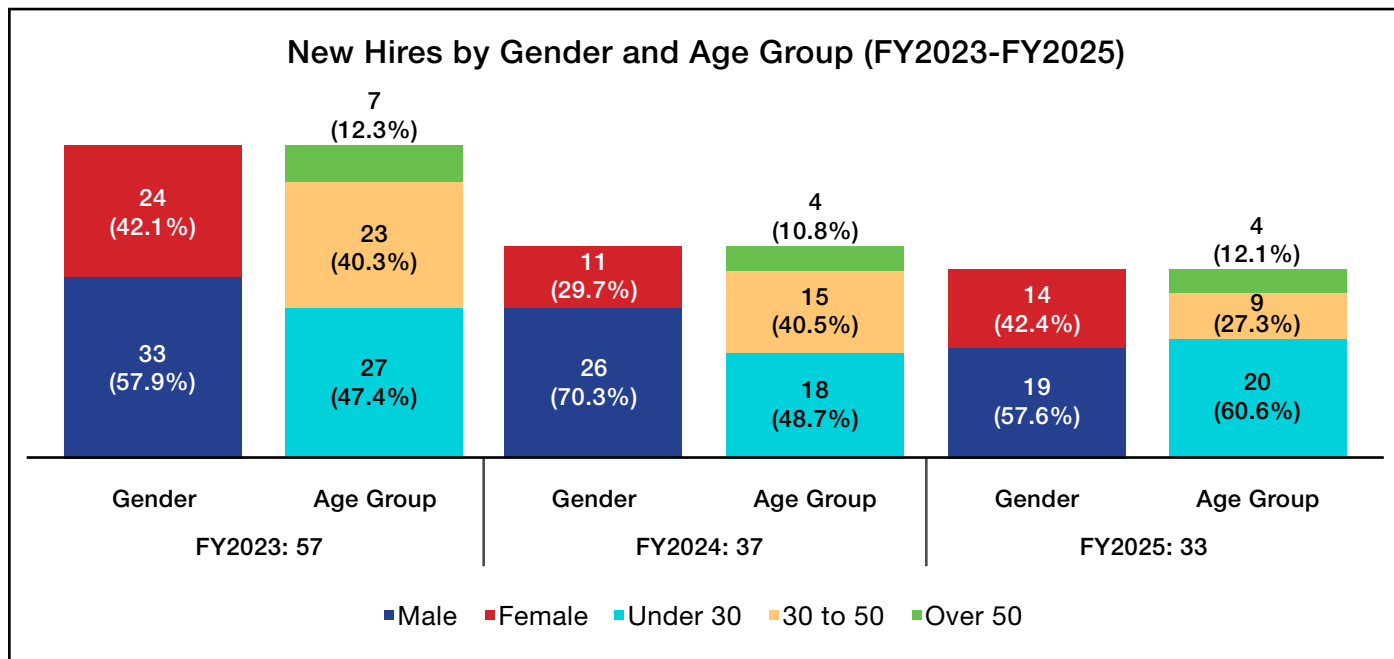
By employment type, 94.8% of employees were on permanent contracts, while the remaining nine employees were engaged on temporary contracts. The workforce remained predominantly full-time, with 97.1% of employees employed on a full-time basis and five employees working part-time.

The Group's gender and age distribution, as well as its employee category structure, remained largely unchanged compared to FY2024.



New Hire

In FY2025, the Group onboarded a total of 33 new employees, with a higher proportion of male employees and individuals aged below 30. During the year, 31 employees left the Group, resulting in an employee turnover rate of 17.8%, reflecting an improvement in employee retention compared to FY2024.





Parental Leave

In FY2025, one male employee and one female employee were entitled to parental leave, and both utilised their full entitlements. One employee returned to work following the leave period and remained employed with the Group.

Target Setting

Term	Target
Short Term (FY2026)	<ul style="list-style-type: none"> Maintain zero substantiated complaints regarding employment conditions or unfair treatment.
Medium-term (By 2030)	
Long-term (Beyond 2030)	

Inclusive Workplace Diversity

Material Topics	Key SDGs
GRI 405 Diversity and Equal Opportunity	 

Why This Is Important

An inclusive workplace and a diverse workforce are fundamental to the Group's long-term resilience and sustainable growth. By cultivating diversity across gender, nationality, experience, and perspectives, the Group enhances its ability to innovate, respond to evolving market demands, and maintain operational agility in a dynamic global environment. A workforce that reflects diverse backgrounds strengthens decision-making quality and fosters creativity, enabling the Group to deliver more effective and adaptive solutions across its international operations.

The Group recognises that inclusivity is not only a driver of business performance but also a core component of responsible corporate conduct. Providing equal opportunities ensures that all employees are treated fairly and are able to contribute based on merit, capability, and performance. This approach supports employee engagement, strengthens organisational culture, and enhances the Group's ability to attract and retain skilled talent in a competitive labour market.

From a broader sustainability perspective, fostering an inclusive and equitable workplace contributes to social well-being and aligns with global expectations on fair employment practices. By embedding diversity and inclusion into its workforce strategy, the Group reinforces its commitment to ethical business practices, human capital development, and long-term value creation for stakeholders.

Management Approach

The Group is committed to maintaining a fair, inclusive, and merit-based workplace where employment decisions are guided by competencies, experience, and performance. This commitment is embedded within the Group's human resource policies and practices, which promote equal opportunity, non-discrimination, and respect for all employees.

The Group adopts structured remuneration frameworks to ensure fairness and transparency in compensation. Salaries and benefits are aligned with regulatory requirements and market benchmarks, and are regularly reviewed to ensure competitiveness and equity. Performance-based remuneration is implemented through formal performance management systems, linking rewards to clearly defined individual and organisational objectives. This reinforces a culture of accountability, recognition, and continuous improvement.

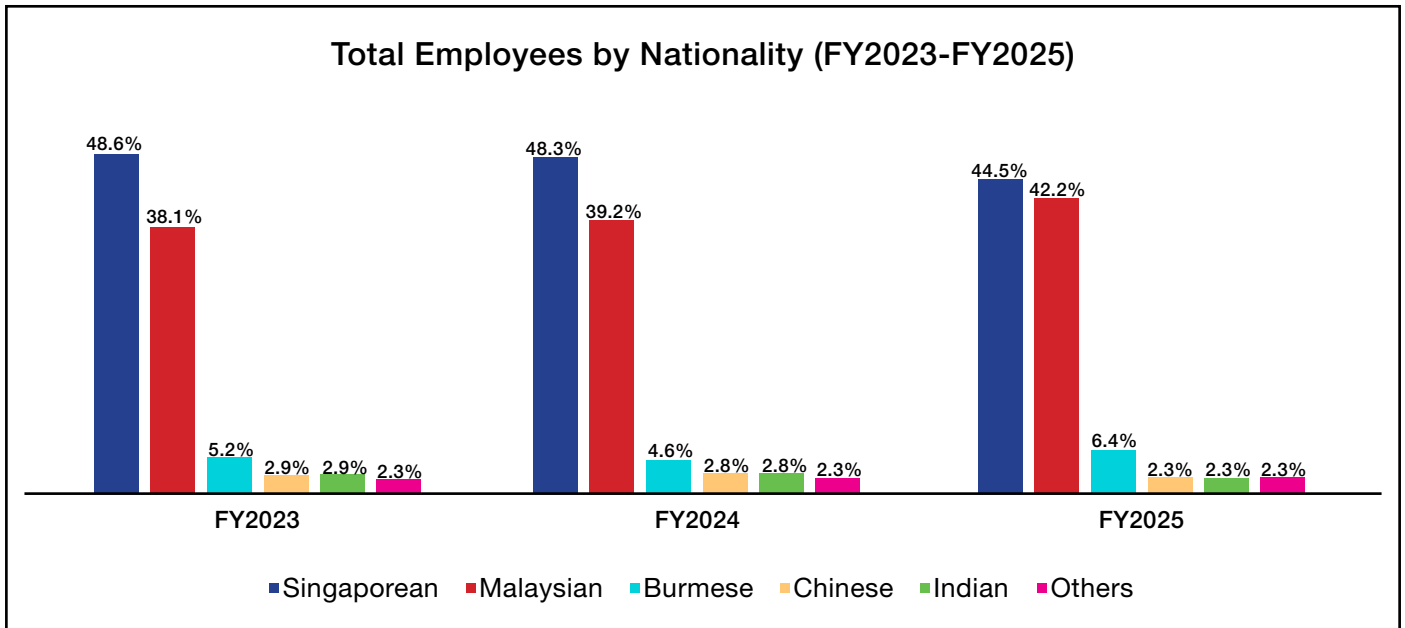
In advancing workplace diversity, the Group fosters an inclusive environment where employees from different backgrounds are respected and empowered. With a workforce largely based in the Asia-Pacific region, including Singapore and Malaysia, the Group benefits from a multicultural workforce that enhances regional understanding and operational effectiveness. The composition of the workforce supports business adaptability while ensuring alignment with local market needs and regulatory environments.

Beyond recruitment, the Group places strong emphasis on workforce development to support inclusivity and long-term capability building. Training, upskilling, and employee engagement initiatives are implemented to equip employees with relevant competencies and to support career progression across all levels of the organisation. These efforts contribute to building a future-ready workforce that is resilient, adaptable, and aligned with the Group's strategic priorities.

Through consistent application of fair employment practices, transparent remuneration structures, and continuous investment in people development, the Group aims to sustain an inclusive workplace that promotes equal opportunity, supports employee well-being, and drives long-term organisational performance.

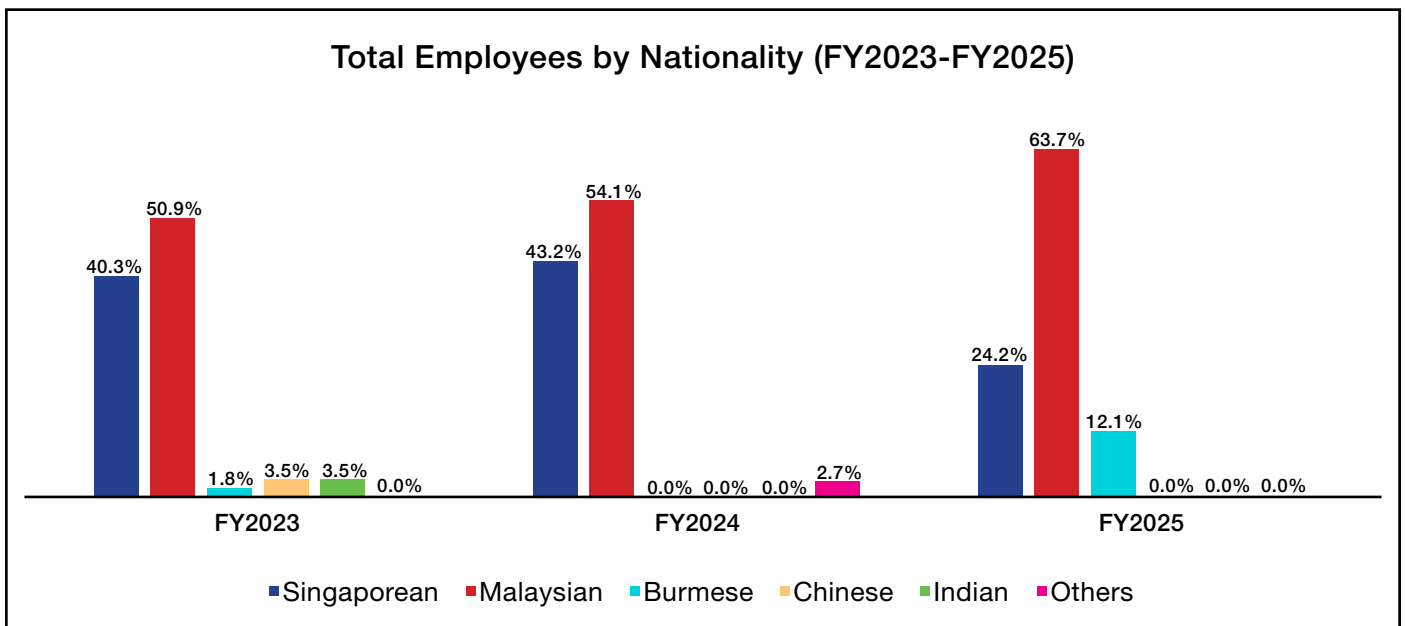
Total Employees by Nationality

In FY2025, our workforce comprised employees from seven different countries. Malaysian nationals made up the largest proportion at 44.5%, followed by Singaporeans at 42.2%. Burmese (6.4%), Chinese (2.3%), and Indian (2.3%) nationals were also represented. Employees from the Philippines and Vietnam collectively accounted for 2.3% of our total workforce.



New Hires by Nationality

In FY2025, the Group's new hires represented three different nationalities. Malaysian nationals comprised the largest proportion at 63.7%, followed by Singaporeans at 24.2% and Burmese nationals at 12.1%.



Target Setting

Term	Target
Short Term (FY2026)	<ul style="list-style-type: none"> • Maintain zero substantiated complaints related to discrimination, harassment, or unequal treatment. • Establish and communicate formal Diversity, Equity & Inclusion (DEI) policy across all operations. • Ensure 100% employee awareness of grievance reporting channels (e.g., whistleblowing, HR reporting).
Medium-term (By 2030)	<ul style="list-style-type: none"> • Maintain zero substantiated complaints related to discrimination, harassment, or unequal treatment.
Long-term (Beyond 2030)	<ul style="list-style-type: none"> • Conduct basic awareness training on non-discrimination, workplace respect, and code of conduct for all employees.



Occupational Health and Safety

Material Topics	Key SDGs
GRI 403 Occupational Health and Safety	

Why This Is Important

Ensuring a safe and healthy workplace is fundamental to the Group’s operational integrity and long-term sustainability. Operating within the maritime and offshore industry, the Group is exposed to inherently higher-risk environments. These conditions require stringent safety management practices to protect employees, contractors, and stakeholders from occupational hazards.

In Singapore, occupational health and safety standards are governed by the MOM through a robust regulatory framework, including the Workplace Safety and Health (“**WSH**”) Act and associated regulations. Compliance with these requirements is not only a legal obligation but also a critical expectation within the industry. Any lapses in safety performance may result in regulatory penalties, operational disruptions, and increased scrutiny from authorities.

Beyond regulatory compliance, the Group recognises that its safety performance has a direct impact on its corporate reputation and market competitiveness. In the maritime sector, clients and business partners place strong emphasis on safety track records when evaluating service providers. A strong safety performance enhances the Group’s credibility, strengthens client confidence, and supports its ability to secure and retain contracts in a highly competitive market.

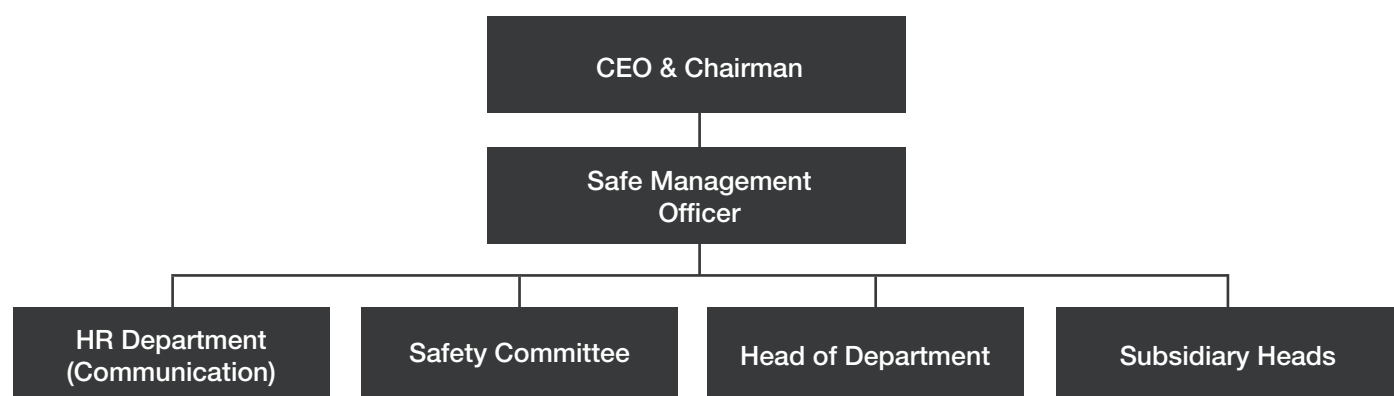
Furthermore, a proactive approach to occupational health and safety contributes to improved workforce morale, reduced incident-related costs, and enhanced operational efficiency. By embedding a strong safety culture and continuously improving its safety management practices, the Group reinforces its commitment to responsible operations and long-term value creation.

Management Approach

The Group adopts a structured, risk-based approach to occupational health and safety through the implementation of an Integrated Management System (“**IMS**”), aligned with ISO 45001 principles. The IMS integrates safety considerations into daily operations and strategic decision-making, ensuring that risks are systematically identified, controlled, and continuously monitored.

The Group has set up the WSH committee in overseeing and promoting HSE performance, which is led by the CEO.

Structure of WSH Committee



Occupational Health & Safety Management System

The Group’s Occupational Health and Safety (“**OHS**”) management system applies across all operations and covers employees, contractors, and relevant third parties under its operational control. The system incorporates documented procedures for risk management, legal compliance, training, operational control, emergency preparedness, and performance monitoring.

Roles and responsibilities for OHS are clearly defined, with senior management providing oversight and functional heads accountable for implementation within their respective areas. Management reviews are conducted at least annually to evaluate the continuing suitability, adequacy, and effectiveness of the IMS, with inputs including audit findings, incident trends, compliance evaluations, stakeholder feedback, and performance against safety objectives. Outcomes from these reviews inform strategic improvements, resource allocation, and updates to safety programmes.

Hazard Identification, Risk Assessment and Control Measures

The Group adopts a systematic process for hazard identification, risk assessment, and determination of appropriate control measures across all work activities. Risk assessments are conducted prior to the commencement of work and are reviewed periodically or when there are changes in operations, equipment, or regulatory requirements.

Control measures are implemented in accordance with the hierarchy of controls, prioritising elimination, substitution, engineering controls, administrative controls, and the use of personal protective equipment. Safe work procedures are established and communicated to ensure that employees and contractors clearly understand operational risks and required safety practices.

Incident Reporting, Investigation and Corrective Actions

The Group maintains a formalised incident management framework to ensure that all workplace incidents, near misses, and unsafe conditions are reported, investigated, and addressed promptly. Incident investigations focus on identifying root causes and systemic gaps, rather than assigning blame, to drive meaningful improvements.

Corrective and preventive actions are implemented and tracked to completion, with outcomes reviewed during management review sessions. Lessons learned are communicated across the organisation to prevent recurrence and enhance safety awareness.

Legal Compliance and Regulatory Monitoring

The Group is committed to full compliance with applicable occupational health and safety laws and regulations in all jurisdictions where it operates. A structured process is in place to identify and assess legal and other requirements, with functional departments responsible for monitoring regulatory developments relevant to their operations.

Periodic compliance evaluations are conducted to ensure adherence to legal obligations, and any identified gaps are addressed through corrective action plans. This approach ensures that the Group remains responsive to evolving regulatory expectations and maintains a high standard of compliance.

Worker Participation, Consultation and Communication

The Group actively promotes worker participation and consultation as a key element of its OHS framework. Employees are encouraged to report hazards, raise concerns, and contribute to safety improvement initiatives without fear of reprisal.

Formal communication channels, including safety meetings, toolbox briefings, and internal communication platforms, are established to facilitate the timely dissemination of safety information. Feedback from employees and other stakeholders is considered in the development and enhancement of safety programmes, fostering a collaborative and inclusive safety culture.

Training, Competency and Awareness

To ensure effective implementation of safety practices, the Group provides structured training programmes tailored to job roles and operational risks. Training includes induction programmes for new employees, task-specific safety training, emergency response preparedness, and periodic refresher courses.

Competency assessments and training evaluations are conducted to ensure that employees possess the necessary skills and knowledge to perform their duties safely. Training records are maintained and managed systematically as part of the OHS management system to ensure traceability and compliance with requirements.

Operational Control and Contractor Management

Operational controls are implemented to ensure that all activities are conducted in accordance with established safety procedures. This includes equipment maintenance programmes, permit-to-work systems where applicable, and supervision of high-risk activities.

The Group also extends its safety requirements to contractors and suppliers, ensuring that they adhere to the Group's safety standards when performing work on its behalf. Contractor performance is monitored, and safety expectations are communicated clearly prior to engagement.

Emergency Preparedness and Response

The Group maintains emergency preparedness and response plans to address potential incidents such as fires, equipment failures, and environmental hazards. Emergency procedures are established, documented, and communicated to relevant personnel.

Regular drills and exercises are conducted to test the effectiveness of emergency response plans and to ensure that employees are adequately prepared to respond to emergency situations. Outcomes from drills are reviewed, and improvements are implemented where necessary.

Monitoring, Measurement and Performance Evaluation

The Group monitors and evaluates OHS performance through regular inspections, audits, and the tracking of safety performance indicators. Workplace conditions, operational practices, and compliance with safety procedures are systematically assessed.

Internal audits are conducted to evaluate the effectiveness of the OHS management system, and findings are addressed through corrective actions. Performance data, including incident statistics and audit results, are analysed to identify trends and areas for improvement, supporting informed decision-making by management.

Occupational Health Services and Worker Well-being

The Group is committed to promoting both the physical and mental well-being of its workforce. Employees are provided with a safe working environment, appropriate welfare facilities, and access to occupational health support where relevant.

Initiatives to promote employee well-being include awareness programmes, safe working conditions, and measures to manage fatigue and workplace stress. The Group recognises that employee well-being is closely linked to safety performance and overall productivity.

Prevention of Work-related Injuries and Ill Health

Preventing work-related injuries and ill health remains a key priority for the Group. Through the implementation of preventive measures, including risk assessments, engineering solutions, safe work procedures, and use of personal protective equipment, the Group aims to minimise workplace incidents.

Continuous monitoring and evaluation of safety practices enable the Group to strengthen its preventive capabilities and maintain a safe working environment for all employees and contractors.

Continuous Improvement

Continuous improvement is embedded within the Group's OHS management approach. Through management reviews, internal audits, incident investigations, and stakeholder feedback, the Group identifies opportunities to enhance its safety systems and processes.

Improvement initiatives are documented, tracked, and monitored to ensure effective implementation. This structured approach enables the Group to strengthen its safety performance over time and maintain alignment with best practices and evolving industry standards.

FY2025 Performance

Work-related Injuries

In FY2025, the Group recorded a total of 393,924 working hours, remaining largely stable compared to 409,131 hours in FY2024. No work-related fatalities or major injuries were reported during the year. The Group recorded one minor injury case, which resulted in 1.5 lost workdays and a total recordable injury rate of 2.54. No work-related injuries were reported among contractors.

Financial Year		FY2023	FY2024	FY2025
Total Working Hours		377,910	409,131	393,924
No. of Occurrence	Fatality ⁽¹⁾	0	0	0
	Major Injury ⁽²⁾	1	0	0
	Minor Injury ⁽³⁾	1	1	1
No. of Lost Days		13	5	2
Rate of high-consequence work-related injuries ⁽⁴⁾		2.65	0.00	0.00
Rate of recordable work-related injuries ⁽⁵⁾		5.29	2.44	2.54

(1) Fatality: Fatalities as a result of work-related injury.

(2) Major injury: High-consequence work-related injuries (excluding fatalities), including injuries where the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.

(3) Minor injury: Recordable work-related injuries, including medical treatment beyond first aid, restricted work or days away from work.

(4)(5) The injury rate is based on per 1,000,000 working hours.

Work-related Ill Health


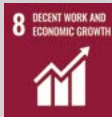
No work-related ill-health cases were reported during the reporting period.

Target Setting

In FY2025, the Group is committed to maintaining a zero-fatality and zero-major injury record, prioritizing the OHS of our employees. We will continue to implement proactive measures to ensure a safe work environment, minimize risks, and promote employee well-being, reinforcing a culture of safety across the organisation.

Term	Target
Short Term (FY2026)	<ul style="list-style-type: none">• Zero fatalities and zero major injury arising from work related injuries record.
Medium-term (By 2030)	
Long-term (Beyond 2030)	

Training and Skill Development

Material Topics	Key SDGs
GRI 404 Training and Education	 

Why This Is Important

Training and skill development are fundamental to the Group’s long-term sustainability, operational excellence, and ability to remain competitive in a rapidly evolving business environment. Operating across the marine, offshore, engineering, and supply chain sectors, the Group requires a workforce equipped with specialised technical competencies, strong safety awareness, and the ability to adapt to technological advancements, including digitalisation and sustainability-driven transformation.

Continuous learning enables employees to perform their roles effectively while meeting stringent industry standards, regulatory requirements, and internal ISO-based management systems. It also strengthens the Group’s ability to maintain high standards of quality, safety, and compliance, particularly in operational environments where risks are inherent and technical precision is critical.

Beyond operational effectiveness, the Group recognises that training and career development are key drivers of employee engagement, retention, and organisational resilience. A strong learning culture enhances job satisfaction and positions the Group as an employer of choice, where employees are motivated to grow and build long-term careers. This is particularly relevant in Singapore’s context as a lifelong learning society, where continuous upskilling and professional development are widely supported and encouraged at both national and industry levels.

By investing in structured training, leadership development, and skills upgrading, the Group not only strengthens its internal capabilities but also supports workforce transformation in line with evolving industry needs. This ensures that the Group remains agile, future-ready, and well-positioned to capture growth opportunities while fostering innovation and sustainable business performance.

Management Approach

The Group recognises that its long-term success is closely tied to the professional growth and capability of its employees. Guided by internal policies, the employee handbook, and ISO-aligned management systems, the Group is committed to fostering a dynamic learning environment that promotes continuous development. Training needs are systematically identified through operational requirements, competency assessments, regulatory obligations, and performance evaluations, ensuring that all programmes remain relevant, targeted, and aligned with business objectives.

To support workforce capability building, the Group invests proactively in a wide range of training programmes delivered through both in-house platforms and external institutions. These programmes span finance, accounting, marketing, information technology, as well as technical and operational disciplines, ensuring that employees remain well-rounded, adaptable, and equipped to respond to evolving industry demands.

Commitment to Employee Development

The Group places strong emphasis on continuous learning as a key driver of employee engagement, retention, and organisational resilience. Training and development are embedded within the employee lifecycle, with structured programmes designed to enhance competencies, strengthen safety standards, and ensure compliance with applicable regulatory and industry requirements.

Recognising Singapore’s position as a lifelong learning society, the Group actively supports employees in upgrading their skills and pursuing professional development opportunities. This commitment not only enhances individual career progression but also contributes to building a future-ready workforce capable of supporting the Group’s long-term growth and transformation.

Training Programmes and Capability Building

The Group has established a comprehensive training framework to support skill development and career growth across all levels of the organisation. New employees undergo structured orientation and On-the-Job Training (“OJT”) programmes to ensure familiarity with company policies, operational procedures, and role expectations. For employees in operational roles, mandatory safety training is conducted to reinforce workplace safety, risk assessment capabilities, and emergency preparedness in line with Workplace Safety and Health requirements.

In addition, employees are encouraged to participate in professional development courses covering leadership, sustainability, digital transformation, and technical advancements. Cross-functional training opportunities are provided to enhance versatility and broaden employees’ skill sets, while training sponsorships support the pursuit of relevant certifications and higher education. The Group also provides workforce transition support, including mentorship, reskilling, and career planning initiatives for employees undergoing role transitions or approaching retirement.

Performance Management and Career Development

Employee development is further supported through structured performance management processes. The Group conducts bi-annual performance appraisals to evaluate individual performance, identify competency gaps, and align career aspirations with organisational needs. These reviews facilitate constructive feedback, support career progression planning, and enable the identification of high-potential employees for succession planning and leadership development.

Talent Pipeline and Leadership Development

The Group actively invests in developing future talent and leadership capabilities. Through participation in initiatives such as the Global Ready Talent Programme, the Group provides internship opportunities to students from local polytechnics, equipping them with practical industry experience and grooming potential future employees. Selected interns may be offered full-time employment upon completion of their programmes, strengthening the Group's talent pipeline.

In addition, BHM has been awarded the ITE Certified On-the-Job Training Centre ("**COJTC**") status since September 2020, reflecting its commitment to structured training and best practices. This includes certified internal trainers and established training blueprints that enhance workforce quality and consistency. Potential future leaders are also developed through talent management workshops and leadership training programmes, supporting effective succession planning and organisational continuity.

Continuous Improvement and Future Initiatives

The Group remains committed to strengthening its training and development framework through continuous improvement. Future initiatives include expanding digital learning platforms to provide more flexible and accessible training options, enhancing sustainability-related training to support ESG objectives, and strengthening partnerships with external training providers for specialised skill development. The Group also plans to further enhance mentorship programmes and structured OJT systems to align with industry best practices.

Through this comprehensive and structured approach, the Group fosters a culture of continuous learning and professional growth. By investing in its people, the Group strengthens its operational capabilities, enhances employee satisfaction and retention, and supports sustainable business growth in an increasingly competitive and dynamic environment.



Employee Training

During FY2025, the Group implemented a comprehensive range of training programmes to strengthen employee competencies across safety, compliance, operations, and professional development.

Safety and health-related training remained a key focus, including WSH courses, risk assessment, incident management, fire response, first aid certification, marine and metalwork safety, and bizSAFE programmes. These initiatives support a strong safety culture and regulatory compliance across operations.

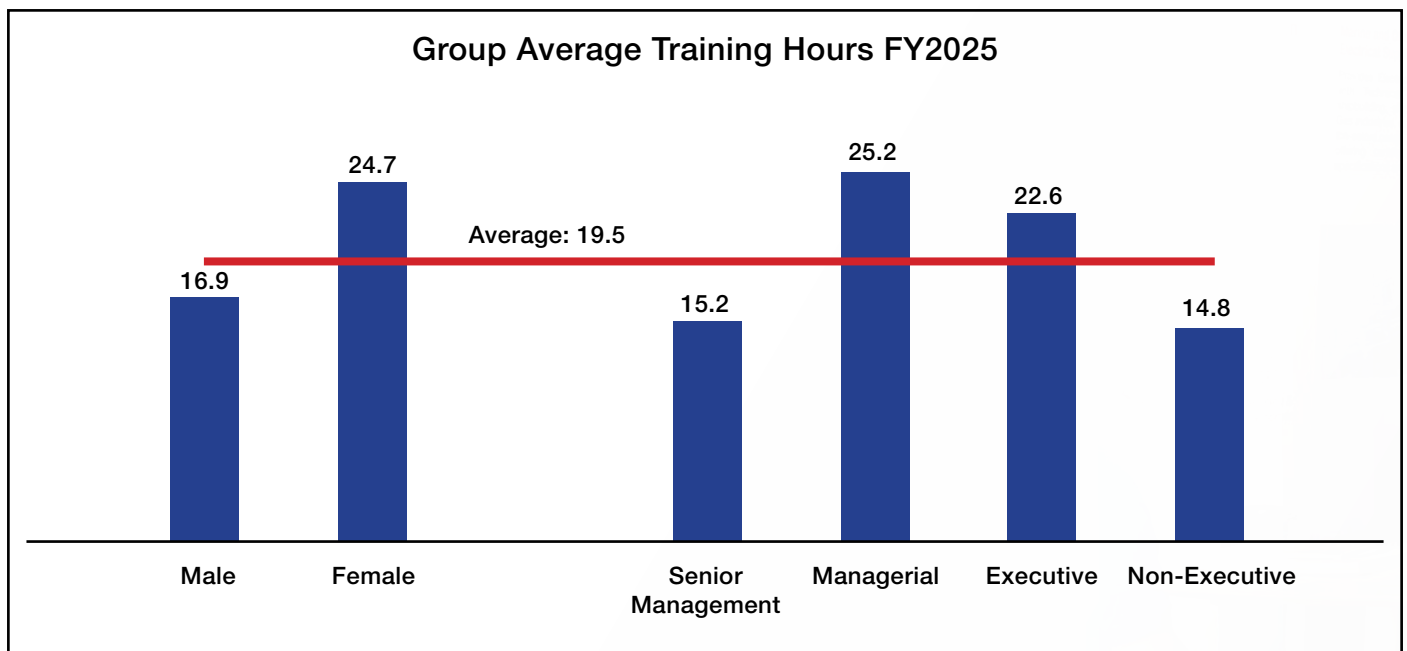
In addition, employees participated in management system and compliance training, such as ISO 9001, ISO 14001, and ISO 45001 Integrated Management System courses, internal auditor training, Personal Data Protection Act (“**PDPA**”) briefings, and Business Continuity Management (“**BCM**”) awareness.

The Group also provided technical and operational training, including product-specific training, logistics and marine operations, ICT system updates, and forklift operation.

To support employee development, a range of professional and soft skills training was conducted, covering areas such as communication, leadership, coaching, sales, presentation skills, and language proficiency. Employees were also exposed to sustainability-related topics, including sustainability reporting standards, net zero initiatives, and sustainable marketing practices.

These training programmes reflect the Group’s commitment to continuous learning, regulatory compliance, and workforce capability development.

In FY2025, employees across the Group received an average of 19.5 training hours, up from 11.3 hours in FY2024.



Employee Performance Review



In FY2025, 100% of employees across all levels received performance and career development reviews, reflecting the Group’s commitment to professional growth and continuous learning.

Target Setting

Term	Target
Short Term (FY2026)	<ul style="list-style-type: none"> • Achieve an average of at least 9 training hours per employee annually. • Systematically monitor total training hours quarterly for all employees.
Medium-term (By 2030)	<ul style="list-style-type: none"> • Maintain an average of at least 9 training hours per employee annually by 2030.
Long-term (Beyond 2030)	<ul style="list-style-type: none"> • Systematically monitor total training hours quarterly for all employees.



Cyber Security and Business Partners Privacy

Material Topics	Key SDGs
418 Customer Privacy	 

Why This Is Important

In an increasingly digitalised and interconnected operating environment, cybersecurity and data privacy have become critical to the Group’s operational integrity, stakeholder trust, and long-term value creation. As the Group expands its digital capabilities across its business divisions, exposure to cyber threats, data breaches, and evolving regulatory requirements continues to increase. Effective management of these risks is essential to safeguarding sensitive information, maintaining system reliability, and ensuring compliance with applicable data protection regulations.

The protection of customer and business partner data is fundamental to sustaining strong commercial relationships and preserving the Group’s reputation in the marine and offshore industry, where confidentiality, reliability, and operational continuity are critical success factors. Any compromise in data security could result in financial losses, operational disruptions, legal liabilities, and reputational damage, thereby affecting the Group’s competitiveness and ability to secure contracts.

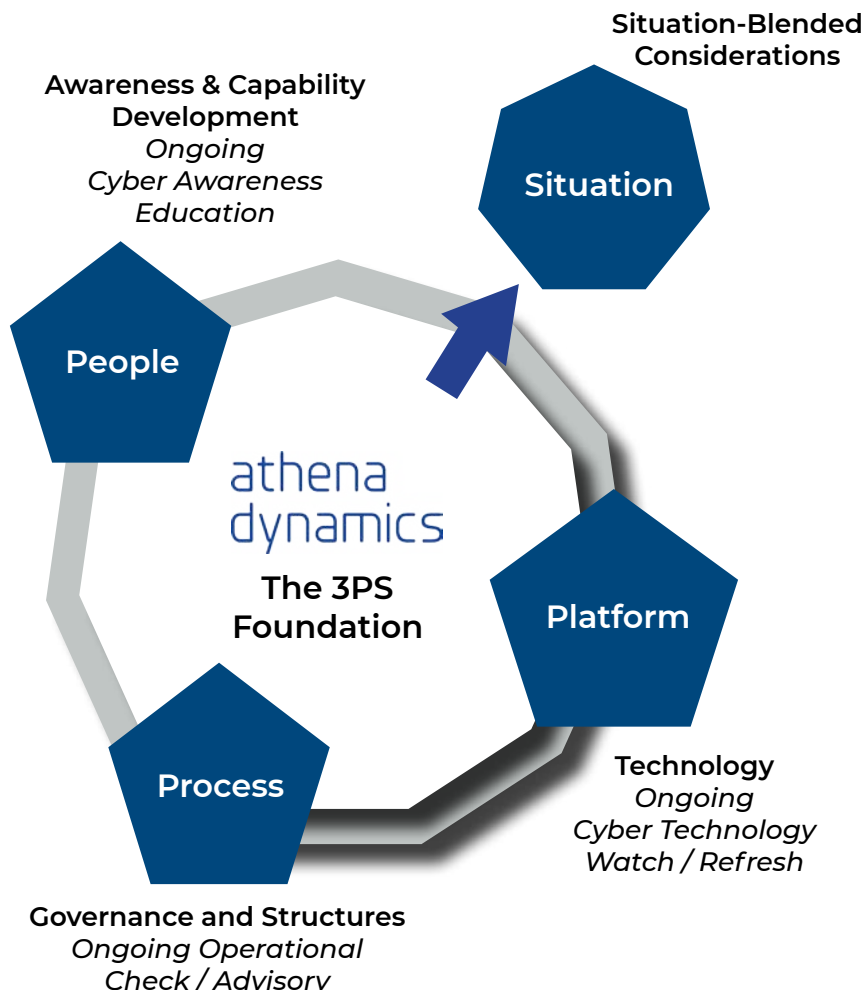
In addition, the Group operates within jurisdictions with stringent data protection requirements, including Singapore’s PDPA. Compliance with such regulatory frameworks reflects the Group’s commitment to responsible business conduct and robust governance practices. Beyond compliance, the Group recognises that cybersecurity resilience is an integral component of enterprise risk management and business continuity, particularly as digital integration across the value chain deepens.

Given the Group’s reliance on third-party vendors, suppliers, and service providers, the protection of business partner information is equally critical. Ensuring that data shared across the value chain is handled securely mitigates systemic risks and reinforces a trusted and resilient ecosystem. By embedding strong cybersecurity and data privacy practices, the Group enhances stakeholder confidence, strengthens operational resilience, and supports sustainable business growth.

Management Approach

The Group adopts a structured and risk-based approach to cybersecurity and data privacy, integrating governance, technology, and operational controls to safeguard information assets and ensure regulatory compliance. This approach is aligned with internationally recognised standards and local regulatory requirements, including ISO 27001:2015, the Cybersecurity Act 2018, and the Singapore PDPA, ensuring that policies and practices remain robust and up to date.

Cybersecurity governance is embedded within the Group’s broader risk management and internal control framework, with oversight by senior management and relevant functional teams. Regular risk assessments are conducted to identify vulnerabilities, assess potential impacts, and implement appropriate mitigation measures. These processes are complemented by periodic internal reviews, security audits, and compliance monitoring to ensure the continued effectiveness of the Group’s cybersecurity controls.



Operationally, the Group implements a comprehensive cybersecurity framework centred on four key pillars—People, Process, Platform, and Situation—to ensure a holistic and adaptive defence strategy. From a people perspective, continuous awareness and capability-building initiatives are conducted to strengthen employees’ ability to identify and respond to cyber risks. Mandatory onboarding training, regular cybersecurity advisories, and simulated phishing exercises are deployed to foster a strong culture of cyber vigilance across the organisation.

From a process standpoint, the Group maintains formalised information security policies and procedures governing data handling, access control, incident response, and system usage. These are supported by robust internal controls, including data classification protocols, encryption standards, and strict access management mechanisms to prevent unauthorised access and data leakage.

In terms of platform and technology, the Group deploys multi-layered security solutions, including network monitoring tools, endpoint protection systems, and advanced threat detection technologies. Cloud-based protections, such as distributed denial-of-service (“DDoS”) mitigation and secure web infrastructure, are implemented to enhance resilience against external cyber threats. Continuous system monitoring and vulnerability assessments enable timely identification and remediation of emerging risks.

Recognising the importance of value chain security, the Group extends its cybersecurity and data privacy requirements to third-party vendors and business partners. Vendors with access to sensitive information are required to adhere to the Group’s security standards, including the execution of Non-Disclosure Agreements (NDAs) and compliance with defined data protection protocols. This ensures that cybersecurity risks are effectively managed across the broader ecosystem.

The Group is committed to continuous improvement in cybersecurity resilience, including ongoing investments in emerging technologies such as artificial intelligence-driven threat detection and zero-trust security architectures. These initiatives support proactive risk management and strengthen the Group’s ability to respond to evolving cyber threats.

FY2025 Performance

During FY2025, the Group did not record any substantiated complaints concerning breaches of customer privacy or losses of customer data, reflecting the effectiveness of its cybersecurity and data protection measures.

Target Setting

Term	Target
Short Term (FY2026)	<ul style="list-style-type: none"> • Maintain zero substantiated cases of client or employee data leakage and zero confirmed complaints relating to personal data protection.
Medium-term (By 2030)	<ul style="list-style-type: none"> • Sustain zero data leakage incidents and zero substantiated complaints. through consistent implementation of privacy controls across all operations. • Expand privacy training to include our own employee and key business partners.
Long-term (Beyond 2030)	

GRI Content Index

Statement

BH Global has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.

GRI Foundation 2021 Revision have been used.

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2-3	Reporting period, frequency and contact point	About This Report	Pg. 4
2-4	Restatements of information	Nil	Nil
2-5	External assurance	About This Report	Pg. 4
2-6	Activities, value chain and other business relationships	About the Company	Pg. 10
2-7	Employees	Fair Employment	Pg. 60
2-8	Workers who are not Employee	Nil	Nil
2-9	Governance structure and composition	Corporate Governance	Pg. 18
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2-11	Chair of the highest governance body	Corporate Governance	Pg. 18
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Sustainability Governance	Pg. 20
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