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SUSTAINABILITY REPORT

25



LUM CHANG HOLDINGS LIMITED

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BOARD STATEMENT

Dear Stakeholders,

On behalf of the Board of Directors (the Board), I am pleased to present the Sustainability Report (the Report) of Lum Chang Holdings Limited (hereafter referred to as Lum Chang, and collectively with its subsidiaries, the Group) for the period of 1 July 2024 to 30 June 2025 (FY2025).

The past year has been shaped by persistent global challenges, from inflationary pressures and geopolitical instability to the increasing urgency of the climate crisis. In light of this evolving context, Lum Chang continues to strengthen its commitment to sustainable business practices, recognising our role as a responsible player in the carbon-intensive construction industry. We remain focused on building long-term value for our stakeholders while contributing positively to the environment and society.

Our sustainability framework continues to be anchored around five focus areas: Our Environment, Economic Impacts on the Organisation and Society, Our People, Social Responsibility, and Responsible Business Practices. Guided by these priorities, we actively engage with stakeholders and allocate resources towards initiatives that reflect their expectations and the Group's long-term objectives.

In FY2025, we refined our assessment of climate-related risks and opportunities, streamlined categories to reduce overlaps, and conducted scenario analysis using two global climate pathways. We enhanced our qualitative scenario analysis by incorporating value mapping to better identify where climate-related risks may materialise and where opportunities can be leveraged. This ensures greater clarity and relevance for our business context. We also achieved measurable improvements in environmental performance. As part of our decarbonisation strategy, we reduced reliance on fossil fuels through enhanced logistics planning and Just-In-Time delivery, which helped minimise idling and unnecessary fuel consumption. We further transitioned from diesel to electricity for site operations, resulting in a decrease in overall fuel consumption and Scope 1 emissions. This year, we broadened the scope of our reporting to provide more comprehensive coverage of our operating subsidiaries and we also began disclosing waste data from our interior contracting activities, reflecting our commitment to a more comprehensive assessment of our environmental impact.

Our people are central to our success. During the year, we remain committed to their professional growth and continuous learning, with employees completing an average of 14.6 training hours, a 2.6% increase from FY2024. Workplace health and safety also remains a top priority, as we continued to perform better than national benchmarks by recording a Workplace Injury Rate of zero.

We also deepened our social impact by strengthening community partnerships, providing scholarships to nurture future talent in the built environment sector, and supporting charitable causes through donations and volunteering. These initiatives reinforce our commitment to giving back to the communities in which we operate.

We acknowledge that sustainability is an ongoing journey that requires long-term commitment. As we look ahead, we remain open to exploring innovative solutions and partnerships to strengthen our efforts. Our priorities are to embed sustainability more deeply into our business model, build resilience against emerging risks, and seize opportunities that support Singapore's transition to a low-carbon future.

I would like to extend our sincere appreciation to our stakeholders for their trust and continued support. Your engagement and collaboration are vital as we work together to create lasting value for our people, communities and the environment.

Mr Raymond Lum Kwan Sung
Executive Chairman

ABOUT THIS REPORT

Reporting Framework

This Report has been prepared in accordance with the requirements of the Singapore Exchange Securities Trading Limited (SGX-ST) Listing Rules 711A, 711B and draws guidance from the SGX-ST Listing Rules Practice Note 7.6 Sustainability Reporting Guide. We have referenced the Global Reporting Initiative 2021 Standards (GRI Standards), which are globally recognised and widely used by companies to report on their environmental, social, and governance (ESG) factors. We have integrated the TCFD recommendations alongside the GRI Standards to align with SGX-ST's climate reporting requirements, enabling us to demonstrate our resilience in addressing climate change and its associated risks and opportunities. We plan to work towards aligning with the International Sustainability Standards Board (ISSB) disclosure requirements in subsequent reporting years, in line with SGX-ST requirements. We continue to support the United Nations Sustainable Development Goals (UN SDGs), aligning material ESG factors with the relevant SDGs. The TCFD Index and GRI Content Index are located on pages 46 to 50 at the end of this Report.

Reporting Period and Scope

This Report covers the Group's sustainability policies, practices, performance and targets for material ESG factors material to our business and stakeholders, for the financial reporting period from 1 July 2024 to 30 June 2025. Unless otherwise stated, the scope of information and data disclosed cover the Group's operations in Singapore and Malaysia, across our Construction, Property Development and Investment, and Interior contracting divisions. Environmental data from joint ventures is included where the Group has operational control, while employee-related data is excluded as workforce matters are not under the Group's direct management. This year, we have expanded the scope to include active subsidiaries i.e. Lum Chang Builders Pte Ltd, Lum Chang Decor Pte. Ltd, Lum Chang Brandsbridge Pte Ltd, Lum Chang Brandsbridge (Malaysia) Sdn Bhd, Corwin Holdings Pte Ltd and Fabulous Range Sdn Bhd. Governance-related information is disclosed at the Group level. Other subsidiaries not covered were either dormant or investment holding companies with minimal impacts, hence their quantitative data is not reported.

Assurance

Our sustainability reporting process underwent an internal review by our internal auditors in line with the SGX-ST Listing Rules 711B (3). This Report relies on internal verification processes to validate and ensure the accuracy of data and information disclosed. Independent external assurance has not been sought at present. We will consider external assurance for our future sustainability reports as such a need arises.

Availability and Feedback

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

ABOUT LUM CHANG

From its beginnings as a small sole proprietorship in the 1940s, Lum Chang has grown into a leading construction and property development group listed on the Singapore Exchange. Over more than eight decades, it has established a strong track record in delivering high-quality, award-winning residential, commercial, and mixed-use projects in Singapore and Malaysia. While the Group’s origins are in construction, we have strategically diversified into property development and investment and interior contracting. This diversification has strengthened our business resilience and enabled us to capitalise on emerging opportunities in a competitive and evolving market.

Recognising the critical importance of sustainability in today’s business environment, Lum Chang is committed to achieving sustainable growth by integrating quality, health, safety, and environmental stewardship into our operations. We work closely with stakeholders to implement initiatives that minimise environmental impact, adopt innovative solutions, and deliver lasting value to the communities in which we operate.

Guided by robust corporate governance and effective management strategies, the Group has built a reputation for quality and excellence, underpinned by prudent investment decisions, strategic partnerships, and a sharp eye for market opportunities. These strengths enable us to deliver optimal outcomes and long-term value for all stakeholders.

Our Business Segments

Property Development and Investment

The Property Development and Investment division has delivered a diverse portfolio of quality developments, including luxury residences, premium condominiums, prime commercial properties and integrated developments in Singapore and Malaysia. Our current property development and investment portfolio includes:

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

Construction

The Construction division is a leading and trusted provider of building and construction services for industrial, commercial, residential and infrastructure projects in both the public and private sectors.

Interior Contracting

The Interior Contracting division offers high-end interior fit-out solutions, conservation project management, and addition and alteration services.

For more information on the Group’s corporate structure and business activities, please refer to the Annual Report FY2025.

PERFORMANCE HIGHLIGHTS FY2025

The Group made notable advancements in strengthening its sustainability practices and delivering measurable outcomes, as illustrated in the following highlights:

Social Responsibility

Organised food distribution, food collection and fundraising events with employees contributing more than **54 hours**

Our People

- Maintained **zero** work-related fatalities and high-consequence injuries
- **14.6** average training hours per employee

Responsible Business Practices

- **Zero** incidents of corruption
- Maintained **zero** breaches of customer privacy and losses of customer data

Our Environment

- Scope 1 emissions **decreased by 18.3% y-o-y**
- **28.9%** increase in rebar diverted from disposal

Economic Impacts on the Organisation and Society

Piloted the Millipede platform as an integrated site management system, enhancing visibility across project stages, supports proactive risk management, and enables faster decision-making

Awards and Accreditations

Our Construction and Interior Contracting divisions continue to be recognised for excellence in health, safety and quality development across its construction and interior projects. In FY2025, the Group received notable industry awards and maintained key certifications that support our robust management systems in quality, environment, health, and safety. The table below summarises our key achievements and accreditations for the year.

Awards

<p>The Royal Society for the Prevention of Accidents (RoSPA) Awards 2024 Award: Gold</p>	<p>Building and Construction Authority (BCA) Awards 2025 – Project of the Year Mandai Rainforest Resort</p>
<p>Workplace Safety and Health (WSH) Awards – SHARP 2025</p> <ul style="list-style-type: none"> • North-South Corridor Tunnel (Contract N110) • Temasek Shophouse 	



Certifications / Accreditations

<p>ISO 9001:2015 Quality Management System</p>	<p>ISO 14001:2015 Environmental Management System</p>	<p>ISO 45001:2018 Occupational Health and Safety Management System</p>
<p>BizSAFE Star company</p>		<p>Certified BCA Green and Gracious Builder</p>

SUSTAINABILITY AT LUM CHANG

At Lum Chang, sustainability is embedded in our business strategy and guides our decision-making across all operations. We are committed to operating in an environmentally and socially responsible manner, minimising our environmental footprint while delivering innovative and sustainable solutions for our stakeholders. In line with Singapore's Green Plan and the growing demand for green infrastructure, we integrate green design principles, energy-efficient technologies, and sustainable materials from the earliest stages of planning and design. We aspire to deliver projects that contribute to resilient and future-ready communities.

Sustainability Framework

Our sustainability framework serves as the foundation for our sustainability strategy, helping us focus our resources and align efforts across the organisation. Our framework continues to be built around five focus areas that address the most material impacts of our business on the environment, people, economy and society.

Lum Chang's Focus Areas



Economic Impacts on the Organisation and Society

Ensuring the continued economic viability and delivering innovative products and services through operational excellence to achieve long-term value creation for our stakeholders.

Responsible Business Practices

Upholding high standards of ethics, transparency and compliance throughout the value chain to ensure responsible business operations.

Our People

Fostering a culture of inclusivity and support for employees by ensuring their safety, health and personal development in a thriving work environment.

Our Environment

Minimising environmental impact by implementing sustainable practices, incorporating green materials and technologies, and developing a robust climate change strategy.

Social Responsibility

Engaging in community initiatives that support and contribute to overall community well-being.

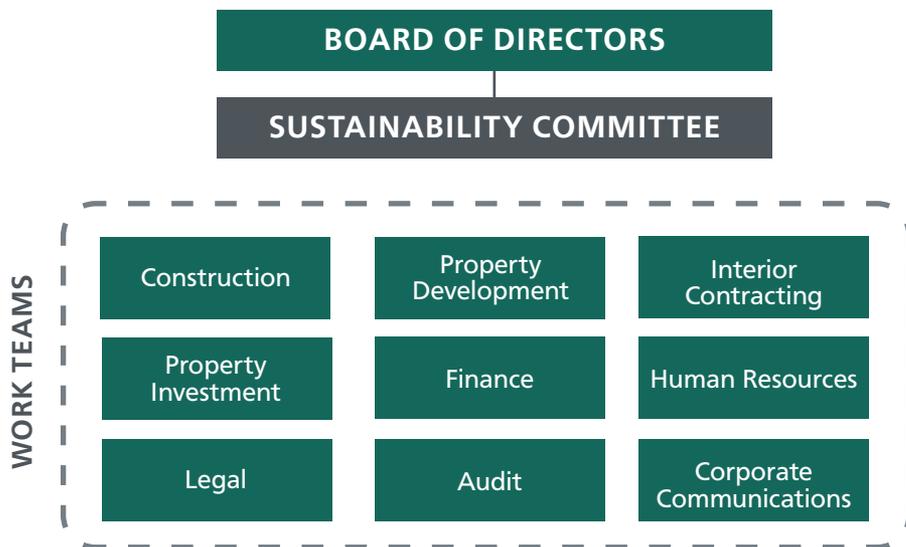
Sustainability Governance

Effective sustainability governance is essential to ensuring our sustainability commitments are embedded into every level of decision-making. Our governance structure provides clear oversight and accountability for the Group’s sustainability agenda, enabling us to drive continuous improvement across our operations and respond to emerging risks and opportunities.

The Board holds ultimate responsibility for incorporating ESG considerations into the Group’s strategic direction, setting our sustainability priorities, and overseeing the management of material ESG factors and climate-related disclosures. The Board is supported by the Sustainability Committee (SC), which comprises key management personnel and representatives from different departments and business segments. The SC identifies and assesses the material ESG factors, reviews the Group’s sustainability objectives, monitors performance against targets, manages the overall implementation of sustainability initiatives, and ensures that the relevant data is accurately tracked and reported.

Supporting the SC are dedicated Work Teams from various divisions and departments, responsible for rolling out sustainability initiatives and programmes across operations. They also provide recommendations to further enhance sustainable practices within the organisation.

Our governance structure is illustrated in the diagram below:



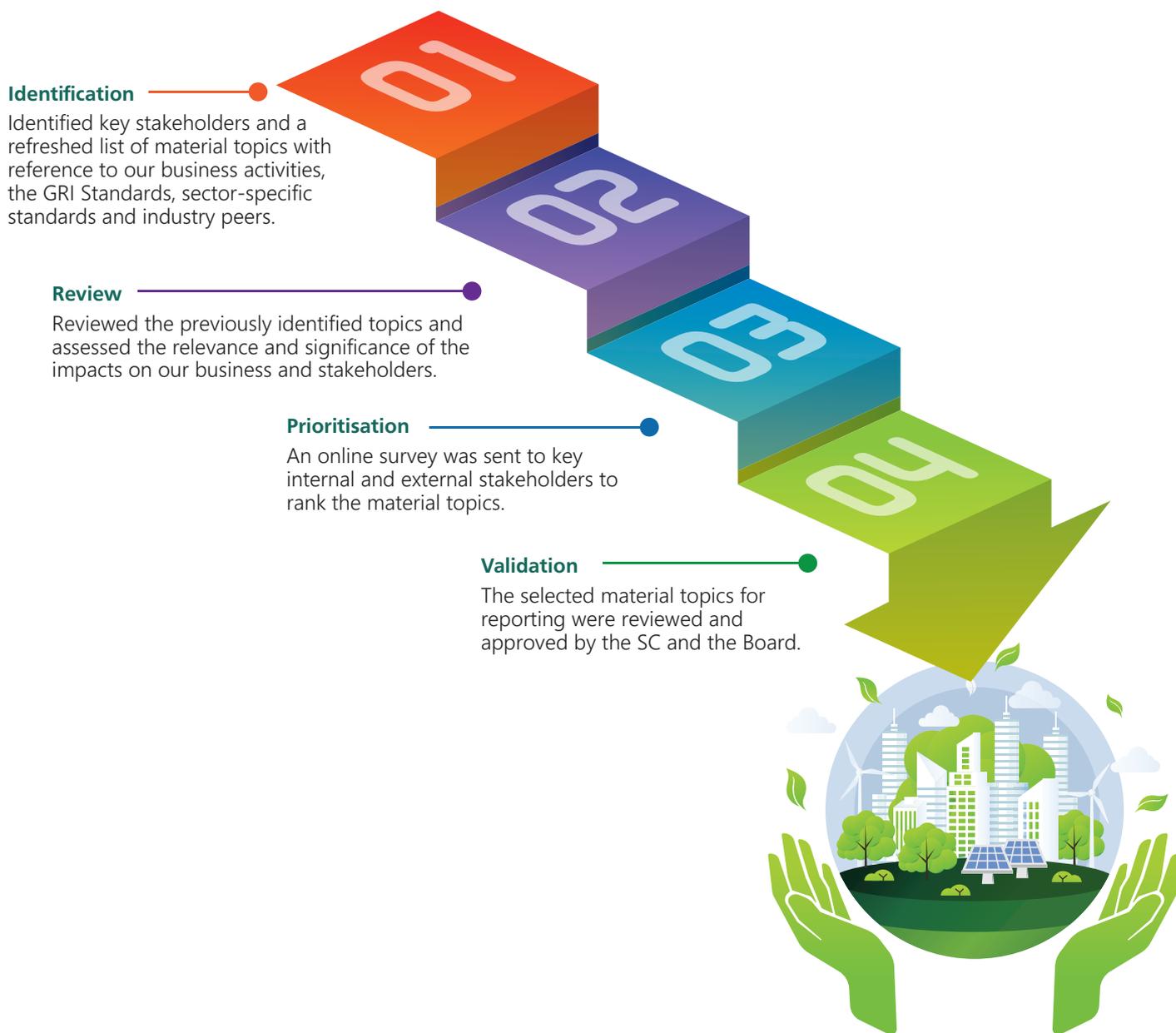
Stakeholder Engagement

At Lum Chang, we recognise that strong relationships with our stakeholders are essential to our long-term success. Our engagement approach considers the diverse stakeholder groups connected to our business, the extent of their influence, and the impacts of our business activities on them. We maintain regular and open communication through a variety of channels, enabling us to understand and respond effectively to stakeholder priorities, expectations and concerns. This two-way dialogue helps us to address concerns promptly and enhance trust. The table below provides a summary of our stakeholder groups, the methods and frequency of engagement, the issues of concern, and how we respond to these matters.

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

Materiality Assessment

We review our existing material topics yearly to ensure they remain relevant to our business and stakeholders. Our last comprehensive materiality assessment was conducted in FY2024, following a four-stage process (see diagram below) in consultation with external consultants and internal stakeholders. This year, we revisited our identified material topics to ensure their relevance in the face of evolving regulatory requirements and the broader industry landscape. As there have been no significant business changes this year, we continue to report on the same 14 material topics across our five focus areas. We also continue to disclose our management approach to non-material topics, namely Biodiversity and Noise and Vector Management, as part of our ongoing commitment to transparency. We plan to conduct our next in-depth materiality assessment in future reporting cycles to gradually align with ISSB requirements.



The following material topics continue to guide our sustainability strategy:

Focus Areas



	Our Environment
Material Topics	<ul style="list-style-type: none"> • Climate Change • Energy and Emissions • Water • Waste Management

	Economic Impacts on the Organisation and Society
Material Topics	<ul style="list-style-type: none"> • Economic Performance • Digitalisation and Innovation

	Responsible Business Practices
Material Topics	<ul style="list-style-type: none"> • Business Ethics • Compliance with Laws and Regulations • Customer Privacy and Data • Supply Chain Management

	Our People
Material Topics	<ul style="list-style-type: none"> • Employee Management and Development • Employee Diversity and Inclusion • Occupational Health and Safety

	Social Responsibility
Material Topics	<ul style="list-style-type: none"> • Local Communities

Our FY2025 Performance and Targets

Status: ● Met ● In Progress ● Not applicable

Material Topic	Targets for FY2025	Performance in FY2025	Status	Targets for FY2026
Climate Change	Continue to review and assess the key climate-related risks and opportunities and their impacts for climate scenarios chosen.	Conducted a refreshed and deeper qualitative analysis via a climate risk workshop, where risks and opportunities were assessed across different stages of the value chain.	●	Continue to refine qualitative assessment of climate-related risks and opportunities and enhance readiness for future reporting requirements.
Energy and Emissions	Continue to adopt green building strategies and technologies at the construction phase of development of new and ongoing significant projects. Continue to implement latest energy-saving features.	Five units of Electric Vehicle (EV) chargers were installed in the office building. 24.8% decrease in diesel consumption and 18.3% decrease in Scope 1 emissions. Please refer to the 'Energy and Emissions' section for more details.	●	Continue to adopt green building strategies and technologies at the construction phase of development of new and ongoing significant projects. Continue to implement latest energy-saving features.
Water	No target set.	2.5% increase in total water withdrawal. Please refer to the 'Water' section for more details.	●	(NEW) Promote responsible water use and prevent site-related water pollution across all construction activities.
Waste Management	No target set.	100% of concrete and rebar recycled.	●	(NEW) Maintaining 100% of concrete and rebar recycled.
Economic Performance	No target set.	Recorded a profit of \$18.7 million, representing a 102.3% year-on-year increase.	●	(NEW) To aim for profit and improve financial performance.
Digitalisation and Innovation	To continually increase efficiency, improve execution quality and enhance project control by harnessing technology and digitalisation.	Incorporated python-based automation scripts in HR functions, tender preparation, and administrative tasks, reducing manual work and minimising errors.	●	To continually increase efficiency, improve execution quality and enhance project control by harnessing technology and digitalisation.
Employee Management and Development	To administer performance reviews for 100% of employees. To record at least 10 hours of average training hours per employee.	Administered performance reviews for 100% of employees. Recorded average training hours per employee of 14.4 hours.	●	To administer performance reviews for 100% of employees. To record at least 10 hours of average training hours per employee.

Status: ● Met ● In Progress ● Not applicable

Material Topic	Targets for FY2025	Performance in FY2025	Status	Targets for FY2026
Occupational Health and Safety	<p>To achieve a Workplace Injury Rate (WIR) that is lower than Singapore's national average.</p> <p>To ensure all workers receive appropriate safety trainings, in compliance with laws and regulations.</p> <p>Zero incidents of work stoppage due to environmental non-compliance.</p>	<p>WIR of zero, compared to national average fatal rate of 3.7 and major injury rate of 27.3.</p> <p>Zero incidents of work stoppage due to environmental non-compliance.</p>	●	<p>To achieve a Workplace Injury Rate (WIR) that is lower than Singapore's national average.</p> <p>To ensure all workers receive appropriate safety trainings, in compliance with laws and regulations.</p> <p>Zero incidents of work stoppage due to environmental non-compliance.</p>
Local Communities	<p>To conduct at least two community engagements with social impact.</p> <p>To donate to at least five causes with social impact.</p>	<p>Conducted at least two community engagements.</p> <p>Contributed to at least five charitable causes.</p> <p>Please refer to the 'Local Communities' section for more details.</p>	●	<p>To conduct at least two community engagements with social impact.</p> <p>To donate to at least five causes with social impact.</p>
Business Ethics	<p>Zero incidents of corruption.</p>	<p>Zero incidents of corruption.</p>	●	<p>Zero incidents of corruption.</p>
Compliance with Laws and Regulations¹	<p>Each project shall not exceed (for Construction and Interior divisions):</p> <ul style="list-style-type: none"> • Three noise-related summonses from National Environment Agency (NEA); • One mosquito-related summon from NEA; and • One summon from Public Utilities Board (PUB) for non-compliance with environmental legislative requirements. 	<p>Exceeded by two mosquito-related summons from NEA for the Mandai Project. All other projects remained within the defined threshold.</p>	●	<p>Each project shall not exceed (for Construction and Interior divisions):</p> <ul style="list-style-type: none"> • Three noise-related summonses from NEA; • One mosquito-related summon from NEA; and • One summon from PUB for non-compliance with environmental legislative requirements.
Customer Privacy and Data	<p>Zero complaints concerning breaches of customer privacy and losses of customer data.</p>	<p>Zero complaints concerning breaches of customer privacy and losses of customer data.</p>	●	<p>Zero complaints concerning breaches of customer privacy and losses of customer data.</p>
Supply Chain Management	<p>Zero incidents of non-compliance with environmental and labour laws among suppliers.</p>	<p>Zero incidents of non-compliance with environmental and labour laws among suppliers.</p>	●	<p>Zero incidents of non-compliance with environmental and labour laws among suppliers.</p>

¹ Target revised to reflect a more appropriate and practical approach to environmental compliance, aligned with ISO 14001 standards and our QEHS objectives as set out in the Integrated Management System (IMS).

Our Contribution to the UN SDGs

We have aligned our material topics with the relevant UN SDGs under the 2030 Agenda for Sustainable Development, as a supporting framework to shape and guide our sustainability strategy. The table below shows the Group's contribution to the SDGs.

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



OUR ENVIRONMENT

At Lum Chang, we recognise that our operations and projects interact closely with the environment, and we are committed to managing these impacts responsibly. Our environmental strategy is aligned with the Singapore Green Plan 2030 and focuses on reducing GHG emissions, optimising resource efficiency, and minimising waste generation across our construction, property development and interior contracting activities. Our approach is supported by regular monitoring of environmental performance and alignment with applicable environmental regulations and industry best practices.

Addressing Climate Change

Climate change continues to pose significant long-term risks and impacts on the environment, economy, and society. Rising global temperatures, more frequent extreme weather events, and the transition towards a low-carbon economy are shaping the way we plan, build and operate. For Lum Chang, these developments present both physical risks, such as project delays, asset damage and operational disruptions from severe weather, and transition risks, stemming from evolving regulations, changing market expectations, and shifting capital allocation toward low-carbon activities.

In FY2025, we conducted a follow-up climate risk workshop to refresh and deepen our understanding of climate-related risks and opportunities. This was facilitated by an external consultant and attended by the SC. The workshop included an analysis of our value chain across our three business segments, enabling us to better identify where climate risks may arise and where opportunities can be leveraged. As part of this process, we streamlined certain risk categories to remove overlaps and refined our opportunities to provide a more focused and relevant view of climate impacts in the context of our business needs. We also performed scenario analyses based on two targeted climate pathways. This shift from last year's four-scenario approach allowed us to concentrate on the most relevant and actionable insights for our operations. These findings form the basis of our ongoing monitoring, prioritisation of risk mitigation measures, and the integration of climate considerations into operational and strategic decision-making.

Governance

Climate-related risks and opportunities are governed through our established sustainability governance structure, which ensures accountability from the Board to operational teams. The Board holds ultimate responsibility for the Group's sustainability agenda, and the integration of climate-related considerations into our strategic direction. The SC, made up of key management and representatives from business units, play a central role in identifying climate-related risks and opportunities, formulating mitigation strategies, and ensuring their alignment with business objectives. The climate-related risks and opportunities are reviewed and approved by the Board. The Board receives updates at least annually or when significant developments occur. The SC works in close collaboration with operational leaders and dedicated work teams to monitor the implementation of climate-related initiatives across our operational sites. Matters of strategic importance, particularly those that could materially affect the Group's resilience are deliberated within the SC, supported by insights from our operational work teams. For more details on our overall sustainability governance, please refer to page 8 of this Report.

Strategy

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

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

To better understand the resilience of our business under different climate pathways, we performed scenario analysis in line with TCFD recommendations. We focused on two target climate scenarios in our assessment.

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

Under the SSP5-8.5 pathway, physical risks are expected to intensify, with more frequent and severe extreme weather events such as heavy rainfall and flash floods. Such events could disrupt construction schedules, damage materials stored on-site and increase operating costs for assets and projects. Increasing mean temperatures also raise the risk of heat stress for site workers, potentially lowering productivity and requiring stricter compliance with occupational health and safety measures.

Under the SSP1-2.6 pathway, transition risks become more significant while physical risks are moderated. This includes tightening green building standards, evolving market expectations for green buildings, and stricter emissions disclosure obligations. This may lead to higher compliance costs and the need to accelerate adoption of low-carbon construction methods. At the same time, opportunities are created to enhance asset value through energy-efficient designs, tap into green financing, and strengthen competitiveness in delivering sustainable developments.

These scenarios guided the development of our climate risk register, helping us to prioritise risks based on likelihood and financial impact as well as shape our strategic and operational responses to climate change.

Climate-related Risks

Risk	Time Horizon	Potential Impact	Risk Rating
Acute Extreme rainfall and increased flooding events	Medium-, long-term	Additional construction costs and delays in projects, cost overruns, safety and environmental issues	Medium
		Higher operating costs for maintenance and repair due to asset damage	Low
Chronic Increasing mean temperatures	Medium-, long-term	Higher cooling costs and need for new machinery/upgrade	Low
		Reduced labour productivity due to heat stress, and elevated safety & health risks	High
Policy Increased compliance related to climate regulations	Short-, medium and long-term	Higher compliance costs to comply with evolving climate-related regulations and disclosure standards, and potential regulatory penalties if disclosures do not meet regulatory standards	Medium
Policy Increased cost of materials	Short-, medium and long-term	Industries that produce high-carbon materials like cement and steel may be impacted by carbon tax, leading to increased pricing for construction materials Sustainable materials (GGBS/low-carbon concrete) expected	Medium
Policy Changes in regulations and updates to standards for energy, resource efficiency and project requirements	Medium-, long-term	Increased compliance costs to meet more stringent green building standards	Medium
Technology Increased utilisation of technology and sustainable solutions	Short-, medium and long-term	Increased investment costs/CapEx to adopt low-carbon technologies and competitive disadvantage if fail to keep pace	Low
Market Changing customer behaviour and demand patterns	Medium-, long-term	Reduced competitiveness and asset value from market shift toward sustainability, potential loss of market share	Medium
Reputational Increased stakeholder concerns	Medium-, long-term	Reputational damage, affecting brand perception and business relationships Greater demand for disclosure, increasing administrative burden and resource allocation	Low

Risk	Control Mechanism
<p>Acute Extreme rainfall and increased flooding events</p>	<ul style="list-style-type: none"> • Integrate climate-related factors into project planning and contract development phases • Embed contingency clauses in contracts to address potential delays and cost overruns due to flooding events • Strengthen business continuity procedures (“BCP”) to ensure operational resilience during extreme weather disruptions. • Conduct annual risk reviews to validate and update flood-related controls and mitigation strategies
<p>Chronic Increasing mean temperatures</p>	<ul style="list-style-type: none"> • Continuously ensure compliance and monitor regulatory updates related to heat stress and prevailing employment laws • Labour policies and procedures in place to manage heat exposure risks (mandatory rest breaks, temporary halt of work) • Implement employee training on managing and responding to extreme temperature conditions • Embed heat-related risk controls into operational planning
<p>Policy Increased compliance related to climate regulations</p>	<ul style="list-style-type: none"> • Implement energy efficiency measures, including monitoring energy and water usage for efficient resource management, install renewable energy systems (solar) • Monitor evolving climate regulations and sustainability reporting requirements with support from external consultants • Engage external vendors to explore and implement decarbonisation initiatives
<p>Policy Increased cost of materials</p>	<ul style="list-style-type: none"> • Diversify supplier sourcing to reduce dependency on single sources and improve supply chain resilience • Continuously identify and evaluate cost-effective, sustainable material alternatives • Leverage green financing options and government incentives to offset costs associated with sustainable materials, where applicable • Build strong relationships with key suppliers to help secure better pricing, reliability and flexibility
<p>Policy Changes in regulations and updates to standards for energy, resource efficiency and project requirements</p>	<ul style="list-style-type: none"> • Stay updated on regulatory developments by attending relevant training courses and industry briefings • Integrate sustainability considerations into project planning to meet evolving regulatory and customer requirements • Maintain Green Mark certification for existing projects and properties • Target Green Mark certification for new projects, where aligned with customer expectations and project scope

Risk	Control Mechanism
<p>Technology</p> <p>Increased utilisation of technology and sustainable solutions</p>	<ul style="list-style-type: none"> • Continue to adopt energy-efficiency construction techniques into project design and execution (e.g. Building Information Modeling (BIM), prefabrication, low-carbon concrete) • Upskill workforce through training in digital tools and sustainable construction practices
<p>Market</p> <p>Changing customer behaviour and demand patterns</p>	<ul style="list-style-type: none"> • Engage regularly with customers to understand and respond to changing preferences and sustainability goals • Monitor market trends and the growing influence of sustainability-conscious consumers • Adapt offerings to include smart building technologies, and low carbon-materials to reflect customer requirements
<p>Reputational</p> <p>Increased stakeholder concerns</p>	<ul style="list-style-type: none"> • Engage regularly with stakeholders (investors, customers, regulators) to address stakeholder expectations and ESG priorities • Improve ESG disclosures and transparency to meet evolving stakeholder demands • Benchmark ESG performance against peers and industry standards to identify gaps and improvement areas

Climate-related Opportunities

Opportunity Category	Opportunity and Related Impact	Current Initiatives
Resource Efficiency	Decarbonise operations by incorporating energy-efficient construction processes	<ul style="list-style-type: none"> Adoption of PPVC and BIM to enhance construction productivity, reduce on-site energy use, minimise material waste
	Reduced operating costs by promoting and increasing recycling efforts	<ul style="list-style-type: none"> Reuse of steel to reduce waste generation
	Increased asset value through design of efficient buildings	<ul style="list-style-type: none"> Adoption of BCA Green Mark criteria in building design and construction Integration of energy-efficient design features and M&E systems
Energy Source	Increased use of low-emission energy sources which lower energy costs	<ul style="list-style-type: none"> Use of solar-powered electricity at project sites to improve energy efficiency Use of EV vehicles and installation of EV chargers in office building
Products & Services	Market differentiation and enhanced brand image that strengthens brand reputation and improve competitiveness	<ul style="list-style-type: none"> Certified to ISO 14001 Environmental Management System (EMS), ensuring systematic monitoring and continual improvement in waste, water, and emissions management Sourcing materials such as concrete from certified low-carbon sources
Markets	Increased access to sustainable and green financing which lowers cost of capital for green projects	<ul style="list-style-type: none"> Continually explore alternative financing options, such as green loans Enhance ESG disclosures to attract ESG-centric investors

Risk Management

We recognise that the effective management of climate-related risks is critical to safeguarding the Group's long-term resilience. Failure to anticipate and respond to such risks could significantly impact our operations, cost structures, and stakeholder confidence.

Lum Chang currently identified and monitors climate-related risks as part of its broader Enterprise Risk Management (ERM) framework. Risks are assessed through periodic reviews conducted by Management in consultation with the SC and cross-functional representatives. These reviews consider factors such as time horizon, likelihood of occurrence, and potential financial and operational impacts.

To enhance our oversight, we maintain a climate risk register which prioritises risks according to their likelihood and impact. This register enables a structured approach to evaluating physical and transition risks and serves as a basis for refining control measures over time. While these risks are not yet fully integrated into the Group's formal risk management matrix, the process of alignment will be progressively strengthened in subsequent reporting years.

The Group's risk mitigation measures and identified opportunities are further detailed in the Strategy section on page 16.

Metrics and Targets

Lum Chang monitors key climate-related metrics to evaluate progress against our environmental objectives to make informed strategic decision-making. Please refer to the 'Energy and Emissions' section for detailed performance of our energy consumption and GHG emissions. We are progressively enhancing the scope of our metrics, with plans to extend our emissions profile to include Scope 3 emissions in future sustainability reports.

Energy and Emissions

At Lum Chang, energy efficiency and the management of greenhouse gas (GHG) emissions remain central to our sustainability agenda. Our focus remains on enhancing energy efficiency, integrating green technologies, and exploring renewable energy solutions, while continuing to provide high-quality services and advancing green building practices.

Our key energy sources include:

- Diesel used in machinery, generators and company-owned vehicles deployed across our project sites
- Electricity primarily used for construction equipment, project sites, offices and buildings

We embed energy-saving features in the planning and design of our owned and managed properties and engage tenants to support environmentally responsible practices. In FY2025, we took a step towards cleaner mobility by installing five EV charging units at Lum Chang Building, encouraging employees and tenants to embrace EVs as part of our broader sustainability efforts.

Lum Chang Building and Tekka Place feature the following energy-saving measures:

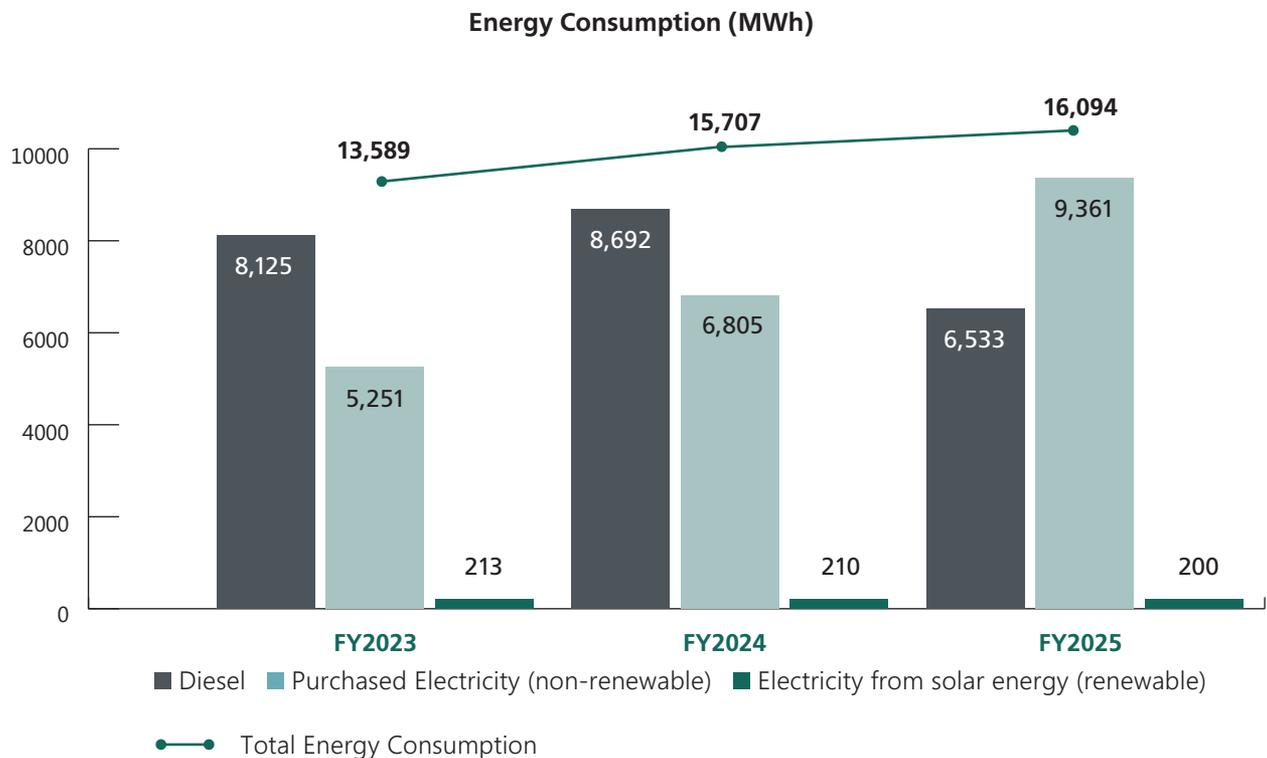
Properties	Energy-saving Measures
Lum Chang Building, Singapore	<ul style="list-style-type: none">• Energy-saving LED lights• Motion sensors to detect movement and avoid unnecessary power use• Power saving mode is applied to office equipment such as computers and copy machines• Switching off lights and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

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

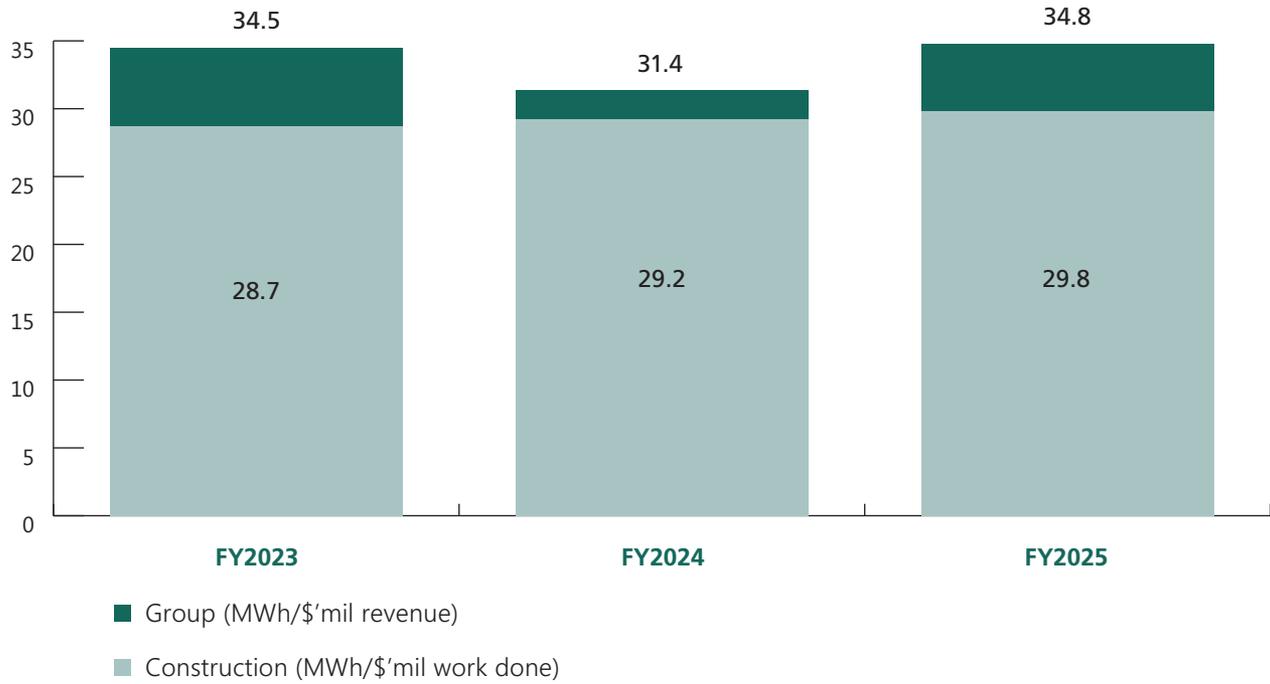
Our Performance

In FY2025, we experienced a 2.5% increase in total energy consumption² and a 10.8% increase in the Group’s energy intensity, primarily driven by the inclusion of our entities in Malaysia, along with enhanced coverage of our interior contracting entities and joint venture properties. The 24.8% decrease in diesel consumption is largely due to fewer major projects reaching peak construction phases, leading to lower reliance on diesel-powered equipment. Improvements in logistics planning and Just-In-Time delivery helped minimise idling and unnecessary diesel usage. The increase in electricity consumption is primarily driven by our Construction division, where we transitioned from diesel to electricity for site operations such as temporary offices, equipment and lighting. The increased adoption of digitalisation initiatives, including BIM, site monitoring tools, turnstiles systems, have contributed to higher electricity usage as these systems are powered by electricity.

² Net calorific value (NCV) from the IPCC 2006 Guidelines for National Greenhouse Gas Inventories was used to compute the energy values for fuel.

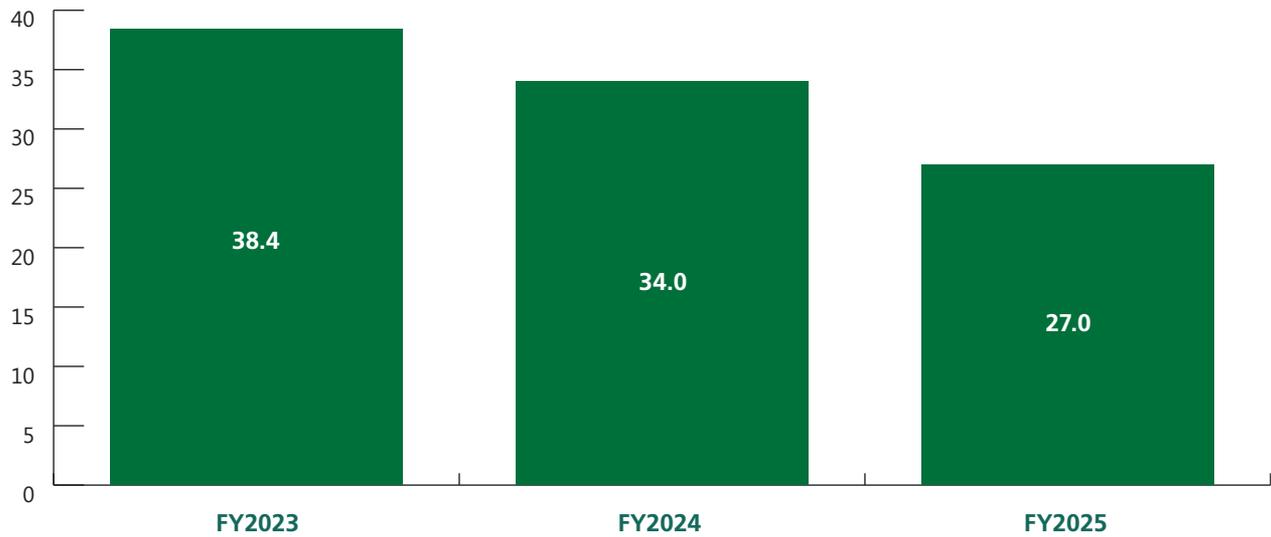


Energy Intensity



Solar energy continues to contribute to our electricity supply. In FY2025, 200.0 MWh of solar electricity was consumed on-site and 27.0 MWh sold back to the grid. Two of our project sites continue to utilise solar power for their operations.

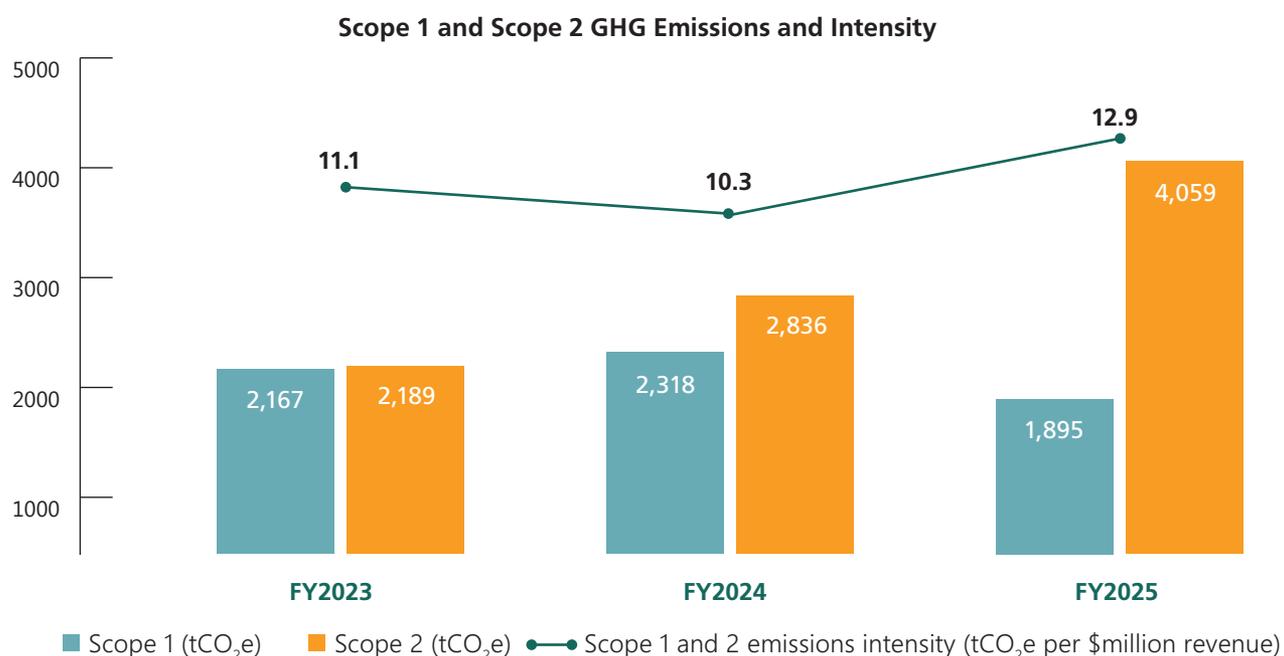
Electricity sold back to the Grid (MWh)



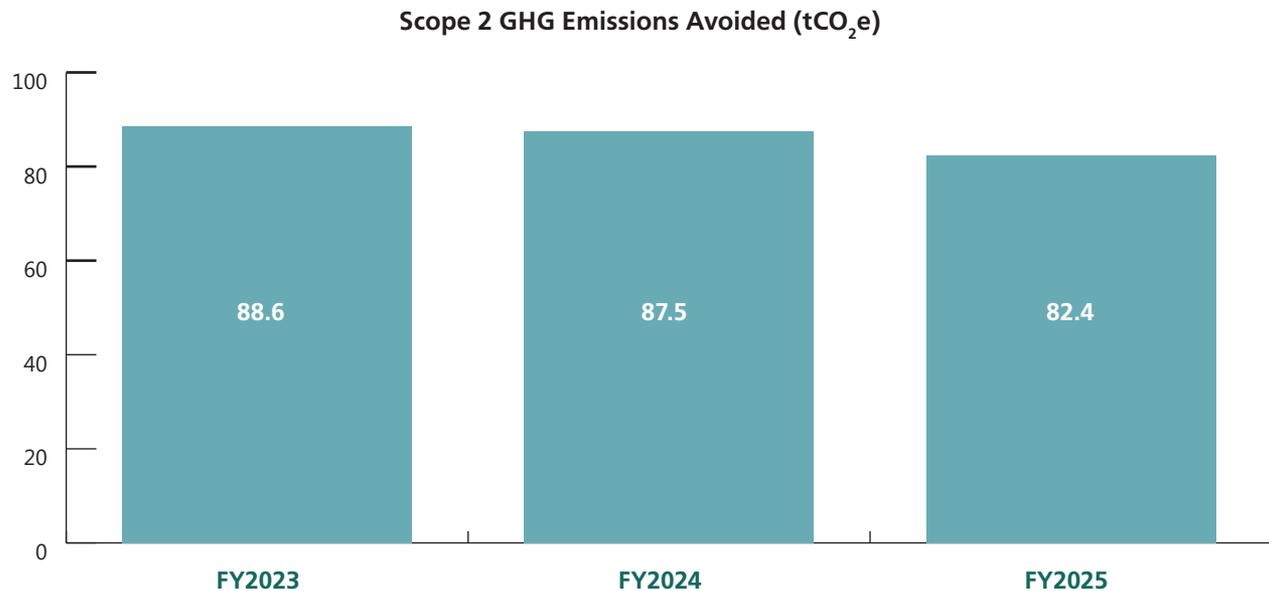
The Group’s energy use remains a key driver of its greenhouse gas (GHG) emissions. By tracking and managing energy consumption closely, Lum Chang continues to strengthen its emissions management framework. In FY2025, the Group’s Scope 1³ emissions decreased by 18.3%, largely due to the transition of certain operations from diesel to electric-powered equipment and the completion of major construction phases that required less diesel consumption. Conversely, Scope 2⁴ emissions increased by 43.1%, mainly driven by the inclusion of new subsidiaries within the reporting boundary, the shift from diesel to electricity in ongoing operations, and higher electricity demand during the final stages of construction activities. While year-on-year comparability of emissions is affected by the expanded reporting scope, the overall impact on emissions excluding the newly added entities remains minimal. Overall, the Group’s emissions intensity stood at 12.9 tCO₂e per million revenue generated.

³ Scope 1 emissions are calculated using the World Resource Institute (2015) GHG Protocol tool for mobile combustion (version 2.6) and stationary combustion (version 4.1).

⁴ Scope 2 emissions are calculated using the Grid Emission Factor from Singapore’s Energy Market Authority (EMA) and MyEnergyStats Grid Emission Factor (GEF) in Malaysia.



In FY2025, we avoided 82.4 tCO₂e by using renewable energy generated by our solar panels.



Water

Lum Chang’s operations rely heavily on water for construction activities, vehicle maintenance and general facility operations. Recognising both its environmental and operational importance, we remain committed to responsible water use, conservation and management across our project sites and properties.

Our main water sources include municipal water supplies, collected rainwater for non-potable purposes, and water used in construction processes such as concrete mixing and equipment cleaning. To ensure prudent consumption, we implemented on-site rainwater harvesting systems, optimising water reuse and reducing reliance on potable water sources where feasible. We also reduce on-site water consumption by using precast concrete elements and prefabricated Mechanical, Electrical and Plumbing (MEP) components. Water-efficient fixtures and taps have been installed at our offices and project sites to further minimise consumption.

Furthermore, we extend our water conservation efforts beyond our worksites. Since 2022, Tekka Place has been partnering with PUB by organising on-site campaigns for Singapore World Water Day. In FY2025, shoppers who demonstrated reduced water usage in their bills were rewarded with reusable laundry bags, while social media challenges promoted water-saving behaviour among the public. This reflects our support for Singapore’s water conservation objectives and our commitment to promoting sustainable water use within the communities we serve.

In line with the Environmental Protection and Management (Trade Effluent) Regulations, wastewater discharged from our sites is continuously monitored and properly treated to meet regulatory limits – Total Suspended Solids (TSS) and Total Dissolved Solids (TDS) readings not exceeding 50mg/litre and 1,000mg/litre respectively – before release into public drainage systems. We implement Earth Control Measures (ECM) to prevent earth, silt, or any contaminated runoff entering public sewerage systems and open drains, complying with Public Utilities Board (PUB) and the National Environment Agency (NEA) guidelines. We obtain clearance from PUB for any building and structural works to protect the integrity of the public sewerage and drainage systems during construction works.

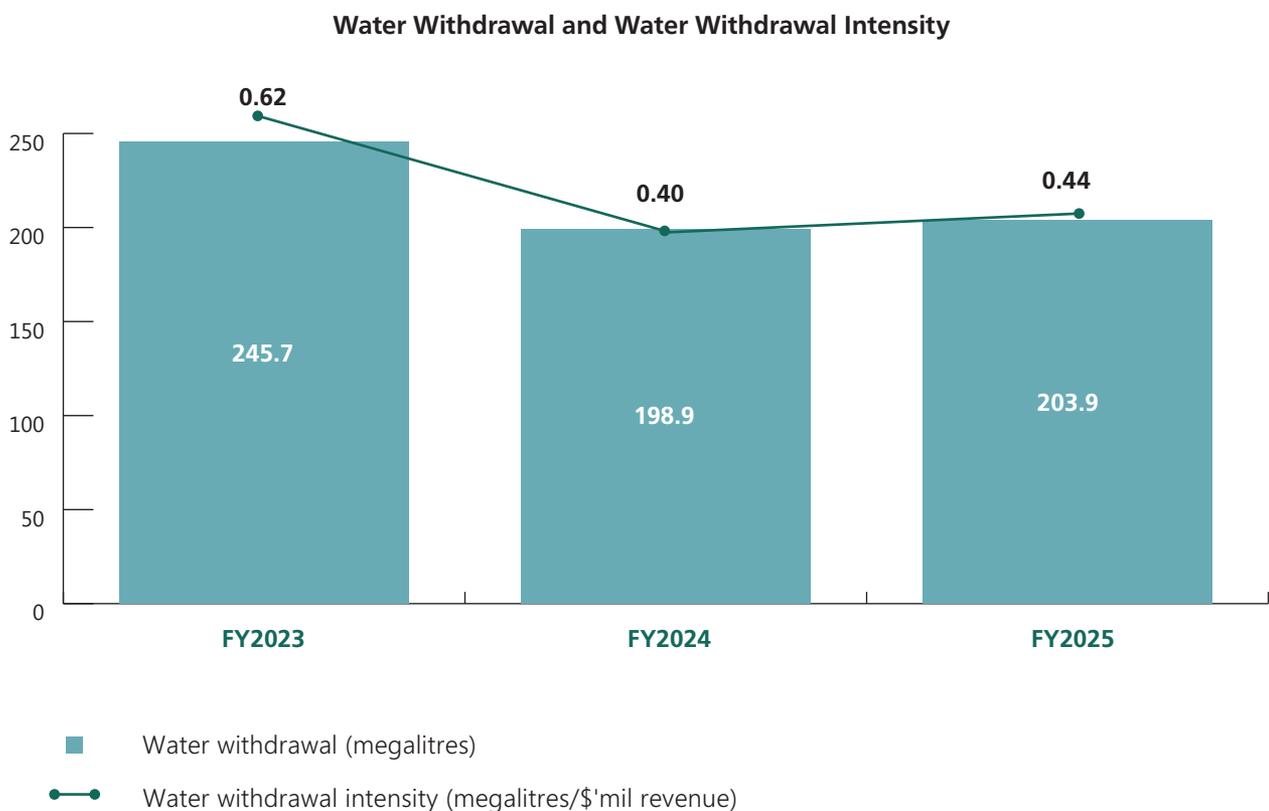
Through careful monitoring, efficient water use, and proper treatment of wastewater, we endeavour to reduce operational risk and contribute to responsible stewardship of water resources.

Our Performance

In FY2025, the Group recorded a 2.5% increase in total water withdrawal compared to FY2024. This increase is driven by inclusion of our entities in Malaysia, along with enhanced coverage of our interior contracting entities and joint venture properties.

Despite the Group-level increase, our Construction division achieved a 17.3% reduction in water withdrawal. This is largely due to the project lifecycle stage, with most projects in early kick-off phases and major developments nearing completion. Fit-out works typically require significantly less water than structural and concreting phases. Additionally, our greater reliance on prefabrication and off-site manufacturing shifted water demand away from the division's direct footprint, further contributing to the reduction.

We have also begun recording water discharge this year for our Malaysia site, measuring 5.1 megalitres.



Waste Management

At Lum Chang, responsible waste management is a key pillar of our sustainability strategy. Construction activities generate large amounts of waste, such as surplus materials, offcuts, packaging, and by-products. We are committed to minimising waste generation, maximising reuse, and enhancing recycling practices across our project sites and properties. Our waste management strategy is supported by site-level measures and industry best practices.

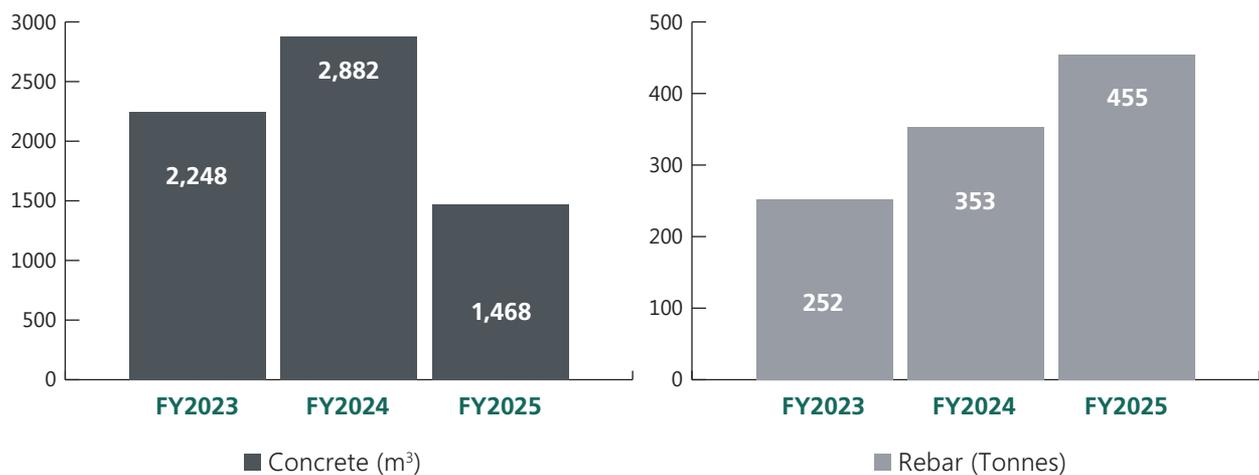
Minimising Waste Generation	Maximising Reuse and Recycling
<ul style="list-style-type: none"> • Use of precast concrete elements and prefabricated MEP components to reduce on-site material waste compared to traditional on-site casting • Adoption of steel structural systems for high recyclability and precision • Optimised material ordering and design planning to avoid over-ordering of materials • Tracking and monitoring of waste generation per project 	<ul style="list-style-type: none"> • Segregation of waste streams for reuse and recycling • 100% recycling of concrete and reinforced steel bars (rebar) • Proper disposal of hazardous materials by licensed contractors • Tenant engagement at properties, with clearly labelled recycling bins for paper, plastics, and e-waste

Our Performance

For the Construction division, the decrease in concrete waste sent for recycling was mainly due to fewer demolition and reconstruction phases across projects, resulting in a higher proportion of new builds compared to A&A works. In addition, a greater emphasis on design optimisation and prefabrication contributed to reduced concrete off-cuts and overall wastage.

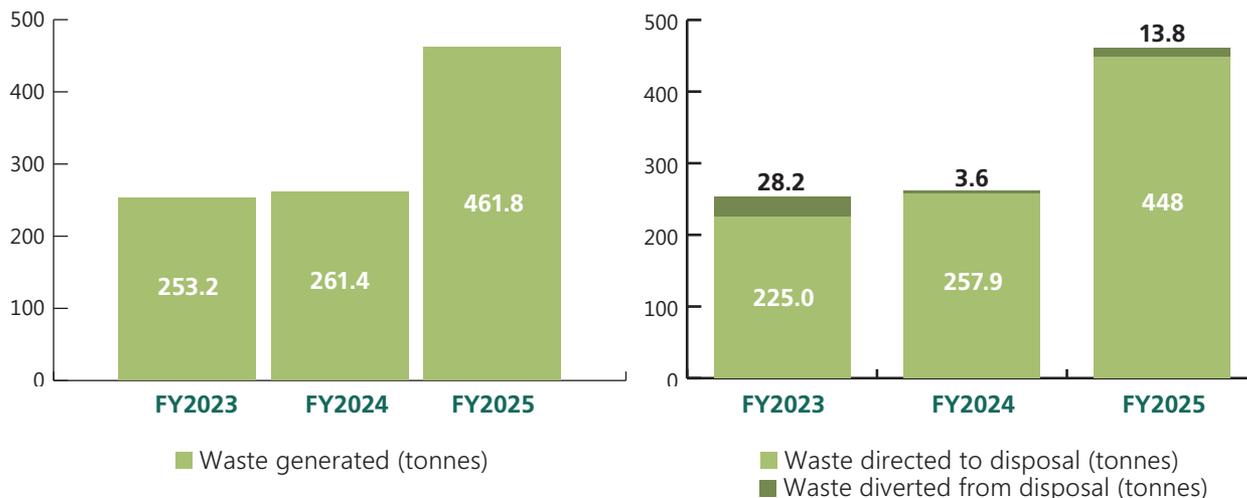
For Property Development and Investment division, the increase in total waste generated is primarily due to the inclusion of our Malaysia entity. This year also marks the first time we are disclosing waste data for the Interior Contracting division, starting with one of our key conservation projects, the Temasek Shophouse where 60.3% of waste was diverted from disposal. We are committed to progressively expanding data coverage across more projects in future reporting cycles to provide a more comprehensive view of our waste management performance.

Waste Diverted from Disposal (Construction)⁵



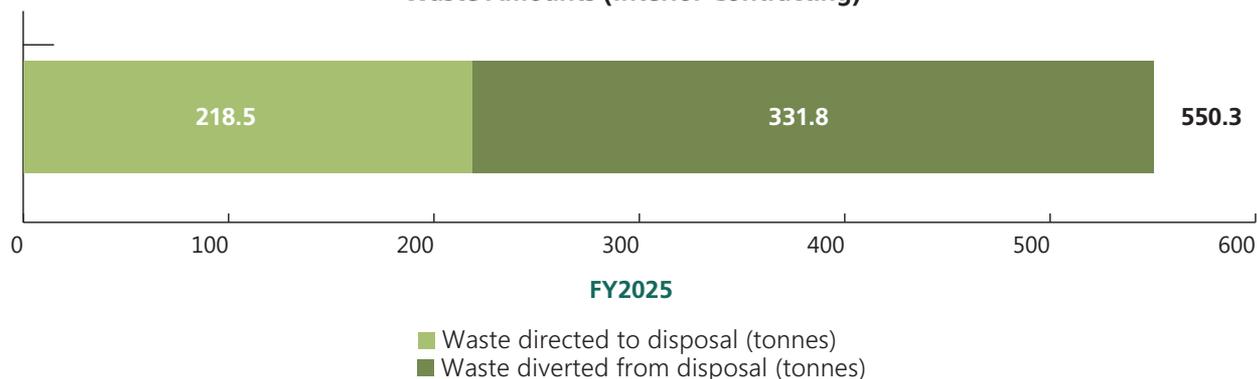
⁵ Waste amounts directed to disposal for the Construction division are currently not tracked, and we are exploring ways to enhance data coverage in the future.

Waste Amounts (Property Investment & Development)⁶



⁶ Waste amounts from our corporate office, Lum Chang Building, are currently not tracked as waste is collected under a shared arrangement with neighbouring properties. Waste amounts from previous years covered Tekka Place only. Waste generated from our Malaysia entity (corporate office and worksite) and joint venture properties are included this year.

Waste Amounts (Interior Contracting)⁷



⁷ As waste data from the Interior Contracting division is newly disclosed this year, there is no prior data available. We will provide comparable year-on-year disclosures in subsequent reporting years.

Noise and Vector Management

Lum Chang is committed to maintaining a safe and healthy environment at our construction sites by actively managing noise levels and preventing vector breeding. Construction site noise in Singapore is subject to regulation under the Environmental Protection and Management (Control of Noise at Construction Sites) Regulations enforced by the NEA. In compliance with these limits, we employ a range of noise mitigation measures, including the use of portable and fixed noise meters for continuous monitoring, installation of noise barriers, and adoption of alternative construction methods to reduce sound emissions. We also engage with nearby communities to keep them informed of project activities and address any noise-related concerns.



Vector management is guided by our ISO 45001 occupational health and safety system. We carry out regular site housekeeping, inspection, and treatment of potential mosquito breeding sites. This is complemented by scheduled insecticide spraying by professional pest control services. Site audits are conducted periodically to ensure adherence to vector control protocols. In addition, we continuously educate our workers on vector prevention practices and display environmental notices across our sites to reinforce awareness.

Biodiversity

Lum Chang recognises that construction and property development activities can have significant impacts on natural habitats and ecosystems. We take a balanced approach to managing biodiversity risks, ensuring that our projects are delivered with minimal long-term environmental impact while rehabilitating affected habitats where possible.

For projects located within or near protected areas and nature reserves, we conduct Environmental Impact Assessments (EIA) and implement Environmental Management and Monitoring Plans (EMMP) during the predevelopment phase to guide mitigation measures during construction. These assessments evaluate site-specific conditions, including water quality, air quality, noise levels, ecological features, and biodiversity.

Our ongoing Mandai Rejuvenation Project, situated near the Central Catchment Nature Reserve and Upper Seletar Reservoir, includes an arrival node, transport hub, nature-themed indoor attractions, and an eco-resort. By adhering to this project's EMMP and engaging environmental consultants, we ensure that biodiversity impacts are minimised. We continue to work closely with relevant government agencies to comply with design development and construction methods aligned with environmental management requirements, ensuring sensitivity to the natural habitats and surrounding flora and fauna in Mandai.

ECONOMIC IMPACTS ON THE ORGANISATION AND SOCIETY

We recognise that our financial performance has far-reaching impacts on our shareholders, stakeholders, and the broader economy. Our operations generate employment opportunities across construction, property development, and interior contracting, supporting livelihoods throughout our supply chain and contributing to economic growth in the countries where we operate.

We continue to invest in technological and process innovations to enhance operational efficiency, productivity, and quality of our projects, as well as our potential for economic value generation. This includes adoption of digital-centric solutions and intelligent systems, such as BIM, Internet of Things (IoT) sensors, Artificial Intelligence (AI) for predictive project planning, and cloud-based analytics. These tools streamline operations, reduce manual and repetitive tasks, and enable more accurate resource allocation, thus delivering value to our customers while improving sustainability outcomes.

Economic Performance

Lum Chang's operations generate economic value that benefits our stakeholders, including employees, suppliers, customers, and investors. Our business activities create jobs, support supply chains, and contribute to local economies. We focus on efficient project delivery, prudent resource management, and high-quality execution to drive sustainable returns while balancing sustainability considerations.

Our Performance⁸

In FY2025, the Group generated a direct economic value of \$462.9 million and recorded a profit of \$18.7 million, a 102.3% increase year-on-year. The significant improvement in profitability was mainly driven by the completion of several construction and restoration and fit-out projects.

Please refer to pages 59 to 60 of the Annual Report FY2025 for more details on our financial performance.

	FY2023	FY2024	FY2025
Total revenue (\$'000)	393,421	500,418	462,868
Profit/(loss) after tax \$'000	(27,610)	9,261	18,737

⁸ Based on consolidated financial statements for the Group. Unless otherwise stated, all figures are presented in Singapore Dollars (“\$”).

Digitalisation and Innovation

Digitalisation and innovation remain central to Lum Chang’s strategy to enhance operational efficiency, improve project outcomes, and maintain a competitive edge. We are an early adopter of advanced and sustainable construction technologies, such as BIM, to optimise project planning, design, and delivery while reducing carbon footprint and material waste. We aim to streamline workflows, improve safety, and enhance quality of our projects through these solutions.

Digitalisation Initiatives

Over the past year, we have advanced a comprehensive programme of digitalisation initiatives that strengthen safety, enhance productivity, and integrate processes across the value chain. These efforts are transforming how we deliver projects, manage risks, and create long-term value.

Safety remains our foremost priority, and we have strengthened it through the deployment of AI-driven technologies designed to protect workers and minimise risks. Intelligent CCTV systems now provide continuous site monitoring, enabling proactive identification of unsafe behaviours and potential hazards before they escalate. In parallel, AI-powered sensors have been installed on heavy equipment to detect motion within designated safe zones, ensuring that workers are promptly alerted when they enter high-risk areas. By prioritising technology-enabled safety measures, we are safeguarding our workforce while setting higher standards for operational excellence across all projects.

In data-driven decision-making, we have standardised the use of a Common Data Environment (CDE) across all projects, creating a single source of truth for design and construction data. This has been complemented by cloud-based work sharing, which enables seamless collaboration with international suppliers and subcontractors, ensuring timely coordination and reducing duplication of effort.

To further strengthen project delivery, we piloted the Millipede platform as an integrated site management system. The platform consolidates critical site functions into a unified digital interface, including site movement tracking, safety monitoring, Design for Manufacture and Assembly (DfMA) coordination, piling operations, fit-out works, site activity scheduling, defect management, and handover processes. By digitising these workflows, Millipede enhances visibility across project stages, supports proactive risk management, and enables faster decision-making. The trial has demonstrated its potential to streamline complex site operations, improve accountability, and establish a stronger data foundation for future projects.

For value chain and process integration, we have embraced a suite of advanced digital tools that enhance coordination, foresight, and efficiency across project lifecycles. At the tender stage, 3D site utilisation planning provides clear visualisation of spatial requirements, enabling better optimisation of logistics and temporary works. 4D scheduling and sequencing integrates time-based data with 3D models, offering a dynamic project timeline that improves accuracy in planning and reduces risks of delays. To further support stakeholder engagement, we employ proactive animated simulations, which visually demonstrate construction sequences and design intent, enhancing communication and collaborative decision-making.



On site, BIM-to-Field workflows with 3D Navisworks models ensure precise translation of digital designs into field operations, supporting layout accuracy, clash detection, and real-time progress monitoring. In parallel, DfMA methodologies have been deployed for structural steel components, walkways, and M&E systems, improving prefabrication quality, minimising on-site work, and accelerating installation timelines. Looking beyond construction, 6D asset management through Construction Operations Building information exchange (COBie) outputs has been implemented, ensuring that comprehensive digital asset data is delivered to clients for seamless integration with their Building Management Systems (BMS). This not only enhances operational efficiency post-handover but also contributes to long-term sustainability and facility performance.

To drive productivity improvements, we have adopted a range of digital tools and automated workflows that reduce manual effort, improve accuracy, and accelerate project delivery. For design and engineering, Dynamo scripts have been developed to automate repetitive modelling tasks, cutting down on man-hours while ensuring consistency in outputs. Automated quantity take-offs further enhance efficiency by generating precise material requirements directly from BIM models, reducing errors in cost estimation and procurement.

Drones are now routinely used on-site for monitoring and progress tracking, providing high-resolution aerial data that improves reporting and enables timely decision-making. For complex structural works, robotic total stations allow for precision layout and control by exporting 3D point data, ensuring accuracy in the installation of challenging elements. In geotechnical applications, the use of Golden Surfer software to analyse borehole data and generate rock contour profiles has enabled more informed pile length reviews, reduced design uncertainty and avoiding unnecessary over-design.

Beyond site operations, digital workplace management tools, such as HR time clocking systems and python-based scripts have streamlined administrative functions, improving transparency in workforce management and freeing up resources to focus on higher-value tasks. These initiatives illustrate how targeted digitalisation can deliver measurable productivity gains across both technical and operational domains.

Product Quality and Service

We remain committed to delivering every project with the highest standards of quality, from initial design to the final handover. Our approach goes beyond meeting regulatory requirements, as we prioritise durability, precision, and attention to detail to meet stakeholder expectations and deliver enduring value across our developments.

Our ISO 9001:2015-certified Quality Management System continues to guide the management, processes, and monitoring of quality across our operations. This includes routine quality inspections, assessments, and improvement initiatives. We continuously identify opportunities to enhance workmanship, optimise project delivery, and stakeholder confidence.

We maintain high standards across our supply chain through a comprehensive supplier and contractor evaluation process, ensuring our partners uphold the same level of quality and accountability. This includes defining clear scopes of work, establishing measurable performance criteria, and conducting regular audits to foster transparency and alignment with our standards.

We monitor the quality of our projects through BCA's Construction Quality Assessment System (CONQUAS), the national benchmark for building quality across Structural Works, Architectural Works, and Mechanical & Electrical (M&E) Works. Our goal is to consistently achieve or surpass the national benchmark scores for private housing, public housing, and non-housing projects.

OUR PEOPLE

At Lum Chang, our employees are the foundation of our business and central to sustaining growth and operational excellence. We prioritise their development, well-being, and engagement, fostering a workforce that is skilled and motivated in a competitive industry landscape. We continuously invest in training and upskilling our workforce, ensuring that they are prepared to meet evolving industry demands and contribute effectively to the Group.

Employee Management and Development

As of 30 June 2025, the Group employed a total of 855 employees, comprising 853 permanent full-time employees and two part-time employees. Our Human Resources (HR) policies, align with local labour regulations, cover recruitment, promotion, performance review, and benefits. We maintain succession planning and talent development frameworks, ensuring continuity in key roles and building leadership capacity across our business divisions.

Benefits and Welfare

Lum Chang offers competitive remuneration and benefits aligned with industry norms. This is complemented by a merit-based compensation system that rewards performance, contributions, and job responsibilities. Annual performance reviews ensure employees receive structured feedback and opportunities for career progression. In FY2025, 100% of our employees received regular performance and career development reviews.

In line with the Employment Act and Singapore’s pro-family legislation and measures, Lum Chang provides a comprehensive range of benefits to support the health and well-being of our employees. These benefits are designed to cater to different life stages, life commitments, and personal development needs. We provide the following benefits:

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

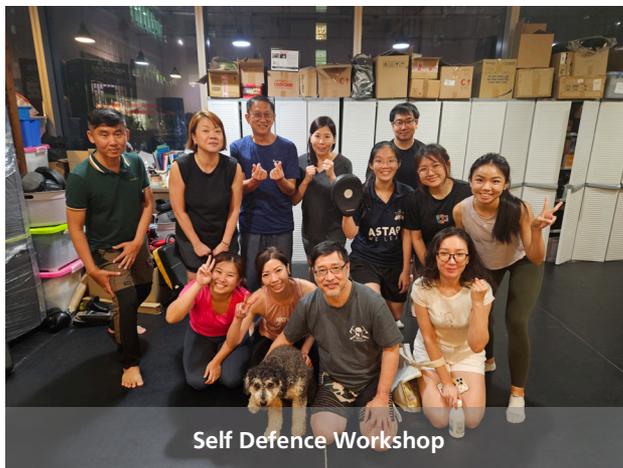
Our Recreation Committee organises regular team-building activities, including sports events, fitness classes, annual dinners, and donation drives. Family-friendly initiatives, such as workshops for employees and their family members, help to strengthen the sense of community and contribute to the employees' job satisfaction. This year, our employees participated in a self-defence workshop, sneakers art jamming workshop, and a jumping fitness session.



Jumping Fitness



Sneakers Art Jamming



Self Defence Workshop



K-pop Dance Workshop

We also maintain formal grievance policies and procedures, providing employees with safe and confidential channels to raise concerns without fear of retaliation, reflecting our commitment to ethical and transparent workplace practices.

Training and Development

At Lum Chang, developing our employees' skills and capabilities is central to retaining a competent and motivated workforce. Our training approach covers both technical competencies and soft skills, ensuring our teams are equipped to meet evolving industry demands. Training initiatives include job-specific technical courses, professional certifications, executive and leadership programmes, as well as health and safety-related training aligned with industry best practices. Managers are supported in obtaining role-specific professional qualifications and accreditations, including those related to construction productivity and design for manufacturing and assembly. For our construction workers, we conduct periodic reviews to gather their feedback, identify skills gaps, and address emerging training needs.

Our Performance

In FY2025, Lum Chang employees participated in a range of training programmes across Property, Finance, Interior Contracting and Construction, tailored to their operational roles and responsibilities. Sustainability-focused programmes include the Advanced Programme on Sustainability and ESG Sustainability Reporting in accordance with ISSB for Audit & Regulatory Compliance. Programmes related to governance, finance and legal compliance cover the Masterclass IRAS Year-End Reporting, Audit and Risk Committee Seminar 2025, Fundamentals of Corporate Secretarial Practice, SIAS Corporate Governance Conference 2024 and the Asia Pacific Legal Congress 2025. In the Construction and Interior Contracting areas, employees attended technical and regulatory training such as CONQUAS Training for Builders, Submission Requirements & Code Compliance to Obtain Temporary Permit Occupation (TOP) and Certificate of Statutory Completion (CSC), Design for Safety (DfS) Appreciation, Architectural Conservation Studies, and Building Construction Supervisors Safety Course.

Our employees collectively completed a total of 12,524 training hours, averaging 14.6 hours per employee (FY2023: 17.1 hours; FY2024: 14.3 hours).

Average Training Hours per Employee and by Gender



Average Training Hours per Employee by Employee Category



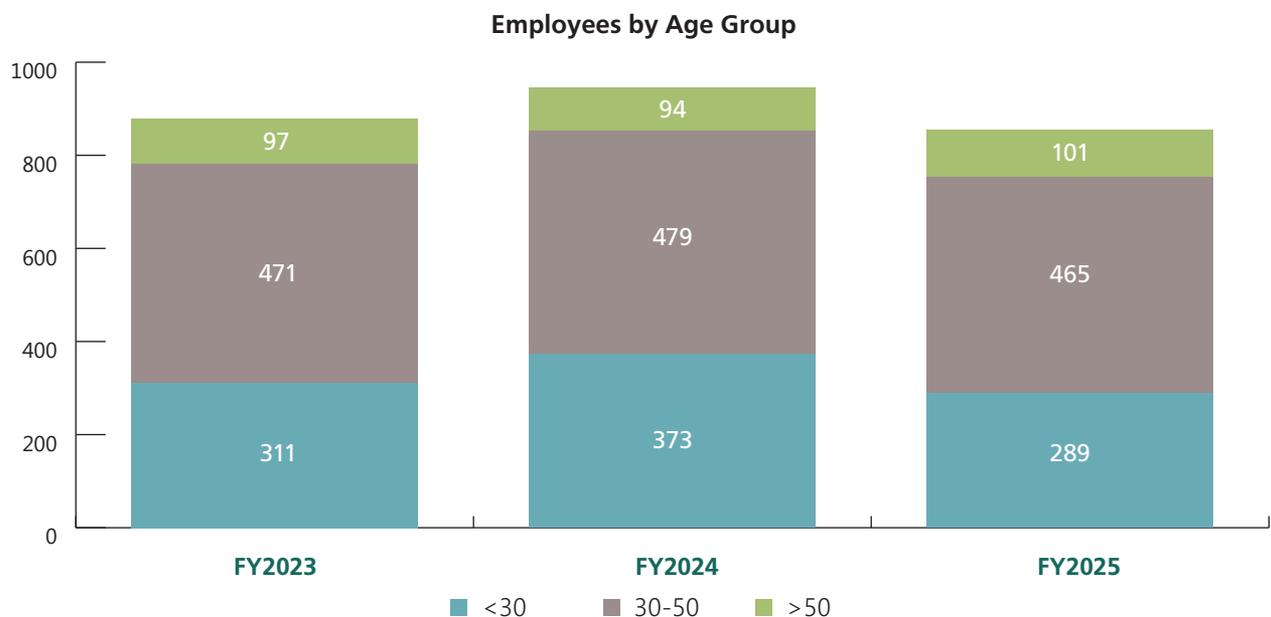
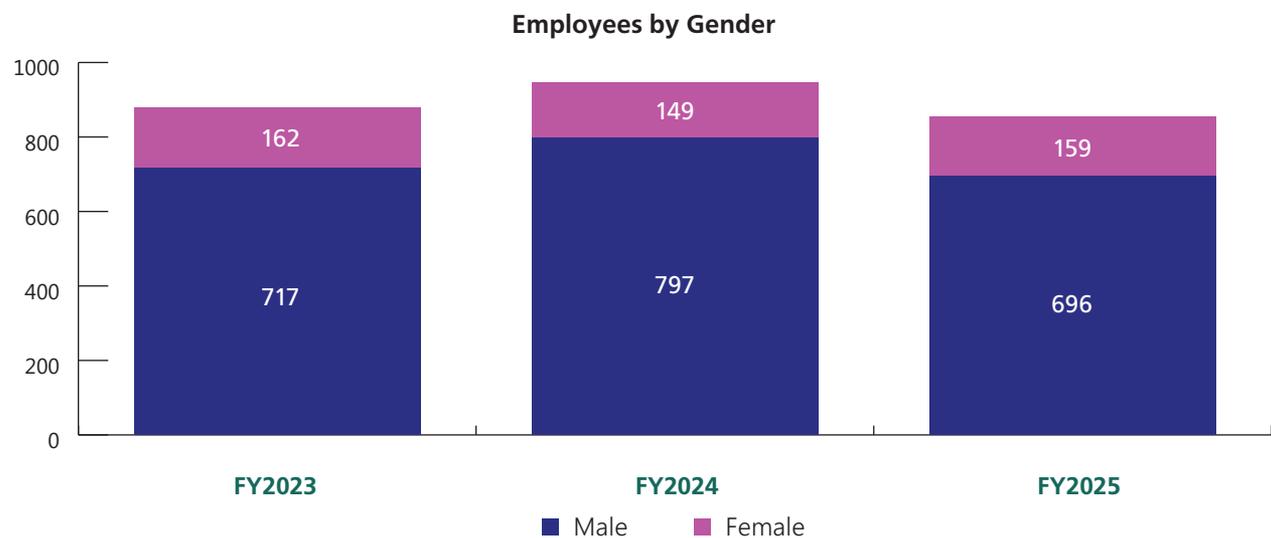
Employee Diversity and Inclusion

We recognise that a diverse and inclusive workforce fosters innovation, collaboration, and overall productivity. We are dedicated to creating a work environment where all employees are valued, respected, and treated fairly, regardless of age, gender, race, religion, or nationality. Our recruitment, hiring, and promotion practices are merit-based. We maintain a zero-tolerance policy toward discrimination, child labour, and forced labour. In FY2025, there were no incidents of discrimination reported.

Our Performance

Our workforce composition reflects the male-dominated nature of the construction industry, 81.4% of our employees are male, while 18.6% are female. The proportion of employees under 30 years of age is 33.8%, 54.4% between 30 and 50 years old, and 11.8% above 50 years of age.

The total number of employees, along with their breakdown by age, gender, region and category⁹ are shown below.



⁹ 'Managers' include all employees who are Assistant Managers and above. 'Non-managers' are employees below the rank of Assistant Manager that do not perform construction-related roles. 'Workers' include all other employees and foreign workers who are involved in general construction roles.

Employees by Employee Category



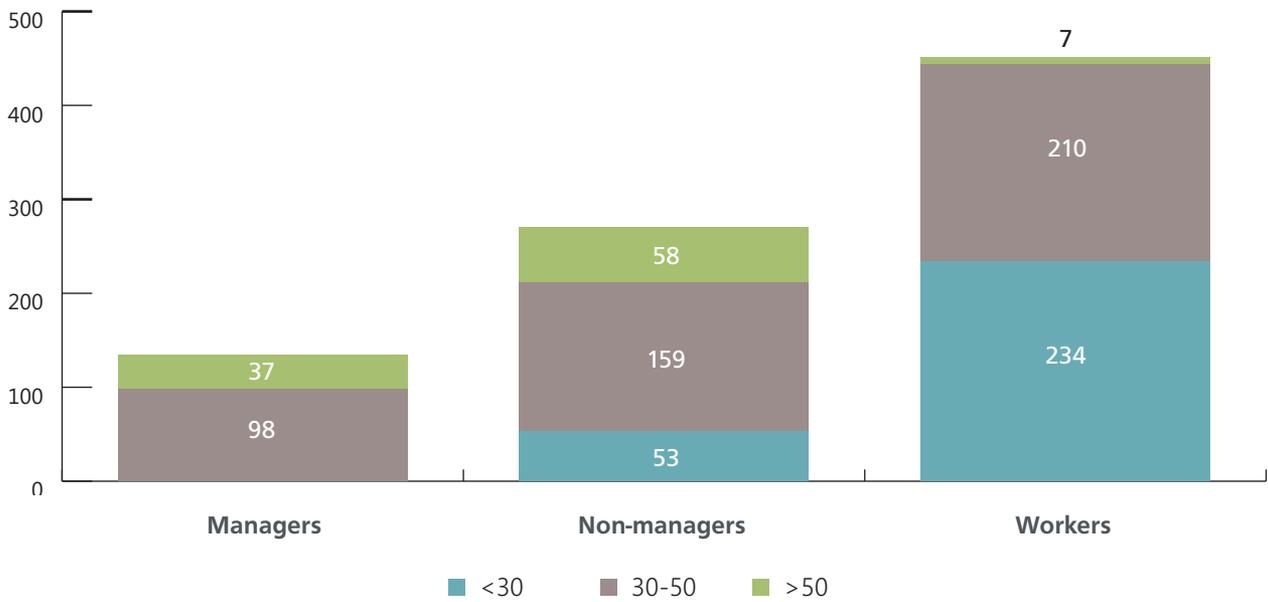
Full-time Employees by Employment Location



Employees by Gender by Employee Category in 2025



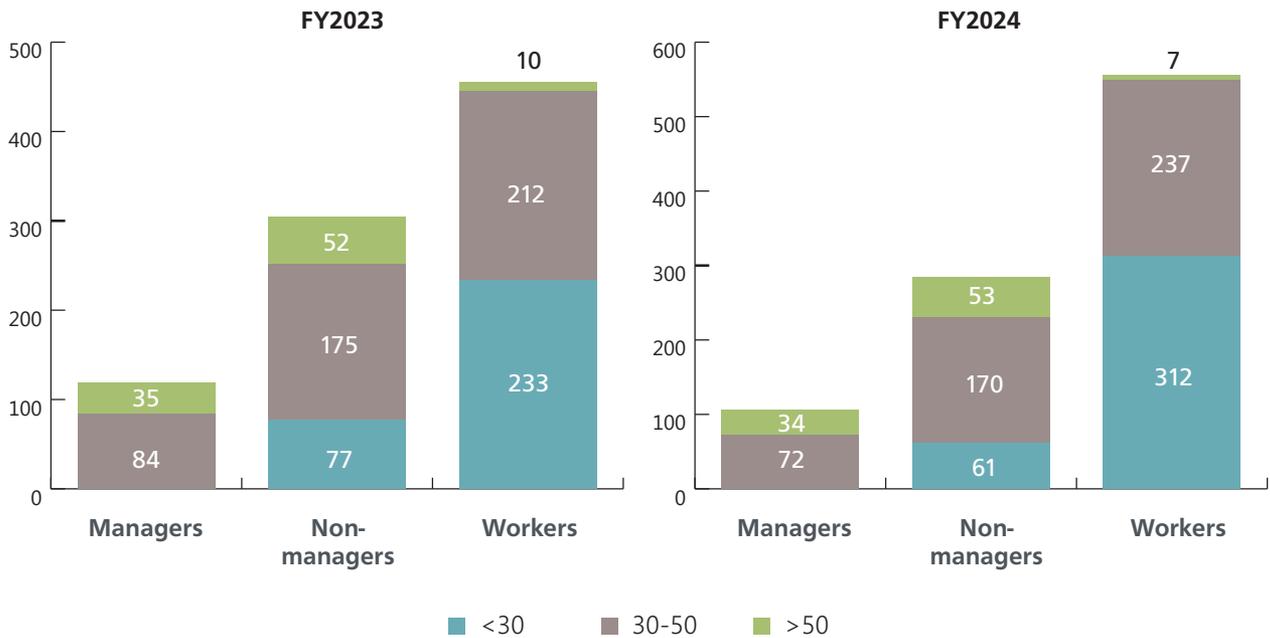
Employees by Age Group by Employee Category in 2025



Employees by Gender by Employee Category



Employees by Age Group by Employee Category



In FY2025, we welcomed 193 new hires based in Singapore and a new hire rate¹⁰ of 22.6%. We recorded an overall employee turnover rate¹¹ of 40.5%, up from 37.5% the previous year. Workforce mobility of the construction and property development sector remains sensitive to market fluctuations and broader economic conditions. We will continue to monitor turnover trends closely to ensure workforce stability and support the successful delivery of our ongoing and future projects.

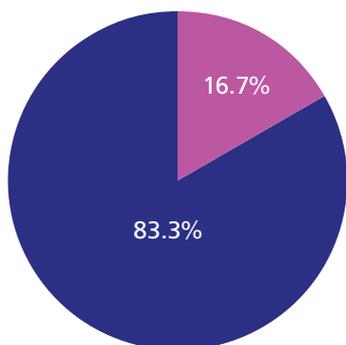
	FY2023	FY2024	FY2025
New hires and new hire rate by gender			
Male	254	392	169
Female	34	30	24
Male (%)	35.4%	49.2%	24.3%
Female (%)	21.0%	20.1%	15.1%
New hires and new hire rate by age group			
<30 years old	153	237	81
30-50 years old	130	173	109
>50 years old	5	12	3
<30 years old (%)	49.2%	63.5%	28.0%
30-50 years old (%)	27.6%	36.1%	23.4%
>50 years old (%)	5.2%	12.8%	3.0%
Employee turnover and employee turnover rate by gender			
Male	236	311	318
Female	37	44	28
Male (%)	32.9%	39.0%	45.7%
Female (%)	22.8%	29.5%	17.6%
Employee turnover and employee turnover rate by age group			
<30 years old	77	127	145
30-50 years old	176	205	188
>50 years old	20	23	13
<30 years old (%)	24.8%	34.0%	50.2%
30-50 years old (%)	37.4%	42.8%	40.4%
>50 years old (%)	20.6%	24.5%	12.9%

¹⁰ New hire rate is calculated using the total new hires during the year divided by the total number of employees as of 30 June 2025.

¹¹ Turnover rate is calculated using the total leavers during the year divided by the total number of employees as of 30 June 2025.

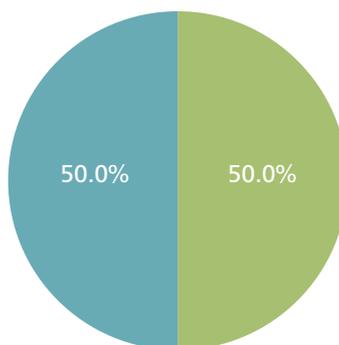
As of 30 June 2025, our Board comprises 5 male directors and 1 female director, with 50% serving as independent directors. In senior management, 75% positions were held by men, and 25% by women. All directors are above the age of 50.

Board Diversity by Gender



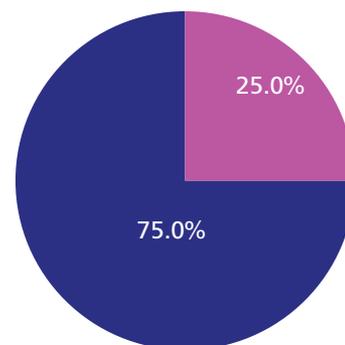
■ Male ■ Female

Board Diversity by Independence



■ Independent ■ >Non-independent

Senior Management Diversity by Gender



■ Male ■ Female

Occupational Health and Safety

The health and safety of our employees remain a top priority at Lum Chang, given the inherent risks in construction activities. We strive to create an incident-free work environment by implementing a comprehensive Workplace Safety and Health (WSH) Management System, certified to ISO 45001:2018. This system provides a structured framework and guides us in identifying, controlling, and mitigating workplace hazards, ensuring that safety procedures are embedded in both routine and specialised operational activities. The certification was last issued after an external audit in October 2023 and will expire in November 2026.

Each project is supported by a dedicated WSH Committee comprising management representatives, key personnel, and subcontractors. The Committee oversees the effective implementation of safety policies, monitors compliance with current regulations and industry standards, and recommends preventive measures to minimise risks and prevent recurrence.

Hazard Identification and Risk Assessment

We proactively manage hazards through regular inspections and risk assessments, targeting high-risk operations such as work at heights and lifting activities. Employees are encouraged to raise safety concerns or report hazards via toolbox meetings, feedback sessions, electronic messaging, or whistleblowing channels. Reports are handled confidentially, and employees are protected from retaliation in line with our Workers' Rights Policy.

Upon reporting a potential hazard, our Safety Department initiates an investigation and may temporarily stop work until appropriate safety measures are implemented. Internal and external surveillance audits are conducted to verify compliance with WSH standards, assess the effectiveness of risk controls, and identify areas for improvement. Non-conformances are logged and promptly addressed to ensure continuous safety enhancement.

Health and Safety Training

Lum Chang maintains a robust training programme to ensure employees are well-prepared for their roles. Our project managers and coordinators attend courses such as the Building Construction Supervisors Safety (BCSS), while our construction workers receive training on the Construction Safety Orientation Course (CSOC). Other safety training courses include the WSQ Respond to Fire Incident in Workplace and the WSQ Manage Workplace Safety and Health in Construction Sites. Employees undergo training in machinery operation, emergency response, occupational first aid, fire prevention, and the proper use of personal protective equipment. Training is tailored to specific job responsibilities, ensuring that all personnel are trained to operate safely.

Our Performance

In FY2025, the Group maintained a WIR¹², which considers fatal and major injuries only, of zero. This is well below the national construction sector average, which reports a fatal injury rate of 3.7 and major injury rate¹³ of 27.3. There were no fatalities, high-consequence injuries, or cases of work-related ill health during the year.

	FY2023	FY2024	FY2025
Employees			
Number of fatalities as a result of work-related injury	0	0	0
Rate of fatalities as a result of work-related injury per 1,000,000 hours worked	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities) per 1,000,000 hours worked	0	0	0
Number of recordable work-related injuries	5	1	1
Rate of recordable work-related injuries per 1,000,000 hours worked	2.58	0.37	0.63
Number of work-related ill health cases	0	0	0
Total hours worked	1,935,840	2,690,314	1,598,270
Workers who are not employees (subcontract workers)			
Number of fatalities as a result of work-related injury	0	0	0
Rate of fatalities as a result of work-related injury per 1,000,000 hours worked	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities) per 1,000,000 hours worked	0	0	0
Number of recordable work-related injuries	12	7	6
Rate of recordable work-related injuries per 1,000,000 hours worked	Not tracked	0.45	0.70
Number of work-related ill health cases	Not tracked	0	0
Total hours worked	Not tracked	15,462,006	8,530,611

¹² Workplace Injury Rate (WIR) = $\frac{\text{Number of Fatal and Major Workplace Injuries}}{\text{Number of Workers}} \times 100,000$ workers

¹³ Workplace Safety and Health Report 2024 released by the Ministry of Manpower. <https://www.mom.gov.sg/-/media/mom/documents/safety-health/reports-stats/wsh-national-statistics/wsh-national-stats-2024.pdf>

SOCIAL RESPONSIBILITY

Lum Chang is committed to creating meaningful social impacts and promoting sustainable development within the communities where we operate. As a responsible corporate citizen, we actively support charitable organisations and community initiatives, fostering a culture of compassion and service among our employees.

Local Communities

We contribute to the community through cash donations, in-kind support, and active employee volunteering. We believe that involving employees in social initiatives strengthen their sense of purpose and cultivates a collaborative and caring workplace culture. In FY2025, for the second consecutive year, we partnered with Apex Singapore in a food distribution programme, where our employees packed and delivered groceries to the elderly and needy residents in the Redhill and Kim Tian vicinity. We also carried out a food donation drive for Willing Hearts and took part in a beach clean-up at East Coast Park. Additionally, we contributed to numerous fund-raising golf events organised by the Kwong Wai Shiu Hospital (mid-autumn festival and charity concert), Singapore Island Country Club, Halogen Foundation Singapore, and Methodist Schools Foundation.

In line with our commitment to nurturing future talent in the Built Environment sector, the Group continued its scholarship and recruitment programmes in collaboration with universities in Malaysia. Scholarships were awarded to high-performing students from Universiti Kebangsaan Malaysia (UKM) and Universiti Malaya (UM), supporting their academic development. The Group also actively participated in career fairs and campus recruitment drives at UM, UKM, Universiti Putra Malaysia (UPM), and Universiti Sains Malaysia (USM) to strengthen engagement with emerging talent and explore future collaborations.



RESPONSIBLE BUSINESS PRACTICES

Conducting business responsibly and ethically remains the priority of our business. Our governance structures, policies, and procedures guide our operations in areas including anti-corruption, customer data protection, and supply chain management. These frameworks ensure that we operate in compliance with all relevant laws and regulations, safeguard stakeholder interests, and maintain the trust of our partners, clients, and shareholders. Our governance practices are consistent with the principles outlined in the Code of Corporate Governance 2018 issued by the Monetary Authority of Singapore.

Business Ethics

Upholding the highest standards of ethics and integrity is central to our operations. The Employee Handbook sets out clear expectations for ethical business conduct, including guidelines on gifts, conflicts of interest, confidentiality, and reporting of illegal or unethical practices. All employees are briefed on these standards and are required to comply in their work, ensuring a culture of integrity across the organisation.

Anti-Corruption

Lum Chang maintains a firm stance against corruption and bribery. Our Code of Conduct outlines employees' responsibilities and procedures to prevent corrupt practices. All employees are required to comply with these standards, and our anti-corruption policies are communicated to Board members and business partners.

In FY2025, we maintained zero incidents of corruption.

Whistle-blowing

Whistle-blowing arrangements are in place to allow employees to raise concerns about fraudulent activities, financial malpractices, harassment, or unethical behaviour without fear of retaliation. Reports are sent and handled confidentially by two independent directors at whistleblow@lumchang.com.sg, who coordinate follow-up investigations and report to the Chairman of the Audit and Risk Committee. Employees who make reports in good faith are protected from dismissal, disciplinary action, or any unfavourable treatment.

Compliance with Laws and Regulations

We recognise the importance of strict compliance with all applicable laws and regulations, including environmental, social and tax legislation. Regulatory compliance is a key priority, and appropriate measures and controls are implemented in our operations to ensure compliance at all times.

Socioeconomic Compliance	Environmental Compliance	Tax Compliance
The Group endeavours to comply with relevant socioeconomic laws and regulations, particularly those related to occupational health and safety. We ensure that we provide a safe environment and inculcate a safety and health culture throughout the organisation for all employees and non-employees.	The Group is committed to adhering to applicable environmental laws and regulations at our project sites, ensuring our activities have minimal environmental impact. This includes managing noise pollution, air pollution, effluent, vector control, and biodiversity protection, among other areas. Through our comprehensive environmental management practices, we strive to mitigate our ecological footprint and contribute to sustainable development.	The Group has zero tolerance for any intentional breach of tax laws and regulations in all jurisdictions where we conduct business. Accountants are kept abreast of new tax changes by group tax agents or through updates from the Inland Revenue Authority of Singapore (IRAS). Consultations with tax agents for clarifications are also sought if required. Lum Chang's operations and tax paid is predominantly in Singapore. For more details on tax amount paid, please refer to the Annual Report.

In FY2025, all incidents of non-compliance have been corrected immediately and safeguards implemented to prevent recurrence.

Customer Privacy and Data

Safeguarding customer privacy and data is critical to maintaining trust. We implement policies and procedures to protect personal information from loss, misuse, or unauthorised access. Our Data Protection Policy governs the collection, handling, and management of personal data in compliance with the Personal Data Protection Act 2012. Employees are guided by confidentiality protocols to ensure the privacy of employees, partners, and customers.

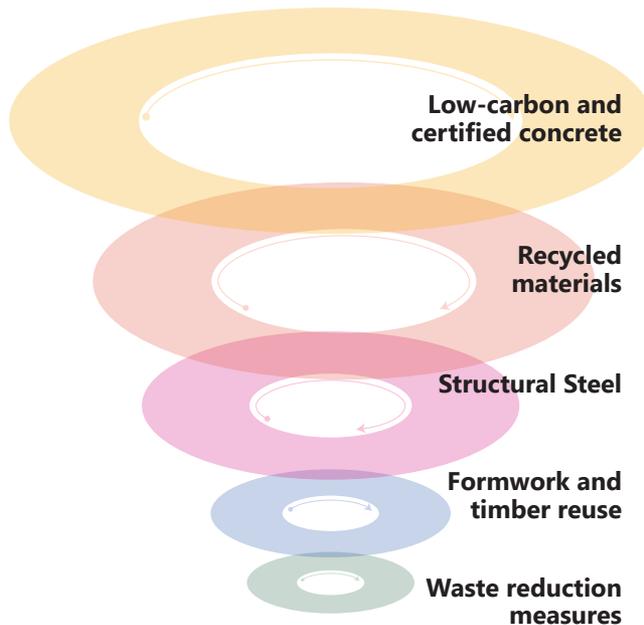
In FY2025, we maintained zero complaints concerning breaches of customer privacy and losses of customer data.

Supply Chain Management

The Group remains committed to maintaining supply chain transparency and resilience, recognising that sustainable and responsible procurement is essential to mitigating risks across our global and local supply chains. We focus on cultivating strong partnerships with our suppliers, ensuring that they uphold high environmental, social and ethical standards. Responsible sourcing and materials management are core priorities, including the use of renewable, recycled, and low-carbon materials in our projects.

Materials

Construction materials such as cement and steel are inherently carbon-intensive. To promote circularity and reduce environmental impact, we strive to incorporate sustainable building materials across our projects. Key initiatives and material usage are summarised below.



Over 80% of applicable superstructure concrete by volume consists of low embodied carbon concrete certified by the Singapore Green Building Council (SGBC) and Singapore Environment Council (SEC), in line with BCA's Green Mark criteria. This includes SGBC-certified 3-Tick and 4-Tick concrete.

Recycled Concrete Aggregates (RCA) are utilised where feasible, reducing reliance on virgin aggregates. Green-certified concrete with lower clinker content is also incorporated to minimise carbon emissions.

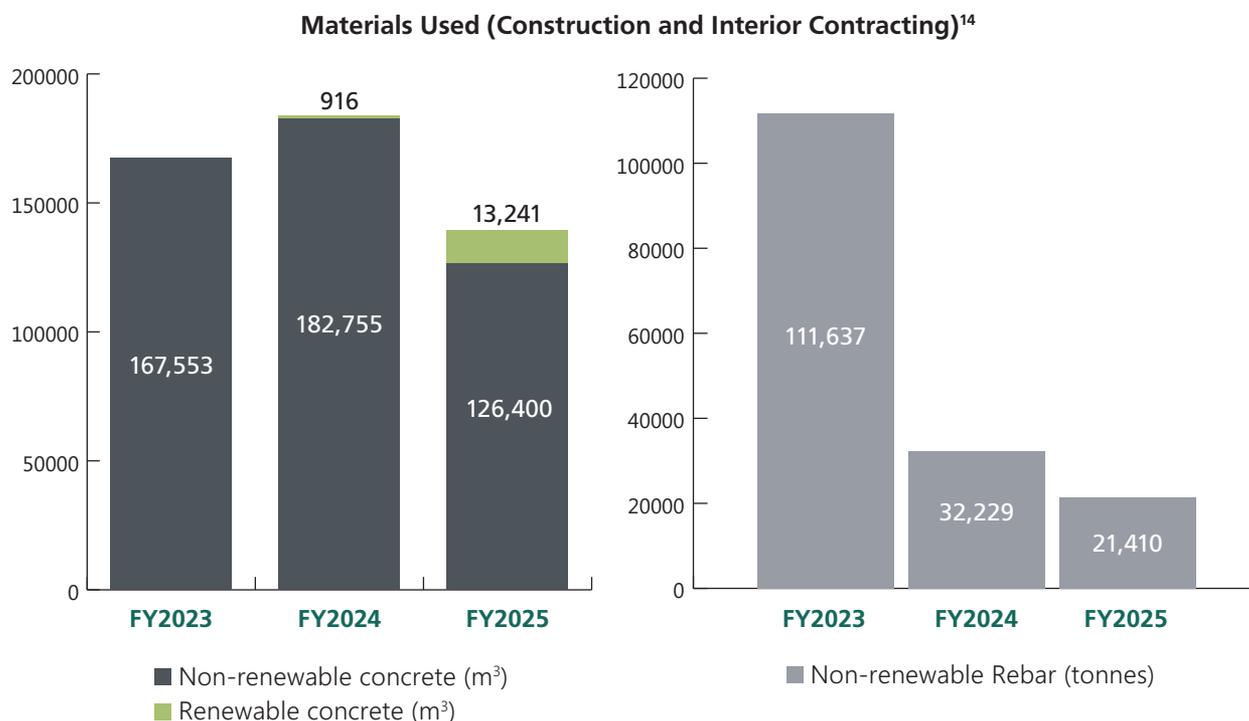
Structural steel is reused in reinforcing works, earth stabilisation, safety barriers, access ramps and construction deck applications during excavation activities.

Formworks and timbers are repurposed for on-site furniture, signage, and other practical uses. Pre-cast elements are preferred over cast-in-situ construction where applicable, reducing material waste and improving efficiency.

Excess concrete is reused as counterweights for perimeter hoardings or applied in lean concreting exposed to erosion risks, ensuring minimal material loss.

Our Performance

In FY2025, the Group's materials were primarily non-renewable concrete and reinforcing bars (rebar) from our Construction and Interior Contracting divisions. The use of renewable concrete increased, mainly driven by activities within the Interior Contracting division. Overall non-renewable rebar usage decreased over the years as large-scale projects naturally progressed from the structural stage to the less materials-intensive architectural and finishing works. This trend was further supported by a shift towards alternative materials and structural design efficiencies, such as precast and prestressed systems, composite steel structures, and higher-grade concrete to reduce steel demand.



Supplier Environmental Assessment

We are cognizant of the importance of building a sustainable supply chain, ensuring that products and services procured meet environmental standards, including BCA Green Mark certifications and ISO 14001 requirements. Our procurement policies and supplier selection guidelines incorporate environmental criteria to minimise the environmental footprint of our supply chain. Standard contracts clearly outline safety obligations that suppliers and subcontractors must adhere to.

When onboarding new suppliers, we assess their environmental performance, including green certifications, environmental management practices, and compliance records with applicable regulations, ensuring alignment with our standards and customer expectations. Periodic evaluations and performance reviews are conducted to monitor their adherence to the criteria.

In FY2025, there were no new major suppliers¹⁵, and consequently, no new major suppliers were screened using environmental criteria. There were no incidents of negative environmental impact found in the supply chain during the year.

¹⁴ Materials data for the Property Development and Investment division is excluded as there were no construction activities for these investment properties during the reporting period. For the Interior Contracting division, data covers only our main interior contracting entity that undertakes major large-scale interior works. Our smaller-scale interior contracting entities primarily undertake minor interior fit-out activities with negligible material usage.

¹⁵ Major suppliers refer to suppliers with contract value more than S\$100,000.

Supplier Social Assessment

We uphold the highest social standards across our supply chain, ensuring that suppliers and subcontractors comply with safety, ethical, and human rights principles maintained by the Group. Recognising the potential social risks associated with material sourcing, such as human rights concerns in mineral extraction and production, we engage proactively with our suppliers to align their operations with our Supplier Code of Conduct.

Suppliers are required to practise ethical employment, respect human rights, maintain business integrity, comply with applicable laws and regulations, and provide quality products and services. The use of child labour or forced labour is strictly prohibited.

In FY2025, no incidents of negative social impact were reported in the supply chain.

TCFD CONTENT INDEX

Section	Recommendation	Page Reference / comments
Governance	a. Describe board’s oversight of climate-related risks and opportunities.	8, 15
	b. Describe management’s role in assessing and managing climate-related risks and opportunities.	8, 15
Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	16
	b. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	16
	c. Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	16
Risk management	a. Describe the organization’s processes for identifying and assessing climate-related risks.	16, 20
	b. Describe the organization’s processes for managing climate-related risks.	16, 20
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	16, 20
Metrics and targets	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	21
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	21
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	21

GRI CONTENT INDEX

Statement of use	Lum Chang Holdings Limited has reported the information cited in this GRI content index for the period from 1 July 2024 to 30 June 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standards(s)	Not applicable

GRI Standard	Disclosure	Page number(s) and/or Remark(s)
GRI 2: General Disclosures 2021	2-1 Organizational details	4
	2-2 Entitles included in the organization's sustainability reporting	3
	2-3 Reporting period, frequency and contact point	3
	2-4 Restatements of information	3
	2-5 External assurance	3
	2-6 Activities, value chain and other business relationships	4 Annual Report: 4-5,17, 21-29
	2-7 Employees	32-41
	2-8 Workers who are not employees	32-41
	2-9 Governance structure and composition	8 Annual Report: 6-15, 32-37
	2-10 Nomination and selection of the highest governance body	Annual Report: 37-39
	2-11 Chair of the highest governance body	Annual Report: 36-37
	2-12 Role of the highest governance body in overseeing the management of impacts	8
	2-13 Delegation of responsibility for managing impacts	8
	2-14 Role of the highest governance body in sustainability reporting	8
	2-15 Conflicts of interest	Annual Report: 46 43
	2-16 Communication of critical concerns	Annual Report: 46 43

GRI Standard	Disclosure	Page number(s) and/or Remark(s)
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	Annual Report: 32-33
	2-18 Evaluation of the performance of the highest governance body	Annual Report: 39-40
	2-19 Remuneration policies	Annual Report: 40-43
	2-20 Process to determine remuneration	Annual Report: 40-43
	2-22 Statement on sustainable development strategy	2, 7
	2-23 Policy commitments	15-46
	2-24 Embedding policy commitments	15-46
	2-25 Processes to remediate negative impacts	15-46
	2-26 Mechanisms for seeking advice and raising concerns	43
	2-27 Compliance with laws and regulations	43
	2-28 Membership associations	The Group holds memberships in the following associations: <ul style="list-style-type: none"> - Tunnelling and Underground Construction Society Singapore - Singapore Contractors Association Limited - Real Estate Developers' Association of Singapore - Singapore Business Federation - Singapore Green Building Council - Association of Women in Construction (Singapore) - Geotechnical Society of Singapore
	2-29 Approach to stakeholder engagement	8, 9
2-30 Collective bargaining agreements	Not applicable, no collective bargaining agreements are in place.	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	10
	3-2 List of material topics	10
	3-3 Management of material topics	15-46

GRI Standard	Disclosure	Page number(s) and/or Remark(s)
Our Environment		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	21-24
	302-3 Energy intensity	21-24
	302-4 Reduction of energy consumption	21-24
	302-5 Reductions in energy requirements of products and services	21-24
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	25-26
	303-2 Management of water discharge-related impacts	25-26
	303-3 Water withdrawal	25-26
	303-4 Water discharge	25-26
	303-5 Water consumption	25-26
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	29
	304-2 Significant impacts of activities, products and services on biodiversity	29
	304-3 Habitats protected or restored	Not applicable, our activities did not have any impacts on biodiversity, hence remediation measures are not applicable to us.
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	21-24
	305-2 Energy indirect (Scope 2) GHG emissions	21-24
	305-4 GHG emissions intensity	21-24
	305-5 Reduction of GHG emissions	21-24
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	27-28
	306-2 Management of significant waste-related impacts	27-28
	306-3 Waste generated	27-28
	306-4 Waste diverted from disposal	27-28
	306-5 Waste directed to disposal	27-28

GRI Standard	Disclosure	Page number(s) and/or Remark(s)
Economic Performance		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	29
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Not applicable, we do not make significant infrastructure investments whether commercial, in-kind or pro bono.
	203-2 Significant indirect economic impacts	30
Our People		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	39
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	35-40
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	40-41
	403-2 Hazard identification, risk assessment, and incident investigation	40-41
	403-3 Worker training on occupational health and safety	40-41
	403-4 Worker participation, consultation, and communication on occupational health and safety	40-41
	403-5 Worker training on occupational health and safety	40-41
	403-6 Promotion of worker health	40-41
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	40-41
	403-8 Workers covered by an occupational health and safety system	40-41
	403-9 Work-related injuries	40-41
	403-10 Work-related ill health	40-41

GRI Standard	Disclosure	Page number(s) and/or Remark(s)
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	33-34
	404-2 Programs for upgrading employee skills and transition assistance programs	34, we currently do not provide transition programmes for retiring employees or those who have been terminated.
	404-3 Percentage of employees receiving regulator performance and career development reviews	32
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	35-40
	405-2 Ratio of basic salary and remuneration of women to men	Not disclosed due to confidentiality constraints.
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	35
Social Responsibility		
GRI 406: Non-discrimination 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	42
Responsible Business Practices		
GRI 205: Anticorruption 2016	205-1 Operations assessed for risks related to corruption	43
	205-2 Communication and training about anti-corruption policies and procedures	43
	205-3 Confirmed incidents of corruption and actions taken	43
GRI 207 : Tax 2019	207-1 Approach to tax	43
	207-2 Tax governance, control and risk management	43
	207-3 Stakeholder engagement and management of concerns related to tax	43
	207-4 Country-by-country reporting	Not applicable, as we are not subject to country-by-country tax reporting requirements.

GRI Standard	Disclosure	Page number(s) and/or Remark(s)
GRI 301: Materials 2016	301-1 Materials used by weight or volume	44
	301-2 Recycled input materials used	45
	301-3 Reclaimed products and their packaging materials	Not applicable, we currently do not have any reclaimed products and packaging materials.
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental Criteria	There were no new major suppliers, so no new screening.
	308-2 Negative environmental impacts in the supply chain and actions taken	45
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	There were no new major suppliers, so no new screening.
	414-2 Negative social impacts in the supply chain and actions taken	46
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	44

