

# **SUSTAINABILITY REPORT 2025**

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# MESSAGE FROM THE BOARD

Dear Stakeholders,

Keong Hong Holdings Limited (“Keong Hong” or “the Group”) is now in its 8th year of formally reporting its sustainability efforts. Sustainability, corporate social and environmental responsibilities continue to underpin our strategic direction and business operations as we advance our commitment to long-term value creation and responsible growth.

This report sets out in detail our sustainability goals, efforts, achievements, benchmarks and targets in accordance with the required reporting standards under the Singapore Exchange Securities Trading Limited (“SGX-ST”) Listing Rules 711A and 711B, with reference to SGX’s Practice Note 7.6 Sustainability Reporting Guide. It is prepared in alignment with internationally recognised Global Reporting Initiative (“GRI”) Standards 2021. As expectations surrounding sustainability reporting continue to evolve, we remain committed to maintaining transparency, accountability and the quality of our disclosures.

The Board has remained closely involved in the Group’s sustainability journey. We have reviewed and approved the material environmental, social and governance (“ESG”) topics identified by the Sustainability Task Force (“STF”) through structured stakeholder engagement and materiality assessment processes. Sustainability considerations continue to be embedded into our business strategy and risk management framework. The Board maintains oversight of ESG matters through regular interactions with the STF to ensure that our sustainability priorities remain aligned with our long-term corporate objectives. In line with SGX requirements, all Directors have attended ESG training programmes covering the Board’s responsibilities in sustainability governance, climate-related risks and reporting developments.

Our sustainability framework addresses seven key priorities across environmental, social and governance dimensions, aligned with the United Nations Sustainable Development Goals, reinforcing our long-term commitment to sustainable development.

In the financial year ended 30 September 2025 (“FY2025”), the Group continued to strengthen its governance culture and internal controls. We are pleased to report that there were no confirmed incidents of corruption, no substantiated breaches of customer privacy or data protection laws, and no whistle-blowing cases escalated to the Audit Committee. These outcomes reflect our commitment to upholding the highest standards of integrity, transparency and ethical conduct across all levels of the organisation.

FY2025 has seen the Group make great strides in improving our financial strength. We recorded revenue of S\$182.4 million in FY2025, representing a 5.7% increase from S\$172.6 million in FY2024. We achieved gross profit of \$13.3 million and a resulting gross margin of 7.3% in FY2025. Consequently, our net profit after tax was S\$10.2 million compared to a net loss after tax of S\$3.9 million in FY2024.

Financial performance aside, we continued to make great progress in terms of increasing the effectiveness, efficiency and safety of our operations through technological investment, productivity improvement and process redesign. These measures have strengthened our environmental and safety governance framework, mitigated operational risk exposure, and underscored our continued commitment to providing a safe and responsible working environment across our projects.

Environmental stewardship remains a core pillar of our sustainability framework. The solar panel installation at our Chin Bee Factory continues to generate renewable energy, contributing to reduced operational costs and a lower environmental footprint, with excess solar energy returned to the grid. Across our projects, we remain focused on responsible resource management and operational efficiency in support of our sustainability objectives.

The various targets which we have set for ourselves in the target areas of BCA CONQUAS Assessment ratings and fatality rates have been achieved. Collective costs of water, electricity, diesel consumption and generator rental have fallen below 1.15% of our contract sum per project. The Group is committed to achieving our planned objectives and targets to ensure that we are operating sustainably. We have achieved our planned energy consumption for FY2025 for all our projects. A summary of performance in the areas of governance, quality and innovation and health and safety goals is set out on pages 7 to 13 of this report.

In the Maldives, our Mercure Maldives Kooddoo Hotel and Pullman Maldives Maamutaa Resort have maintained Green Globe certification, a globally recognised sustainability standard within the hospitality industry. These certifications reflect our continued efforts to preserve the natural environment and operate responsibly in the communities where we conduct business.

We are encouraged that our environmental and construction excellence efforts continue to receive industry recognition. The Group was awarded the BCA Green and Gracious Builder Award (Excellent) for the period 2024 to 2027, affirming our commitment to sustainable construction practices and environmental responsibility.

Our social priorities remain centred on safeguarding the health and safety of our workers, promoting their well-being and supporting skills development. We continue to foster a strong safety culture and encourage responsible practices throughout our operations. For example, we once again participated in the CultureSAFE programme to foster a progressive and pervasive Workplace Safety and Health (WSH) culture. In recognition of our efforts towards fostering a robust and proactive WSH culture, we attained the Total Workplace Safety and Health (TWSH) certification in 2020.

## MESSAGE FROM THE BOARD

The global operating landscape remains shaped by economic and political uncertainties, evolving regulatory requirements and growing climate-related challenges. The Board remains focused on strengthening resilience, enhancing governance oversight and embedding sustainability considerations more deeply into our operations. We believe that prudent risk management, disciplined execution and ethical leadership will position the Group to navigate future challenges while delivering sustainable value to our stakeholders.

On behalf of the Board, we extend our appreciation to our employees, business partners, customers and shareholders for their continued trust and support. Together, we remain committed to building responsibly and progressing sustainably in the years ahead.

## ORGANISATION PROFILE

Keong Hong Holdings Limited (“Keong Hong” or “the Group”) is publicly listed on the Mainboard of the Singapore Exchange Securities Trading Limited. The Group’s core activities include building construction, property and hotel investment and development. Our building construction services encompass a broad range of residential, commercial, institutional, industrial, and infrastructural projects for both private and public sectors. The Group also has property and hotel development and investment projects in Singapore and Maldives.

The Group first ventured into property development in Singapore in 2012 through a joint venture with Frasers Property (formerly known as Frasers Centrepoint Limited) to develop Twin Waterfalls Executive Condominium. Its subsequent residential developments include SkyPark Residences, The Amore, Parc Life, Seaside Residences, and The Antares.

Keong Hong expanded into hotel development and investment in 2013 with Mercure Maldives Kooddoo Hotel and Pullman Maldives Maamutaa Resort in Maldives.

With over 40 years of industry experience, Keong Hong has built a strong reputation and record of accomplishment for its commitment to quality and service standards. Keong Hong is a member of Singapore Contractors Association Limited and one of the founding members of the Singapore Green Building Council.

### BUILDING AND CONSTRUCTION

Keong Hong provides a wide range of building construction services to both private and public sectors, encompassing residential, commercial, institutional, industrial, and infrastructural projects.

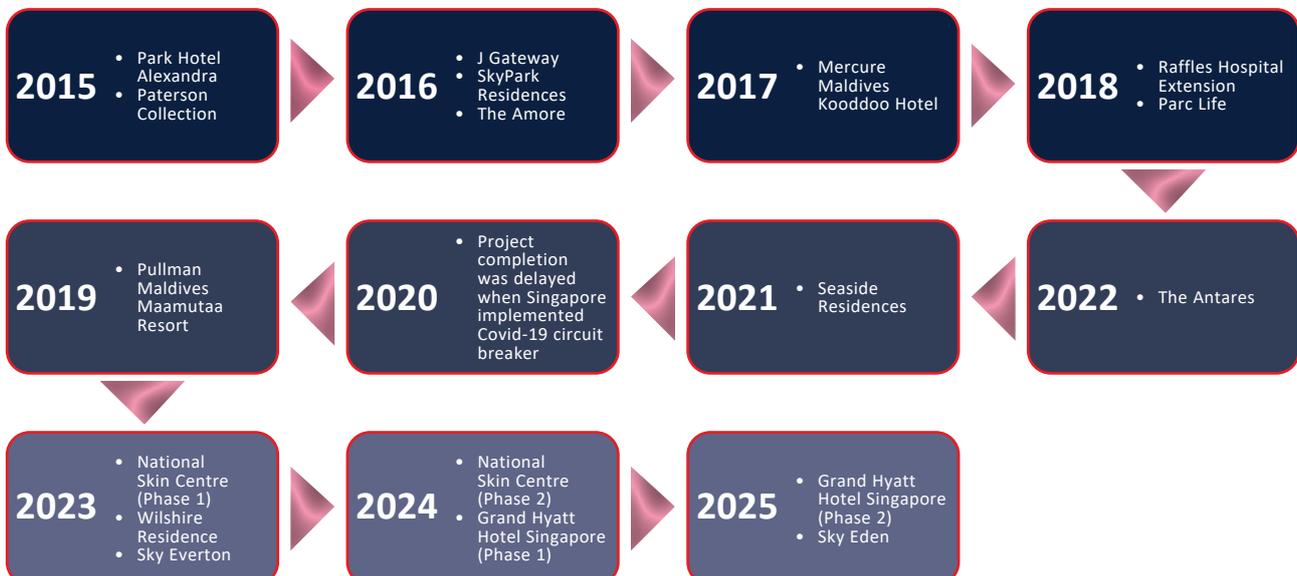
The Group’s distinguishing strengths lie in our innovative technologies and technical capabilities, which are complemented by our commitment to quality, safety, timely delivery and customer service. These attributes enable us to secure projects from our repeat clients. Additionally, the Group has pioneered several innovative technologies and processes in the construction industry that are widely adopted, such as the Silent Jack-In Spun Piling System in residential projects and Intelligent Computerised Auto-Climb Peripheral Platform.

Leveraging our extensive technical expertise and years of accumulated experience, Keong Hong has transformed into a Design and Build main contractor capable of taking on complex projects with full responsibility for design development for structure, mechanical and electrical services. Additionally, our expertise in hotel and resort development extends to architectural design.

As a Design and Build main contractor, we have successfully broadened our scope beyond conventional construction projects. We have cemented our position as a reputable main contractor, showcasing our expertise in the Design and Build of condominium projects, hotel and resort projects, and implementing alternative design using Top-Down Construction Methodology for complex basements for commercial and institutional projects. Our Design and Build capabilities, along with our construction expertise, are often harnessed through our joint ventures to deliver value-added propositions. This approach has enabled us to secure numerous development projects, for example, SkyPark Residences, The Amore, Parc Life, Seaside Residences and The Antares.

Listed below are some completed projects involving Design and Build and their design scope in the past decade:

#### Completed projects in the past decade – By Year of Temporary Occupation Permit Obtained



## ORGANISATION PROFILE

Listed below are the Group's on-going building construction projects:

Project	Sector	Estimated Year of Temporary Occupation Permit ("TOP")	Remarks
Solitaire on Cecil	Commercial	Q1 2028 (estimated)	<ul style="list-style-type: none"> <li>Demolition of existing building. Existing basement wall to be retained. Using top-down approach for the construction of 20-storey office building with two basements. Precast columns and hollow core slabs are used for the construction of officer tower.</li> <li>The Project is targeted to achieve the Green Mark (Platinum Award) by end of project.</li> </ul>
Tengah Plantation Contract 5	Residential (HDB)	Q4 2027 (estimated)	<ul style="list-style-type: none"> <li>HDB BTO project with nine residential blocks of 14/15/18-storey high with 1,261 dwelling units and two 5-storey high multi-storey car parks, one block of 3-storey high childcare centre, one single-storey block of eating house, common greens, Electrical Substation (ESS), and Pavilion.</li> </ul> <p>With use of precast cast hollow core for multi storey carpark, precast components for other resident blocks.</p>

### PROPERTY DEVELOPMENT

Keong Hong began our ventures in property development in 2012 and has since developed six residential projects in Singapore. Our strategic approach of partnering with well-established property developers to collectively undertake residential development projects enables the Group to leverage shared resources with business partners and manage any business risks associated with property development projects.

Property	Type	Ownership
Twin Waterfalls	Executive condominium	20%
SkyPark Residences	Executive condominium	20%
The Amore	Executive condominium	15%
Parc Life	Executive condominium	20%
Seaside Residences	Private condominium	20%
The Antares	Private condominium	35%

# ABOUT THIS REPORT

## REPORTING PERIOD AND FRAMEWORK

The Group upholds its commitment to sustainability with the publication of its annual sustainability report. The report covers the Group's sustainability performance for the financial year from 1 October 2024 to 30 September 2025 ("FY2025").

This FY2025 Sustainability Report is the eight report of Keong Hong. It has been prepared with reference to the internationally recognised Global Reporting Initiative ("GRI") Standards and its latest Universal Standards 2021 and in compliance with Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Rules 711A and 711B, with references drawn from SGX's Practice Note 7.6 Sustainability Reporting Guide. We have also aligned to the United Nations Sustainable Development Goals ("UN SDGs").

The GRI standards were adopted as they are universally recognised sustainability reporting standards that are recommended by the SGX-ST and represent the global best practices for reporting on economic, environmental and social impacts. The sustainability report focuses on the material topics identified and is issued with the approval of the Board. This report shall be read in conjunction with the other sections of the Annual Report and other sustainability-related disclosures.

The following GRI reporting principles were applied to guide the Group in ensuring the quality and proper presentation of the information in this Report: Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness, and Verifiability. For more information on GRI disclosures, please refer to the GRI Content Index.

The report also incorporates the primary components of report content as set out by the SGX-ST's "Comply or Explain" requirements on sustainability reporting under Listing Rules 711A and 711B. Reference has also been drawn from the SGX's Practice Note 7.6 Sustainability Reporting Guide. To provide further transparency on our climate-related risks and opportunities, this Report discloses the Groups inaugural climate-related disclosures, in line with the Task Force on Climate-related Financial Disclosures ("TCFD")<sup>1</sup> Recommendations. We have also considered the recommendations of an external Environmental, Social, and Governance ("ESG") consultant for the selection of material topics. To improve comparability, the material topics have been benchmarked against selected industry peer groups.

## REPORTING SCOPE

This Report focuses primarily on operations directly managed by the Group which include Building and Construction and Property Development in Singapore. As the managing agent of the investment in Maldives and through continuous collaboration with the hotel operator in Maldives, this report will also include Keong Hong's biodiversity and conservation efforts in Maldives. However, performance of daily operations in Maldives, involving procurement, hiring and employee training are excluded in this report as Keong Hong engages a third-party to manage day-to-day hotel operations.

## RESTATEMENTS

There are no restatements of information made from previous reporting periods.

## ASSURANCE

We have established internal controls and verification mechanisms to ensure the accuracy and reliability of narratives and data. Additionally, we have appointed RSM SG Risk Advisory Pte Ltd to perform an internal review of the sustainability reporting process as stipulated by SGX-ST Listing Rule 711B (3), covering the material factors agreed upon in the audit plan. Furthermore, we have also considered the recommendations of an external ESG consultant for the selection of material topics. To improve comparability, the material topics have been benchmarked against selected industry peer groups. As a result, the Board has assessed that independent external assurance is not required at this juncture.

## AVAILABILITY AND FEEDBACK CHANNEL

This report and previous editions are available on SGXNet and online at <https://www.keonghong.com>.

We welcome feedback from our stakeholders to assist us in improving our reporting and sustainability practices. Please direct any feedback on this Report to: [ir@keonghong.com](mailto:ir@keonghong.com).

Detailed section references with GRI Standards can be found on the GRI Content Index.

## FORWARD-LOOKING STATEMENT

This report includes forward-looking statements that reflect Keong Hong's current expectations regarding future developments, incorporating our ongoing and planned sustainability efforts as well as the projected business climate. These statements are subject to inherent risks, uncertainties, and assumptions, which may lead to actual outcomes differing from those anticipated.

## DISCLAIMER

The quantitative data in this report are subject to rounding conventions, rounded to the nearest whole number or decimal place as applicable. This may result in minor discrepancies in the totals.

<sup>1</sup> TCFD has fulfilled its remit and was disbanded in Oct 2023. Following the publication of the inaugural ISSB Standards IFRS S1 and IFRS S2, the IFRS Foundation has taken over the responsibilities for monitoring the progress of companies climate related disclosures from TCFD

# SUSTAINABILITY STRATEGY OVERVIEW

## OUR MISSION

To be a forward-looking company with a commitment to corporate social responsibility, built on a strong foundation of transparency, governance and ethics that creates value for our stakeholders.

## OUR VISION

To build a better world in an environmentally sustainable way and to improve the quality of the environment and the communities where we live and work.

## OUR ESG STRATEGY AND PRIORITIES

In line with the material topics identified, we have developed a sustainability framework that will guide our efforts in addressing seven core priorities, in the areas of corporate governance, environment as well as social, to address the needs of our stakeholders.



Please refer to the section “Stakeholder Engagement and Materiality Assessment” for identification of material topics.

### Strengthen governance by upholding principles of accountability, transparency and integrity

Keong Hong supports the principles of accountability, transparency, and integrity advocated by the SGX-ST. The Board of Directors and management are also committed to upholding the Group’s governance framework. As part of the Board’s oversight of ESG, the Board approves the Group’s sustainability initiatives which are reported to the Board on a regular basis.

### Minimise impact on environment

As a part of our sustainability commitment, we have obtained Green Financing Facilities for all new projects initiated in 2023 and 2024. There were no Green Financing Facilities obtained in 2025, as no new projects were initiated during the year. We adhere to the Green Loan Principles as prescribed by the Asia Pacific Loan Market Association in the key aspects regarding the use and management of proceeds, processes for project evaluation, and selection and reporting.

In line with this commitment, we installed solar panels on the rooftop of our Chin Bee Factory, which became operational on 22 June 2023. This initiative contributes to avoided emissions, supporting the Group’s efforts in achieving our environmental sustainability goals.

The Group has maintained a reputation in Singapore and Maldives, across the building, construction and hotel management sectors. We have effectively seized expansion opportunities, achieved new revenue streams, and harnessed fresh capabilities and possibilities, all while remaining committed to its sustainability objectives. Keong Hong has also been recognised for adopting highly innovative solutions in our construction projects to reduce wastage, increase efficiency and enhance productivity.

Furthermore, the Group remains firmly dedicated to preventing pollution and injury in all its construction operations. We are committed to providing customers with reliable, prompt, and quality service at a competitive cost. We strive to provide quality products and services to meet customer requirements through timely project completion, adherence to relevant legal and regulatory standards, quality workmanship, good safety standard, and minimised our environmental impacts.

# SUSTAINABILITY STRATEGY OVERVIEW

At Keong Hong, we are conscious of the environmental impacts that our projects have and shall continue monitoring and measuring these impacts. We will uphold our energy-saving standards and invest in technologies to improve waste management and reduce emissions and effluents.

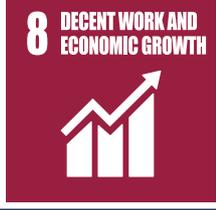
## Enhance well-being of employees and development of communities

The Group continues to ensure that our employees are motivated to excel and recognised for their outstanding contributions. We achieve this through initiatives, such as the Building and Construction Authority's ("BCA") Construction Quality Assessment System ("CONQUAS") Incentives. Additionally, we strive to ensure both racial and gender diversity in our workforce to provide unique perspectives on issues that the Group faces.

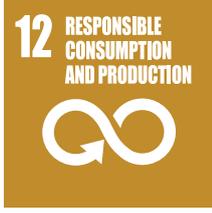
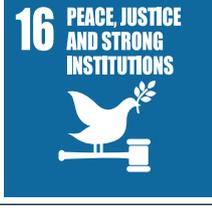
Further, we remain committed to supporting charitable organisations, striving to improve the well-being of the community.

## CONTRIBUTION TO THE UN SDGS

The Group supports the UN SDGs and outlines its contributions to the relevant goals below.

Relevant UN SDGs	The Group's Position		Relevant Sections in the Report
 <p><b>3</b> GOOD HEALTH AND WELL-BEING</p>	Goal 3: Good Health and Well-being	Prioritise employee's health and safety in our daily operational work.	<ul style="list-style-type: none"> <li>Health and Safety</li> <li>Our People</li> </ul>
 <p><b>6</b> CLEAN WATER AND SANITATION</p>	Goal 6: Clean Water and Sanitation	Manage waste and effluents responsibly before discharging into water bodies.	<ul style="list-style-type: none"> <li>Our Environment</li> </ul>
 <p><b>7</b> AFFORDABLE AND CLEAN ENERGY</p>	Goal 7: Affordable and Clean Energy	Generate solar energy at a larger scale for use at Maldives resorts as well as Chin Bee Factory and, on a smaller scale at project sites for all instrumentation noise and clean water discharge monitoring	
 <p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p>	Goal 8: Decent Work and Economic Growth	Provide work opportunities and a conducive working environment to the local community.	<ul style="list-style-type: none"> <li>Health and Safety</li> <li>Our People</li> <li>Our Community</li> </ul>
 <p><b>9</b> INDUSTRY INNOVATION AND INFRASTRUCTURE</p>	Goal 9: Industry, Innovation and Infrastructure	Make use of environmentally responsible construction techniques. Work continually to build and upgrade infrastructure to increase energy efficiency as well as resource efficiency	<ul style="list-style-type: none"> <li>Quality and Innovation</li> <li>Supply Chain Management</li> </ul>

# SUSTAINABILITY STRATEGY OVERVIEW

Relevant UN SDGs	The Group's Position		Relevant Sections in the Report
 <p><b>11</b> SUSTAINABLE CITIES AND COMMUNITIES</p>	Goal 11: Sustainable Cities and Communities	Provide employees with a safe and sustainable living environment.	<ul style="list-style-type: none"> <li>Our People</li> </ul>
 <p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	Goal 12: Responsible Consumption and Production	Reduce waste generation through recycling and reuse, and monitor water, energy and diesel consumption on a monthly basis.	<ul style="list-style-type: none"> <li>Our Environment</li> </ul>
 <p><b>13</b> CLIMATE ACTION</p>	Goal 13: Climate Action	Reduce emissions according to organisational capacity. Strengthen resilience and adaptive capacity to climate-related risks and opportunities.	<ul style="list-style-type: none"> <li>Our Environment</li> </ul>
 <p><b>14</b> LIFE BELOW WATER</p>	Goal 14: Life Below Water	Protect marine biodiversity and coastal ecosystems. Actively manage any adverse impacts caused by human activities.	
 <p><b>15</b> LIFE ON LAND</p>	Goal 15: Life on Land	Preserve inland water and forest ecosystems and protect natural flora and fauna in the Maldives.	
 <p><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	Goal 16: Peace, Justice and Strong Institutions	Comply fully with all socio-economic and environmental laws and regulations.	<ul style="list-style-type: none"> <li>Governance and Ethics</li> </ul>

# ESG PERFORMANCE HIGHLIGHTS AND AWARDS

## OUR ACHIEVEMENTS – NOTEWORTHY AWARDS

### Awards:

The Group is fully committed to environmental protection and was a founding member of the Singapore Green Building Council (the “Council”) in 2009. As a key player in this initiative, the Council leads both private and public construction companies in achieving a world-class and sustainable environment in Singapore. It promotes green building design, practices and the adoption of new technologies to advance environmental sustainability within the building and construction industry.

In recognition of our achievements in environmental sustainability, the Group was awarded the BCA Green and Gracious Builder Award (Excellent) from 2024 to 2027. Additionally, we received the prestigious Royal Society for the Prevention of Accidents (“RoSPA”) Gold Award in 2022, a significant recognition of our organisation’s unwavering commitment to maintaining exceptional health and safety standards.

As a testament to our commitment to exceptional safety and health, the Group has recently received several accolades, including the Safety Friendly Employee Award from Ministry of Health Holdings (“MOHH”) in 2024, Construction Excellence Award 2023 from MOHH and Certificate of Appreciation 2023 from MOHH.

In addition, Frasers Property and Tong Eng Capital were honoured with the Safety Award, with the project staff recognised and rewarded for their unwavering commitment to Workplace Safety and Health (“WSH”) at both the Sky Eden and Solitaire projects.

The awards and achievements are illustrated below:



Awards: Safety Friendly Employee Award 2024 from MOHH



Awards: MOH Holdings Construction Excellence Award (Merit) as Main Builder for National Skin Centre (2023)



Certificate: MOH Holdings Certificate of Appreciation as Main Builder for National Skin Centre (2023)



Certificate: Fraser Property Certificate of Safety Star for Sky Eden (2025)

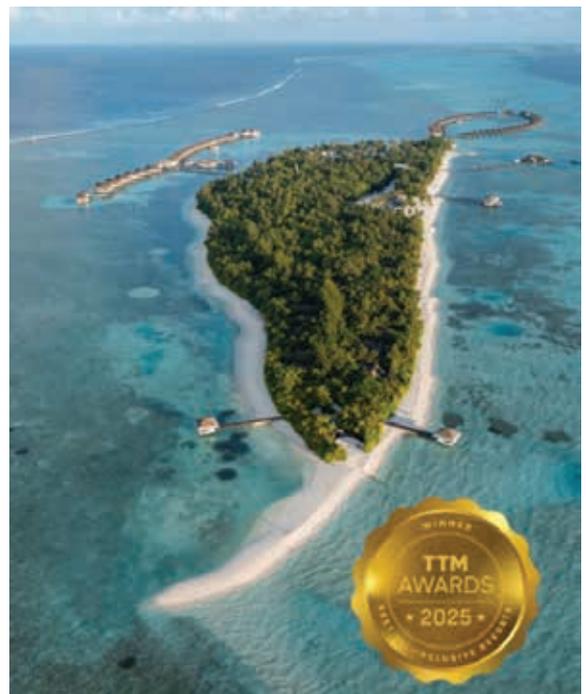


Award: Luxury Lifestyle Awards Top 100 Award 2024

# ESG PERFORMANCE HIGHLIGHTS AND AWARDS



Award: Luxury Collection for Pullman Maldives Maamutaa and Mercure Maldives Kooddoo Resort by National Geographic Traveller (UK) (2024)



Award: Award recipients at the Maldives-Singapore Business Forum 2025 for Pullman Maldives Maamutaa Resort and Mercure Maldives Kooddoo Hotel

## ESG PERFORMANCE HIGHLIGHTS AND AWARDS

The Edge Singapore Centurion Club (2019)	World Luxury Hotel Award (2018) for Mercure Maldives Kooddoo	BCA Green and Gracious Builder ("GGBS") Award (Excellent) (2025)	Ministry of Manpower ("MOM") Certificate of Merit for Safety Performance Awards	BCA Green Mark Award (Platinum) for Raffles Hospital Extension (2017)
BCA Green Mark Award (Platinum) for National Skin Centre (2020)	BCA Construction Excellence Award for Parc Life Condominium (2020)	RoSPA Health and Safety Silver Award (2020)	World Luxury New Hotel Awards (2020) for Pullman Maldives Maamutaa Resort	World Luxury Restaurant Awards (2020) for Pullman Maldives Maamutaa Resort
WSH Performance Awards ("WSHPA") for National Skin Centre (2021)	RoSPA Health and Safety Gold Award (2022)	BCA Construction Excellence Award (Merit) for National Skin Centre (2023)	MOH Holdings Construction Excellence Award (Merit) as Main Builder for National Skin Centre (2023)	Safety Friendly Employee Award (2024)
Luxury Lifestyle Awards Top 100 Award (2024)	Luxury Collection for Pullman Maldives Maamutaa and Mercure Maldives Kooddoo Resort by National Geographic Traveller (UK) (2024)	BCA Green Mark Award (Platinum) for Grand Hyatt Singapore (2025)	BCA Green Mark Award (Gold Plus) for Sky Eden (2025)	

### Certificates

We participated in the CultureSAFE programme to foster a progressive and pervasive workplace safety and health culture. This initiative goes beyond the implementation of WSH practices; it actively promotes safety awareness and reinforces management's commitment to maintaining an accident-free work environment. Through this approach, every employee is encouraged to embrace our WSH values and contribute to the continuous improvement of safety standards.

We remain dedicated to nurturing a proactive safety culture by empowering employees to take ownership of their safety and encouraging open communication to cultivate a safe, positive, and collaborative workplace.

Our commitment did not stop in 2024. In 2025, we continued to strengthen our WSH efforts by participating in the Total Workplace Safety and Health (TWSH) programme and re-participating in the WSH Influencer Programme (formerly known as the WSH Advocate Programme), organised by the WSH Council (WSHC). Conducted on-site in 2025, these initiatives further underscored KHC's steadfast commitment to WSH. Our efforts culminated in the attainment of TWSH certification in 2025, in recognition by WSHC of our sustained dedication to fostering a robust and proactive WSH culture.

# ESG PERFORMANCE HIGHLIGHTS AND AWARDS

<p>bizSAFE Star Certificate</p>	<p>ISO 9001:2015 and SS ISO 9001:2015 Certificate of Registration (Quality Management System) for design management and building construction services</p>	<p>BCA A1 grading under the Category CW01 for general building which allows us to tender for public sector construction projects of unlimited value with no restrictions for private sector construction projects.</p>
<p>ISO 14001:2015 and SS ISO 14001:2015 Certificate of Registration (Environmental Management System)</p>	<p>ISO: 45001:2018 Certificate of Registration (Occupational Health and Safety Management Systems)</p>	<p>ISO 9001:2015 and SSWSHC Workplace Safety and Health Performance Awards (WShPA) for Punggol Regional Sports Centre - Hyundai Keong Hong JV Limited Partnership (2021)</p> <p>ISO 9001:2015 Certificate of Registration (Quality Management System) for design management and building construction services</p>
<p>MOH Holdings Certificate of Appreciation as Main Builder for National Skin Centre (2023)</p>		<p>BCA Green and Gracious Builder (“GGBS”) Certification (Excellent) (2025)</p>

We are committed to advancing our sustainability initiatives and enhancing the quality of our service. Our targets include achieving a BCA CONQUAS Assessment rating of at least 94.5, maintaining a zero fatal injury rate on all project sites, and monitoring the combined cost of water, electricity, diesel consumption, and generator rental below 1.15% of the contract sum per project. Additionally, we aim to limit the waste disposal cost to less than 0.2% of the contract sum per project.

# STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

## STAKEHOLDER ENGAGEMENT

We actively communicate with all our stakeholders through various channels to update them about Keong Hong's developments and gather their feedback. We identify stakeholders as groups that have an impact or have the potential to be impacted by our business, as well as external organisations that have expertise in topics that we consider material. The feedback we receive from our stakeholders guides us in determining our material topics and we have identified our focus areas as follows:

Stakeholders	Engagement Platforms	Key Topics and Concerns Raised	Our Responses	Section Reference
Employees	<ul style="list-style-type: none"> <li>Performance appraisal system</li> <li>Safety training</li> </ul>	<ul style="list-style-type: none"> <li>Remuneration and benefits</li> <li>Training and development</li> <li>Ethics and conduct</li> <li>Safe accommodation for workers</li> <li>Recognition and rewards</li> </ul>	<ul style="list-style-type: none"> <li>Provide fair employee remuneration and benefits</li> <li>Provide meaningful feedback to each employee through well-structured and open performance appraisals</li> </ul>	<ul style="list-style-type: none"> <li>Health and Safety</li> <li>Our People</li> </ul>
Suppliers and subcontractors	<ul style="list-style-type: none"> <li>Weekly update with contractors on the occurrence of accidents</li> <li>Mass toolbox meeting</li> </ul>	<ul style="list-style-type: none"> <li>Health and safety</li> <li>Environmental compliance</li> </ul>	<ul style="list-style-type: none"> <li>Engage and evaluate suppliers regularly and provide meaningful feedback</li> </ul>	<ul style="list-style-type: none"> <li>Supply Chain Management</li> </ul>
Guests	<ul style="list-style-type: none"> <li>Safety declaration</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable operations</li> <li>Guest health and safety</li> </ul>	<ul style="list-style-type: none"> <li>Continue to operate sustainably and protect the natural environment in the Maldives</li> </ul>	<ul style="list-style-type: none"> <li>Our Environment</li> <li>Health and Safety</li> </ul>
Developers and customers	<ul style="list-style-type: none"> <li>Project management meetings</li> <li>Annual reports</li> <li>Corporate profile</li> <li>Survey and feedback</li> </ul>	<ul style="list-style-type: none"> <li>Building quality</li> <li>Timely delivery</li> <li>Data privacy</li> </ul>	<ul style="list-style-type: none"> <li>Conduct regular inspections on facilities and data hygiene</li> <li>Effective planning and control when executing projects</li> </ul>	<ul style="list-style-type: none"> <li>Governance and Ethics</li> <li>Quality and Innovation</li> </ul>
Industrial organisations	<ul style="list-style-type: none"> <li>Annual reports</li> <li>Conferences and seminars</li> </ul>	<ul style="list-style-type: none"> <li>Bargaining power and supply chain sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Continuous engagement and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Governance and Ethics</li> <li>Quality and Innovation</li> </ul>
Governments and regulators	<ul style="list-style-type: none"> <li>SGX quarterly announcements</li> <li>Annual reports</li> <li>Sustainability reports</li> <li>Ongoing dialogues</li> </ul>	<ul style="list-style-type: none"> <li>Environmental compliance</li> <li>Regulatory and industrial requirements</li> </ul>	<ul style="list-style-type: none"> <li>Ensure full compliance with all applicable local laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Governance and Ethics</li> <li>Health and Safety</li> </ul>
Community	<ul style="list-style-type: none"> <li>Community Services Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Environmental impact</li> <li>Social development</li> <li>Community engagement programme</li> </ul>	<ul style="list-style-type: none"> <li>Identify community needs and contribute according to organisational capacity</li> </ul>	<ul style="list-style-type: none"> <li>Our Community</li> </ul>
Shareholders and investors	<ul style="list-style-type: none"> <li>Annual reports</li> <li>Investor relations management</li> </ul>	<ul style="list-style-type: none"> <li>Economic performance</li> <li>Anti-corruption</li> </ul>	<ul style="list-style-type: none"> <li>Provide informative corporate communication and reports</li> </ul>	<ul style="list-style-type: none"> <li>Governance and Ethics</li> <li>Annual Report</li> </ul>

In FY2025, we have transitioned from preparing our Report "in accordance with" the GRI Standards to adopting the "with reference to" approach. This shift follows an internal gap review against our sustainability disclosures and provides us with greater flexibility in our disclosures.

# GOVERNANCE AND ETHICS

Robust corporate governance has enabled the Group to navigate and manage key sustainability issues, ensuring that the interests of all relevant stakeholders are considered when making business decisions.

## CORPORATE COMPLIANCE AND ETHICS

The laws and regulations governing the Group include the Code of Corporate Governance 2018, regulations by the Monetary Authority of Singapore, Listing Rules of the SGX-ST, the Accounting and Corporate Regulatory Authority (“ACRA”), and the Securities and Futures Act, amongst others.

Our employees, secretarial firm, and financial auditors regularly review new regulations and updates to existing regulations. These updates are disseminated to relevant staff during management review meetings and/or reflected in ISO-related documents. We have established processes to monitor the activities and associated performance regularly. Additionally, updates on relevant legal, accounting, and regulatory developments are typically provided to Directors by email. The Company Secretary also circulates articles, reports, and press releases issued by the SGX-ST and the ACRA, which are relevant to the Directors.

In FY2025, there was one workplace fatality and a few demerit points for non-compliance with the Ministry of Manpower (“MOM”) regulations. These incidents highlight areas for improvement, and we remain committed to strengthening our WSH practices to prevent recurrence and ensure a safer work environment for all employees.

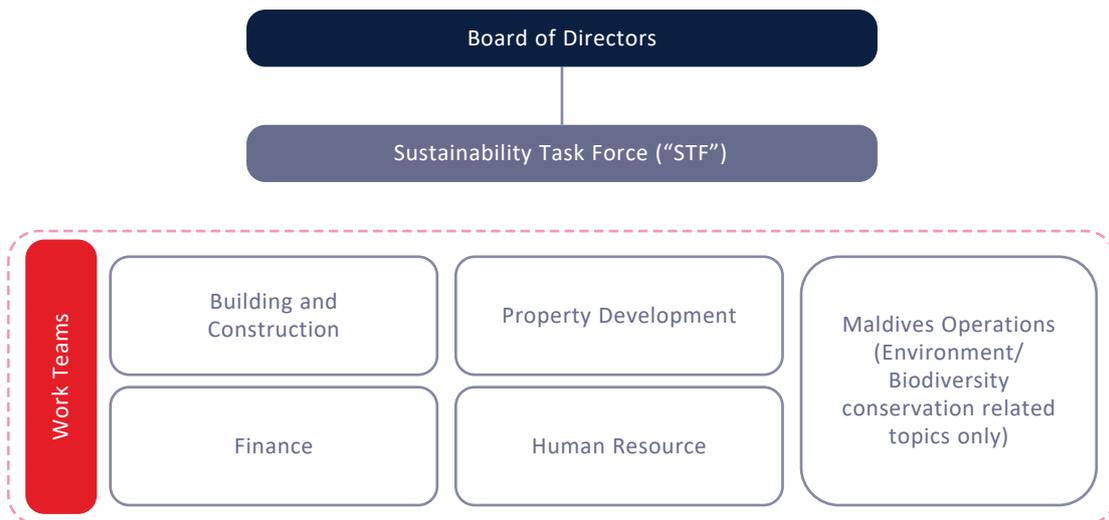
## SUSTAINABILITY GOVERNANCE AND BOARD STATEMENT

While executive remuneration has not been directly linked to the sustainability performance of the Group, the relevancy will be considered if such opportunities arise for future projects. The Group is committed to upholding corporate governance principles. Four out of seven Board members are independent directors. In addition, all members of Board committees (Audit and Risk, Remuneration, and Nominating) are independent directors.

In line with the SGX requirement, all directors have completed training on sustainability matters. Each Director participated in paid annual continuing training for areas which are relevant to the discharge of their responsibilities. As part of their sustainability training, all Directors have attended ESG courses. The courses cover the Board’s roles and responsibilities with respect to sustainability, value creation through ESG, ESG developments, sustainability reporting and climate-related risks reporting.

Please refer to the Corporate Governance Report in the Annual Report 2025 for more details.

The following graph represents our governance structure:



# GOVERNANCE AND ETHICS

## **Board Statement**

We integrate sustainability issues into our strategy process and approve the material environmental, social, and economic topics identified by the STF. We also ensure that the factors identified are well-managed and monitored on a regular basis.

The STF supports the Board by reviewing the Group's sustainability objectives and monitoring the sustainability performance. The STF is chaired by the Executive Director and comprises heads of different business units. The Executive Director is responsible for overseeing the achievement of all sustainability targets and reporting to the Board.

## **ETHICS AND INTEGRITY**

### **Anti-Corruption**

At Keong Hong, we are fully committed to upholding the highest standards of ethics and integrity in all our operations. We ensure that our employees adhere to relevant regulations and professional codes of conduct, fostering an environment of trust and transparency.

We maintain a firm stance against corruption and require all employees to act with fairness, professionalism, and respect in all business dealings. Our No Gift/Cash Policy is communicated clearly to employees, vendors, subcontractors, service providers and stakeholders, ensuring that no employee accepts gifts, benefits, or cash from any external parties. This policy is reviewed and circulated bi-annually to all staff via email.

Our commitment extends to our business partners, as we expect them to refrain from offering gifts, cash, or benefits to our employees. In line with this, we have established clear guidelines regarding gifts and entertainment to reinforce our zero-tolerance approach.

To ensure ongoing compliance, an annual anti-corruption memorandum is distributed by our Human Resources Department via email to raise awareness.

Since the implementation of the Declaration of Independence policy in 2011, all key employees are required to declare and submit the Annual Declaration of Independence Form on a yearly basis. This policy aims to prevent any unfair appointment of suppliers due to their relationship with the supplier. In the event of a conflict of interest, the employee shall abstain from being involved in supplier evaluation/appointment.

In FY2025, there were zero confirmed incidents of corruption activities across businesses managed by Keong Hong.

## **WHISTLE-BLOWING POLICY**

The Group has implemented a Whistle-blowing Policy that offers accessible channels for employees, shareholders, clients, consultants, vendors, contractors, and sub-contractors, to raise concerns about possible improprieties in financial reporting or other matters, including tax matters, and to ensure that arrangements are in place for independent investigations of such matters and timely implementation of appropriate preventive and corrective actions. The Audit Committee ("AC") reviews all whistleblowing complaints, if any, at its quarterly meetings to ensure independence during investigation, and appropriate follow-up actions are taken. The details of the Whistleblowing Policy are available on the Company's website.

Additionally, an environmental, health and safety whistle-blowing policy has been established to protect employees from harassment, bullying, unlawful conduct, unsafe practices, non-compliance with legal requirements, wilful damage and other similar issues in the workplace.

The Whistle-Blowing Policy was reviewed and formally endorsed by the Chief Executive Officer in July 2025, reaffirming the Company's commitment to transparency, accountability, and ethical business conduct.

In FY2025, there were zero incidents of concern reported to the AC.

## **EMPLOYEE ANTI-GAMBLING POLICY**

At Keong Hong, we are committed to creating a productive and healthy work environment for all our employees, which prioritises our employees' well-being. As part of this commitment, we have implemented an Employee-Gambling policy aimed at curbing gambling activities in the Group. To support this, we require all new employees and workers to participate in the Casino Self-Exclusion as part of the Group's employment requirement. Our initiative for Organisation-Facilitated-Casino-Self-Exclusion has received full support and participation from our company workforce, including directors and workers.

## **RISK MANAGEMENT**

Keong Hong adopts a precautionary approach in strategic decision-making and daily operations by implementing a comprehensive Enterprise Risk Management ("ERM") framework, which is aligned with the requirements of the Committee of Sponsoring Organisation ("COSO") Internal Controls Integrated Framework. An annual Group-wide risk assessment exercise is conducted to update the firm's risk profile in the ERM framework, reflect changing business risk exposures, and address the significant and relevant risks to the Group.

# GOVERNANCE AND ETHICS

## PROTECTING CUSTOMER PRIVACY AND DATA

The Group takes utmost care in protecting our customers' privacy and data and strictly adheres to the Personal Data Protection Act (2012). We have implemented a personal data protection policy, and all new employees must complete an acknowledgement form after they have been communicated with the policy regarding their data protection responsibilities.

Our designated Data Protection Officer provides direction across the Group to ensure compliance with data protection laws. In FY2025, there were no substantiated complaints concerning breaches of customer privacy and losses of customer data.

## TAX

The Group's strategy and approach to tax is to fully comply with relevant tax laws and regulations in all jurisdictions we operate in, which indirectly supports the local governments and authorities in their economic, environmental, and social development and objectives. The Group has zero tolerance for any intentional breach of tax laws and regulations.

The Group's total tax rate is a result of the reported profits of Keong Hong's subsidiaries and the effective corporate tax rates in Singapore and Malaysia, which vary from country to country. The Group aims to pay the right amount of tax in the right country.

Relevant staff attend tax-related trainings to stay abreast of significant changes, as and when required. The Group also engages qualified professional tax advisors in all jurisdictions to ensure compliance at the transaction levels as well as fulfilling required tax filings. Any non-routine tax issues or correspondence from any tax authorities in the region where Keong Hong operates are referred to the tax advisors for advice. Non-routine tax issues include major capital expenditure programs and transfer pricing. The AC may also periodically engage the Group's internal and external auditors to monitor compliance with the tax governance and control framework. Any instances of non-compliance are reported to the AC and resolved promptly.

## GOVERNANCE TARGET

Segment	Annual Target	Performance in FY2025	Status in FY2025	Status in FY2024
Group Level	Conduct at least 1 SGSecure briefing at the workplace	We have conducted at 1 SG Secure for all projects <sup>∞</sup>	Met	Met
	<b>Zero</b> fatality accident of social economic non-compliance (For Health and Safety, refer to section: "Health and Safety")	In FY2025, there was one incident of fatality. Please refer to the "Health and Safety" section for further details. <sup>Ω</sup>	Not Met	Met
	<b>Zero</b> instances of data breaches	In FY2025, there were zero instances of data breaches.	Met	Met
	<b>Zero</b> cases of corruption	In FY2025, there were zero cases of corruption.	Met	Met

<sup>∞</sup> SGSecure exercises are conducted annually by the project team, typically in the first quarter of each year, to strengthen emergency preparedness and response capabilities across our operations.

<sup>Ω</sup> During FY2025, there was one workplace fatality. Consequently, our safety objective target for FY2025 was not achieved. We take this matter seriously and remain firmly committed to reinforcing our safety management systems, strengthening preventive controls to prevent recurrence, and enhancing risk mitigation measures to improve our overall WSH performance.

## QUALITY AND INNOVATION

The Group is a pioneer in adopting leading technologies in its production processes and has accelerated the integration of digital tools and technology. It has enhanced our productivity and improved the quality and productive capacity of our business. We aim to foster a digital-first culture and strategy, positioning us for continued growth and success in a digital economy. As part of our commitment to quality, we have established a robust quality management system and have been ISO 9001:2015 certified.

### TECHNOLOGY ADOPTION

As a result of the Group's efforts in enhancing quality and productivity through technology integration, our construction projects have generated indirect economic benefits to both the local community and the industry. These projects require the expertise of various direct and indirect suppliers and specialists – concrete, reinforcement, tiles/stone, and furniture, which creates business opportunities within and among the supply chain.

We have fully integrated Design for Manufacturing and Assembly (“DfMA”) technologies into our manufacturing process. The Advanced Precast Concrete System (“APCS”), Prefabricated Toilet Units (“PBU”), and Mechanical Electrical Plumbing (“MEP”) modules are manufactured off-site in a controlled environment, improving productivity and speeding up construction. These components are then delivered to the site for assembly, significantly reducing on-site construction time and ensuring faster project delivery with minimal disruption. The PBU fitting out facilities at our Chin Bee factory, powered primarily by solar energy via solar panels installed on its rooftop, have contributed to significant energy saving and timely delivery of PBUs to Sky Eden and Tengah C5 project.

Our digital capabilities have also been upgraded in Building Information Modelling (“BIM”), Virtual Design and Construction (“VDC”), and Virtual Reality (“VR”). As a pioneer in adopting the Digit-alpha Capability Transformation Programme, we are leveraging VR to streamline operations and improve workforce productivity. This pilot project, sponsored by the Info-communications Media Development Authority, aims to transform business processes and drive growth. VDC promotes better collaboration among project stakeholders, including architects, engineers, contractors and clients. By using integrated digital models and cloud-based platforms, teams can communicate more effectively, resolve issues in real-time and minimise delays due to coordination challenges.

Our in-house PPVC and PBU, which we have received in-principle approval (“IPA”), are developed by K&H Innovative Systems Pte Ltd, a joint venture company between Keong Hong Construction Pte Ltd and Ho Lee Construction Pte Ltd. We have supplied PBUs to completed residential projects, namely The Antares, Sky Everton, Wilshire Residences and Sky Eden.

As part of our dedication to innovation, we have established a drone team comprising our WSH officers and have sent them for certified drone training, covering both practical and theoretical sessions. At the end of these sessions, the team will obtain a license to operate drones for our building and construction projects. These drones will be utilised for a variety of applications, including pre-construction and initial site surveys, safety site surveillance, project monitoring and reporting and building façade inspection. However, as drones need a special aviation license and are prohibited on our recent projects, we have yet to implement drone operations.

Our factory at Chin Bee Road is equipped with a 45-tonnes double gantry crane with a 14-meter clear lifting height and a 5-tonnes Jib Crane. This setup allows us to produce PPVC for 10 dwelling units in 14 days or 130 PBUs in 10 days, which works out to be 500 dwelling units of PPVC or 4,680 PBUs in a year. The adoption of PPVC and PBU will help to significantly reduce our reliance on labour, accelerate construction and minimise dust and noise pollution in our construction projects as more activities are done off-site.

We completed the installation of solar panels on the rooftop of our Chin Bee Road factory in 2023. The installed solar panels yield substantial annual energy savings for each year that it operates.

In 2023, we embarked on the journey of digitalising our finance management processes by utilising an online platform that serves to automate and accelerate the invoice and payment processes with our subcontractors, vendors, and suppliers. In FY2024 and FY2025, we continued to leverage this online platform to enhance efficiency. For example, at our Tengah Plantation Contract 5 project, we utilised IFCA Contract Management Solutions to manage our subcontractor invoices and payment processes.

### ON-SITE QUALITY CONTROL AND DEFECT MANAGEMENT

We have utilised high productivity software based on mobile and cloud technology to enhance productivity on-site. For example, Novade Quality software was used in the Seaside Residence and National Skin Centre projects to manage the defect rectification process during quality inspections, handover and defect liability period for building projects. Similarly, the Aptiv8 Project Management system has been successfully integrated into a refurbishment project at the Grand Hyatt Hotel Singapore, providing a fully integrated cloud-based document submission and approval platform among clients, consultants, and contractors. These implementations have improved site productivity and enhanced document traceability.

# QUALITY AND INNOVATION

## REMOTE OFF-SITE SUPERVISION AND PROGRESS MONITORING

Keong Hong is an early adopter of cloud-based 360-degree cameras for monitoring site progress. Paired with Airgo Airsquire software, the platform helps to reduce site congregation for site visits and monitoring. With progress photos taken, such as a Google Street view, the project team can obtain a 360-degree view of the site remotely. First used in the National Skin Centre project and Grand Hyatt Hotel Singapore A&A Project, the 360-degree camera will continue to be used in future projects.

Prior to the mandatory implementation requirement by MOM and NEA, Keong Hong had already taken proactive steps in 2024 by deploying a high-specification Portable Video Surveillance System (“VSS”) across all projects.

Equipped with upgraded technology and enhanced mobile accessibility features, the VSS can be positioned anywhere on-site, providing flexible and comprehensive surveillance coverage. The system strengthens regulatory compliance and improves site safety, while reducing the need for frequent physical site visits.

In addition, we deployed smart CCTV systems with artificial intelligence (“AI”) capabilities at our Tengah C5 HDB project to enhance real-time safety monitoring. The system is able to detect potential safety non-compliance, such as unsafe work practices and missing personal protective equipment, allowing for prompt corrective action. This proactive, technology-driven approach strengthens our safety management framework, reduces risk exposure and supports a safer working environment on site.

## DIGITALISATION OF QUALITY, DEFECT, SAFETY AND HEALTH MANAGEMENT

Keong Hong is an early adopter of digital solutions through Novade, leveraging technology to digitise site processes and utilise real-time data to enhance quality, safety, and health monitoring.

The platform supports key operational processes, including toolbox meetings, the electronic permit-to-work (e-PTW) system, quality defect inspections, and safety inspections. By using Novade to enhance data collection, streamline documentation, and improve visibility, we strengthen compliance, enhance accountability, and enable proactive risk identification and mitigation. This digital approach reinforces our commitment to continuous improvement in quality standards and WSH performance across all project sites.

## ELECTRONIC DOCUMENT MANAGEMENT SYSTEM

With BCA’s drive on Integrated Digital Delivery (“IDD”) for the Built Environment (“BE”) Sector, Keong Hong has joined in and embarked on this roadmap by partnering with an IDD Solutions provider to integrate work processes and connect stakeholders working on the same project throughout the construction and building life cycle. BIM, VDC, UHPC PBU, PPVC, DfMA, MEP Modules and Activ8 cloud-based document management system are examples of IDD components implemented at the project level.

The current conventional practice in the BE industry involves manual compilation of physical documents or drawings, this paper-based documentation can be tedious. These manual processes can potentially create gaps and loopholes in the workflow, which may prolong the submission and approval cycle.

Keong Hong has partnered with Aptiv8 with their solution platform, A8 Project Management Information System (“PMIS”) Scenario – Electronic Document Management System. A cloud-based platform centralises and streamlines processes to facilitate integrated digital information exchange. The software is also interfaced with mobile technology, integrating collaboration, submission, and change processes in one platform. Submissions are digitally tracked, monitored, managed, audited and archived properly with the aid of the platform, greatly reducing the use of paper-based tasks.

The implementation of this technology enhances productivity, shortens process cycle times, improves program transparency, and provides real-time visibility. The platform has already been adopted in the Grand Hyatt Hotel Singapore A&A project, where the Novade system is used for defect management and handovers, ensuring efficient tracking and resolution of issues.

Keong Hong will continue to innovate and implement new technologies in our operations to benefit our business, our industry, and the community.

# QUALITY AND INNOVATION

## QUALITY AND INNOVATION TARGETS

Segment	Annual Target	Performance in FY2025	Status in FY2025	Status in FY2024
Building and Construction	Maintain the ISO 9001 certification	ISO 9001 certification has been maintained in FY2025.	Met	Met
	Achieve a BCA CONQUAS score above 94.5	We have achieved a BCA CONQUAS score above 94.5, with Sky Everton scoring 97. However, the BCA CONQUAS score for Wilshire Residences was 92.6.	Partially Met	Partially Met
	Perform water-tightness test for all façade windows and ensure zero incidents of water leakage through windows	Water tightness test has been performed for all façade windows and there were no incidents of water leakage through windows.	Met	Met
	Adopt Novade defect management software to manage and monitor quality on-site to ensure minimal defects	Both National Skin Centre and Grand Hyatt Hotel Singapore developments have adopted Novade defect management software.	Met	Met

# OUR ENVIRONMENT

Environmental stewardship holds utmost importance in the Group’s operations. We have dedicated substantial effort to promote energy and resource efficiency, along with the use of recycled materials wherever possible in our Building and Construction operations. Improving energy efficiency has helped the Group achieve lower production costs while also addressing the global climate crisis, which poses a threat to low-lying coral islands such as the Maldives. For our investments in the Maldives, we have implemented measures to restore and preserve the surrounding natural biodiversity. This is not only central to our business viability, but also a key attraction for our customers.

## ENERGY AND EMISSIONS

### Building and Construction

Keong Hong is committed to preserving the environment by championing Green and Gracious practices to reduce energy and water consumption as well as greenhouse gas (“GHG”) emissions. Our commitment has been recognised with the Green and Gracious Builder Award in the Excellent category from BCA.

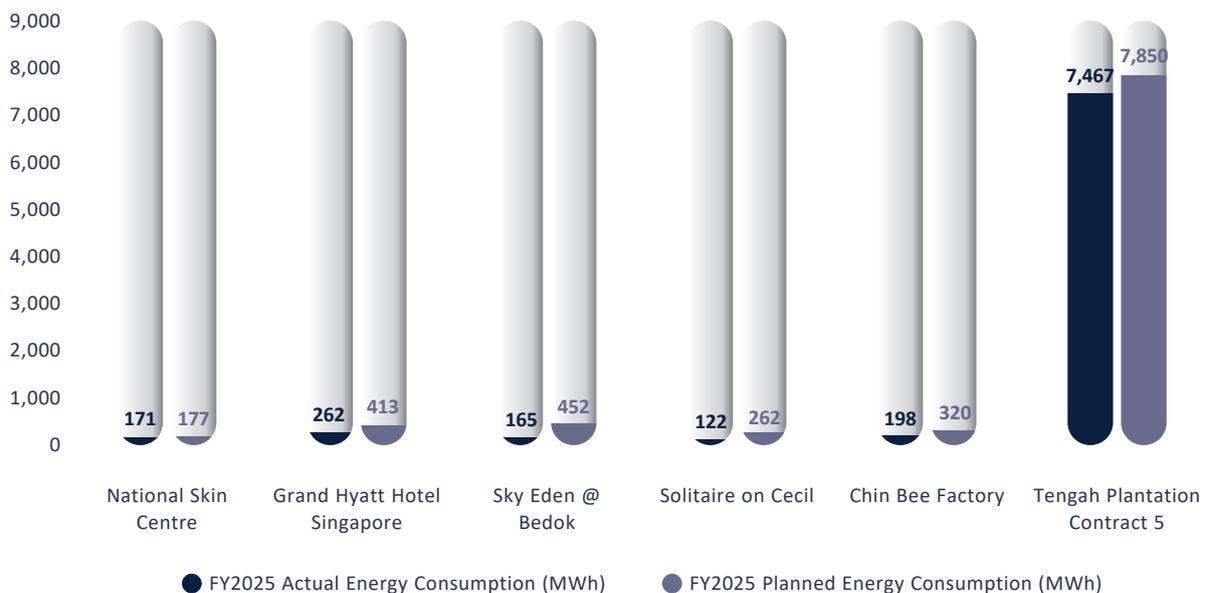
The Group endeavours to draw energy from renewable sources instead of non-renewable sources. This is to preserve the environment, reduce production and operating costs, and meet compliance standards. Wherever feasible, the Group incorporates green-label appliances and energy-efficient light fittings to reduce energy consumption and emissions. In 2023, we completed the installation of solar panels on the rooftop of our Chin Bee Factory. The installed solar panels will potentially provide excess solar energy to the electrical grid. The Group also utilises solar energy to power noise meters and traffic warning signs.

While the Group strives to reduce energy and emissions wherever possible, diesel-powered generators are still required as part of our operations.

In FY2025, our total electricity consumption amounted to 838.6 MWh, with an additional 7,547.6MWh<sup>2</sup> derived from diesel usage.

The Group is committed to achieving our planned objectives and targets to ensure that we are operating sustainably. We have achieved our planned energy consumption for FY2025 for all our projects. Our energy consumption has increased to 8,386MWh on a Group level compared to 4,773 MWh in FY2024. Similarly, our total emissions have increased from 1,737<sup>3</sup> tCO<sub>2</sub>e in FY2024 to 2,394 tCO<sub>2</sub>e in FY2025. The increase was primarily attributable to Tengah C5 HDB BTO project, which commenced major construction activities during the year. Due to the remote location of the project site and the absence of permanent grid power supply during the construction phase, the project relied extensively on diesel-powered generators to support construction operations, including the operation of tower cranes, passenger hoists, temporary site offices and site electrical requirements for the buildings under construction.

**FY2025 Energy Consumption (Actual vs Planned)  
(Electricity and Diesel)**

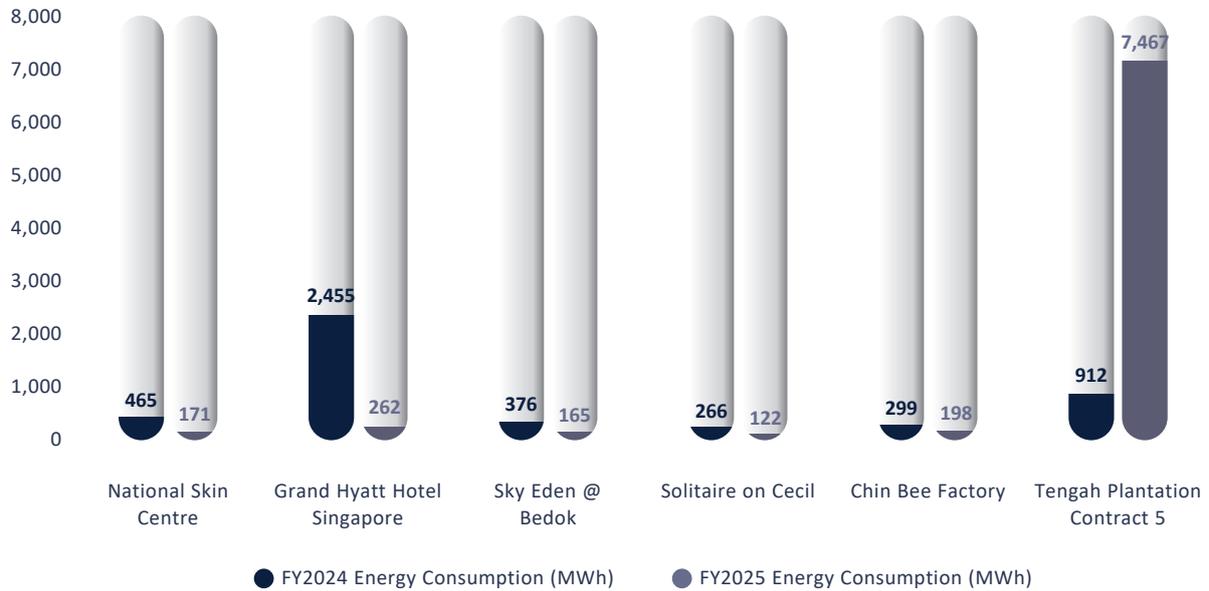


<sup>2</sup> Conversion rate is based on UK DEFRA kWh/GJ version 2025.

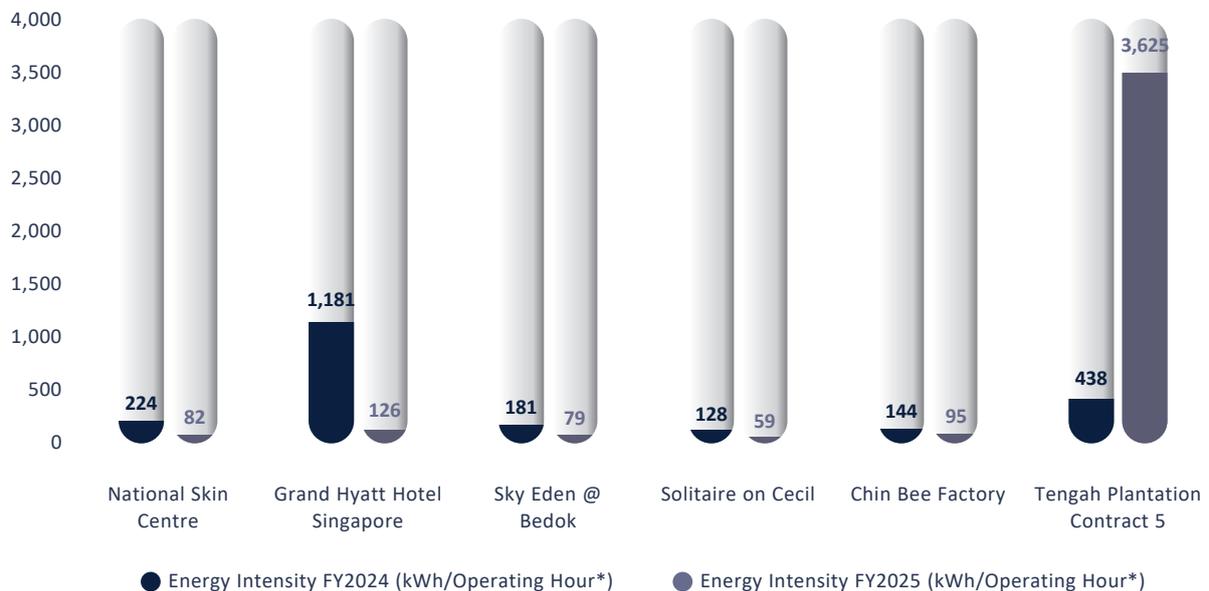
<sup>3</sup> Total emissions comprise Scope 1 and Scope 2 emissions. Scope 1 emissions are calculated using emission factors from International Energy Agency (“IEA”) Emission Factors. Scope 2 emissions are calculated using the latest 2024 grid emission factor published by the Energy Market Authority (“EMA”) of Singapore. Per Greenhouse Gas Protocol Scope 2 Guidance, in view that residual mix emissions factors are unavailable in the markets we operate in Singapore, our market-based Scope 2 emissions are equivalent to our location-based Scope 2 emissions.

## OUR ENVIRONMENT

FY2025 vs FY2024 Energy Consumption  
(Electricity and Diesel)



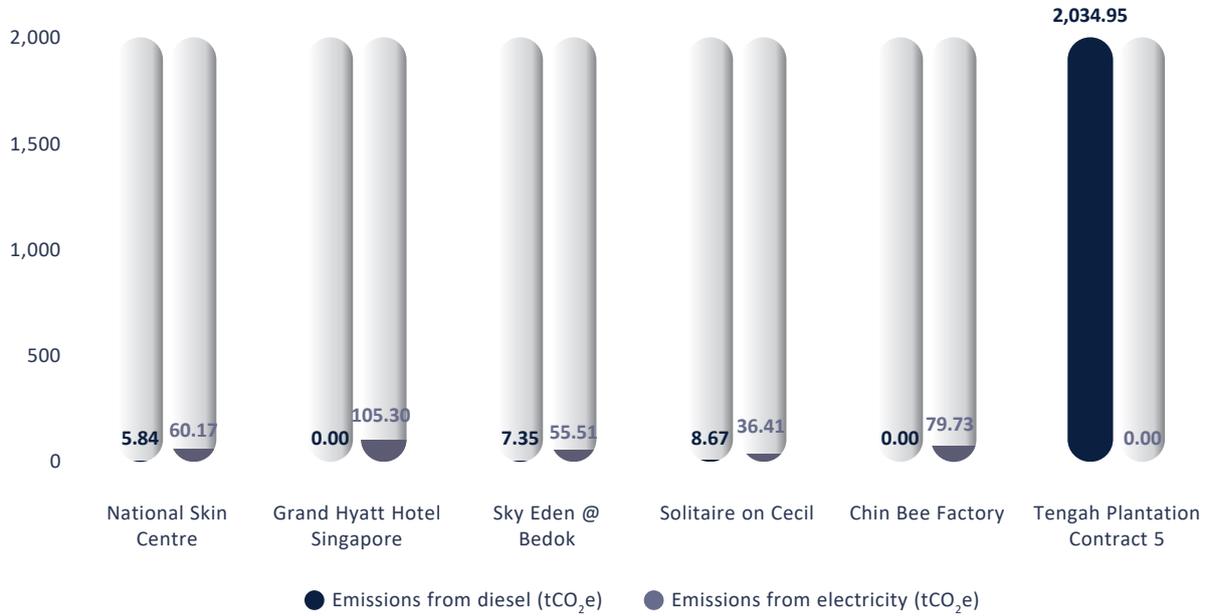
Energy Intensity  
(Electricity and Diesel)



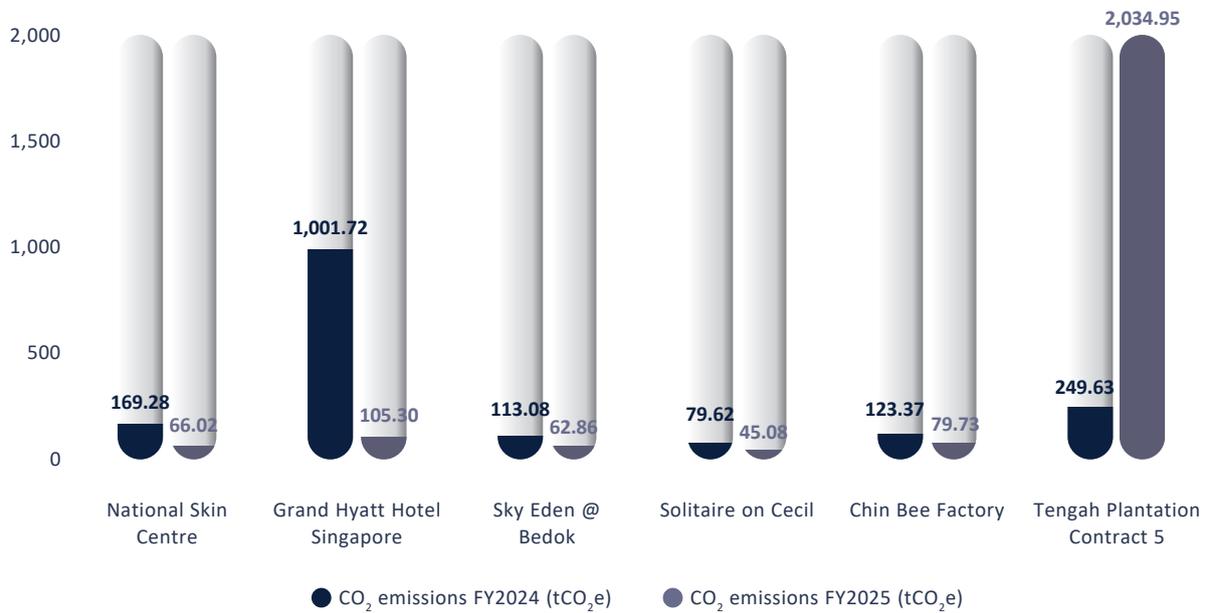
\* Operating hour used has applied 260 workday/ annum x 8 hours/ workday

# OUR ENVIRONMENT

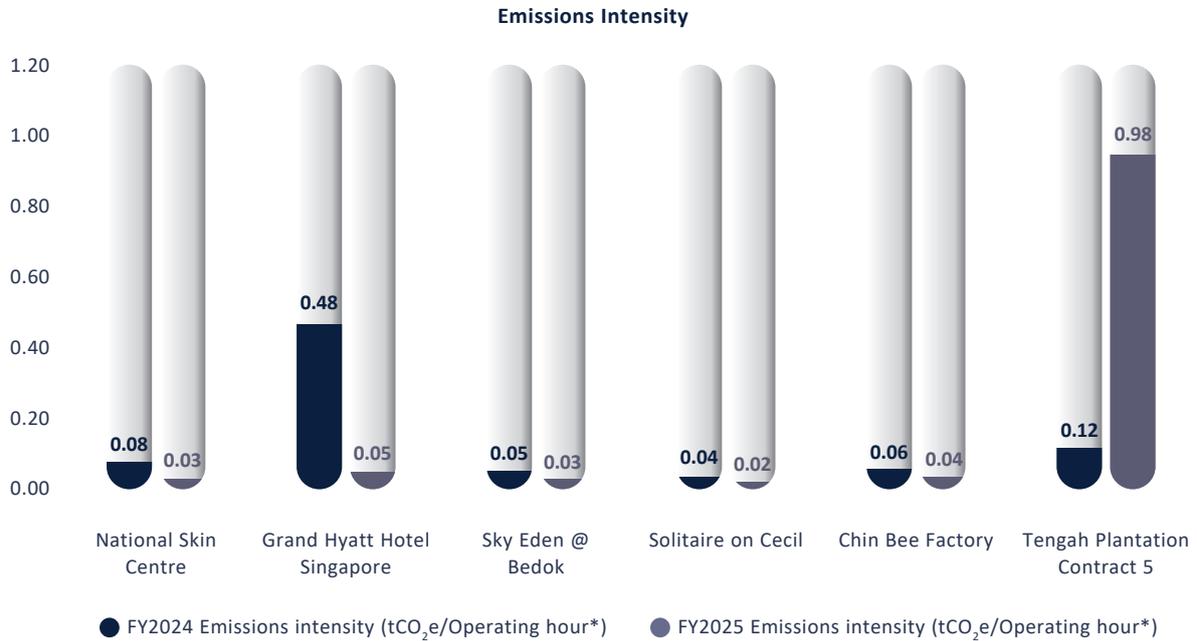
Breakdown of CO<sub>2</sub> Emissions in FY2025



CO<sub>2</sub> Emissions (Electricity and Diesel)



## OUR ENVIRONMENT



\* Operating hour used has applied 260 workday/ annum x 8 hours/ workday

### Property Development and Investment

The Group incorporates energy-efficient features in our facilities to conserve daily energy usage. These include occupancy sensors for toilets, LED lights in corridors and green label products for photocopier machines. Energy-efficient structures, such as energy-efficient refrigerator and air-conditioning system, lift system with Variable Voltage Variable Frequency and sleep mode features, and ductless fans in the basement are installed to reduce energy consumption. We also use grid power instead of a diesel generator to reduce emissions and save energy.

For both Mercure Maldives Kooddoo Hotel and Pullman Maldives Maamutaa Resort, we are exploring adding batteries to the solar energy systems in both resorts, as well as increasing the solar capacity to reduce genset operation and increase diesel and financial savings.

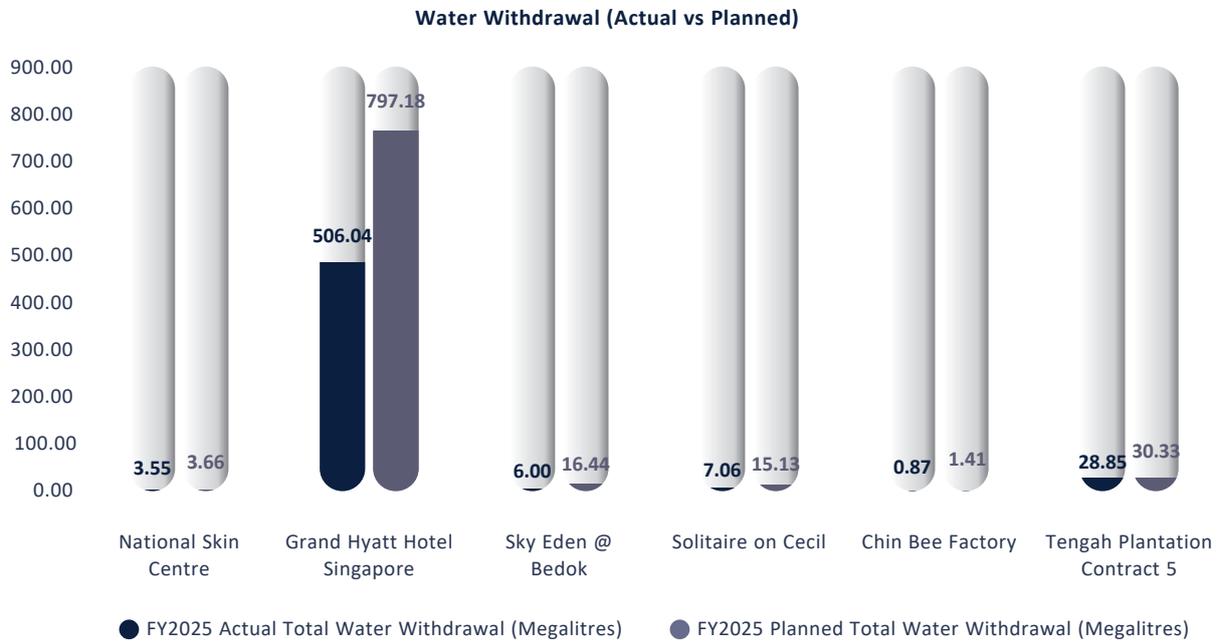
### WATER AND EFFLUENTS

#### Building and Construction

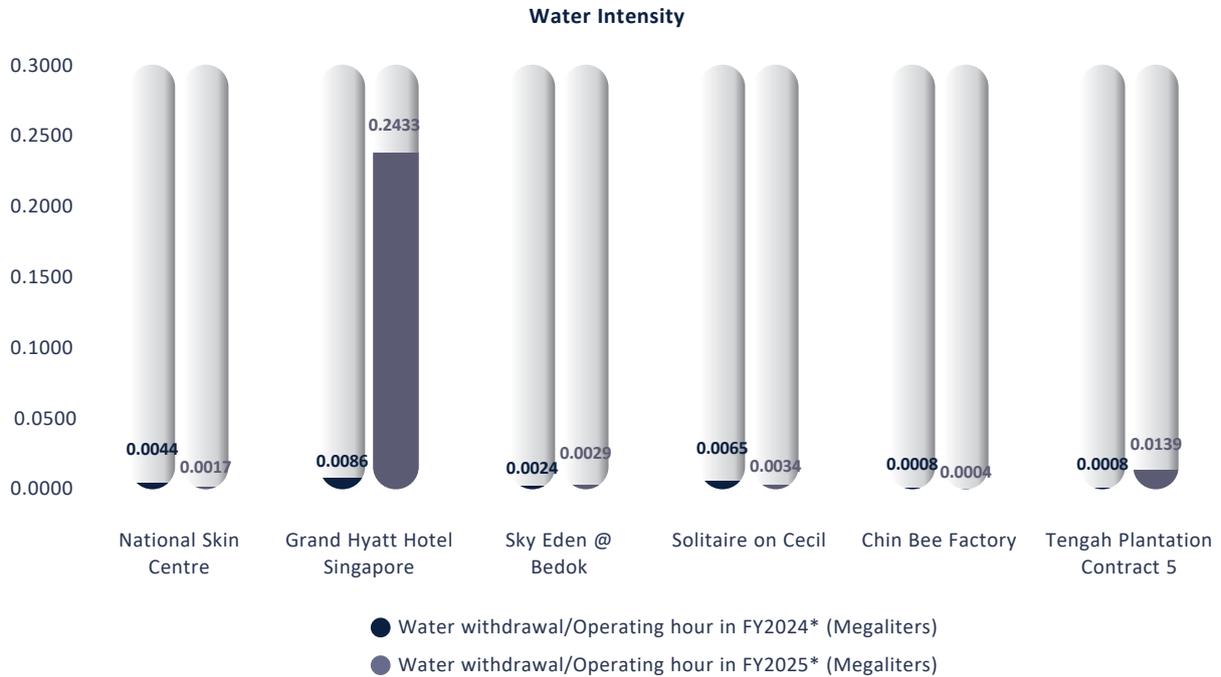
At Keong Hong, we are committed to reducing water withdrawal. Based on Keong Hong's estimation, the amount of water discharge is insignificant for all projects. Therefore, the amount of water withdrawn is considered the same amount of water consumed at construction sites to ensure sustainable operations. The total water withdrawal for FY2025 was 552.37 Megalitres for freshwater from public utilities. This significant increase in water withdrawal is primarily due to higher water consumption during testing and commissioning of Chillers and Cooling Towers at Grand Hyatt.

# OUR ENVIRONMENT

In FY2025, the water withdrawal for our projects was as follows:



## OUR ENVIRONMENT



\* Operating hour used has applied 260 workday/annum x 8 hours/workday

We engage Qualified Erosion Control Professionals to design our Earth Control Measures filtration and sediment control system such that part of the effluents discharge is reused for the wash bay. This approach is an efficient way to conserve water as washing a large volume of vehicles could mean high water consumption. We are committed to further enhancing our water conservation measures to reduce water usage on-site.

The reuse of water supports our conservation goals while ensuring full compliance with the Sewerage and Drainage Act. This helps ensure the sustainable and safe reuse of water, minimising environmental impact.

Effective water management on a construction site is crucial in preserving this valuable resource. Our approach includes preventing runoff and sedimentation, along with efficient water storage. We implement stormwater management techniques, such as lean concrete pavements, slope area management, and the use of erosion control blankets ("ECB") to reduce water discharge from the site.

In addition, we actively work to minimise water waste across various construction activities, including dust suppression, the wash bay, and daily toilet cleaning.

In FY2025, there were no significant negative impacts on any water sources.

# OUR ENVIRONMENT

## WASTE MANAGEMENT

### Building and Construction

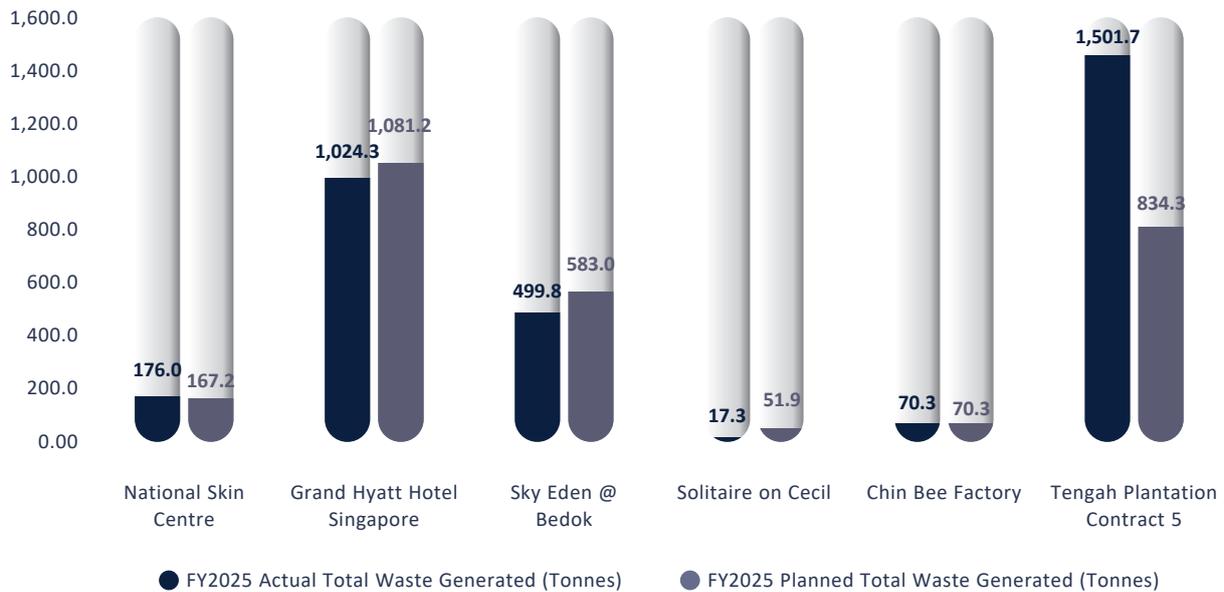
Keong Hong endeavours to manage waste sustainably by implementing technologies and complying with the code of practice.

High workmanship standards and work quality are achieved through DfMA technology, such as PPVC and PBU, by shifting work to a sheltered and controlled environment. Wherever feasible, construction materials used for our projects are Green Label certified by the Singapore Environmental Council. The Group implements on-site recycling policies to segregate different types of waste materials for efficient disposal. Surface run-off water, which if not properly managed, could pose a risk of contamination of Local Water Bodies. Once treated, the water is safely discharged to public drains.

Keong Hong is responsible for the management and disposal of its waste materials, employing only approved methods to minimise any harm to the environment. Excess debris and general construction waste are collected in designated bins for proper disposal by licensed disposal contractors. All leftover scrap metals from reinforcement bars are segregated and disposed of by licensed waste collectors. Timbers that are not reusable are periodically disposed of by a disposal contractor approved by the National Environmental Agency (“NEA”). In FY2025, our waste stream included both general waste and scrap metal, with 2,923.1 tonnes of general waste being disposed of, and 366.29 tonnes of scrap metal waste being diverted from disposal. All construction wastes segregated on-site in line with GGBS, ensuring efficient waste disposal and promoting sustainability.

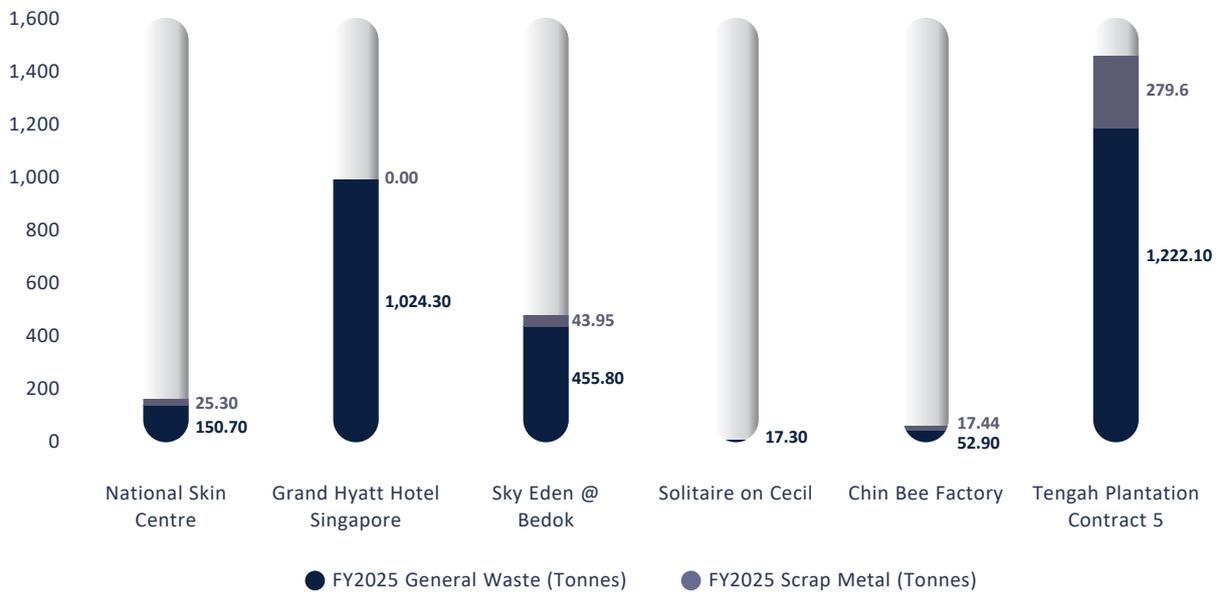
Our total waste generated has increased from 1,923 tonnes in FY2024 to 2,923.1 tonnes in FY2025. This is mainly attributed to the ramped-up construction activities at Tengah Contract C5.

Waste Generation (Actual vs Planned)

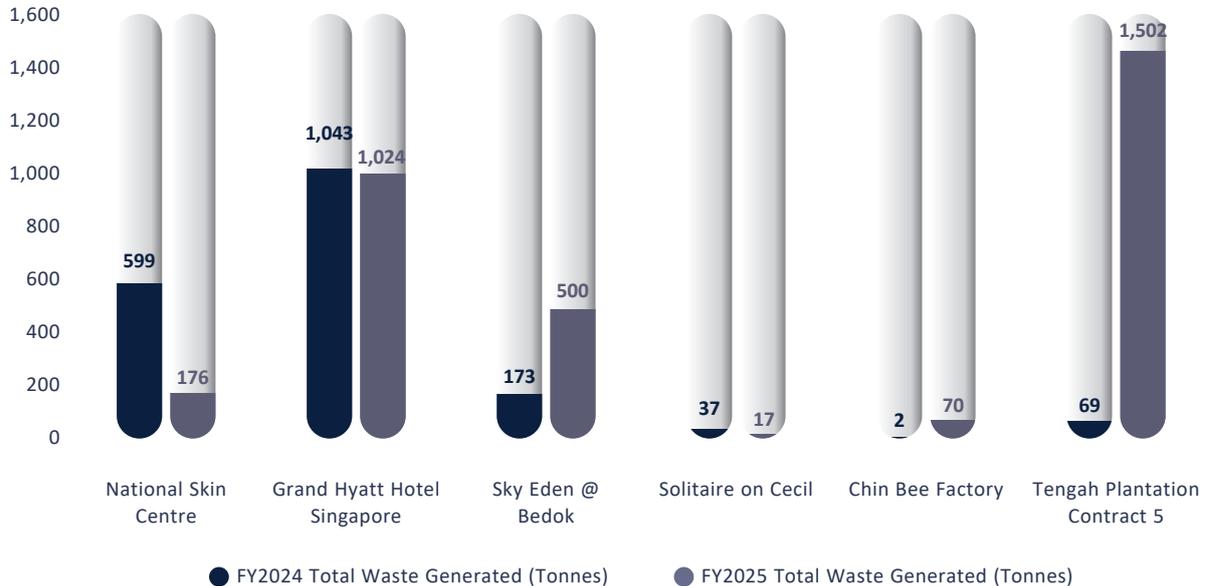


## OUR ENVIRONMENT

### Waste Generation (General Waste and Scrap Metal)



### Waste Generation



### Operations and Investments in the Maldives

To ensure proper management of sludge and effluents, the Group has developed a sewer network grid over the island with a gravity flow system, which is more energy-efficient than the conventional pump system used in previous projects.

At our Kooddoo Airport, Mercure Maldives Kooddoo Hotel and Pullman Maldives Maamutaa Resort, we have established a waste management building which is equipped with incinerators, compactors and bottle crushers where waste is segregated. We ensure that proper transportation and waste disposal methods are used in accordance with the type of waste.

In FY2024, we invested in a food composting machine for Pullman Maldives Maamutaa Resort to convert food waste into fertiliser. This machine processed 111,627 kilograms ("kg") of food waste, transforming it into 32,527kg of compost, which is used for the landscaping areas at both Pullman Maldives Maamutaa Resort and Mercure Maldives Kooddoo Hotel. Additionally, both resorts use items such as coffee grinds as fertiliser, further reducing the need for imported cow dung.

## OUR ENVIRONMENT

We have also implemented the Lumitics food waste program, which tracks and helps reduce food waste. In FY2024, this initiative enabled us to reduce food waste by 3,074 kg at Mercure Maldives Kooddoo Hotel and 5,252 kg at Pullman Maldives Maamutaa Resort. Furthermore, both resorts continue to expand their Chef's gardens to reduce the need to import herbs. A standout feature at Pullman Maldives Maamutaa Resort is the Phat Chameleon vegan/vegetarian restaurant, which is set within the Chef's Garden, offering guests a unique sustainable dining experience.

To complement these efforts, both Mercure Maldives Kooddoo Hotel and Pullman Maldives Maamutaa Resort are equipped with an organic waste composting machine that processes daily food waste ingredients into organic fertilisers for our gardens. By applying only organic compost, we enhance the overall soil structure. Additionally, we have set up a food waste management system at both resorts to further minimise our food waste. This system includes an Artificial Intelligence ("AI") smart food waste tracker that monitors food waste data and offers insights to chefs and kitchen staff, helping them reduce food waste by up to 40% and food cost by 2%-8%.

In addition to food management, our properties feature advanced wastewater treatment systems. At Mercure Maldives Kooddoo Hotel, sewage is disposed via a computerised chemical digestive system, whereby sewage is pumped via a 150,000-litre capacity sewage treatment plant to process it into sludge. Similarly, sewage at Pullman Maldives Maamutaa Resort is disposed via a Membrane Bioreactor system whereby sewage is pumped via a 300,000-litre capacity sewage treatment plant to process it into sludge. Once the sludge is dried, it is sent to a nearby waste management centre and used for landfill. Both systems comply with local standards and accepted code of practices.

We are committed to responsible wastewater disposal practices that minimise environmental impacts during operations. At our properties, rejected brine from our reverse osmosis ("RO") plants is instantly mixed with the water column to reduce its concentration to negligible amounts before being discharged into the lagoon. Thus, this discharge has no impact on the surrounding environment. Sewage is also recycled into potable water to be stored for irrigation usage, and only excess sewage is discharged into the sea.

In our effort to minimise plastic wastage, we own water bottling facilities at both hotels and resorts in the Maldives. These facilities efficiently clean glass bottles and fill the bottles up with clean filtered potable water, effectively replacing plastic bottles in the rooms and reducing plastic waste generated.

We have also reached out to local residents and companies to recycle used cooking and generator oil. Our organisation is consistently exploring innovative solutions to improve environmental sustainability.

### RECYCLED INPUT MATERIALS

The Group has undertaken methods to recycle input materials in our projects to reduce wastage and ensure sustainable operations.

At Keong Hong, we are committed to incorporating eco-friendly and recycled materials in our construction projects wherever feasible. Notably, our Grand Hyatt Singapore, National Skin Centre, and Sky Eden Extension projects have achieved Green Mark Platinum and Gold ratings, demonstrating our strong corporate commitment to sustainable building practices. Furthermore, Keong Hong participates in the GGBS audit, achieving the core objectives of "Reuse, Reduce, Recycle" and consistently maintaining an Excellence rating each year, reinforcing our focus on resource efficiency and environmental responsibility.

Furthermore, to effectively minimise wastage, we implement predominantly aluminium system formwork, which includes self-climbing formwork, vertical safety screen, table form, metal wall, and slab formwork for all construction projects on-site, as aluminium can be reused with minimal wastage. We also use recycled construction materials, such as recycled timber and plywood for safety barricades, recycled steel hollow sections for fabrication and recycled earth control measure tank and filtration systems to manage water discharge drainage for temporary works.

### NOISE AND VECTOR MANAGEMENT

The Group is committed to managing noise from construction activities in accordance with the NEA Noise Regulation under the Environmental Protection and Management (Control of Noise at Construction Sites) Regulations. To comply with prescribed noise limits, we implement Noise Management Plans ("NMP") and work closely with a noise control vendor to monitor noise levels in real time, ensuring they remain within NEA's allowable limits. To further minimise noise impact, noise barriers are installed around construction sites, and the use of silent generators is mandated. In addition, we have robust procedures to notify neighbouring communities, including sending letters to residents and nearby facilities about upcoming construction activities and noisy works.

Despite these measures, during the piling stage conducted in daytime, the commercial side still experienced noise levels that were disruptive. This highlights the challenges of balancing construction requirements with the comfort of surrounding communities, and the Group continues to explore additional mitigation strategies to reduce impact wherever possible.

The Group actively implements vector control strategies at our project sites to address rodent, pest, and mosquito breeding concerns. As part of this approach, daily on-site housekeeping inspections and the use of approved pesticides are conducted to prevent and control mosquito proliferation. Additionally, the Group collaborates with licensed pest control operators to effectively manage and mitigate pest issues across all construction sites. Proper disposal systems for construction debris and organic waste are established and maintained to support these efforts. These proactive measures safeguard the environment and help prevent the spread of pests on-site, ensuring a safe and healthy workplace for all personnel.

## OUR ENVIRONMENT

In FY2025, there were 7 instances of non-compliance, monetary fines, or warnings regarding vector breeding or noise pollution from NEA, and 1 instance of non-monetary:

Types of instances of noncompliance	Number of fines		Fine amount		Instances of non-monetary sanctions	
	FY2025	FY2024	FY2025	FY2024	FY2025	FY2024
Vector breeding	1	2	\$,2000	S\$8,000	0	0
Exceeding the construction noise limit	6	2	\$58,500	S\$31,000	1	0

### PROTECTING BIODIVERSITY

Keong Hong endeavours to protect and preserve the environment during our operations by putting initiatives in place to ensure we operate sustainably.

The Group has enlisted the expertise of specialists to preserve the vibrant biodiversity of the environment in the Maldives. Prior to the commencement of excavation and construction works, our specialists will transplant corals from all project sites to safe areas. The Group has plans to establish a coral conservation programme at the resort, which includes a coral garden and coral nursery to preserve the coral reef. We endeavour to uphold the good condition of the coral colonies in the vicinity of our operations.

Due to the high volume of marine recreation activities at Pullman Maldives Maamutaa Resort, the Group has undertaken several initiatives to manage environmental impacts for all operations in the Maldives. To circumvent any damage to the coral reef caused by boats and marine equipment, the Group has imposed rules on boat operators on the island, such as anchoring, boat operation, boat sewage and garbage disposal. For tourists participating in recreational activities, strict rules on activities such as fishing, marine wildlife viewing, snorkelling, diving and scuba have been established and enforced.

In FY2025, we continued to maintain the corals at our corals nursery and those transplanted to Ocean Villas and Underwater Villas. Our Island Marine Biologist conducts regular assessments of the health and growth of the coral colonies under the Ocean Villa's viewing panel and the coral garden. Additionally, coral predators are removed once spotted. The coral nursery is thriving, with half of its frames reaching maximum capacity. Different corals species are present and healthy along with a strong and diverse fish community in the surroundings.

Our Marine Biologist is also planning further coral restoration and educational activities to enhance the marine aspects of Pullman Maldives Maamutaa Resort. In parallel, Mercure Maldives Kooddoo Hotel has partnered with the MaRHE Centre at the University of Milano-Bicocca to advance research on tropical marine ecosystems in Gaafu Alifu Atoll, with a special focus on the region's unique resident dolphin populations. This partnership is an important step in understanding and preserving the unique marine ecosystems of southern Maldives, while also increasing awareness of the country's marine biodiversity and eco-tourism potential.

The Pullman Maldives Maamutaa Resort boasts a natural lake spanning an estimated area of 4,000 sqm. It is enveloped by well-preserved, thick and dense vegetation, making it the key feature of the island. In addition, the Pullman Maldives Maamutaa Resort is equipped with a SolarBee water purifier system that treats the lake water. The water purifier operates on solar power and has a large area of influence over the lakes and sources of raw water.

The Group recognises that the Maldives is situated in an area where biodiversity holds particular significance to regulators and other stakeholders. The primary species of concern impacted by our operations are the Green Sea Turtle as well as the Hawksbill Turtle. The hotel staff are trained to identify and respond appropriately during nesting and Hatching events.

Scientific Name	English Name	IUCN Red List status <sup>4</sup>	Maldives Red List <sup>5</sup>
<i>Eretmochelys imbricata</i>	Hawksbill Turtle	(CR) Critically Endangered	Critically Endangered under criterion CRA2bcd
<i>Chelonia mydas</i>	Green Sea Turtle	(LC) Least Concern	Endangered under criterion A2bcd and B2ab(ii,iii) for the country

<sup>4</sup> Source: <https://www.iucnredlist.org/>

<sup>5</sup> Source: <https://www.environment.gov.mv/v2/en/maldives-red-list>

# OUR ENVIRONMENT

## CLIMATE-RELATED DISCLOSURES

Climate risks can result in a tangible financial impact on our business operations. Beyond the impact of the Group’s operations on the environment and society, the impact of climate change on our business operations, assets and stakeholders such as our employees, audiences and shareholders must be considered.

To future-proof our business, we are proactively addressing climate-related risks and opportunities. Recent climate events have underscored the urgency of this issue. As such, we have integrated climate considerations into our business strategy and decision-making processes.

Following TCFD recommendations, we have assessed the potential impacts of climate change on our operations and developed strategies to mitigate these risks.

 Implemented  Not implemented

TCFD Recommended Disclosures	FY2025 Status	Keong Hong’s Approach
<b>Governance</b>		
a) Describe the Board’s oversight of climate-related risks and opportunities		<p>The STF supports the Board by reviewing the Group’s sustainability objectives and monitors the sustainability performance. The STF is chaired by the Director and comprises heads of different business units. The Directors are responsible for overseeing the achievement of all sustainability targets and reporting to the Board.</p> <p>In FY2025, climate-related risks and opportunities were discussed and identified by the STF based on the TCFD framework. This assessment was presented to the Board for review and approval.</p> <p>The Board aims to implement and refine its sustainability governance structure as we advance. Looking ahead, the Board will receive annual updates on the Group’s performance in addressing climate risks and opportunities, ensuring ongoing alignment with organisational goals and industry best practices.</p>
b) Describe management’s role in assessing and managing climate-related risks and opportunities		<p>The STF identifies the climate-related risks and opportunities and supports the Board in the implementation of the respective climate-related strategies annually. The STF surfaces significant risk issues for discussion with the Board to keep them fully informed promptly. Any critical decisions on climate-related risks and opportunities will be escalated to the Board immediately for review and approval.</p>
<b>Strategy</b>		
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long-term		<p>The Group engages an independent ESG consultant to facilitate the identification of climate-related risks and opportunities. We define:</p> <ul style="list-style-type: none"> <li>• Time horizons: short-term (less than 5 years), medium-term (5-10 years), and long-term (more than 10 years).</li> <li>• Likelihood levels: certain (very likely to occur), likely (more than 50% chance), and possible (less than 50% chance).</li> </ul>

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TCFD Recommended Disclosures	FY2025 Status	Keong Hong's Approach									
		<p>To assess these risks and opportunities, we draw from the Network for Greening the Financial System (“NGFS”) scenarios, adapting them to our business context. The selected scenarios, along with their underlying assumptions and justifications, are summarised in the table below:</p> <table border="1" data-bbox="660 607 1430 1368"> <thead> <tr> <th data-bbox="660 607 868 651">Scenario</th> <th data-bbox="868 607 1139 651">Assumptions</th> <th data-bbox="1139 607 1430 651">Justification</th> </tr> </thead> <tbody> <tr> <td data-bbox="660 651 868 927">NGFS Orderly Net Zero by 2050: Limit temperature rise to 1.5°C</td> <td data-bbox="868 651 1139 927"> <ul style="list-style-type: none"> <li>• Earlier adoption of climate policies, with gradual tightening.</li> <li>• Reach net-zero emissions by 2050.</li> <li>• Low physical risk but high transition risk.</li> </ul> </td> <td data-bbox="1139 651 1430 927">Aligned with the latest international climate agreement and national commitments.</td> </tr> <tr> <td data-bbox="660 927 868 1368">NGFS Hothouse world Current Policies: Temperature rise exceeding 3°C.</td> <td data-bbox="868 927 1139 1368"> <ul style="list-style-type: none"> <li>• Preserve currently implemented policies without additional climate policies.</li> <li>• Variations in climate policies across different jurisdictions.</li> <li>• Emissions increasing until 2080.</li> <li>• High physical risk but low transition risk.</li> </ul> </td> <td data-bbox="1139 927 1430 1368">Unfavourable outcome and conservative approach.</td> </tr> </tbody> </table> <p>To determine which risks and opportunities could potentially have a material financial impact on our business, we have engaged internal stakeholders through surveys and workshops, analysed external factors such as regulations and market trends, and employed qualitative analyses.</p> <p>For further details on potential climate-related issues under each time horizon, please refer to the sections “<b>Climate-Related Risks</b>” and “<b>Climate-Related Opportunities</b>.”</p>	Scenario	Assumptions	Justification	NGFS Orderly Net Zero by 2050: Limit temperature rise to 1.5°C	<ul style="list-style-type: none"> <li>• Earlier adoption of climate policies, with gradual tightening.</li> <li>• Reach net-zero emissions by 2050.</li> <li>• Low physical risk but high transition risk.</li> </ul>	Aligned with the latest international climate agreement and national commitments.	NGFS Hothouse world Current Policies: Temperature rise exceeding 3°C.	<ul style="list-style-type: none"> <li>• Preserve currently implemented policies without additional climate policies.</li> <li>• Variations in climate policies across different jurisdictions.</li> <li>• Emissions increasing until 2080.</li> <li>• High physical risk but low transition risk.</li> </ul>	Unfavourable outcome and conservative approach.
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b) Describe the impact of climate-related risks and opportunities on the organisation’s business, strategy and financial planning	●	<p>In assessing the financial impact of identified risks and opportunities, the Group considers several key factors:</p> <ul style="list-style-type: none"> <li>• The implications for our operations, products, and services.</li> <li>• Vulnerabilities in the supply chain and value chain.</li> <li>• Costs related to adaptation and mitigation activities.</li> <li>• Investment in research and development.</li> <li>• Potential acquisitions or divestments and access to capital.</li> </ul> <p>For further details on the impact of climate-related issues, please refer to the sections “<b>Climate-Related Risks</b>” and “<b>Climate-Related Opportunities</b>.”</p>									

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TCFD Recommended Disclosures	FY2025 Status	Keong Hong's Approach												
c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	●	<p>The Group has integrated climate-related scenarios into its risk and opportunity assessments to inform strategic decision-making.</p> <p>Please refer to the section "Climate-Related Risks" for more information on how resilient our strategies are to climate-related risks.</p>												
<b>Risk Management</b>														
a) Describe the organisation's processes for identifying and assessing climate-related risks	●	<p>The Group identifies and assesses both existing and emerging climate-related risks by considering various climate scenarios and conducting in-depth sector-specific research. This analysis encompasses the regulatory landscape, market shifts, climate-driven physical developments, and peer comparisons to evaluate potential impacts on operations.</p> <p>Each identified risk is assessed based on its likelihood of occurrence and the severity of potential impacts. Prioritisation of these risks is determined by their level of significance and categorised into:</p> <table border="1" data-bbox="660 954 1428 1480"> <thead> <tr> <th data-bbox="660 954 836 1003">Level</th> <th data-bbox="836 954 1428 1003">Description</th> </tr> </thead> <tbody> <tr> <td data-bbox="660 1003 836 1084"><b>Very Low Risk</b></td> <td data-bbox="836 1003 1428 1084">Minimal likelihood of climate-related impacts; negligible financial consequences.</td> </tr> <tr> <td data-bbox="660 1084 836 1162"><b>Low Risk</b></td> <td data-bbox="836 1084 1428 1162">Limited likelihood of climate-related impacts; minor financial implications that can be easily managed.</td> </tr> <tr> <td data-bbox="660 1162 836 1265"><b>Medium Risk</b></td> <td data-bbox="836 1162 1428 1265">Moderate likelihood of climate-related impacts; potential for significant financial consequences that require proactive management.</td> </tr> <tr> <td data-bbox="660 1265 836 1368"><b>High Risk</b></td> <td data-bbox="836 1265 1428 1368">High likelihood of climate-related impacts; and substantial financial implications that could affect operations and strategy.</td> </tr> <tr> <td data-bbox="660 1368 836 1480"><b>Very High Risk</b></td> <td data-bbox="836 1368 1428 1480">Almost a certain likelihood of climate-related impacts; and severe financial consequences that threaten the viability of the organisation.</td> </tr> </tbody> </table>	Level	Description	<b>Very Low Risk</b>	Minimal likelihood of climate-related impacts; negligible financial consequences.	<b>Low Risk</b>	Limited likelihood of climate-related impacts; minor financial implications that can be easily managed.	<b>Medium Risk</b>	Moderate likelihood of climate-related impacts; potential for significant financial consequences that require proactive management.	<b>High Risk</b>	High likelihood of climate-related impacts; and substantial financial implications that could affect operations and strategy.	<b>Very High Risk</b>	Almost a certain likelihood of climate-related impacts; and severe financial consequences that threaten the viability of the organisation.
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<b>Very High Risk</b>	Almost a certain likelihood of climate-related impacts; and severe financial consequences that threaten the viability of the organisation.													
b) Describe the organisation's processes for managing climate-related risks	●	<p>The Group's climate-related risk management process involves collaborative discussions with management to identify effective mitigation strategies. We draw insights from industry peers and assess the viability of various approaches.</p>												
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	●	<p>As this is our first year doing TCFD, we will explore ways to incorporate climate risks meaningfully into our risk management process in the near future.</p>												
<b>Metrics and Targets</b>														
a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	●	<p>Key metrics such as energy consumption and emissions performance have been incorporated to measure and manage climate-related risks and opportunities. Going forward, we will develop and incorporate other metrics to better measure and manage climate-related risks and opportunities. These metrics will be progressively refined and integrated into our reporting framework to enhance transparency and support informed decision-making. Future disclosures will provide further details on these metrics under the sections "Climate-Related Risks" and "Climate-Related Opportunities."</p>												

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TCFD Recommended Disclosures	FY2025 Status	Keong Hong's Approach
b) Disclose Scope 1, Scope 2 and if appropriate, Scope 3 greenhouse gas ("GHG") emissions, and the related risks	●	<p>The Group discloses energy consumption and Scope 1 and Scope 2. In FY2025, our greenhouse gas emissions were as follows:</p> <ul style="list-style-type: none"> <li>• Scope 1: 2,057 tCO<sub>2</sub>e</li> <li>• Scope 2: 337 tCO<sub>2</sub>e</li> </ul> <p>Scope 3 GHG emissions will be disclosed in the subsequent years.</p>
c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	●	<p>As this is our first year providing climate-related disclosures, we will continue to monitor our climate-related metrics before setting any targets to ensure a data-driven approach to our sustainability efforts.</p>

### CLIMATE-RELATED RISKS

Aligned with the TCFD Recommendations, our assessment of climate change risks encompasses two main categories:

- **Transition Risks:** These risks stem from changes in policy and legal obligations, technological advancements, shifts in market demand for products, and evolving stakeholder expectations.
- **Physical Risks:** This category includes both acute and chronic risks arising from the physical impacts of climate change. Acute risks are event-driven, such as intensified extreme weather events like cyclones, hurricanes, or floods. Chronic risks involve longer-term shifts in climate patterns, leading to phenomena like sea-level rise or sustained heat waves.

Risk	Description	Risk Mitigation
Policy and Legal	<p><b>Carbon tax in operating locations results in increased energy, electricity and material costs for production</b></p> <p>The price of fuel and electricity charged by utility service providers will likely increase over time to reflect the introduction and increase in carbon taxes. Correspondingly, the cost to operate machinery, costs of construction materials and energy use in factories and existing properties, will also follow.</p> <p><b>Likelihood:</b> Low Risk (Medium-term), Medium Risk (Long-term)</p> <p><b>Financial Impact:</b> Increase the cost of production for operations in Singapore (and future regulated markets) due to the trickle-down effect from suppliers and energy providers.</p> <p><b>Impact Area(s):</b> Construction and development</p>	<p>The Group has a system to regularly monitor utility bills and will take note of future carbon tax costs and will bear this in mind when working with suppliers, vendors, and subcontractors to manage potential cost implications.</p>
Policy and Legal	<p><b>Increased green building regulations (BCA Green Mark requirements) and disclosure mandates</b></p> <p>New measures add to upfront costs but are offset by growing market demand for green-certified buildings and incentives from the government. With most of our projects already pursuing green certifications, regulations are achievable with limited incremental costs.</p> <p>Regulations will become more stringent, with higher performance standards and expanded disclosure requirements (e.g., on embodied carbon, lifecycle impacts). This will increase compliance complexity and costs, requiring earlier and deeper integration of sustainability in project planning.</p>	<p>Keong Hong's Project Department, consisting of managers, supervisors, and directors, will track and update BCA regulations and requirements to ensure compliance. Keong Hong will also constantly monitor any updates from BCA on their Green Building requirements and disclosure mandates and take necessary steps to ensure compliance with new regulations in collaboration with project Green Mark consultants.</p>

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Risk	Description	Risk Mitigation
	<p><b>Likelihood:</b> Medium Risk (Medium-term), High Risk (Long-term)</p> <p><b>Financial Impact:</b></p> <ul style="list-style-type: none"> <li>Higher upfront costs to meet new green building standards.</li> <li>Additional reporting and audit costs to comply with disclosure requirements.</li> <li>Potential project delays if new sustainability criteria are not met, affecting cash flows.</li> </ul> <p>Impact Area(s): Upstream (Design, Procurement, and Material Sourcing)</p>	
<b>Market</b>	<p><b>Shifting investor and bank preferences towards ESG-aligned developers</b></p> <p>To meet changing investor and bank demands, the Group will need to keep up to date with changing regulations and consider Scope 3 reporting in the future.</p> <p>We will look into the allocation of budget and internal resources for research and development into technology integration of low-emission manufacturing and construction methods to improve quality and productivity.</p> <p>The Group may face challenges raising affordable capital for projects if ESG performance lags competitors, affecting liquidity and growth opportunities.</p> <p><b>Likelihood:</b> Medium Risk (Medium-term), High Risk (Long-term)</p> <p><b>Financial Impact:</b></p> <ul style="list-style-type: none"> <li>Limited access to capital or higher borrowing costs for non-ESG-aligned projects.</li> <li>Potential loss of investor confidence or valuation discount.</li> <li>Conversely, failure to meet ESG criteria could result in exclusion from green financing opportunities.</li> </ul> <p><b>Impact Area (s):</b> Corporate and Financial (Investor Relations, Financing, and Governance)</p>	<p>The Group actively monitors our ESG impact and related issues, remaining committed to addressing potential concerns or expectations raised by investors and banks. We integrate ESG considerations into our enterprise risk management framework by assessing climate, social, and governance risks alongside financial risks.</p> <p>This approach ensures that capital is allocated to sustainable projects, including BCA Green Mark developments, resource-efficient technologies, and worker safety initiatives. Our practices are aligned with SGX sustainability reporting requirements, MAS guidelines, and the Singapore Green Plan 2030 to strengthen long-term resilience and value creation.</p> <p>Looking ahead, we will continue to study and monitor the implications of emerging ESG requirements and assess their potential impact on our business. We also aim to explore opportunities to adopt sustainable practices, including low-emission manufacturing and construction methods, where feasible.</p>

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Risk	Description	Risk Mitigation
Acute	<p><b>Extreme weather events incurring high additional costs</b></p> <p>Extreme weather events may cause damage to the property, causing unplanned repair costs and pose dangers to employees and guests, resulting in property closures and operation downtime, resulting in decreased revenue.</p> <p>Higher capital expenditure may also be required for facility upgrades and retrofitting to withstand extreme weather events in vulnerable locations. Potential cost and plans to relocate may also need to be considered in the event of severe impact and danger to employee health and safety. Budget planning and resource allocation may need to be reviewed in the case of increased severity.</p>	<p>We maintain a Business Continuity Plan with contingency measures for temporary closures, including shift adjustments and reallocation of manpower. Where necessary, alternate suppliers and facilities are activated to ensure minimal disruption to operations.</p> <p>Employees receive regular training in emergency response, evacuation drills, and business continuity procedures in line with SCDF/MOM requirements.</p> <p>Refresher courses and scenario-based exercises ensure staff readiness for extreme weather events.</p>
	<p><b>Likelihood:</b> Medium Risk (Medium-term), High Risk (Long-term)</p>	
	<p><b>Financial Impact:</b></p> <ul style="list-style-type: none"> <li>Higher premiums for Maldives</li> <li>Higher premiums for Singapore construction projects and developments</li> </ul>	
	<p><b>Impact Area (s):</b> Downstream (Asset Ownership, Management, and Hospitality Operations)</p>	
Chronic	<p><b>Rising temperatures and sea levels are placing a strain on operating sites</b></p> <p>Rising temperatures may result in overheating factory equipment and machinery, resulting in additional operational costs for cooling the factories and equipment. Properties located in low-lying/coastal regions in Maldives are at higher risk of flooding/inundation of land.</p> <p>Over time, rising sea levels may require major adaptation investments in Maldives resorts or even relocation strategies, while Singapore sites face higher costs from heat mitigation and climate resilience requirements.</p>	<p>Our programmes are guided by PUB's Water Efficiency Management Plan and BCA's Green Mark standards which call for recycling, reuse and demand reduction. Current initiatives include recycling water for vehicle washing at site, reusing crushed concrete aggregate for non-structural applications (e.g., road base, temporary access), and installing LED lighting to reduce electricity consumption.</p> <p>We are assessing our existing work sites and considering upgrades to energy-efficient systems, including chillers and HVAC systems, to manage temperature-related challenges.</p> <p>We will assess trade-offs to determine the most cost effective and feasible options for managing such climate related risks.</p>
	<p><b>Likelihood:</b> Medium Risk (Medium-term), High Risk (Long-term)</p>	
	<p><b>Financial Impact:</b></p> <ul style="list-style-type: none"> <li>Higher maintenance expenditure to mitigate wear, corrosion, or flooding risks.</li> <li>Reduced asset lifespan or property valuation if resilience measures are insufficient.</li> <li>Potential need for retrofitting or relocation of vulnerable assets.</li> </ul>	
	<p><b>Impact Area (s):</b> Downstream (Asset Ownership, Management, and Hospitality Operations)</p>	

# OUR ENVIRONMENT

## Climate-related Opportunities

Opportunities	Description	Management Response
Markets	<p><b>Leverage governmental grants/incentives linked to green property and capability development</b></p> <p>While uptake is still exploratory, these programmes provide the Group with an opportunity to improve and upgrade our machinery for energy efficiency and switch to renewable fuels. In the short term, this may increase upfront capital investment to make these upgrades/purchases.</p> <p>Grants/subsidies for the investment in R&amp;D for low-emission products can support the development of new business lines and the strengthening of new customer bases, potentially resulting in increased revenue. This will support the Group's transition towards a net-zero scenario and maintain market competitiveness for the demand of low-emission products and processes.</p>	<p>The Group's R&amp;D, finance, and operations teams are trained to secure and manage grants from agencies such as Enterprise Singapore, EDB, and BCA.</p> <p>We will seek assistance from relevant experts to identify and apply for government grants and incentives. We will also work closely with government authorities, banks, and other partners to explore available opportunities and ensure effective implementation of energy-efficiency upgrades.</p> <p>We will assess our manufacturing technology and equipment to identify opportunities for upgrades that meet grant eligibility requirements and improve energy efficiency.</p>
	<p><b>Period: Medium and Long-term</b></p>	
	<p><b>Increase revenue by appealing to eco-tourism with climate-resilient resorts</b></p> <p>In the design and construction phase, the incorporation of sustainable and climate-adaptive building practices, sourcing low-carbon and resilient materials and partnering with contractors experienced in green infrastructure will reduce long-term operational risks by lowering maintenance costs, energy consumption, and vulnerability to climate-related disruptions.</p> <p>On the operations side, the adoption of resource-efficient technologies and sustainable management practices will enhance the efficiency and resilience of the resorts, while simultaneously aligning with the expectations of eco-conscious travellers.</p> <p>Positioning our resorts as premium eco-tourism destinations will differentiate the Group from competitors, allowing us to command higher room rates, attract repeat customers, and strengthen brand loyalty.</p>	<p>We have regular maintenance and upgrades to ensure our infrastructure can withstand climate-related challenges and operate sustainably. Our resorts in Maldives have implemented numerous initiatives to eliminate single-use plastics, including setting up an on-site water bottling plant and removing plastic straws. On resort websites, we have published attainment of Green Globe certification and a detailed Sustainability Management Plan. We openly promote the use of solar panels to generate a portion of the resort's electricity, demonstrating a commitment to renewable energy and reducing our carbon footprint. We also emphasise programs protecting local marine life, coral reefs and seagrass showing commitment to preserving the natural assets essential for Maldives' long-term climate resilience.</p>
	<p><b>Period: Medium and Long-term</b></p>	

## OUR ENVIRONMENT

### ENVIRONMENTAL TARGETS

Segment	Annual Target	Performance in FY2025	Status in FY2025	Status in FY2024
<b>Building and Construction</b>	Total cost of electricity, diesel consumption, generator rental and water  – Residential project: less than 1.15% of contract sum per project	In FY2025, total cost of electricity, diesel consumption, generator rental, and water for our residential projects was 0.65% of the contract sum per project.	Met	Met
	Waste disposal cost  – less than <b>0.2%</b> of contract sum per project for residential project	In FY2025, waste disposal cost was 0.14 % of the contract sum per project.	Met	Met
	<b>Zero</b> NEA/PUB summon for noise, silt and mosquito vector breeding per project over 12 months window period of construction activities	There were overall 7 summons across all projects.	Not Met	Not Met
	Achieve the designated Green Mark certification specified in the contract for all new major projects at least Green Mark Gold for all new major projects	All new projects have attained at least Green Mark Gold certifications. Grand Hyatt Hotel Singapore, National Skin Centre, and Solitaire on Cecil projects achieved Green Mark Platinum certification, while Sky Eden @ Bedok earned the Green Mark Gold Plus certification.	Met	Met
<b>Group-Level</b>	Maintain ISO 14001 Environmental Management Systems	ISO 14001 Environmental Management Systems has been maintained.	Met	Met
	<b>Zero</b> incidents of environmental non-compliance	In FY2025, there were no incidents of environmental non-compliance.	Met	Met

# HEALTH AND SAFETY

The Group consistently prioritises robust WSH practices in line with Singapore government regulations. Our adherence to WSH policies and procedures ensures the health and safety of all workers and employees, while also supporting business continuity by minimising operational disruptions. These practices are maintained in accordance with our legal register, ensuring full compliance with relevant laws and regulations.

## OCCUPATIONAL HEALTH AND SAFETY

We have established a comprehensive Occupational Health and Safety Management System (“OHSMS”) to identify, assess and mitigate risks across our operations. Our Health and Safety Committee, comprising joint management and worker representation, plays a critical role in implementing and overseeing safety initiatives. This structured governance ensures that our policies remain effective, responsive, and aligned with evolving industry standards.

Our commitment to workplace safety is further reinforced by our ISO 45001:2018 certification and adherence to the WSH Regulations. We also comply with the SS 679 Code of Practice for WSH Management Systems for Construction Worksites, underscoring our dedication to continuous improvement.

Effective risk and hazard control measures are embedded in our project planning and execution. The Project Manager works together with Safety personnel and the WSH Committee to ensure that the hazard control system planning and design activities always attempt to control hazards through the following hierarchy of controls: 1) elimination 2) substitution 3) engineering controls 4) administrative controls 5) personal protective equipment (“PPE”). This structured approach ensures that risks are mitigated at the source wherever possible, with appropriate safeguards implemented at every stage of project execution.

The Group fosters a collaborative safety culture through active participation and continuous engagement. All workers receive comprehensive training through programmes such as Safety Induction, on-the-job training, Safe Work Practices, the Safety Management System, and relevant policies, including Whistleblowing policy. Prior to commencing work, workers are required to attend safety briefings conducted by their supervisors to reinforce safety expectations and best practices.

Beyond compliance, we actively engage workers in shaping our OHSMS. Employees contribute through structured feedback mechanisms, participation in risk assessments and involvement in continuous improvement initiatives. This inclusive approach ensures that safety is not just a policy but a shared responsibility.

Through these ongoing processes, workers play a critical role in maintaining a safe and health-conscious work environment, ensuring that the OHSMS is continuously improved based on real-world feedback.

To ensure accountability, we regularly track and evaluate the effectiveness of our safety programs through a combination of qualitative and quantitative metrics:

Methods	Remarks
Safety management audit	We utilise Construction Safety Audit Scoring System (“ConSASS”) to audit the Safety and Health Management System across our Group and worksites every six months. This system helps to assess the safety performance, identify lapses, and implement recommendations from the audit.
CultureSAFE Programme	We measure the success of this programme by tracking changes in attitudes, behaviours, and overall safety awareness through regular surveys, focus groups, and feedback from both workers and management. This approach allows us to assess how effectively the programme is shaping safety mindsets and promoting a culture of vigilance, going beyond physical infrastructure and technical competency alone.
WSH Influencer Programme	We participate in the WSH Influencer Programme (formerly the WSH Advocate Programme), which aims to cultivate a proactive “safety-as-a-way-of-life” culture. The programme empowers employees to champion safe behaviours through peer engagement, encouraging representatives at all levels to lead by example, identify risks, and foster a caring and safe work environment.
Total WSH Programme	We engaged consultancy services for the Total WSH Programme, a holistic initiative that integrates workplace safety, occupational health, and employee wellness to enhance productivity and reduce illness. The programme supports employers in identifying risks, implementing preventive measures—such as ergonomic adjustments and health screenings—and fostering a safer, healthier, and more supportive work environment.

# HEALTH AND SAFETY

Methods	Remarks
Incident and Accident Reporting	The frequency and severity of safety incidents and near-misses are closely monitored. A reduction in these incidents reflects the positive impact of our safety programmes. We also analyse this data to identify trends or areas where additional training or adjustments may be required. Lessons learned from incidents are shared through case studies to prevent recurrence and promote continuous improvement across all projects.
Safety Performance Indicators (KPIs)	We track key performance indicators (“KPIs”) across all projects, including workplace injury rates, accident rates, and lost time injury frequency rates (“LTIFR”). Improvements in these KPIs over time reflect the effectiveness of our safety management programmes. A dedicated tracking system is maintained, and KPIs are reviewed quarterly at board meetings to ensure continuous monitoring and enable timely corrective actions.
Employee Engagement	We regularly assess employee engagement through safety feedback sessions, employee surveys, and safety meetings. This helps gauge whether workers feel their safety concerns are addressed and whether they actively participate in promoting a safe work environment. In addition, these initiatives include monitoring and supporting employees’ mental wellbeing, ensuring a holistic approach to health and safety.
Training and Competency Assessments	The effectiveness of safety training programmes is evaluated by tracking completion rates, competency assessment results, and the application of safety practices on-site. We also assess whether the skills and knowledge gained from both internal and external training are effectively applied in day-to-day work activities, ensuring that training not only translates into safer work behaviours and practices but also aligns with legal and regulatory requirements.
Management Reviews	Regular management reviews of safety performance and audit results are conducted quarterly and annually at board meetings to evaluate the alignment of safety goals with overall business objectives. This ensures that safety remains a priority at all levels of the organisation and supports continuous improvement in WSH.

We foster an open and transparent safety culture where employees can report unsafe conditions without fear of retaliation. Workers are encouraged to escalate concerns to their supervisors, the Health and Safety Committee or designated safety personnel. When a risk is identified, we conduct immediate assessments and implement corrective actions to prevent recurrence.

To reinforce this, we have a zero-tolerance policy for retaliation against employees who report safety concerns or refuse unsafe work. Confidential reporting channels are available, ensuring workers feel secure in raising issues. Any instances of retaliation are thoroughly investigated and appropriate actions are taken to uphold our commitment to a safe and supportive work environment.

## OCCUPATIONAL HEALTH AND WELL-BEING

At Keong Hong, occupational health services are critical components in identifying hazards, eliminating risks, and minimising potential health impacts. These services aim to protect the physical and mental health of workers in relation to their work environment. Our occupational health services focus on:

- **Hazard Identification and Risk Assessment:** Regular assessments help identify physical, chemical, ergonomic, and psychological risks, enabling proactive risk mitigation through inspections, workplace evaluations, and environmental monitoring.
- **Health Surveillance and Monitoring:** We conduct pre-employment medical checks, periodic health assessments, and post-incident evaluations to track and mitigate potential health risks, including those affecting mental wellbeing.
- **Ergonomic and Workplace Design Support:** Occupational health professionals provide guidance on workstation setups, lifting techniques, and equipment modifications to reduce strain and prevent musculoskeletal disorders.
- **Health Promotion and Education:** Training programmes cover topics such as stress management, nutrition, mental wellbeing, and PPE usage to foster a culture of holistic health and safety.
- **Incident Investigation and Support:** In the event of workplace injuries or mental health concerns, occupational health professionals support root cause analysis and ensure preventive measures are implemented.

# HEALTH AND SAFETY

To uphold the quality and accessibility of our occupational health services, we:

- Ensure services are delivered by qualified health professionals, including occupational health doctors, nurses, safety officers, and ergonomists.
- Conduct regular audits and reviews to align with industry regulations and best practices.
- Integrate health services, including mental wellbeing initiatives, with our safety management system to address hazards and facilitate risk mitigation.
- Maintain on-site health clinics and clear communication channels to ensure easy worker access to both physical and mental health support.

All employees' health-related information is handled in strict compliance with the PDPA. Health records are securely stored in confidential databases with restricted access, available only to authorised personnel. All health assessments, including pre-employment medical checks, health surveillance and follow-up visits, are conducted in private settings, ensuring that personal information is protected throughout the process. Access to health records is limited to designated occupational health professionals, such as medical officers and trained health personnel, with other employees or managers having access only when necessary for specific health or safety purposes, such as risk assessments or accommodating workplace adjustments. In any event where health data must be shared for work-related accommodations, explicit consent from the worker is always obtained and employees have the right to choose whether to disclose certain health information.

## Workplace Safety Leadership and Culture

Strong commitment from our leadership reinforces the importance of safety across all levels of the organisation. The Executive Directors are fully committed to promoting good safety and health practices, setting a top-down example that emphasises the importance of employee well-being, workplace safety, and public safety. Their active involvement influences managerial levels, ensuring that safety remains a priority throughout the organisation.

To further promote a safety-conscious culture across our projects, we organise a quarterly Safety Reward incentive program to recognise site personnel who demonstrate excellent safety practices and behaviour. These rewards encourage employees to maintain a safe work environment and reinforce the importance of safety within our operations, fostering continuous improvement across all levels of our workforce.

## Non-occupational Health and Wellness Support

In addition to occupational health services, we facilitate access to non-occupational medical and healthcare services for our workers as follows:

- **Medical Insurance Coverage:** Our medical insurance covers non-occupational medical expenses, including outpatient consultations, diagnostic tests, specialist visits, hospitalisation and surgeries. This ensures workers have access to a broad range of medical services to address their general health needs.
- **Employee Assistance Program ("EAP"):** We provide confidential counselling and support services through our EAP, which addresses personal, emotional, and mental health issues. The program includes services such as stress management, addiction support, mental health counselling and family-related support, available to both workers and their families.
- **Health and Wellness Programs:** We promote health and wellness initiatives that include health screenings, wellness workshops, vaccination campaigns, fitness programs and seminars on nutrition and mental well-being. These programs aim to prevent chronic illnesses, improve lifestyle choices and enhance overall worker health.
- **Access to local clinics and healthcare providers:** Workers are provided access to a network of healthcare providers and clinics for non-occupational medical needs, often at discounted rates. Keong Hong partners with local hospitals and clinics to ensure comprehensive care for workers outside of the workplace.
- **Health Education and Preventive Care:** We offer health education initiatives focused on the prevention of common illnesses, mental health awareness and lifestyle diseases. These programs help workers maintain their health and prevent non-occupational health issues.
- **Flexible Work Arrangements:** In cases of illness or medical treatment, we may offer flexible work arrangements or temporary adjustments to duties, allowing workers to continue working while managing their recovery.

In addition, we actively promote health-conscious habits through voluntary health initiatives, such as fruit distribution days to encourage healthy eating and on-site health screenings at project sites for early detection of potential health issues.

# HEALTH AND SAFETY

## PROMOTING PUBLIC SAFETY & SECURITY

The SGSecure initiative has fostered a strong community mindset that encourages employees to stay vigilant and actively observe their surroundings, particularly after attending SGSecure briefings. This awareness empowers employees within the building to notice and report any suspicious activities in their neighbourhoods or public spaces.

By taking on this collective responsibility, employees contribute to enhancing public safety and security throughout Singapore. To recognise their efforts, Singapore rewards individuals who assist the police and actively maintain safety within public premises. These contributions not only strengthen community bonds but also help create a safer environment for everyone.



# HEALTH AND SAFETY

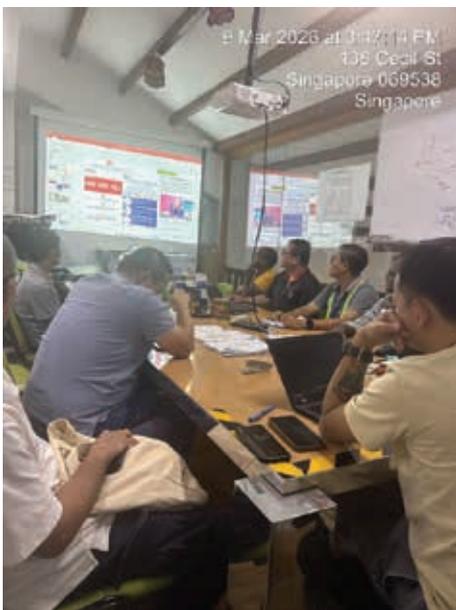
**SG Secure Briefing**

### What is SGSecure@Workplaces

The threat of terrorism to Singapore is constantly evolving. Businesses, being the key driver of Singapore's economy, need to be prepared and stay resilient in the face of terror attacks. As a member of the workforce, you play a key role in raising workplace awareness on the possibility of terror attacks, as well as increasing preparedness levels.

SGSecure@Workplaces aims to strengthen the vigilance and resilience of workplaces to withstand terror attacks, and other situations that may adversely affect the harmonious working relationships at our workplaces.

<https://www.youtube.com/watch?v=2H20gObdoCc>



## INJURIES AND INCIDENTS

The Group conducts hazard identification across construction sites in line with ISO 45001 management system requirements. Employees working on-site, including those conducting site visits and inspections, are exposed to risks such as slips, trips and falls, falls from heights, and hazards when lifting equipment. All visitors to construction sites are required to undergo a safety induction and must be escorted at all times to ensure their safety and awareness of potential site hazards

In FY2025, there was one workplace fatality involving our employee. We have reviewed and strengthened how our safety protocols and procedures are implemented. Further, we have offered support to the employee's family.

## HEALTH AND SAFETY

Further, there were 11 recordable work-related injuries, which included slip, trip and fall injuries. These incidents highlight the importance of continually reinforcing safety measures and maintaining vigilance to prevent future accidents. Five of the recordable work-related injuries in FY2025 involved our employees, while the other six involved sub-contractor workers.

Work related Injuries (Employees)	Number of occurrences		Rate (Per 200,000 hours worked)		Total Hours Worked	Total Hours Worked
	FY2025	FY2024	FY2025	FY2024	FY2025	FY2024
Fatalities as a result of work-related injury	1	0	0.0024	0	2,460,516	3,701,907
High-consequence work-related injuries (excluding fatalities)	0	0	0	0		
Recordable work-related injuries	4	1	0.0097	0.05		

Work related Injuries (Sub-contractors)	Number of occurrences		Rate (Per 200,000 hours worked)		Total Hours Worked	Total Hours Worked
	FY2025	FY2024	FY2025	FY2024	FY2025	FY2024
Fatalities as a result of work-related injury	0	0	0	0	5,741,196	3,331,716
High-consequence work-related injuries (excluding fatalities)	0	0	0	0		
Recordable work-related injuries	6	2	0.0146	0.12		

The Group engages sub-contractors to perform trade activities, such as tiling, plastering, electrical wiring, air conditioning installation, and lift installation. Workers from these sub-contractors receive safety induction training before project commencement and are expected to always comply with the workplace health and safety policies of Keong Hong. While these sub-contractor workers can choose to visit Keong Hong's panel clinics or live in the Closed Temporary Quarters at sites, the sub-contractors are responsible for the work permits, insurance and medical expenses, and accommodation for their workers.

In FY2025, an average of 80 sub-contractors' workers<sup>6</sup> worked at our construction sites compared to 40 in FY2024.

Our safety performance in FY2025 is in line with our aim of meeting the following Occupational Health and Safety Objectives:

- Maintain formal certification of our ISO 45001:2018 safety management system and bizSafe Star
- To prevent the recurrence of fatalities
- Zero MOM demerit points
- Strive for zero reportable accident
- Zero reportable occupational diseases at workplace
- Conduct at least one SGSecure briefing at workplace

To minimise the risk of incidents and diseases, high-risk areas will be identified, particularly around water bodies and food waste, which attract pests such as mosquitoes, flies, and rodents. We have implemented targeted preventive measures, including the construction of surface and subsoil drainage systems to control mosquito breeding at water bodies. In line with legal requirements, we engage NEA-approved licensed contractors for routine food waste disposal. To further address these concerns, a licensed pest control operator is engaged for vector control measures, ensuring a pest-free, cleaner, and safer environment for all.

<sup>6</sup> Based on number of sub-contractors who have worked at the sites, regardless of the number of hours worked at sites.

# HEALTH AND SAFETY

The Group monitors the noise levels of all projects to ensure that permissible limits are not exceeded, using approved real-time sound level meters to protect the well-being of the public. Additionally, dust monitoring and control measures are implemented to ensure our employees are operating in a safe environment. Should asbestos be detected, we engage external approved contractors to assess and remove the asbestos, further safeguarding the health and safety of employees and the surrounding community.

We are also cognisant of the noise impact and disruptions that construction activities might bring to the surrounding community. Therefore, we have established robust procedures to notify neighbours of upcoming construction work. These procedures include sending letters to neighbouring residents and tenants to keep them informed about any upcoming activities, particularly those involving noisy work, ensuring transparency and minimising disruptions to the community.

The construction industry is commonly associated with both physical injury risks, as well as workplace-related ill health due to health hazards. The Group has identified the relevant hazards that pose a health risk to workers and has established robust safeguards to minimise these risks. The relevant hazards identified include acute and chronic illnesses, such as noise-induced deafness, asbestosis, musculoskeletal disorders of the upper limb, occupational asthma, occupational skin diseases and Tuberculosis. Our safeguards include but are not limited to, issuing appropriate Personal Protective Equipment, having breaks or intervals between work, and hearing tests for workers.

There were zero cases of recordable work-related ill health, as well as zero fatalities as a result of work-related ill health for employees and non-employees in FY2025.

## CUSTOMER SAFETY

Keong Hong takes great pride in the quality of all its construction projects. We recognise that the quality of our work not only reflects our commitment to excellence, but also directly impacts the health and safety of our customers. To ensure these highest standards, we ensure only competent subcontractors and staff are hired to carry out their duties, including risk assessment to mitigate risks. All relevant information relating to Design for Safety ("DfS"), maintenance, and operation manuals are made available to customers.

100% of construction projects were assessed for the quality. There were 10 safety non-compliance in FY2025 involving poor awareness and misuse of PPE.

## HEALTH AND SAFETY TARGETS

Segment	Annual Target	Performance in FY2025	Status in FY2025	Status in FY2024
<b>Building and Construction</b>	Workplace Injury Rate below 344 per project per year  Further information on Workplace Injury Rate can be found below this table	Keong Hong's Workplace Injury Rate was 1.61, below the national average	Met	Met
<b>Group-level</b>	Zero workplace fatalities	In FY2025, there was one workplace fatalities.	Not Met	Met
	Zero reportable occupational diseases at workplace	In FY2025, there were zero reportable occupational diseases at workplace.	Met	Met
	Conduct at least 1 SGSecure briefing at workplace for local projects <sup>∞</sup>	At least 1 SGSecure briefings have been conducted at workplace for all projects.	Met	Met
	Maintain ISO 45001 Occupational Health and Safety Management Systems	ISO 45001 Occupational Health and Safety Management Systems was maintained in FY2025.	Met	Met

Based on the national Workplace Safety and Health (WSH) report for 1H 2025, the overall Rate (WIR) is 303, while the construction sector recorded a WIR of 28.2.

# HEALTH AND SAFETY

When compared to previous years:

In 2023, the overall was 472, with the construction sector at WIR 28.5 (major injuries).

In 2024, the overall improved to 389, while the construction sector recorded WIR 27.3 (major injuries).

This shows a declining trend in overall incident rates over the years, while the construction sector has remained relatively stable with slight improvement. Data for 2H 2025 is not yet available, and therefore a full-year comparison cannot be made at this time.

The company's WIR is 1.61, which is significantly lower than the construction sector benchmark of 28.2. Therefore, the company has met its safety objectives and targets, demonstrating strong safety performance relative to industry standards.

(Reference to MOM WSH National Statistic Report)

## ANNEX B

### STATISTICAL TABLES

Table 2: Rate of total workplace injuries by Industry, 2024 - 2025

Industry	Total Workplace Injury Rate (Excluding PWs) (per 100,000 workers)			
	2024	2025	2024 [N]	2025 [N]
<b>All Industries</b>	<b>327</b>	<b>321</b>	<b>601</b>	<b>608</b>
Construction	389	345	523	456
Manufacturing	542	521	857	847
Marine	423	320	650	556
Transportation & Storage	341	358	594	643
Accommodation & Food Services	530	525	1,130	1,092
Administrative & Support Services	347	336	603	610
Health & Social Services	560	610	1,678	1,896
Professional, Scientific & Technical Activities	136	155	277	305
Real Estate Services	310	315	515	582
Wholesale & Retail Trade	166	166	299	308
Others	191	185	359	353

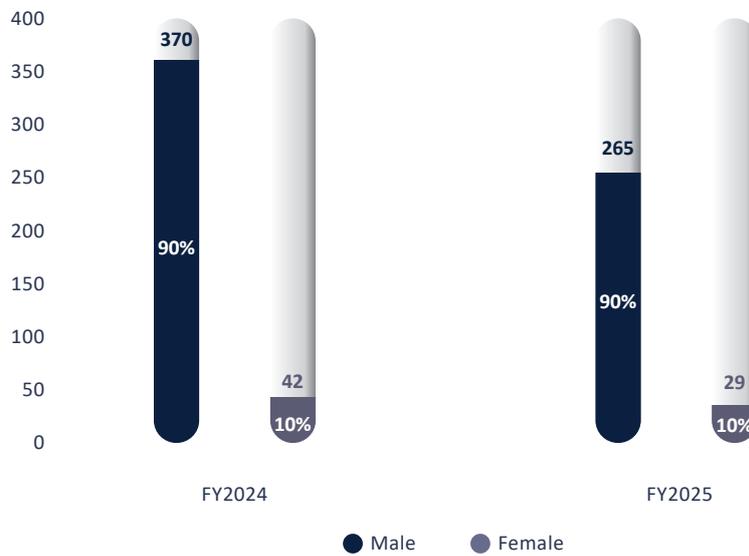
# OUR PEOPLE

Keong Hong values diversity and our employees come from diverse backgrounds and experiences. This inclusive diversity drives innovation and increases productivity and competitive advantages in our organisation. We endeavour to maintain a fair workplace for all our staffs and workers. We offer training opportunities for staff development through continuous learning and skills enhancement. We strive to provide adequate welfare standards for all our employees.

## EMPLOYEE DIVERSITY

We value the wealth of experience and knowledge from our senior staff as well as the enthusiasm and adaptability of the younger staff. We had a total strength of 294 employees as of 30 September 2025. All our employees are full-time employees<sup>7</sup>. We have a diversified workforce consisting of employees coming from different countries such as the Philippines, China, Thailand, Malaysia, Myanmar, Bangladesh, Sri Lanka, and India. As of FY2025, the breakdown of our employees are as follows.

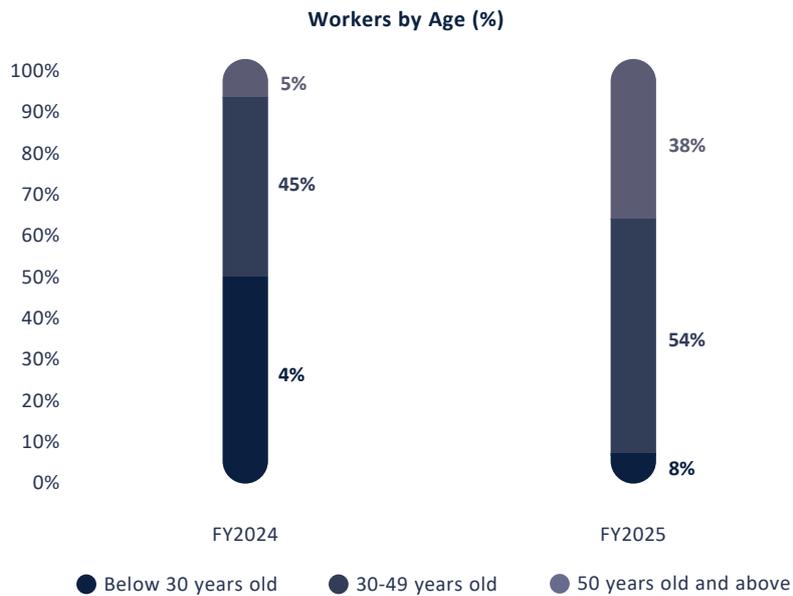
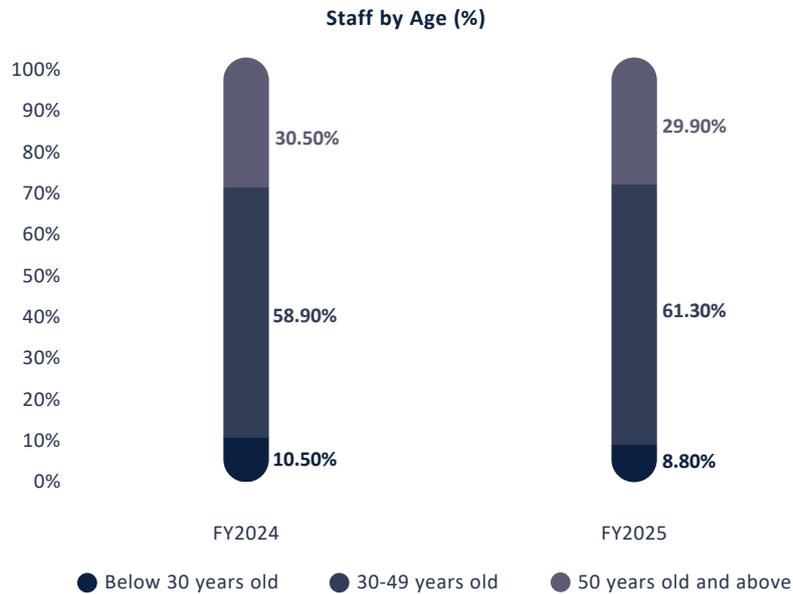
Our Workforce (Gender)



	FY2024		FY2025	
	Male	Female	Male	Female
Staff	148	42	108	29
Worker	222	0	157	0

<sup>7</sup> Our employees comprise of 'staff' and 'workers'. 'Staff' refers to employees on a monthly-paid basis while 'workers' refer to employees on a daily-rated basis.

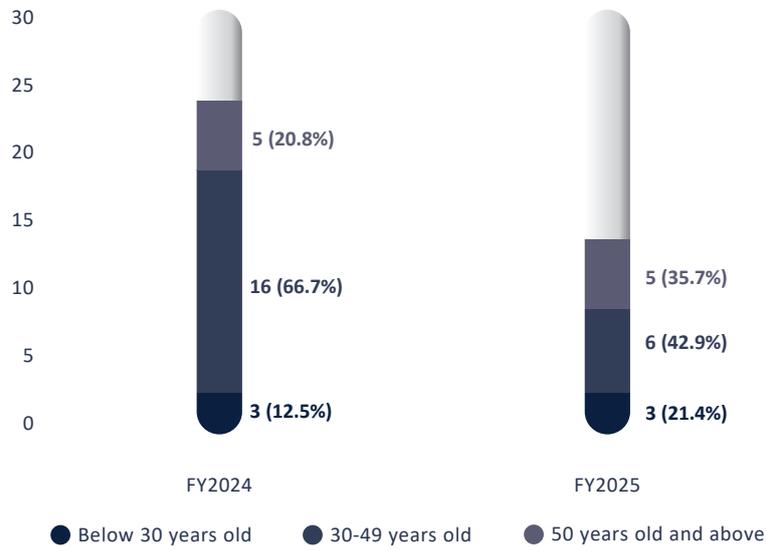
## OUR PEOPLE



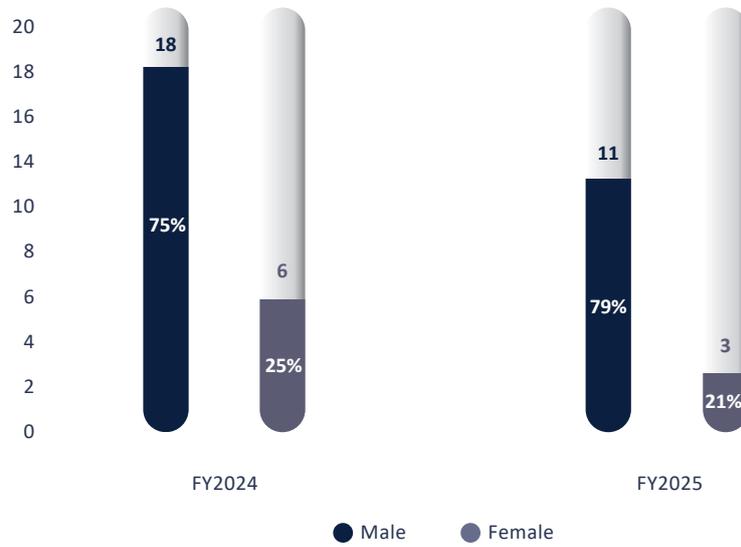
In FY2025, we had a total of 14 new hires. Our new hire rate was 4.76% compared to 5.83% in FY2024. The Group's attrition rate was 32.04% compared to 33.74% in FY2024. The increase in attrition rate was due to Grand Hyatt Hotel Singapore awaiting its final TOP and the National Skin Centre has obtaining its TOP in FY2025. Additionally, Solitaire on Cecil and Tengah Plantation Contract 5 projects are still in the early structural phase. Hence, it led to a natural reduction in staffing requirements and contributed to higher turnover this year.

# OUR PEOPLE

New Hires (by Age)



New Hires (by Gender)

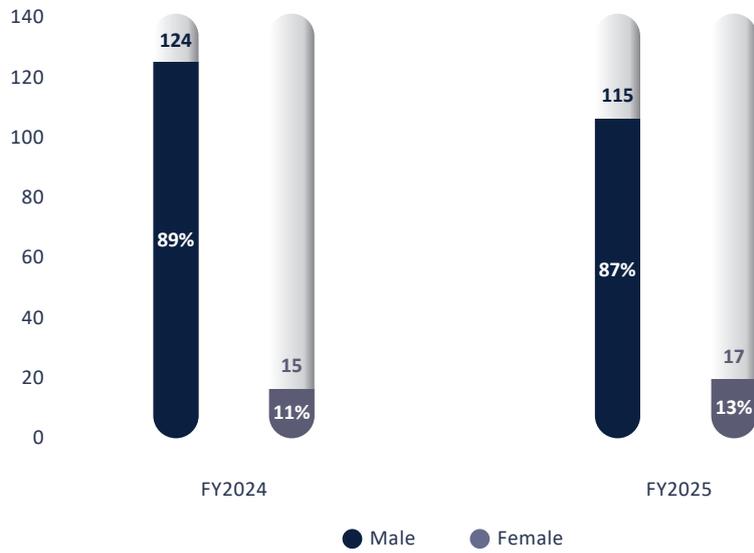


# OUR PEOPLE

Employee Turnover (by Age)



Employee Turnover (by Gender)



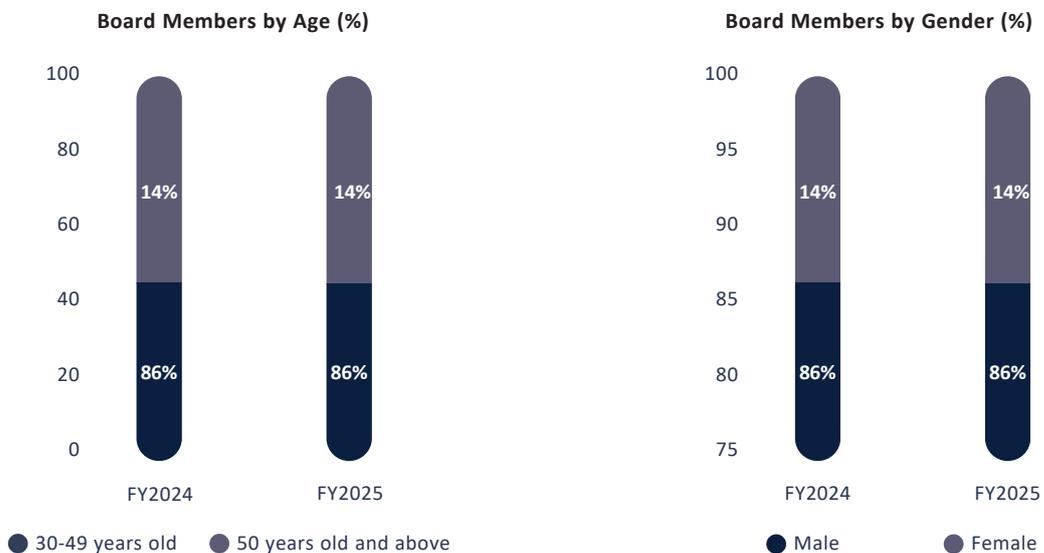
# OUR PEOPLE

We highly value employee satisfaction and appreciation, and we honour our appreciation to long-serving employees with annual long service awards. Embracing diversity and fostering inclusivity, we are proud to employ workers with nationalities from eight other countries

	FY2024		FY2025	
	Staff	Worker	Staff	Worker
0-5 years	105	177	65	103
6-9 years	11	5	10	15
10-14 years	33	30	20	26
15-19 years	22	10	26	13
>20 years	19	0	16	0

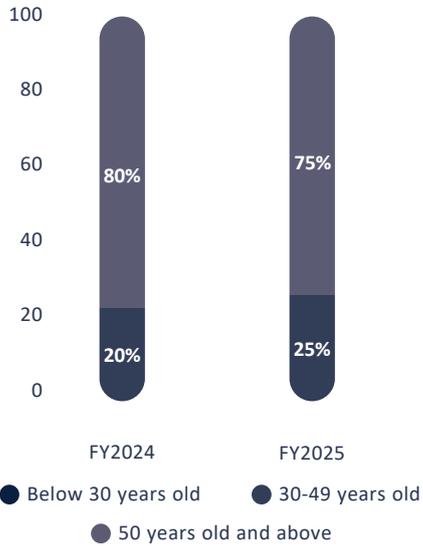
As a Group, we are dedicated to maintaining diversity among our Board Members. Guided by our “Board Policy”, we strive to achieve a diverse Board in terms of experience, age, skillsets, knowledge, industry discipline, age, gender, tenure of service, culture and ethnicity on the Board. We believe that embracing diversity supports the attainment of our strategic objectives and sustainable development of the Group.

In FY2025, six of our board directors were male and one was female, with four Independent directors. Our senior management comprised four male members.

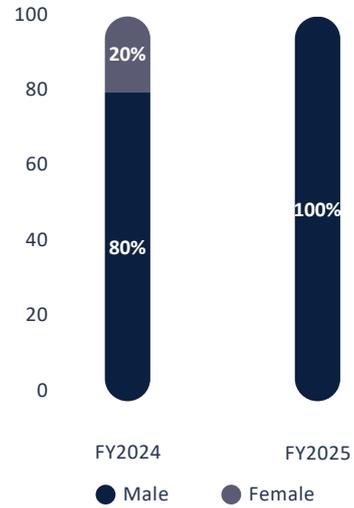


# OUR PEOPLE

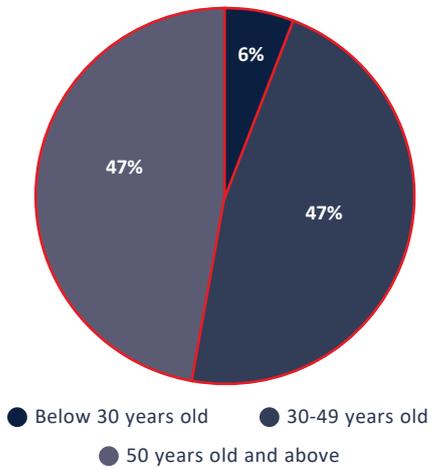
### Senior Management by Age (%)



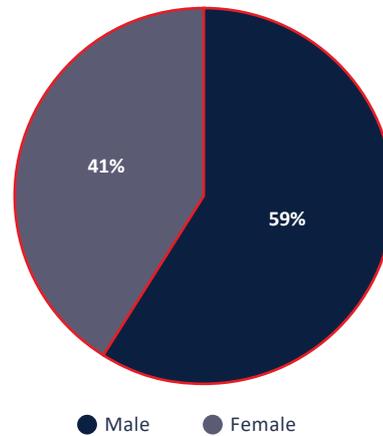
### Senior Management by Gender (%)



### Middle Management by Age (%)

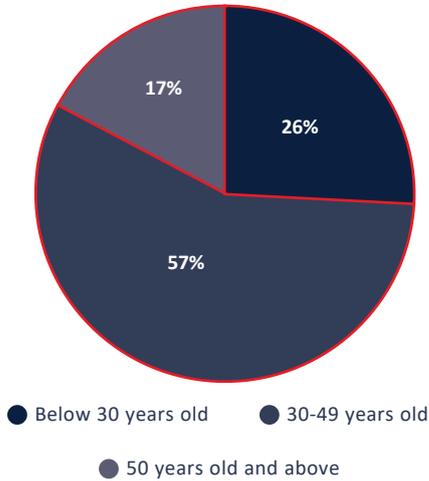


### Middle Management by Gender (%)

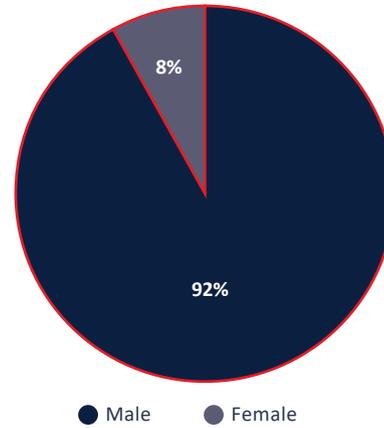


# OUR PEOPLE

Other Employee Grades by Age (%)



Other Employee Grades by Gender (%)



We also recognise the contributions of all employees equally and fairly by providing meaningful employee feedback and appraisals. We conduct performance appraisals for all our staff twice a year. In addition, we abide by fair employment practices, by providing equal remuneration and equal opportunities regardless of gender. As such, there were no incidents of discrimination in our organisation.

## EMPLOYEE BENEFITS

At Keong Hong, we prioritise the welfare of our staff and workers by entitling them to a range of benefits. This includes healthcare, insurance and parental leave where eligible, as we believe in a comprehensive welfare system for our employees. Long-service employees are rewarded with increases in annual paid leave, while all employees receive medical benefits, dental claims and fully paid Executive Health Screenings.

Every female employee is entitled up to a maximum of 16 weeks of paid maternity leave while male employees are entitled up to four weeks of paid paternity leave of Government-paid Maternity Leave, with subject to the wife's agreement. Employee's entitlement to childcare leave is in accordance with the Children Development Co-Savings Act. Adoptive parents are entitled to 12 weeks of paid adoption leave to care for their adopted infants. Additionally, parents with children who are non-Singaporean at birth and under seven years of age are entitled to two days of childcare leave.

There were 27 employees eligible for parental leave<sup>8</sup> and 27 employees took the leave in FY2025. All employees who took parental leave in FY2025 returned to work after parental leave ended and employees who returned from parental leave in FY2024 were still employed 12 months or longer after their return. As such, our return-to-work rate and retention rate stood at 100%.

To help promote a clean and healthy living environment for our workers, our HR executive carries out weekly inspections of workers' living quarters to ensure that they are well-maintained.

<sup>8</sup> Leave granted to men and women employees on the grounds of the birth of a child such as maternity leave, paternity leave and childcare leave.

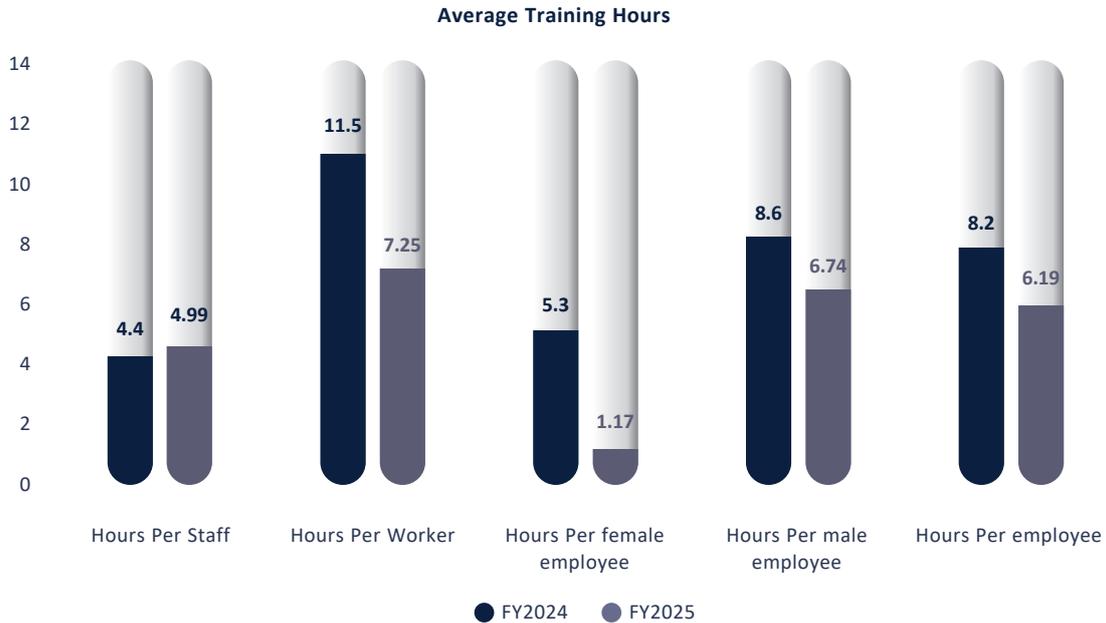
# OUR PEOPLE

## TRAINING AND CAREER DEVELOPMENT

<b>1,821</b> hours of employee training	
<b>4.99</b> hours of training per staff	<b>7.25</b> hours of training per worker
<b>1.17</b> hours of training per female employee	<b>6.74</b> hours of training per male employee
<b>6.19</b> hours of training per employee	

Keong Hong is committed to enhancing our workforce through various training programs. This training programmes are expected to upgrade our workforce and ensure that our staff and workers are equipped with sufficiently high standard of knowledge, skills, abilities and motivation to meet our present and future objectives and challenges.

In FY2025, our total training amounted to 1,821 hours compared to the 3,394 hours last year.



Average Training Hours for Staff, per Employee Category		
Employee Category	Average hours	
	FY2024	FY2025
Senior Management	0.6	0.38
Middle Management	9.8	0.79
Other Staff	8.3	6.62

# OUR PEOPLE

## SOCIAL TARGETS

Segment	Annual Target	Performance in FY2025	Status in FY2025	Status in FY2024
Group level	To achieve at least 7 hours of training per employee	Employees have received an average of 6.19 hours of training.	Not Met	Met
Building and Construction	Productivity rate of <ul style="list-style-type: none"> <li>- 0.39 m<sup>2</sup>/manday for Residential,</li> <li>- 0.4 m<sup>2</sup>/manday for Commercial,</li> <li>- 0.41 m<sup>2</sup>/manday for Institutional projects</li> </ul>	National Skin Centre achieved a high productivity rate of 0.62m <sup>2</sup> /manday due to extensive use of advanced precast.	Met	Not applicable

# SUPPLY CHAIN MANAGEMENT

We acknowledge that the impacts of our operations extend beyond our immediate scope. We strive to evaluate our supply chain based on social and environmental criteria, ensuring that our suppliers align with and uphold all required criteria. To this end, we aim not only to meet our internal standards, but also to contribute positively to broader social and environmental considerations associated with our supply chain activities.

## SUPPLIER MANAGEMENT

### Building and Construction

At Keong Hong, we take pride in our efforts to ensure that 100% of our major suppliers and subcontractors are selected based on high quality and environmentally friendly practices. Before awarding contracts, we thoroughly evaluate our suppliers and subcontractors based on their track record, workmanship, ISO certifications, whether they are GGBS certified, as well as safety performance. We choose those with satisfactory scores, and for some who are relatively new and failed the supplier assessment, we will monitor their site performance to ensure accountability and quality assurance.

Throughout the contract term, we consistently assess suppliers based on their compliance with material specifications/standards, response to replacement of defective material/emergency, and their Green and Gracious practices. As for subcontractors, we assess their technical capability, safe performance, and Green and Gracious practices. These continuous assessments show our commitment to maintaining the quality and sustainability of our operations.

In addition, subcontractors and external service providers procure materials and services for our contracts and project activities, while we execute purchase control to ensure that they meet the needs of our project requirements during procurement. We go the extra mile in supplier management to ensure quality, accountability and sustainability in our supply chain.

In FY2025, we assessed 38 suppliers based on environmental criteria. 15 suppliers were identified with potential impacts, primarily related to the operational practices that affected surrounding communities.

All our major suppliers are evaluated for social impacts as we mandate that our contractors and sub-constructors comply with labour regulations in Singapore. In FY2025, we assessed 30 suppliers for social compliance. Among 4 suppliers that were identified as having performance issues.

## SUPPLY CHAIN TARGETS

Segment	Annual Targets	Performance in FY2025	Status in FY2025	Status in FY2024
Group Level	100% of all new significant long-term suppliers <sup>9</sup> screened using environmental criteria	All new significant long-term suppliers were screened using environmental criteria	Met	Met
	100% of all new significant long-term suppliers <sup>11</sup> screened using social criteria	All new significant long-term suppliers were screened using social criteria	Met	Met

## OUR COMMUNITY

Since our inception, the Group has recognised the importance of giving back to our community as an ongoing commitment, with a significant part of our efforts aimed at making a difference in society. The Group achieves this aim by empowering local communities where we operate and seeking opportunities to maximise our social impact.

### MARKET PRESENCE

Keong Hong has adopted various practices to ensure that our operations contribute to the local economy and businesses. We endeavour to create more business opportunities for local suppliers by making a conscientious effort to procure from local suppliers directly, such as consumables, fire-fighting and medical equipment. In this regard, 100% of Keong Hong's major suppliers<sup>10</sup> are from Singapore.

### CORPORATE SOCIAL RESPONSIBILITY

Keong Hong is committed to making a positive impact on the communities in which we operate, reflecting our values as a socially responsible corporation. We actively participate in charitable initiatives, including supporting community groups, sponsoring fundraising activities, and contributing to local causes. Through these efforts, we aim to provide meaningful assistance to those in need and promote social well-being.

Beyond philanthropy, Keong Hong is dedicated to sustainable practices in our operations. We integrate environmental, safety, and health considerations into our projects to minimise our ecological footprint while promoting the safety and well-being of our employees and stakeholders. By fostering a culture of responsibility, collaboration, and sustainability, we ensure that our business growth goes hand-in-hand with positive social and environmental outcomes.



<sup>10</sup> These refer to suppliers incorporated in Singapore with annual purchase of more than \$25,000.

## SGX-ST SIX PRIMARY COMPONENTS INDEX

S/N	Primary Component	Section Reference
1	Material Topics	<ul style="list-style-type: none"> <li>Materiality Assessment</li> </ul>
2	Climate-related disclosures consistent with the TCFD recommendations	<ul style="list-style-type: none"> <li>Climate-related Disclosures</li> </ul>
3	Policies, Practices and Performance	<ul style="list-style-type: none"> <li>Respective focus area</li> </ul>
4	Board Statement	<ul style="list-style-type: none"> <li>Sustainability Governance and Board Statement</li> </ul>
5	Targets	<ul style="list-style-type: none"> <li>Governance and Ethics</li> <li>Quality and Innovation</li> <li>Our Environment</li> <li>Health and Safety</li> <li>Our People</li> <li>Supply Chain Management</li> </ul>
6	Framework	<ul style="list-style-type: none"> <li>About This Report</li> </ul>

# GRI CONTENT INDEX

Statement of use	Keong Hong Holdings Limited has reported with reference to the GRI Standards for the period from 1 October 2023 to 31 September 2025				
GRI 1 used	GRI 1: Foundation 2021				
GRI Standard	Disclosure	Location	Requirement(s) Omitted	Omission Reason	Explanation
<b>GRI 2: General Disclosures 2021</b>	2-1 Organisational details	Organisation Profile			
	2-2 Entities included in the organisation's sustainability reporting	About This Report			
	2-3 Reporting period, frequency and contact point	About This Report			
	2-4 Restatements of information	About This Report			
	2-5 External Assurance	About This Report			
	2-6 Activities, value chain and other business relationships	Organisation Profile, Annual Report pages 12-15, 95, 98			
	2-7 Employees	Our People			
	2-8 Workers who are not employees	Health and Safety			
	2-9 Governance structure and composition	Governance and Ethics			
	2-10 Nomination and selection of the highest governance body	Annual Report pages 32			
	2-11 Chair of the highest governance body	Annual Report page 30			
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance and Ethics			
	2-13 Delegation of responsibility for managing impacts	Governance and Ethics			
	2-14 Role of the highest governance body in sustainability reporting	Governance and Ethics			
	2-15 Conflicts of interest	Annual Report pages 24			
	2-16 Communication of critical concerns	Governance and Ethics • Whistle-blowing Policy			
	2-17 Collective knowledge of the highest governance body	Annual Report pages 28, 29			
	2-18 Evaluation of the performance of the highest governance body	Annual Report pages 35			
	2-19 Remuneration policies	Annual Report pages 36			
	2-20 Process to determine remuneration	Annual Report pages 36			

## GRI CONTENT INDEX

GRI Standard	Disclosure	Location	Requirement(s) Omitted		Omission	
			Reason	Explanation		
	2-21 Annual total compensation ratio	–		Confidentiality constraints	Intense competition for talent in the construction industry	
	2-22 Statement on sustainable development strategy	Message from the Board				
	2-23 Policy commitments	Respective ESG material topic				
	2-24 Embedding policy commitments	Respective ESG material topic				
	2-25 Processes to remediate negative impacts	Governance and Ethics • Whistle-blowing Policy				
	2-26 Mechanisms for seeking advice and raising concerns	Governance and Ethics • Whistle-blowing Policy				
	2-27 Compliance with laws and regulations	Governance and Ethics				
	2-28 Membership associations	Organisation Profile				
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Materiality Assessment				
	2-30 Collective bargaining agreements	–		Not applicable	Keong Hong does not have any collective agreements with the employees.	
<b>Material Topics</b>						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Stakeholder Engagement and Materiality Assessment				
	3-2 List of material topics	Stakeholder Engagement and Materiality Assessment				
<b>Governance and Ethics</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance and Ethics				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Governance and Ethics • Ethics and Integrity				
	205-2 Communication and training on anti-corruption policies and procedures	Governance and Ethics • Ethics and Integrity				
	205-3 Confirmed incidents of corruption and actions taken	Governance and Ethics • Ethics and Integrity				

# GRI CONTENT INDEX

GRI Standard	Disclosure	Location	Requirement(s) Omitted		Omission	
			Reason	Explanation	Reason	Explanation
GRI 207: Tax 2019	207-1 Approach to tax	Governance and Ethics • Tax				
	207-2 Tax governance, control, and risk management	Governance and Ethics • Tax				
	207-3 Stakeholder engagement and management of concerns related to tax	Governance and Ethics • Tax				
	207-4 Country-by-country reporting	–	Confidentiality Constraints	Confidential information – no disclosure		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance and Ethics • Protecting Customer Privacy and Data				
<b>Quality and Innovation</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Quality and Innovation				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	–	Not applicable	No infrastructure investments outside of own business operations.		
	203-2 Significant indirect economic impacts	Quality and Innovation • Technology Adoption				
<b>Our Environment</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Environment				
GRI 301: Materials 2019	301-1 Materials used by weight or volume		Information unavailable	Keong Hong has not collected data on material used yet, will be available in subsequent years.		
	301-2 Recycled input materials used		Information unavailable	Keong Hong has not collected data on material used yet, will be available in subsequent years.		
	301-3 Reclaimed products and their packaging materials	–	Not applicable	Keong Hong does not have reclaimed products and packaging materials.		

## GRI CONTENT INDEX

GRI Standard	Disclosure	Location	Requirement(s) Omitted	Omission	
				Reason	Explanation
GRI 302: Energy 2019	302-1 Energy consumption within the organisation	Our Environment • Energy and Emissions			
	302-2 Energy consumption outside of the organisation	–		Information unavailable	Keong Hong has not collected data on its other indirect (Scope 3) GHG emissions yet, will be available in FY2026.
	302-3 Energy intensity	Our Environment • Energy and Emissions			
	302-4 Reduction of energy consumption	Our Environment • Energy and Emissions			
	302-5 Reductions in energy requirements of products and services	Our Environment • Energy and Emissions			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Our Environment • Water and Effluents			
	303-2 Management of water discharge related impacts	Our Environment • Water and Effluents			
	303-3 Water withdrawal	–		Information unavailable	Based on our estimation, total water withdrawal is deemed same as the water consumption, hence we did not collect relevant data.
	303-4 Water discharge	–		Information unavailable	Based on our estimation, water discharge is insignificant and we did not collect relevant data in FY2025.
	303-5 Water consumption	Our Environment • Water and Effluents			

# GRI CONTENT INDEX

GRI Standard	Disclosure	Location	Requirement(s) Omitted	Omission	
				Reason	Explanation
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	Our Environment • Protecting Biodiversity			
	304-2 Significant impacts of activities, products, and services on biodiversity	Our Environment • Protecting Biodiversity			
	304-3 Habitats protected or restored	Our Environment • Protecting Biodiversity			
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Our Environment • Protecting Biodiversity			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Our Environment • Energy and Emissions			
	305-2 Energy indirect (Scope 2) GHG emissions	Our Environment • Energy and Emissions			
	305-3 Other indirect (Scope 3) GHG emissions	–		Information unavailable	We have not collected data on its other indirect (Scope 3) GHG emissions yet.
	305-4 GHG emissions intensity	Our Environment • Energy and Emissions			
	305-5 Reduction of GHG emissions	Our Environment • Energy and Emissions			
	305-6 Emissions of ozone-depleting substances (ODS)	–		Not applicable	We do not emit these emissions through our products and services.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	–		Not applicable	We do not emit these emissions through our products and services.

## GRI CONTENT INDEX

GRI Standard	Disclosure	Location	Requirement(s) Omitted		Omission	
			Reason	Explanation		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Our Environment • Waste management				
	306-2 Management of significant waste related impacts	Our Environment • Waste management				
	306-3 Waste generated	Our Environment • Waste management	b	b. Not applicable	There is no handling of hazardous substances for our construction activities.	
	306-5 Waste directed to disposal	Our Environment • Waste management	b	b. Not applicable	There is no handling of hazardous substances for our construction activities.	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Our Environment • Noise and Vector Management				
	413-2 Operations with significant actual and potential negative impacts on local communities	Our Environment • Noise and Vector Management				
<b>Health and Safety</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Health and Safety				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and Safety • Occupational Health and Safety				
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety • Occupational Health and Safety				
	403-3 Occupational health services	Health and Safety • Occupational Health and Safety				
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and Safety • Occupational Health and Safety				
	403-5 Worker training on occupational health and safety	Health and Safety • Occupational Health and Safety				

# GRI CONTENT INDEX

GRI Standard	Disclosure	Location	Requirement(s) Omitted		Omission		
			Reason	Explanation			
GRI 416: Customer Health and Safety 2016	403-6 Promotion of worker health	Health and Safety • Occupational Health and Safety					
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety • Occupational Health and Safety					
	403-8 Workers covered by an occupational health and safety management system	Health and Safety • Injuries and Incidents					
	403-9 Work-related injuries	Health and Safety • Injuries and Incidents					
	403-10 Work-related ill health	Health and Safety • Injuries and Incidents					
	416-1 Assessment of the health and safety impacts of product and service categories	Health and Safety • Customer Safety					
	416-2 Incidents of non-compliance concerning health and safety impacts of products and services	Health and Safety • Customer Safety					
	<b>Our People</b>						
	GRI 3: Material Topics 2021	3-3 Management of material topics	Our People				
	GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Our People • Employee Diversity				
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		Our People • Employee Diversity					
401-3 Parental leave		Our People • Employee Benefits					
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Our People • Training and Career Development					
	404-2 Programs for upgrading employee skills and transition assistance programs	Our People • Training and Career Development	b	Not applicable	Keong Hong does not provide any transition assistance programs.		
	404-3 Percentage of employees receiving regular performance and career development reviews	Our People • Training and Career Development					

## GRI CONTENT INDEX

GRI Standard	Disclosure	Location	Requirement(s) Omitted		Omission	
			Reason	Explanation		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Our People • Employee Diversity				
	405-2 Ratio of basic salary and remuneration of women to men	–	Confidentiality constraints	Due to intense competition in construction industry, ratio for bonus is not disclosed.		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Our People • Employee Diversity				
<b>Supply Chain Management</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply Chain Management				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management • Supplier Management				
	308-2 Negative environmental impacts in the supply chain and actions taken	Supply Chain Management • Supplier Management				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supply Chain Management • Supplier Management				
	414-2 Negative social impacts in the supply chain and actions taken	Supply Chain Management • Supplier Management				
<b>Our Community</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics					
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Annual Report pages 4-7, 12-15				
	201-2 Financial implications and other risks and opportunities due to climate change	–	Information unavailable	We will disclose in subsequent years.		
	201-3 Defined benefit plan obligations and other retirement plans	–	Not applicable	Not Applicable to Keong Hong's operations in Singapore as pension schemes are not implemented.		
	201-4 Financial assistance received from government	Annual Report pg 88				

# GRI CONTENT INDEX

GRI Standard	Disclosure	Location	Requirement(s) Omitted		Omission	
			Reason	Explanation		
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	–	Not applicable	We operate in Singapore which does not have minimum wage system in place.		
	202-2 Proportion of senior management hired from the local community	–	Not applicable	Not applicable to our operations mainly in Singapore.		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	–	Not applicable	We do not have infrastructure investments outside of own business operations.		
	203-2 Significant indirect economic impacts	Quality and Innovation • Technology Adoption				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Our Community • Market Presence				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Our Community • Corporate Social Responsibility				
	413-2 Operations with significant actual and potential negative impacts on local communities	Our Community • Corporate Social Responsibility				