



BBR HOLDINGS (S) LTD

FORWARD LOOKING BUILDING NEW HORIZONS



SUSTAINABILITY
REPORT 2025





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1 BOARD STATEMENT

On behalf of the Board, I am pleased to present our Sustainability Report for BBR Holdings (S) Ltd (“BBR”) and its subsidiaries (the “Group”) for the financial year ended 31 December 2025 (“FY2025”). This report highlights our continued commitment to sustainability and summarises our achievements over the past 12 months.

Our ongoing ability to manage Environmental, Social and Governance (“ESG”) risks and being mindful of our responsibilities towards all stakeholders have contributed to the Group’s continued success. Amid ongoing economic and geopolitical uncertainties, we recognise the need to strengthen organisational resilience, invest in new and green technologies for the built sector, motivate our people, and contribute to the local communities where we operate. We endeavour to embed sustainability in all aspects of our operations and our engagements with suppliers, partners and stakeholders.

We are delighted that BBR was recognised as a Joint Winner of the prestigious Singapore Corporate Sustainability Award in the Small Cap category at the Securities Investors Association (Singapore) (“SIAS”) Investors’ Choice Awards 2025, a testament to our commitment to ESG excellence.

FY2025 marks an important milestone in our sustainability reporting journey as we have started to include the Accommodation Solutions business segment within the sustainability reporting scope. While this has resulted in a higher Energy Intensity and Greenhouse Gas (“GHG”) Emissions Intensity compared to FY2024, we are committed to reporting transparently on the full environmental footprint and identifying opportunities to improve the energy efficiency of our expanded operations.

We have continued efforts to develop a diverse, well-trained and safety-first workforce. We have supported worthy community causes, such as organising the BBR Food Drive 2025 to donate food items for underprivileged households and the BBR Blood Donation Drive 2025 to support local patients. In terms of governance, we updated the Enterprise Risk Management (“ERM”) framework as well as refreshed the top enterprise risks and treatment plans for the associated risks.

Corporate sustainability is a continual journey, and we remain committed to strengthening BBR’s sustainability practices for the benefit of the organisation and the wider society. We would like to thank all stakeholders for their continued support. Moving forward, we will continue to work together with our colleagues, partners and stakeholders to forge a prosperous and sustainable future for the business and the wider community.

Lim Boon Cheng
Independent Non-Executive Chairman

2 KEY INDICATORS AND TARGETS

The table below presents our FY2023 to FY2025 performance on key sustainability indicators and the targets for FY2026. The annual targets for FY2026 will serve as baseline targets for the short-term (within next 5 years), medium-term (5-10 years) and long-term (beyond 10 years), unless indicated otherwise in the report.

The previously reported paper consumption indicator has been discontinued for FY2025 onwards after a review of corporate indicators and targets that considered impact on business operations, stakeholders' information needs and market reporting practices.

Analysis of the indicators, including the reasons contributing to FY2025's performance, is reported in subsequent sections of this report.

Indicators	FY2023 Performance	FY2024 Performance	FY2025 Performance	FY2025 Targets	FY2026 Targets
Environment¹					
Energy Intensity	606.6 GJ / SGD million	283.1 GJ / SGD million	413.1 GJ / SGD million	1-3% lower than FY2024 (Did not meet target)	1-3% lower than FY2025
Greenhouse Gas ("GHG") Emissions Intensity	44.8 tCO ₂ / SGD million	21.8 tCO ₂ / SGD million	31.4 tCO ₂ / SGD million	1-3% lower than FY2024 (Did not meet target)	1-3% lower than FY2025
Waste Generation Intensity	16.0 tonnes / SGD million	26.5 tonnes / SGD million	34.9 tonnes / SGD million	1-3% lower than FY2024 (Did not meet target)	1-3% lower than FY2025
Water Consumption Intensity	327.2 m ³ / SGD million	1,447.6 m ³ / SGD million	2,210.8 m ³ / SGD million	1-3% lower than FY2024 (Did not meet target)	1-3% lower than FY2025

¹ FY2024 performance data has been restated to include the new Accommodation Solutions business segment from June 2024 onwards. Please refer to sections 6.1.4 (Energy Use and GHG Emissions), 6.2.3 (Waste Generation and Management) and 6.2.4 (Water Consumption) for more details.



Indicators	FY2023 Performance	FY2024 Performance	FY2025 Performance	FY2025 Targets	FY2026 Targets
Social					
Workforce Diversity²	12.0% of our workforce are female employees 18.8% of our workforce are older than 50 years old	10.9% of our workforce are female employees 16.4% of our workforce are older than 50 years old	10.5% of our workforce are female employees 17.0% of our workforce are older than 50 years old	Continue to provide equal opportunities to all our employees, regardless of race, gender, religion, national origin, age, marital status	Continue to provide equal opportunities to all our employees, regardless of race, gender, religion, national origin, age, marital status
Health and Safety	Zero fatality	Zero fatality	Zero fatality	Maintain zero fatality (Met target)	Maintain zero fatality
Development and Training	Average of 7.9 hours of training per employee	Average of 9.2 hours of training per employee	Average of 6.8 hours of training per employee	Provide at least 8 hours of training per employee (Did not meet target)	Provide at least 8 hours of training per employee
Customer Satisfaction Index	81%	86%	90%	>=80% (Met target)	>=80%
Community Contribution	Contributed to 2 different community efforts – EY Walk for Rice 2023 and food donation to Food Bank Singapore	Our staff participated in the EY Walk for Rice 2024 supporting needy Singaporean families	Organised BBR Food Drive 2025 and Blood Donation Drive 2025	Contribute meaningfully to community causes	Contribute meaningfully to community causes

² FY2024 Workforce diversity performance data has been restated from amounts previously reported in Sustainability Report 2024.



Indicators	FY2023 Performance	FY2024 Performance	FY2025 Performance	FY2025 Targets	FY2026 Targets
Governance					
Code of Conduct	Zero cases of reported corruption	Zero cases of reported corruption	Zero cases of reported corruption	Maintain zero cases of reported corruption (Met target)	Maintain zero cases of reported corruption
Data Protection and Cybersecurity	Zero cases of cybersecurity or data breaches	Zero cases of cybersecurity or data breaches	Zero cases of cybersecurity or data breaches	Maintain zero cases of cybersecurity or data breaches (Met target)	Maintain zero cases of cybersecurity or data breaches
Key Suppliers with Sustainability Policy in place	15%	15%	12%	Continue using sustainability as one of the criteria in selection of suppliers	Continue using sustainability as one of the criteria in selection of suppliers

3 ABOUT THIS REPORT

This Sustainability Report demonstrates our commitment to improving the sustainability of the Group by highlighting our progress and achievements in a transparent and accountable manner. This includes the reporting of our key metrics and data as aligned to global standards, our key strategies and initiatives, and our assessments of the sustainability-related risks and opportunities.

3.1 Reporting Period and Scope

The report covers the financial year from 1 January 2025 to 31 December 2025 (“FY2025”).

The scope of this report encompasses the sustainability strategy, performance and initiatives that are under our direct operational control, i.e. the General Construction, Specialised Engineering, Property Development & Investment, Green Technology and Accommodation Solutions segments in Singapore and Malaysia. In the middle of FY2024, the Group expanded its operations to include the new Accommodation Solutions business segment. To ensure consistency and comparability of disclosures, selected FY2024 information has been restated to reflect the inclusion of this business and enhance data accuracy. This report excludes joint ventures and associate companies which are not fully under our operational control.

An internal review of the sustainability reporting process by Internal Audit was conducted and the recommendations adopted in 2025. We have not sought external assurance for this report.

3.2 Reporting Standards and Frameworks

We have prepared our report in accordance with the requirements set out in the Global Reporting Initiative (“GRI”) Universal Standards 2021. The GRI Standards are chosen for its global acceptance and comprehensive guidance on disclosure of ESG performance and impacts of organisations.

This report complies with the Singapore Exchange Securities Trading Limited (“SGX-ST”) Listing Rules (711A and 711B) – Sustainability Reporting. This report has referenced the 27 SGX Core ESG Metrics that guide issuers to provide a common and standardised set of ESG metrics for better alignment between users and reporters of ESG information.

As the community is one of our important stakeholders, we have prioritised the United Nations Sustainable Development Goals (“SDGs”) relevant to our business and mapped out the contributions that would help advance the global 2030 Agenda for Sustainable Development. BBR views sustainable development as the integration of economic progress, environmental responsibility and social contributions into our business, ensuring that the way we build and grow today does not compromise the ability of future generations to thrive. Monitoring the progress of the SDGs, particularly in countries where we operate, can help identify macro and long-term risks and opportunities to guide our strategic planning and business strategy.

We have continued to follow the recommendations by the Taskforce on Climate-Related Financial Disclosures (“TCFD”) for climate-related disclosures in this report. This is an interim measure until adoption of the International Financial Reporting Standard (“IFRS”) Sustainability Disclosure Standards by FY2030. This timeline aligns with the extended implementation schedule announced by Singapore Exchange Regulation (“SGX RegCo”) in August 2025 for issuers to adopt the new IFRS standards.



Our data are reported in good faith and to the best of our knowledge. Internal controls and verification mechanisms have been established by the management team to ensure accuracy and reliability of the data, and we will continue to improve our data collection and verification processes.

3.3 Report Contact and Feedback

We welcome readers' feedback on the content of this report through the following channels:

- In writing to:
Investor Relations
Waterbrooks Consultants Pte Ltd
151 Lorong Chuan
#02-02 New Tech Park
Singapore 556741
- Via our contact page at <https://bbr.com.sg/contact-us/>.

This report is provided in PDF format only and is available for download on our website at <https://bbr.com.sg/investor-relations/financial-informations/sustainability-report/>



4 CORPORATE PROFILE

4.1 What We Do

The Group’s business currently comprises five core business segments spanning across General Construction, Specialised Engineering, Property Development & Investment, Green Technology and Accommodation Solutions.

Our principal services are:

Services	Description
General Construction	<ul style="list-style-type: none"> • Design-and-Build • General Building Construction • Civil and Structural Engineering • Conservation and Restoration
Specialised Engineering	<ul style="list-style-type: none"> • Piling and Foundation Systems • Post-tensioning • Stay Cable Systems • Heavy Lifting • Bridge Design and Construction • Maintenance Repair and Retrofitting • Prefabricated Prefinished Volumetric Construction
Property Development & Investment	<ul style="list-style-type: none"> • Boutique developer for residential as well as mixed commercial and residential development • Property management and consultancy services • Selective real estate investments
Green Technology	<ul style="list-style-type: none"> • System integration and distribution of renewable energy • Supply, installation and leasing of solar panels and grid connected systems
Accommodation Solutions	<ul style="list-style-type: none"> • Own, develop, construct, manage and operate purpose-built accommodation assets

4.2 Vision and Mission

It is our responsibility to manage the Group successfully on a sustainable long-term basis. We are committed to deliver greater value and returns to our shareholders, business partners and employees.

As one of Singapore’s leading construction groups with more than 30 years of industry experience, our mission is:

- To strengthen our capabilities continuously in order to compete in the building and construction, civil engineering and property markets;
- To provide our clients with innovative structural engineering solutions for green and sustainable buildings by leveraging on our strengths and expertise in high specification construction methods, Swiss parentage, strong track record, established reputation and dynamic management team; and

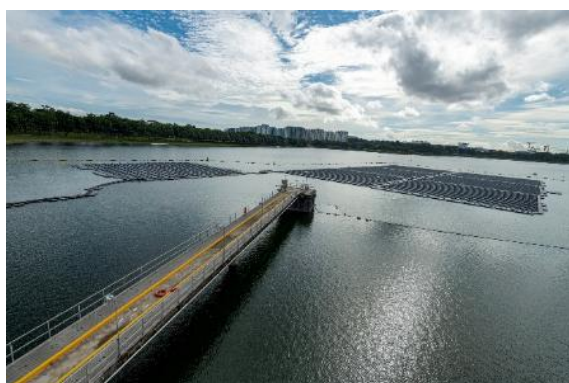
- To enhance greater opportunities in new markets, so as to further expand our geographical presence and intensify all efforts to bid for both building and infrastructure projects in the region.

Our employees operate according to a set of core values that guide all aspects of our business. We recognise that cooperation, communication, and trust are essential for us to collaborate and to compete, and that care and concern through respect, patience, empathy, and consideration are essential, both between one another and with the communities where we operate.

4.3 Sustainable Products and Technology

One key segment of our business is green technology. BBR Greentech Pte Ltd (“BBR Greentech”), a wholly owned subsidiary of BBR Holdings (S) Ltd, focuses on the engineering, procurement and construction of solar photovoltaic (“PV”) systems, which can help our corporate customers to diversify energy sources, reduce costs and minimise carbon emissions.

Since 2014, BBR Greentech has installed more than 20,000 kWp of solar capacity in Singapore. Notable projects include the floating solar panels installed for the Public Utilities Board (“PUB”) in Bedok and Lower Seletar reservoirs with a capacity of 1,500 kWp each, a 6MWp solar leasing system in collaboration with the Housing & Development Board (“HDB”) in Ang Mo Kio estate, and a vertical solar PV system as part of a test bed initiative between the HDB and Building Research Institute (“BRI”).



Another sustainable innovation that we have embraced is the use of Prefabricated Prefinished Volumetric Construction (“PPVC”) technologies, which is a form of modular high-rise construction. Our subsidiary Moderna Homes Pte Ltd is a licensed specialist builder for steel PPVC. It has delivered

various construction projects using this technology, including nursing homes, residences and university hostels in Singapore. Buildings constructed using the PPVC technique can have lower GHG emissions on a life cycle basis compared to buildings constructed using the traditional cast-in-situ technique.

These green technologies are part of our ongoing efforts to support and mitigate the environmental impacts of our industry.

4.4 Awards

In recognition of our efforts in safety, sustainability and innovation, we were accorded the following awards in 2024 and 2025.

Year	Award	Issued by	BBR Company
2025	SIAS Investors' Choice Awards 2025 - Singapore Corporate Sustainability Award (Small Cap)	Securities Investors Association Singapore	BBR Holding (S) Ltd
2025	SCAL Sustainable Builder 2025 Award	The Singapore Contractors Association Ltd	Singapore Engineering & Construction Pte Ltd
2025	bizSAFE Enterprise Exemplary (Gold) Award 2025	Workplace Safety and Health ("WSH") Council & Ministry of Manpower	BBR Construction Systems Pte Ltd
2025	bizSAFE Enterprise Exemplary Awards 2025	WSH Council & Ministry of Manpower	BBR Greentech Pte Ltd
2025	Safety and Health Awards Recognition for Projects (SHARP)	WSH Council & Ministry of Manpower	Singapore Engineering & Construction Pte Ltd (for Jervois Mansion and Pasir Ris East MRT Station)
2025	WSH Performance Award (Silver)	WSH Council & Ministry of Manpower	BBR Piling Pte Ltd
2024	Green & Gracious Builder Award (Star)	Building and Construction Authority	Singapore Engineering & Construction Pte Ltd
2024	bizSAFE Enterprise Exemplary Award 2024	WSH Council & Ministry of Manpower	BBR Construction Systems Pte Ltd



5 OUR SUSTAINABILITY STRATEGY

BBR is committed to integrating sustainability with business strategy and operations. We will establish, promote and maintain a culture of sustainability, as well as ESG responsibility, in all staff members.

The objectives of corporate sustainability are to:

- Enhance organisational resilience.
- Ensure compliance with relevant laws, guidelines and industry standards related to ESG issues.
- Create long-term value for stakeholders.

Our strategy is to adopt a balanced approach across the ESG pillars in terms of protecting the environment, caring for people and operating in a responsible manner.

5.1 Governance

The Board oversees the corporate governance structure and sustainability strategy of the Group and provides guidance to the Management team on the development of policies and management structures to implement, monitor and report on ESG performance. This includes oversight of processes to remediate negative ESG impacts. All Directors have attended the mandatory sustainability training or otherwise have the relevant expertise as evaluated by the Nominating Committee.

The Board is supported by the Corporate Sustainability Committee (“CSC”) chaired by the Group Chief Executive Officer (“CEO”) and includes other senior executives. The CSC is guided by the Corporate Sustainability Policy (“CSP”) which provides a framework for sustainable and responsible operations, activities and practices across the Group.

The CSC is the standing committee that manages and coordinates the sustainability value-chain in BBR, and is accountable to the Board on all sustainability matters. The CSC meets at least twice a year and adopts a cross-functional approach to tap relevant resources, experience and knowledge from various levels of the organization.

5.2 Stakeholder Engagement

Since establishing our sustainability management and reporting framework in July 2017, we have identified key stakeholder groups that are critical to the Group’s long-term success. We have in place engagement channels to reach out to these stakeholders consistently and effectively. We regularly collect feedback from them on salient issues, which is factored into the annual review of our material ESG factors.

Stakeholder	Engagement Platforms	Areas of Concern	Section Reference in this Report
Employees	<ul style="list-style-type: none"> • Staff communication sessions • Staff feedback • Staff exit interviews 	<ul style="list-style-type: none"> • Employee benefits • Training and development • Corporate culture • Workplace safety 	<ul style="list-style-type: none"> • Human Resource Practices • Safety and Health in the Workplace
Customers	<ul style="list-style-type: none"> • Customer engagements and feedback • Customer surveys 	<ul style="list-style-type: none"> • Products and services meeting customers’ expectations 	<ul style="list-style-type: none"> • Customer Satisfaction • Ethics and Compliance • Data Protection and Cybersecurity



Stakeholder	Engagement Platforms	Areas of Concern	Section Reference in this Report
		<ul style="list-style-type: none"> Quality and safety of our products and services Environmental sustainability 	<ul style="list-style-type: none"> Energy and Emissions Environmental Stewardship
Suppliers	<ul style="list-style-type: none"> Supplier performance review Ongoing business interactions 	<ul style="list-style-type: none"> Shared values in environmental and social sustainability, corporate governance and ethics Positive relationships between suppliers and BBR 	<ul style="list-style-type: none"> Partnering our Suppliers Ethics and Compliance
Shareholders	<ul style="list-style-type: none"> Announcements in SGXNet Annual general meetings and extraordinary meetings (where applicable) Corporate website 	<ul style="list-style-type: none"> Corporate governance Sustained value creation Managing ESG-related risks, including climate-related risks 	<ul style="list-style-type: none"> Governance Risk Management Ethics and Compliance Energy and Emissions Environmental Stewardship
Community	<ul style="list-style-type: none"> CSR initiatives 	<ul style="list-style-type: none"> BBR being a caring partner to the community through donations and volunteering efforts 	<ul style="list-style-type: none"> Impact on Community Energy and Emissions Environmental Stewardship

5.3 Material ESG Factors

We adopt a double materiality approach to identify material ESG factors. This involves evaluating how our sustainability efforts impact both value creation for shareholders and the broader well-being of all stakeholders.



The CSC leads the annual structured process to identify, analyse and manage material ESG factors:

- Regular risk assessment and management discussions to identify, assess and document our material risks and the corresponding internal controls.
- Review of stakeholders’ concerns and feedback.
- Monitor external sustainability trends and developments, e.g. changes to regulations and current climate change impacts.

This FY2025 Sustainability Report has retained all ten ESG factors as identified and disclosed in last year’s report. This is because these factors continue to be relevant and significant to our stakeholders. The material ESG factors have been approved by the Board.

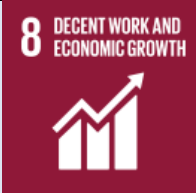



Category	Material ESG Factors
Environment	<ol style="list-style-type: none"> 1. Energy and Emissions 2. Environmental Stewardship
Social	<ol style="list-style-type: none"> 3. Human Resource Practices 4. Safety and Health in the Workplace 5. Customer Satisfaction 6. Impact on Community
Governance	<ol style="list-style-type: none"> 7. Risk Management 8. Ethics and Compliance 9. Data Protection and Cybersecurity 10. Partnering Our Suppliers

5.4 Alignment with Sustainable Development Goals

We have prioritised the following six United Nations Sustainable Development Goals (“SDGs”) that are most relevant to our business and material ESG factors, and where we can make positive contributions and minimise negatives impacts.

Prioritised SDGs	Relevant Material ESG Factors	Applicable SDG Targets	Our Contributions
<p>6 CLEAN WATER AND SANITATION</p> <p>Ensure availability and sustainable management of water and sanitation for all</p>	Environmental Stewardship	<p>6.3 - By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally</p> <p>6.4 - By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</p>	BBR has been working consistently to improve our water efficiency in our property development and construction operations. We ensure that the surface water runoff from our activities does not impact the surrounding environment
<p>7 AFFORDABLE AND CLEAN ENERGY</p> <p>Ensure access to affordable, reliable, sustainable and modern energy for all</p>	Energy and Emissions	7.2 – By 2030, increase substantially the share of renewable energy in the global energy mix	Through the Solar PV efforts by BBR Greentech, we have increased the renewable energy capacity and usage in Singapore



Prioritised SDGs	Relevant Material ESG Factors	Applicable SDG Targets	Our Contributions
 <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<p>Human Resource Practices</p> <p>Safety and Health in the Workplace</p>	<p>8.8 – Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p>	<p>We proactively pursue and adopt good HR practices in line with the Tripartite Alliance for Fair and Progressive Employment Practices (“TAFEP”) and the Fair Employment Act in Singapore</p> <p>Safety is of paramount importance. The Group has a dedicated workplace safety and health team to implement and promote a culture of safety throughout the organisation. In FY2025, we achieved zero fatalities and zero high-consequence injuries</p>
 <p>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>	<p>Energy and Emissions</p> <p>Environmental Stewardship</p>	<p>9.4 - By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>	<p>Our subsidiary, Moderna Homes Pte Ltd, has been developing projects using PPVC technologies, which improves resource-use efficiency and reduces waste</p>
 <p>Ensure sustainable consumption and production patterns</p>	<p>Environmental Stewardship</p>	<p>12.5 – By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p> <p>12.6 – Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p>	<p>BBR has been proactive in recycling our construction waste in line with regulatory requirements and best practices</p> <p>Through our ESG reporting and collaboration with partners, we endeavour to share our sustainability information with stakeholders in a transparent and open manner</p>
 <p>Take urgent action to combat climate change and its impacts</p>	<p>Energy and Emissions</p>	<p>13.3 - Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>	<p>BBR aims to continually develop our knowledge and capabilities in identifying and managing climate-related risks and opportunities. In FY2025, we adjusted the global warming scenarios in view of rising GHG emissions – this ongoing calibration would help us to anticipate and manage salient physical and transition risks</p>

6 ENVIRONMENT DISCLOSURES

6.1 Energy and Emissions

6.1.1 Our Approach

At BBR, we continuously monitor our energy usage and emissions across our offices and worksites, and we endeavour to reduce our GHG emissions. We are committed to new and innovative ways to reduce the environmental impact of our products and services while maintaining the highest levels of quality.

6.1.2 Climate Risks and Opportunities

BBR has been identifying and reporting climate-related risks relevant to our business since FY2022. Given BBR's business focus on the built sector, climate change would expose physical infrastructure, properties and other facets of our operations to physical risks and transition risks. Physical risks include physical damage from extreme weather events (e.g. water damage from floods and infrastructural damage from tornados), business disruption due to facility shut down, and costs/provisions for repairs. Transition risks are business-related risks that follow societal and economic shifts toward a low-carbon future. These risks can include policy and regulatory risks, rising compliance and insurance costs, obsolete infrastructure, technological risks, market risks and reputational risks.

One of the key findings in the United Nations Environment Programme ("UNEP")'s annual Emission Gap Report released in November 2025 was that global emissions continued to surge, reaching an all-time highest of 57.7 GtCO₂e in 2024. The report projected that in the best-case scenario whereby all countries fulfill their conditional Nationally Determined Contributions ("NDCs") and net-zero pledges, there would be a 66% chance of limiting global warming to between 1.8°C and 2.3°C by 2100. However, if countries were to continue with current policies, there would be a 66% chance of global warming reaching between 2.1°C and 3.9°C by 2100. We have adjusted our global warming scenarios for planning purposes in view of the UNEP's latest assessment:

- **An optimistic scenario whereby the world would limit global warming to below 2°C in 2100 in line with the Paris Agreement.** While the physical impacts of climate change would be relatively less adverse compared to the pessimistic scenario, extreme weather events are expected to be more frequent and severe as compared to current trends. BBR would need to adapt business practices to climatic impacts, invest in climate resilience measures and sustainable practices, focus on energy and operational efficiency, and manage the exposure to regulatory and reputational risks. This scenario assumes a strong global focus on transition risks such as the implementation of progressively stricter carbon mitigation regulations, a societal shift toward renewable energy, and increased market demand for sustainable products and services.
- **A pessimistic scenario whereby global warming could exceed 3°C by 2100.** This would severely exacerbate physical risks such as sea-level rise, extreme temperatures and natural disasters. BBR could face escalating physical risks from climate change, including pronounced infrastructural wear and tear, disruption of supply chains and asset impairment. This scenario assumes that global mitigation efforts fall short with geopolitical tensions in place. Climate policies exist in a fragmented manner and will be less coordinated than in the Paris-aligned scenario. The physical impacts of climate change worsen over time, transition risks are moderate and companies will need to prioritise climate adaptation over emission mitigation.



We have reviewed and updated climate-related risks and opportunities relevant to BBR’s business. Short-term refers to within 5 years, medium-term refers to 5-10 years, and long-term is more than 10 years. Since FY2023, we have integrated climate-related risks into the enterprise risk register to track and manage corporate risks holistically.

Climate-related Risks	Time Period	Impact	Mitigation Measures
1. Physical Risks			
<ul style="list-style-type: none"> • Acute physical risks – Such as hurricanes and wildfires 	Short-term	<ul style="list-style-type: none"> • Adverse impacts can be unpredictable and location-specific • Costs to repair or replace damaged or destroyed assets; value impairment • Disruption, delays in the transportation and delivery of building materials, as well as spike in prices • Damage to construction sites and challenging / unsafe working conditions • Delays to project timelines resulting in increased costs 	<ul style="list-style-type: none"> • Comprehensive evaluation of the physical climate risk exposure of projects under the 2 different scenarios • In the pessimistic scenario, we will need to re-evaluate our risk assessment matrix on the increased likelihood of such events happening • Close monitoring of weather forecasts and patterns to ensure worker safety and adequate preparation • Increase resilience through contingency plans, project planning and insurance arrangements
<ul style="list-style-type: none"> • Chronic physical risks – Such as higher temperatures, rising sea levels, increasing frequency of heavy rain and wind, and erratic rainfall 	Medium to long-term	<ul style="list-style-type: none"> • Some development sites may become unviable or projects may be cancelled • Increased wear and tear or damage to manufacturing equipment and buildings • Disruption and delays in transportation and delivery of goods • Damage to construction sites and challenging / unsafe working conditions • Delays to project timelines resulting in increased costs 	<ul style="list-style-type: none"> • In both scenarios, we will need to prioritise climate-resilient development approaches and diversify our pool of suppliers • Conduct forward-looking chronic climate risk assessments prior to commencing projects • Assess construction delivery timelines based on forecasts that account for chronic changes to climate depending on the scenario
2. Policy and Regulation Transition Risks			
<ul style="list-style-type: none"> • Mandatory emissions disclosures and decarbonisation targets, as well as tougher standards, building materials and construction methods 	Medium to long-term	<ul style="list-style-type: none"> • Mandated changes to product specifications, limits on certain materials and other regulatory changes impact availability and costs of building materials • Increased demand for low-carbon products and services • Introduction of new regulations potentially leading to new methods of working, greater compliance costs and increased risk of project delays 	<ul style="list-style-type: none"> • Stay informed of regulatory developments • Source from suppliers that are conversant with new product specifications and regulations • In the optimistic scenario, the regulatory changes may happen quickly and repeatedly. We will need to be responsive and adapt our business processes quickly



Climate-related Risks	Time Period	Impact	Mitigation Measures
<ul style="list-style-type: none"> Carbon tax in Singapore and Malaysia 	Short to medium-term	<ul style="list-style-type: none"> The gradual increase in Singapore’s carbon tax (currently at S\$45 per tCO2e for 2026 to 2027) will increase electricity tariff rates and overall expenses Malaysia has announced plans to introduce a carbon tax targeted at the iron, steel and energy industries by 2026. This will likely raise business costs for other industries, including construction 	<ul style="list-style-type: none"> Monitor regulatory developments pertaining to the carbon tax to facilitate forward planning Focus on improving energy efficiency Explore sourcing and adoption of renewable energy to reduce exposure to the carbon tax and volatile grid electricity tariffs
3. Technology Transition Risks			
<ul style="list-style-type: none"> Substitution of existing products and services with lower emissions alternatives 	Short to long-term	<ul style="list-style-type: none"> Increased demand for materials, products and services with lower emissions and corollary drop in demand for emissions-intensive alternatives Loss of competitiveness if low-carbon technologies are operationally less profitable Industry shifts towards prioritising lower emissions products, services and methods Construction costs could rise as companies transition to working with lower emissions materials and methods Fluctuation in the profitability of projects depending on upstream costs of producing lower emissions materials and products 	<ul style="list-style-type: none"> Build up knowledge and capability to assess and deploy lower carbon products and materials Enhance the current systems for selecting suppliers, materials and products based on sustainability criteria Increase collaboration with supply chain partners to optimise emissions
4. Market Transition Risks			
<ul style="list-style-type: none"> Markets and industries vulnerable to climate change may become more risky and less attractive to investors over time 	Medium to long-term	<ul style="list-style-type: none"> Changes in the cost of carbon intensive raw materials affect demand and profitability of operations Increased energy prices affect operational costs Changes to input costs for construction products affecting demand and profitability Increased materials costs impacting profitability and/or viability of construction projects Ability to prioritise use of low-carbon materials could be 	<ul style="list-style-type: none"> Source raw materials more widely, engage with suppliers Develop plans to manage material price fluctuations. In the optimistic scenario where transition risks are more salient, these plans may need to be activated earlier at an increased cost Improve efficiency of energy consumption and material use



Climate-related Risks	Time Period	Impact	Mitigation Measures
		jeopardised if they become too costly or supply is limited <ul style="list-style-type: none"> Increased costs if prices of energy and/or raw materials rise and are passed on through the value chain Rapid changes in customer preferences may introduce market volatility and uncertainty 	
5. Reputational Transition Risks			
<ul style="list-style-type: none"> Growing stakeholder preference to work with companies incorporating climate risk into investment decisions and operations 	Medium to long-term	<ul style="list-style-type: none"> Risk to brand and market perception if BBR is not on par with industry peers in managing climate risks, which would result in reduced demand for products and services 	<ul style="list-style-type: none"> Maintain a focus on environmental responsibility and ensure it is well documented and transparently communicated internally and externally Explore potential for differentiation in the market based on validated environmental credentials Proactively engage with stakeholders, customers, and investors to share our action plans and seek feedback

Climate-related Opportunities	Time Period	Impact	Possible Responses
<ul style="list-style-type: none"> Green buildings and sustainable design 	Short to medium-term	<ul style="list-style-type: none"> Green buildings, characterised by energy efficiency, water conservation, and reduced waste, can command higher market premiums and have lower operating costs Sustainable design can minimise the environmental impact of buildings by efficiently using energy, water, and other resources. It can also reduce waste and pollution 	<ul style="list-style-type: none"> Adopt green building standards like Green Mark from the early planning stages Implement sustainable materials and hardscape design to reduce environmental impacts
<ul style="list-style-type: none"> Technological innovations 	Short to long-term	<ul style="list-style-type: none"> Emerging technologies like 3D printing, prefabrication and smart building systems can improve construction efficiency, reduce waste and lower carbon emissions 	<ul style="list-style-type: none"> Invest in adopting and scaling new construction technologies Focus on modular and off-site construction methods to minimise on-site environmental disruptions



Climate-related Opportunities	Time Period	Impact	Possible Responses
<ul style="list-style-type: none"> New opportunities for collaboration 	Short to medium-term	<ul style="list-style-type: none"> Increasing regulations and market demand for sustainable and energy-efficient buildings and infrastructure can open new business opportunities Collaborative projects with business partners can lead to innovative and sustainable developments 	<ul style="list-style-type: none"> Stay ahead of regulatory changes by adopting sustainability practices early and accessing relevant government support schemes Engage partners proactively to understand new market opportunities and develop appropriate solutions
<ul style="list-style-type: none"> Green financing, e.g. for adoption of green technologies in construction or tied to ESG performance 	Short to medium-term	<ul style="list-style-type: none"> Reduced cost of capital, e.g. green loans with preferential interest rates Securing green financing can potentially enhance market perception and open doors to new projects 	<ul style="list-style-type: none"> Explore green financing schemes that are relevant to BBR's business focus and investments

6.1.3 Metrics for Climate-Related Assessment

In FY2025, we continued to apply the TCFD framework in reviewing and reporting our climate-related disclosures around the four areas of governance, strategies, risk management, and metrics and targets. The intention is to adopt a gradual transition towards the ISSB standards for climate-related disclosures in future reporting periods with full ISSB compliance by the SGX-mandated FY2030 deadline. For measuring and reporting GHG emissions, we reference the GHG Protocol Corporate Accounting and Reporting Standard as well as the environmental metrics in the SGX Core ESG Metrics.

We are using energy use and intensity as well as GHG emissions and intensity as the primary metrics to assess climate-related risks and opportunities. This is because an increase in energy usage and emissions would expose the Group to transition risks – such as increased carbon pricing, more stringent regulatory requirements – and rising operational costs, which could impact our long-term financial resilience. The short-term goal is to focus on business efficiency and reduce energy intensity and emissions intensity between 1% and 3% annually. The long-term goal is to switch to greener resources and renewable energy, taking into consideration availability, cost effectiveness, government regulations, market norms and operational needs.

In August 2025, SGX RegCo announced that Scope 3 GHG emissions reporting will remain mandatory for Straits Times Index (“STI”) constituent listed companies from FY2026. For other non-STI constituent listed companies such as BBR, Scope 3 GHG emissions reporting will be voluntary until further notice. We will monitor the feasibility of measuring and disclosing Scope 3 emissions in future Sustainability Reports, bearing in mind SGX RegCo’s latest rules, evolving reporting standards, stakeholders’ needs and market practices.

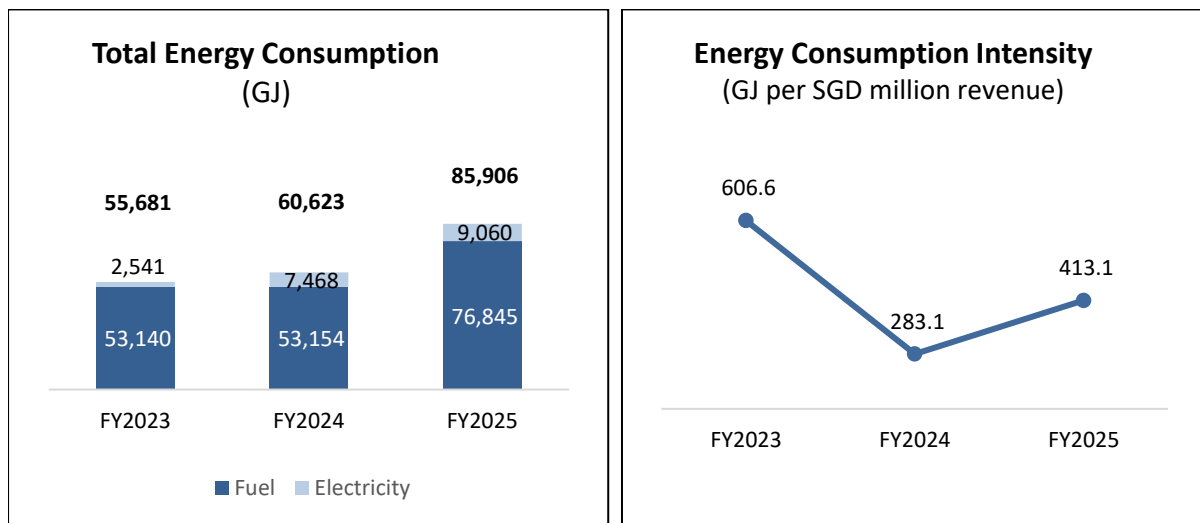


6.1.4 Energy Use and GHG Emissions

Our energy use comes from consumption of fuel (mostly diesel) in company vehicles and machinery (that generate direct Scope 1 GHG emissions), and purchase of electricity from electricity retailers in Singapore and Malaysia (that generate indirect Scope 2 emissions).

We track the Energy Intensity and GHG Emissions Intensity per SGD million of revenue as efficiency indicators.

In FY2025, our total energy use was 85,906 GJ, an increase of 41.7% as compared to 60,623 GJ³ in FY2024, driven largely by the full-year inclusion of the Accommodation Solutions business segment. Our Energy Intensity for FY2025 was 413.1 GJ per SGD million of revenue, an increase of 45.9% as compared to 283.1 GJ per SGD million⁴ of revenue in FY2024. Our target for FY2026 is to reduce the Energy Intensity by 1-3%.



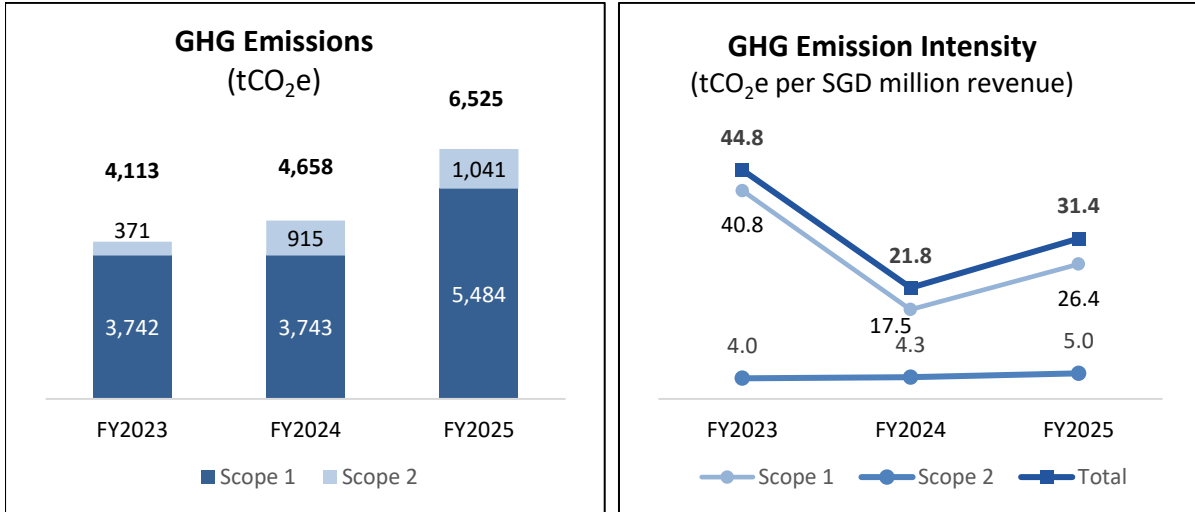
In FY2025, our Scope 1 and Scope 2 GHG emissions were 5,484 tCO₂ and 1,041 tCO₂ respectively. The total emissions in FY2025 were 6,525 tCO₂, an increase of 40.1% over FY2024's total emissions of 4,658 tCO₂⁵. The Scope 2 emissions for FY2024 have been adjusted to reflect the Energy Market Authority ("EMA")'s updated grid emission factor for that year. Our FY2025 GHG Emissions Intensity was 31.4 tCO₂ per SGD million, 44.3% lower than the 21.8 tCO₂ per SGD million⁶ in FY2024. Our target for FY2026 is to reduce the GHG Emissions Intensity by 1-3%.

³ FY2024 energy consumption has been restated to include Accommodation Solutions business segment.

⁴ FY2024 energy consumption intensity has been restated to include Accommodation Solutions business segment.

⁵ FY2024 GHG emission has been restated to include Accommodation Solutions business segment.

⁶ FY2024 GHG emission intensity has been restated to include Accommodation Solutions business segment.



6.2 Environmental Stewardship

6.2.1 Our Approach

Beyond tracking and reporting energy and GHG emissions, BBR focuses on improving our environmental stewardship efforts. We embrace continual improvement by pursuing relevant environmental certifications and standards as well as monitoring our waste generation and water usage.

6.2.2 Environmental Certifications and Standards

The ISO 14000 family of standards provides practical tools for companies to manage their environmental responsibilities. ISO 14001:2015 is a certifiable standard that sets out the criteria for an environmental management system and provides assurance that environmental impact is being measured and managed. Five of BBR’s operating entities in Singapore – BBR Construction Systems Pte Ltd, BBR Piling Pte Ltd, Moderna Homes Pte Ltd, Singapore Engineering & Construction Pte Ltd and BBR Greentech Pte Ltd – are ISO 14001:2015 certified.

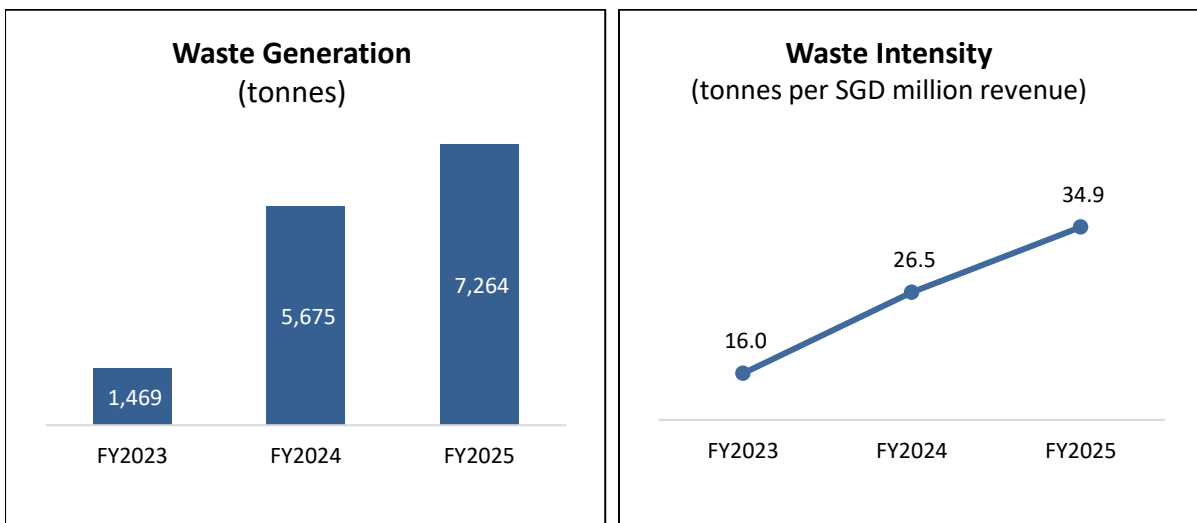
Furthermore, Singapore Engineering & Construction Pte Ltd is certified under the Green and Gracious Builder Scheme established by the Building and Construction Authority (“BCA”). BBR has implemented a Green and Gracious Policy to promote environmentally friendly workplaces with minimum onsite hazards and inconvenience to the public throughout the duration of the construction. We engage sub-contractors and suppliers to adopt green products and/or advocate green concepts and subsequently propose to customers to adopt such products and concepts.



6.2.3 Waste Generation and Management

BBR has embarked on the tracking and management of waste from our construction projects from FY2024 onwards. Proper management and disposal of waste prevent pollution of the environment and helps to maintain our productivity and manage our costs, especially if we can recycle the waste and reduce the costs of waste removal.

In FY2025, our Singapore operations generated 7,264 tonnes of waste, comprising both general waste and construction waste, and these were disposed of in accordance with regulatory requirements. The sharp increase in waste generation in FY2024 and FY2025 is primarily because of the Accommodation Solutions business segment. This translates to a Waste Generation Intensity of 34.9 tonnes/SGD million of revenue as compared to 26.5 tonnes/SGD million⁷ of revenue in FY2024. Our target for FY2026 is to reduce the Waste Generation Intensity by 1-3%.



In terms of resource conservation and recycling, we encourage all employees to adopt digital documents instead of paper documents as well as minimise paper wastage. For example, double-sided printing is set as a default and lower grammage paper is used as a default for daily printing. Additionally, 100% of our paper consumption is either from FSC-certified sources, or made from KHAN-NA, i.e. paper trees planted in otherwise unused space between rice paddies.

Paper re-use and recycling habits are also cultivated through initiatives such as our in-house reminders posted near the copy machines. Blank sides of recycled single-sided copies are used for printing drafts. All wastepaper from our offices is collected for bulk recycling.

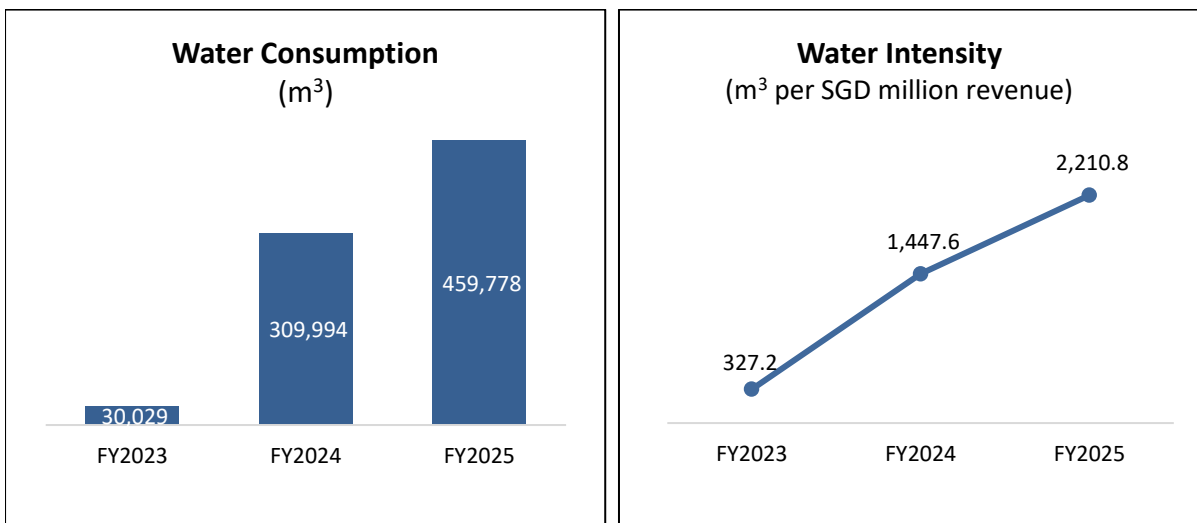
⁷ FY2024 waste intensity has been restated to include Accommodation Solutions business segment.



6.2.4 Water Consumption

BBR tracks and manages our water consumption carefully as part of good environmental stewardship. Effective water management is essential as water is a key resource that is used throughout the construction of a building. At the same time, we need to manage our water runoffs and prevent damage and pollution to the surrounding ecosystem and environment. With recent increases in the cost of water in Singapore and Malaysia, prudent water usage will help us reduce the cost of each project.

In FY2025, we consumed 459,778 m³ of water, which was 48.3% higher than the 309,994 m³ of water consumed⁸ in FY2024. The sharp increase in water consumption in FY2024 and FY2025 is primarily because of the Accommodation Solutions business segment. Our Water Consumption Intensity was 2,210.8 m³ per SGD million in FY2025, 52.7% higher than 1,447.6 m³ per SGD million⁹ in FY2024. Our target for FY2026 is to reduce the Water Consumption Intensity Index by 1-3%.



⁸ FY2024 water consumption has been restated to include Accommodation Solutions business segment.

⁹ FY2024 water intensity has been restated to include Accommodation Solutions business segment.

7 SOCIAL DISCLOSURES

7.1 Human Resource Practices

Our people are our greatest asset and they are the foundation upon which we implement business strategies, conduct day-to-day activities and create value for all stakeholders. By attracting, developing, empowering and rewarding good talent, we create an environment conducive for innovation and inspiration to flourish, thereby boosting our competitiveness.

7.1.1 Our Approach and Overview of HR Practices

BBR has developed our Human Resource (“HR”) management principles and policies based on fair employment practices.

As our business operates in different geographic locations, our HR policies are implemented in full compliance with the prevailing local laws and regulations and takes into consideration local conditions and culture. Our HR policies cover key areas such as remuneration, benefits, health and safety, career development and training. Employees are expected to conform with our policies in all aspects of their work, from recruitment and performance evaluation to interpersonal relations. Our Employee Code of Conduct Policy guides all our employees to respect their colleagues, and we do not allow any discriminatory behaviour, harassment or victimisation by our employees.

In Singapore, we proactively pursue and adopt best HR practices by taking reference from external bodies such as the Tripartite Alliance for Fair and Progressive Employment Practices (“TAFEP”), which provides guidelines covering employee recruitment, training, treatment and rewards. Our employment practices focus on maximising the strengths of our employees by providing equal opportunities based on merits and helping our employees to develop their strengths through comprehensive training and development programmes.

We review the performance and development of our employees regularly to effectively match their strengths to their job specifications. Our performance-based reward scheme provides guidance and motivation to our employees to perform to their maximum potential, in alignment with the objectives of the Company. Furthermore, we support the Singapore government’s policy to pay progressive wages to lower-wage workers. BBR Construction Systems Pte Ltd, BBR Greentech Pte Ltd, BBR Piling Pte Ltd and Singapore Engineering & Construction Pte Ltd have been accredited by the Singapore Business Federation (“SBF”) with the Progressive Wage Mark.

A Board-level Remuneration Committee (“RC”) is responsible for establishing a formal and transparent policy on executive remuneration, and for approving the remuneration packages of individual Directors and key management personnel.

To ensure that we continually improve our employee value proposition, we seek feedback from our staff to ensure that our decisions are aligned as much as possible with their needs, and our policies are regularly reviewed by the Management team to meet those needs.

7.1.2 Employment Profile and Workforce Diversity

Our business comprises a diverse workforce with employees from various ethnic groups, nationalities, age groups, and genders.

At the end of FY2025, we had 677 employees, a 5.0% decrease from our staff strength of 712 employees in FY2024. We recruited a total of 110 new employees, while we had 145 resignations.



The table below shows the breakdown by gender and age for our new hires and staff turnover in FY2025.

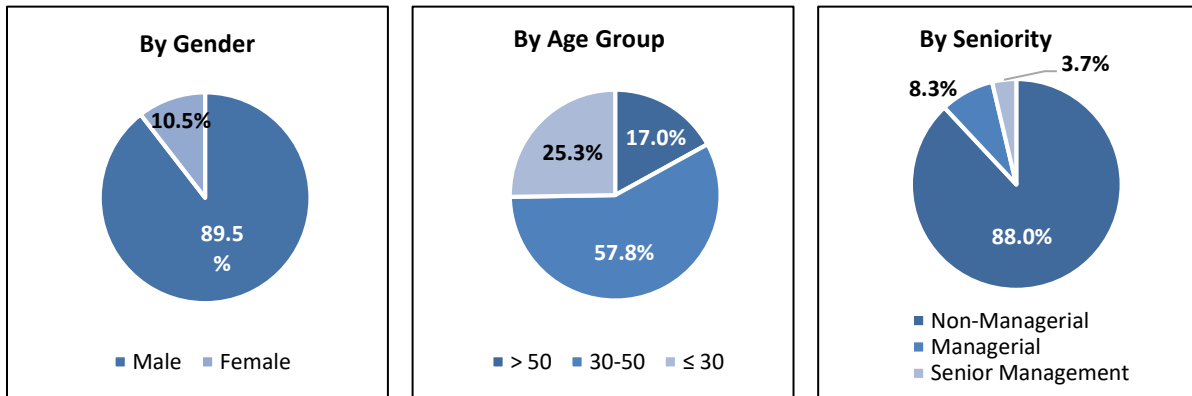
	Number	Rate (%)	Breakdown by Gender (%)		Breakdown by Age Group (%)		
			Male	Female	< 30 years old	30 – 50 years old	> 50 years old
New Hires	110	15.8	90.9	9.1	32.7	55.5	11.8
Staff turnover	145	20.9	88.3	11.7	17.9	53.1	29.0

Of the 677 full time employees, 71 (10.5%) were female and 606 (89.5%) were male. This reflects the nature of the industry’s work, where the construction industry in Singapore and Malaysia traditionally attracts more male employees.

In terms of age distribution, 171 employees (25.3%) were below 30 years of age, 391 employees (57.8%) were between 30 and 50 years of age, and 115 employees (17.0%) were above 50 years of age. Collectively, BBR has a strong pool of mature workers whose years of experience contribute meaningfully to our work, while we continue to grow our pipeline of younger workers and groom them to support our future operations.

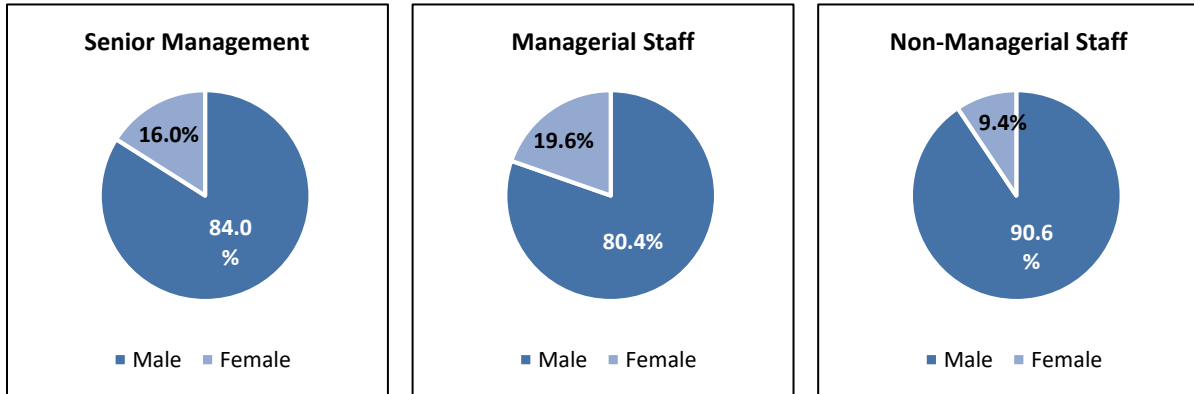
Detailed breakdowns of our workforce by gender, job level and age are shown in the charts below.

Total Employees

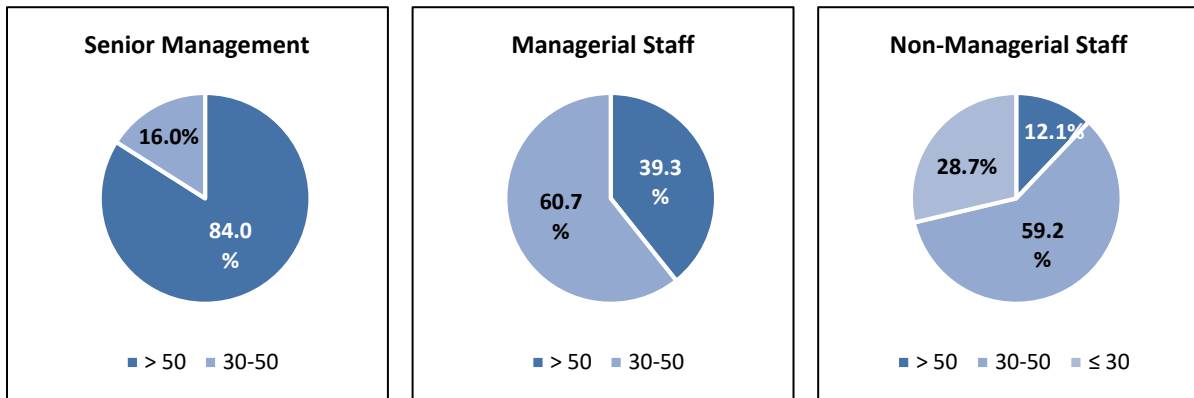




Gender Breakdown by Seniority



Age Group Breakdown by Seniority



While we regularly monitor our employment profile and endeavour to maintain a diverse workforce, we do not set quantitative targets or quotas for gender or age ratios as we employ staff based on their technical competencies and capabilities. We believe in providing equal opportunities to our job applicants and our employees, and we do not discriminate against any job applicant or employee based on their race, gender, religion, national origin, age, marital status or any other classification protected by law.

Additionally, respecting and protecting basic human rights is fundamental to all our operations and embedded in our Employee Code of Conduct Policy. Labour rights, prohibition of discrimination and harassment, prohibition of forced and child labour, as well as workplace health and safety are all strictly observed within the work environment. In FY2025, no incidents of forced labour, child labour or young workers were identified across the organisation, and no human rights-related grievances were reported.

We respect our employees’ rights to freedom of association as well as their membership of trade unions and other professional bodies. Notwithstanding this, none of our employees were covered by a collective bargaining agreement in FY2025.



7.1.3 Third Party Contract Staff

In addition to the staff under our direct employment, we work with third party contract staff at our job sites, e.g. cleaners, security guards, subcontract labour – these are workers who are under the employment of external service providers. As these personnel are not under our direct employment, they are excluded from our headcount. Nonetheless, we abide by relevant legislation and good practices in managing and deploying third party contract staff. Furthermore, we expect our external service providers to share our core HR management principles and practices, and be fully compliant with local labour regulations and guidelines.

7.1.4 Employee Benefits

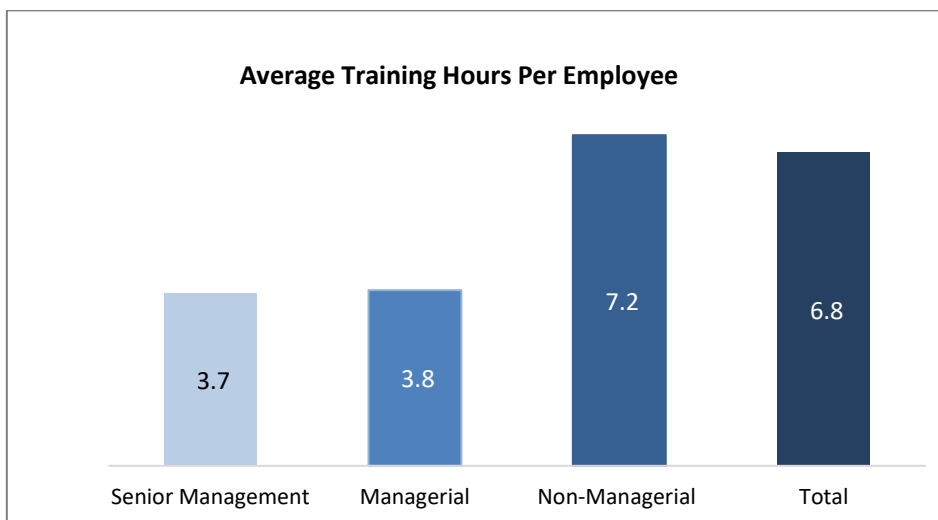
All non-managerial employees in Singapore are covered by the Employment Act, which provides basic employment terms and working conditions including contract requirements, remuneration, hours of work, overtime, rest days and annual leave entitlement. Our HR policy on maternity leave, paternity leave, childcare and infant care leave is aligned with the employment practices stipulated by the Ministry of Manpower (“MOM”). Additional benefits include paternity leave, compassionate leave, inpatient and outpatient medical insurance schemes, dental benefits, health screenings and health talks.

The well-being and contentment of our employees are pivotal to their performance, and hence the success and sustainability of our business. To support our employees, we have various programmes and initiatives to balance their work with fun and develop an environment and culture of mutual support.

7.1.5 Employee Engagement and Training

Consistent and frequent training is critical to maintaining a productive and motivated workforce.

In FY2025, our employees received an average of 6.8 hours of training, 25.7% lower than 9.2 hours in FY2024, primarily due to a one-off Workforce Skills Qualification (“WSQ”) training organised in FY2024 to meet MOM's Occupational Progressive Wages (“OPW”) requirement for local employees in administrative and driving roles. On average, male employees received 7.1 training hours and female employees received 4.6 training hours. The breakdown of average hours of training by seniority level is shown in the chart below.



Our training programme covered a wide variety of areas, catering for employees with difference job scopes and skill set requirements. Our core training curriculum and contents are guided by established industry and international standards such as ISO 9001, ISO 14000, ISO 45001 and bizSAFE. Additional training curricula and programmes are developed based on the specific requirements of the businesses and functions. Training topics ranged from soft skills development in areas such as communications and leadership, to technical programmes covering project management and office productivity tools. In FY2025, we sent two senior executives to attend an external workshop on the Personal Data Protection Act (“PDPA”), reflecting our commitment to maintaining high standards of governance across the organisation.

Beyond training, we are committed to the ongoing development of our employees through regular performance reviews. In FY2025, 100% of our employees received a formal performance appraisal, providing an opportunity for feedback and career development discussions.

7.2 Safety and Health in the Workplace

7.2.1 Our Approach and Workplace Safety and Health Policy

We are committed to creating and sustaining a culture of health and safety excellence, where our workplaces are free from accidents. We comply with the Workplace Safety & Health Act in Singapore and the Occupational Safety and Health Act in Malaysia.

We have a Workplace Safety and Health Policy that covers all our employees. All suppliers, contractors and subcontractors are required to abide by the relevant laws and regulations in addition to the Group’s safety policy and procedures. We take every precaution to prevent occupational injuries and fatalities among employees.

Five of our units have attained ISO 45001: 2018 certification for their Occupational Health and Safety Management System, as well as the bizSAFE Star certificate – BBR Piling Pte Ltd, BBR Construction Systems Pte Ltd, BBR Greentech Pte Ltd, Moderna Homes Pte Ltd, and Singapore Engineering & Construction Pte Ltd. Additionally, Singapore Engineering & Construction is certified as a bizSAFE Partner.

In FY2025, we achieved zero fatalities and zero high-consequence injuries. There were two reportable WSH incidents in Singapore, i.e. 0.39 incident per million hours worked. The first involved a worker who sustained a knee injury while descending a scaffold ladder. The second involved a worker who sustained a finger laceration when a drill bit broke unexpectedly during a drilling operation. Both incidents were investigated and corrective measures were implemented, including refresher training on safe ladder access and safe use of handheld equipment, and a review of the relevant risk assessments to prevent recurrence. There were zero recordable work-related ill health cases resulting in a zero occupational disease incident rate.

7.2.2 Hazard Identification, Risk Assessment and Incident Investigation

BBR has in place procedure manuals to help our employees in understanding their processes on hazard identification and risk assessment. Our procedures cover:

- Environmental Aspects and Impacts.
- Health & Safety Hazard Identification, Risk Assessment and Determining Controls.
- Accidents, Incidents, Non-Conformances and Corrective Action.
- WSH-related Communication, Participation and Consultation.

7.2.3 Promotion of Worker Health

Given the physical nature of construction activities, we place great emphasis on health and safety training. We aim to develop a culture where safety is ingrained into every employee and sub-contractor. All new hires are required to attend a compulsory safety induction training and they are equipped with the necessary personal protective equipment (“PPE”). Employees who are previously assessed as qualified or competent are required to attend periodic refresher and awareness training to practise, update and upgrade their existing skills and knowledge. Safety-related training courses attended by our employees in FY2025 included:

- Design for Safety Appreciation
- Banksmen Safety
- Basic Traffic Control
- Chemical Safety
- Confined Space Management
- Construction Safety
- Occupational First Aid
- Workforce Skills Qualifications (“WSQ”) Work at Height
- CoreTrade renewal course

7.3 Customer Satisfaction

7.3.1 Our Approach

Through our Quality Policy, we are committed to delivering products and services of consistently high quality, and maximising customer satisfaction through continual improvement in our Quality Management System. This is achieved through open and frequent communication with our customers.

7.3.2 Customer Feedback and Satisfaction

We consolidate customer feedback through various communication channels, including customer surveys, our website and the feedback given to our customer service staff. This feedback is collated in our customer feedback system and analysed for service recovery and improvements. We strive to respond promptly to customers’ needs and comply with applicable legal and customers’ requirements. Customer compliments are also tracked so that we can monitor areas where we are doing well and cascade positive feedback to our employees and senior management.

In FY2025, our Customer Satisfaction Index score was 90%, above the 80% target and higher than the FY2024 performance of 86%. We are maintaining the 80% target for FY2026.

7.3.3 Service Quality and Safety

We have in place quality assurance processes from the start to completion of all projects. As we are certified in ISO 9001, ISO 14001, ISO 45001, bizSAFE, and the Green and Gracious Builder Scheme, we adhere to our Integrated Management System Manual that sets out the processes and procedures in every stage of the project.

Our quality management approach identifies our stakeholders, the key aspects of the product quality and the impacts on our stakeholders. We take an end-to-end quality view from planning to operations,

focus on performance evaluation and improvement, and map out the sequence and interaction of business processes to ensure seamless quality management.

7.4 Impact on Community

7.4.1 Our Approach

At BBR, corporate social responsibility (“CSR”) is a core pillar of our business approach and sustainability strategy. We recognise the importance of encouraging our employees to play an active role in the communities of which we are a part of. In doing so, we gain benefits such as the development of the leadership potential of our staff, corporate camaraderie, community spirit and environmental awareness.

Our corporate social responsibility philosophy and vision started in 2014 with the formation of BBR CARE, with the stated mission of “Making a Difference”. BBR CARE is a Group-wide CSR platform led and championed by our CEO. It aims to foster community initiatives and involvement across all levels of the organisation. BBR CARE encompasses encouraging employee volunteerism, empowering community engagement and protecting the environment. To this end, our engagement programmes include supporting communities in need through donations, volunteer activities and fundraising.

7.4.2 Our Community Initiatives

BBR organised the BBR Food Drive 2025 in collaboration with The Food Bank Singapore to support families in need across Singapore during the year-end festive season. This initiative brings colleagues together to contribute essential food items and help replenish food pantries for underprivileged households. The initiative underscores BBR’s ongoing commitment to compassion, community support, and corporate social responsibility.



The BBR Blood Donation Drive 2025 is another CSR initiative in support of Singapore Red Cross Bloodbank – Save Lives Movement. Held at the Blood Bank @ One Punggol, employees came together to contribute to this meaningful cause, helping to ensure a steady supply of blood for patients in need.



8 GOVERNANCE DISCLOSURES

8.1 Risk Management

8.1.1 Our Approach

The Board of Directors has the overall responsibility for overseeing the risk governance framework of BBR to ensure that the Management team maintains a sound system of risk management to safeguard shareholders' interest and the company's key assets. To this end, it has established a Risk Management Committee ("RMC") comprising the management of key operating units of the Group. The RMC reports to the Audit and Risk Committee ("ARC") for all aspects of risk governance.

BBR's Enterprise Risk Management ("ERM") framework is an integral part of its business decision-making process and by identifying potential risks which may affect its business and putting in place measures to mitigate the impact and likelihood of these risks occurring, the ERM framework provides better assurance that its business objectives, as well as BBR's long term and short-term objectives can be achieved.

The Group started its climate risk reporting journey in FY2022 by identifying climate-related risks. To strengthen oversight, BBR has incorporated climate-related risks into the enterprise risk register for ongoing monitoring and management. Emerging risks that may affect the achievement of the Group's objectives are identified. In FY2025, we engaged an external consultant to review the ERM framework and refresh the top corporate risks.

8.2 Ethics and Compliance

8.2.1 Our Approach

We adhere to the highest standards of corporate governance as spelt out in the SGX listing rules and Code of Corporate Governance. We consider local and international best practices in designing and refreshing our corporate policies. Our corporate governance framework covers ethics and compliance through our Employee Code of Conduct Policy. Communication channels, such as whistleblowing and Board escalation process, are in place to enable all employees and individuals engaged in business activities to report any observations of unethical behaviour. We maintain a register of incidences regarding ethics and compliance issues, and where appropriate, escalate these issues to the Management team and the Board.

8.2.2 Board Composition, Independence and Diversity

BBR endeavours to maintain a strong and independent element on the Board. The Board comprises five Non-Executive Directors and two Executive Directors, with Non-Executive Directors making up the majority of the Board. There are three Independent Directors on the Board who make up 42.8% of the Board. Recognising the importance of gender diversity, a female Board Director has been appointed since January 2024, i.e. 14.3% of the Board. For more details about our Board composition, independence and diversity, please refer to our FY2025 Annual Report.



8.2.3 Code of Conduct

BBR has in place an Employee Code of Conduct Policy that outlines the expectations regarding employees' behaviour towards their colleagues, supervisors and the overall organization.

This includes a section on "Conflict of Interest, Gratuities and Gifts" that discourages employees from accepting gifts from customers or business partners and explicitly prohibits acceptance of payments for the benefit of any external or internal party. There is also an "Anti-corruption" section in the policy that explicitly prohibits any corruption, including kickbacks or other benefits. This is communicated to all staff at the point of their onboarding and through regular staff communications.

Anti-corruption training is organised regularly to remind staff of the correct and legal behaviours regarding gifts and other benefits.

There were zero cases of reported corruption in FY2025. Our target for FY2026 is to maintain zero cases of reported corruption.

8.2.4 Whistleblowing

BBR has a "Whistleblowing policy" placed in the corporate shared folder and communicated regularly to all staff via email. The policy details the processes for any member of staff to highlight inappropriate behaviour or concerns and includes a process where the staff may contact the ARC Chairperson directly in a private and confidential manner.

There were zero cases of whistleblowing reported in FY2025.

8.3 Data Protection and Cybersecurity

8.3.1 Our Approach

We take the privacy of our data very seriously. This includes our customers' data as well as other personal data governed by the Personal Data Protection Act in Singapore. We have implemented a "Data Protection Policy" and a "Internet and Email Usage Policy & Guidelines" that spell out the processes and controls for handling and communicating sensitive and confidential information of our customers and partners, such as contract details, customer orders and service delivery orders. These information security policies ensure our customers' data are managed appropriately in accordance with the appropriate levels of confidentiality. We strictly observe all local laws and internal regulations applicable to personal information protection. An Internal Audit review was conducted on IT controls in FY2025.

8.3.2 Cybersecurity Breaches and Threats

There were no cybersecurity breaches or data breaches in FY2025. Our target for FY2026 is to maintain zero cases of cybersecurity or data breaches.



8.4 Partnering Our Suppliers

8.4.1 Our Approach

As a part of our ambition to reduce supply chain emissions and other forms of ESG impacts, we recognise the importance of seeking out suppliers that share our objectives in sustainable development.

8.4.2 Supplier Selection and Screening

Our key suppliers, which include our sub-contractors, are carefully selected through our supplier selection process whereby we examine criteria such as financial health, competitiveness of pricing, and take into consideration the suppliers' sustainability policies. Our final selection is based on an overall assessment that takes a balanced view across all selection criteria.

In FY2025, 12% of our key suppliers had a sustainability policy in place. Our target for FY2026 is to continue using sustainability as one of the criteria in selection of suppliers.

8.4.3 Supplier Review

We regularly review the performance of our key suppliers to determine whether to extend our partnership with them. During this process, we engage our key suppliers to communicate our expectations and share mutual feedback. This ensures continuous improvement and alignment of our key suppliers' services and products with our business requirements and sustainability objectives.

9 GRI CONTENT INDEX

Note: AR = Annual Report, SR = Sustainability Report (i.e. this report)

Statement of Use	BBR Holdings (S) Limited has reported in accordance with the GRI Standards 2021 for the period 1 January 2025 to 31 December 2025 (FY2025).
GRI 1 used	GRI: Foundation 2021
Applicable GRI Sector Standard(s)	NA

GRI Standards	Disclosures	Page Number / Reference
GRI 2	General Disclosures 2021	
2-1	Organisational details	8-10, Corporate website (http://www.bbr.com.sg/)
2-2	Entities included in the organisation's sustainability reporting	6
2-3	Reporting period, frequency and contact point	6-7
2-4	Restatements of information	6
2-5	External assurance	We have not sought external assurance for this report
2-6	Activities, value chain and other business relationships	Corporate website
2-7	Employees	25-28
2-8	Workers who are not employees	28
2-9	Governance structure and composition	11, 33
2-10	Nomination and selection of the highest governance body	33, AR2025 Corporate Governance
2-11	Chair of the highest governance body	AR2025 Corporate Governance
2-12	Roles of the highest governance body in overseeing the management of impacts	11, 33, AR2025 Corporate Governance
2-13	Delegation of responsibility for managing impacts	11, 33
2-14	Roles of the highest governance body in sustainability reporting	11
2-15	Conflicts of interest	33, AR2025 Corporate Governance
2-16	Communication of critical concerns	33-34
2-17	Collective knowledge of the highest governance body	33, AR2025 Corporate Governance
2-18	Evaluation of the performance of the highest governance body	AR2025 Corporate Governance
2-19	Remuneration policies	25
2-20	Process to determine remuneration	25
2-21	Annual total compensation ratio	Unable to disclose due to confidentiality reasons
2-22	Statement on sustainable development strategy	2, 13-15
2-23	Policy commitments	11, 33-34
2-24	Embedding policy commitments	11, 33-34
2-25	Processes to remediate negative impacts	11, 33-34

GRI Standards	Disclosures	Page Number / Reference
2-26	Mechanisms for seeking advice and raising concerns	33-34
2-27	Compliance with laws and regulations	33-34
2-28	Membership associations	BBR Holdings and its subsidiaries are members of the Real Estate Developers Association of Singapore, Singapore Contractors Association Limited, Singapore Business Federation, Singapore Structural Steel Society, Master Builders Association Malaysia and Malaysian Employers Federation
2-29	Approach to stakeholder engagement	11-12
2-30	Collective bargaining agreements	None of our employees were covered by a collective bargaining agreement in FY2025
GRI 3	Material Topics 2021	
3-1	Process to determine material topics	12-13
3-2	List of material topics	12-13
3-3	Management of material topics	12-13
GRI 302	Energy	
302-1	Energy consumption within the organisation	20-21
302-3	Energy intensity	20-21
GRI 303	Water and Effluents	
303-5	Water consumption	24
GRI 305	Emissions	
305-1	Direct (Scope 1) GHG emissions	21
305-2	Energy indirect (Scope 2) GHG emissions	21
305-4	GHG emissions intensity	21
GRI 306	Waste	
306-3	Waste generated	23
GRI 308	Supplier Environmental Assessment	
308-1	New suppliers that were screened using environmental criteria	35
GRI 401	Employment	
401-1	New employee hires and employee turnover	26
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	28
GRI 403	Occupational Health and Safety	
403-1	Occupational health and safety management system	29-30
403-5	Worker training on occupational health and safety	29-30
403-6	Promotion of worker health	30
403-9	Work-related injuries	29
GRI 404	Training and Education	
404-1	Average hours of training per year per employee	28
404-2	Programs for upgrading employee skills and transition assistance programs	29
404-3	Percentage of employees receiving regular	29



GRI Standards	Disclosures	Page Number / Reference
	performance and career development reviews	
GRI 405	Diversity and Equal Opportunity	
405-1	Diversity of governance bodies and employees	25-27, 33
GRI 413	Local Communities	
413-1	Operations with local community engagement, impact assessments, and development programmes	31-32
GRI 418	Customer Privacy	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	34



10 TCFD INDEX

Core Content	Recommended Disclosures	References and Remarks
1. Governance Disclose the organisation’s governance around climate-related risks and opportunities	a) Describe the Board’s oversight of climate-related risks and opportunities	Section 5.1 - Governance
	b) Describe the Management team’s role in assessing and managing climate-related risks and opportunities	Section 5.1 - Governance
2. Strategy Disclose the actual and potential impact of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning where such information is material	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long- term	Section 6.1.2 – Climate Risks and Opportunities
	b) Describe the impact of climate-related risks and opportunities on the organisation’s business, strategy, and financial planning	
	c) Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	
3. Risk Management Disclose how the organisation identifies, assesses, and manages climate-related risks	a) Describe the organisation’s processes for identifying and assessing climate-related risks	Section 6.1.2 – Climate Risks and Opportunities
	b) Describe the organisation’s processes for managing climate-related risks	Section 5.1 - Governance. Additional information can be found in the Annual Report’s Risk Management Report
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management framework	Section 8.1 – Risk Management
4. Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Section 2 – Key Indicators and Targets and Section 6.1.3 – Metrics for Climate-Related Assessment
	b) Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	Section 6.1.4 – Energy Use and GHG Emissions



Core Content	Recommended Disclosures	References and Remarks
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Section 6.1.3 - Metrics for Climate-Related Assessment



BBR HOLDINGS (S) LTD
Reg. No.: 199304349M

50 Changi South Street 1 BBR Building Singapore 486126
Tel: 6546 2280  Fax: 6546 2268  www.bbr.com.sg