

SUSTAINING
OUR GROWTH

SHAPING
THE FUTURE

SUSTAINABILITY REPORT 2025



OKP HOLDINGS LIMITED

胡金標控股有限公司



CONTENTS

- 1 About this Report
- 2 Our Vision and Mission
- 2 Our Strategy and Guiding Principles
- 3 Our Corporate Profile
- 4 Our Chairman's Message

Our Sustainability Approach

- 8 Board Statement
- 9 Our Commitments
- 11 Sustainability Governance Structure
- 12 Materiality Assessment
- 13 Increasing Stakeholders' Engagement
- 14 Commitments and Targets

Environment

- 20 Nurturing the Environment
- 25 Feature: Demonstrating Our Sustainability Commitment by Planting Trees
- 26 Feature: Supporting Environmental Stewardship Via Cleanup at Beaches and Parks Initiative
- 27 Climate-Related Risks and Opportunities

Social

- 36 Empowering People and The Community
- 38 Our People
- 43 Feature: Attending ROTREX in South Korea
- 44 Corporate Social Responsibility
- 46 Safety and Environmental Awareness
- 56 Our Customers
- 58 Our Suppliers
- 59 Feature: Trip to Japan's NEXCO and PWRI

Governance

- 62 Reinforcing Corporate Governance
- 64 Attaining Excellent Corporate Governance and Risk Management
- 67 Investor Relations

Appendices

- 76 TCFD Content Index
- 79 GRI Content Index (Material Topic)
- 88 GRI Content Index (Non-Material Topic)
- 89 IFRS S2 Content Index
- 100 Independent Assurance Statement

ABOUT THIS REPORT

OVERVIEW

This is the fourth standalone sustainability report published by OKP Holdings Limited (OKP), following the inaugural report released in 2023. The current report covers the financial year ended 31 December 2025 (FY2025). Prior to 2023, the Group's sustainability initiatives were disclosed within its annual reports. Since transitioning to a standalone format, the sustainability report has expanded significantly in both scope and depth, providing more comprehensive insights into our efforts.

REPORTING FRAMEWORK

(GRI 2-2, 2-6)

The report has been prepared to comply with SGX-ST Listing Rules 711A and 711B and Practice Note 7.6 Sustainability Reporting Guide and according to the Global Reporting Initiative (GRI) Standards 2021. The report also takes reference from relevant IFRS S2 Climate-related Disclosure requirements to enhance climate-related transparency. It also makes disclosures based on the recommendation of the Task Force on Climate-related Financial Disclosures (TCFD) and aligns our organisation's sustainability initiatives with the specific United Nations Sustainable Development Goals (UN SDGs). In FY2025, the Group conducted an initial qualitative and quantitative scenario analysis to assess the potential impact of identified climate-related risks on its business. These disclosures also take reference from the IFRS S2 Climate-related Disclosure requirements, which build on the TCFD framework.

This sustainability report covers the Environmental, Social and Governance (ESG) aspects. The ESG content is presented in six sections concluding with appendices.

Section 1 highlights our Group's vision and mission, our strategy and guiding principles, our corporate profile, and our Chairman's message.

Section 2 discusses OUR SUSTAINABILITY APPROACH, which includes our Board statement, our commitments, sustainability governance structure, materiality assessment, increasing stakeholders' engagement, and our commitments and targets (which are aligned with the United Nations Sustainability Development Goals).

Section 3 draws attention to the ENVIRONMENT, which includes nurturing the environment; climate-related opportunities, risks and financial impact with an initial qualitative and quantitative scenario analysis; SGX core ESG metrics (environmental); and two features: Demonstrating our sustainability commitment by planting trees, and Supporting environmental stewardship via CleanUp at Beaches and Parks initiative.

Section 4 emphasises the SOCIAL aspect, which includes empowering people and the community, SGX core ESG metrics (social), with two features: Trip to Japan's NEXCO

and PWRI, and Attending ROTREX in South Korea. Other sections include our people, corporate social responsibility, safety and environmental awareness, our customers and our suppliers.

Section 5 focuses on GOVERNANCE, which includes reinforcing corporate governance; SGX core ESG metrics (governance); key economic performance indicators; achieving good corporate governance and risk management (Board independence, diversity and performance; anti-corruption; whistleblowing; cybersecurity; personal data privacy; and risk management summary) and ends with investor relations.

The **last section** encloses APPENDICES of the TCFD Content Index, GRI Content Index and IFRS S2 Content Index. We hope this sustainability report will demonstrate our organisation's commitment to sustainability and its efforts to promote ESG aspects.

REPORTING SCOPE

(GRI 2-2, 2-3, 2-4)

This report covers the performance of our consolidated entities for the financial year from 1 January 2025 to 31 December 2025. It focuses on the sustainability performance and initiatives that are under our direct operational control in Singapore and Australia. This report excludes joint ventures and associate companies, which are not directly under our control, unless otherwise stated. It covers our construction and maintenance segments in Singapore. There were no major changes to OKP's business sectors and value chain during the reporting period. The report contains no restatement.

ASSURANCE

(GRI 2-5)

The Group is committed to upholding high standards of accuracy and transparency in reporting. In FY2025, TEMBUSU Asia Pte Ltd was engaged to conduct an independent third-party assurance of the Sustainability Report for FY2025 in accordance with the International Standard on Sustainability Assurance (ISSA 5000).

TEMBUSU Asia reviewed the Group's GHG (Greenhouse Gas) emission inventory and intensity for Scope 1 and 2 emissions, covering operations in Singapore and Australia, for the reporting period from FY2023 to FY2024. The verification engagement also covered Scope 3 emissions under the category of Purchased Goods and Services, specifically carbon-mineralised cement procured from a supplier for the Group's Singapore operations for FY2024.

FEEDBACK

(GRI 2-3)

The Group is pleased to hear from all its stakeholders and we welcome feedback on this report. For enquiries, please contact the CSR Department at okpcsr@okph.com.

OUR VISION

TO BE A LEADING TRANSPORT INFRASTRUCTURE AND CIVIL ENGINEERING COMPANY IN SINGAPORE, THE REGION AND BEYOND.

OUR STRATEGY

STAYING FOCUSED ON CORE COMPETENCIES

Civil engineering projects will continue to feature prominently as this is our area of expertise where we have built up a distinctive track record over the years.

EXPLORING OVERSEAS OPPORTUNITIES

While keeping a firm grip on the local market, we will also continually look for opportunities to grow our business overseas.

DIVERSIFYING EARNINGS THROUGH PROPERTY DEVELOPMENTS AND INVESTMENTS

As part of our long-term strategy, we seek to diversify our earnings through our property developments and investments.

OUR MISSION

TO BE THE FIRST AND PREFERRED CIVIL ENGINEERING CONTRACTOR FOR THE VARIOUS INDUSTRIES, HERE AND OVERSEAS.

OUR GUIDING PRINCIPLES

TO OUR CLIENTS

We are committed to providing them with a superior service that meets their time schedule, exceeds their expectations in quality, reliability and safety and that is within their budget.

TO OUR EMPLOYEES

We are committed to providing them with a safe working environment, training and advancement in their respective fields and a fair and equitable system that rewards their productivity.

TO OUR SUPPLIERS

We are committed to developing and strengthening relationships with them, recognising them as valued contributors and partners.

TO OUR SHAREHOLDERS

We are committed to maximising their return on investment while maintaining excellence in our products and services.

OUR CORPORATE PROFILE

(GRI 2-1)

Started by founder and Chairman, Mr Or Kim Peow, as a sole-proprietorship in 1966, OKP Holdings Limited (OKP) and its subsidiary corporations are a leading transport infrastructure and civil engineering group in Singapore. The Group specialises in the construction of airport runways and taxiways, expressways, flyovers, vehicular bridges, commuter infrastructure, airport infrastructure, and oil and gas-related infrastructure for petrochemical plants and oil storage terminals.

In addition, OKP carries out maintenance works for roads and road-related facilities as well as building construction-related works. Over the past decade, the Group has grown its core business to include property developments and investments.

Since the founding of wholly-owned subsidiary corporation, Or Kim Peow Contractors (Private) Limited (OKPC), the organisation has moved ahead steadily, notwithstanding the ups and downs of the business cycle and the challenges posed by economic uncertainties.

Celebrating 60 years in business in 2026, the Group has been on track for growth, expanding its proficiencies and building its years-long track record to attain its vision to be a leading transport infrastructure and civil engineering company in Singapore, the region and beyond. The Group has two core business divisions, construction and maintenance, and bids for public and private civil engineering and infrastructure projects as well as maintenance contracts.

Over the years, OKP has worked strategically and diligently to realise its mission to be the first and preferred civil engineering contractor for the various industries. Its clients hail from both the public and private sectors. In the public sector, the Group's clients include the Housing & Development Board, JTC Corporation, Land Transport Authority, National Parks Board, Public Utilities Board and Urban Redevelopment Authority. Its private sector clients include the Changi Airport Group, ExxonMobil, Foster Wheeler Asia Pacific Pte Ltd, and WorleyParsons Pte Ltd.



OKP completed its project involving commuter and road infrastructure works along a new road at Loyang Lane.

CORPORATE DEVELOPMENTS

With the current worldwide economic and political issues affecting countries, enterprises must remain resilient and adapt to ever-changing tough circumstances to accomplish their business goals. It is the same with OKP. The Group's strategy is to stay focused on its core competencies and at the same time, make greater headway into other revenue-generating sectors such as property development and investment.

The Group's capabilities and position as a leading player in the public sector have been widely acknowledged, especially in Singapore. Under the Building and Construction Authority Contractors' Registry, its wholly-owned subsidiary corporations, OKPC and Eng Lam Contractors Co (Pte) Ltd, are A1 grade civil engineering contractors. The A1 grade permits them to bid for public sector construction projects of unlimited value.

The Group also widens its business acumen in the competitive business environment by investing in several joint ventures. In addition, OKP seeks opportunities to develop its property development and investment portfolio, via joint ventures as well as on its own.

The Group has undertaken several development projects. Its most recent project, the 74-unit residential development, Phoenix Residences at Phoenix Road, which was launched in November 2020, obtained its Temporary Occupation Permit on 3 January 2025.

The Group has expanded its investment property portfolio comprising assets in both Singapore and overseas. In Singapore, the portfolio includes a freehold corner factory at 32 Tagore Lane, a freehold shophouse at 35 Kreta Ayer Road, and two freehold conservation shophouses at 69 and 71 Kampong Bahru Road. During the year, the Group entered into an agreement to sell the two conservation shophouses at 69 and 71 Kampong Bahru Road with the transaction completed on 6 March 2026. For its overseas ventures, the Group also owns a freehold office complex at 6-8 Bennett Street, East Perth, Western Australia, which was acquired jointly with a partner in April 2018.

The Group has accumulated many accolades for its annual reports, corporate governance, safety and environment efforts and investor relations. Since 2006, it has won numerous safety awards, green and gracious awards, a construction environment award and an Eco-Office certification.

Listed on the Singapore Exchange since 26 July 2002, OKP's market capitalisation exceeded \$300 million as at 31 December 2025 (2024:\$99.8 million), while net tangible assets amounted to \$237.6 million (2024:201.4 million).

OUR CHAIRMAN'S MESSAGE

(GRI 2-9, 2-12, 2-14, 2-22)



“
Recognising the worldwide environmental challenges, OKP Holdings Limited (OKP) whole-heartedly supports the need to work towards sustainability goals in its business and operations. We are cognizant that businesses and investors need to ensure emissions are minimised, not just because it is the right thing to do, but because it makes economic and business sense as well.”

MR KIM PEOW
Group Chairman

DEAR SHAREHOLDERS

Climate change is the defining challenge of our time, and we are at a critical moment, as the United Nations has highlighted. From unpredictable weather that threatens our food supply to rising sea levels that put communities at risk, its impact is far-reaching and unprecedented.

Climate change affects every person, business and entity in the world today. The universal plea for action and implementation of sustainability goals to attain net-zero emissions will enable a sustainable future for future generations.

Recognising the worldwide environmental challenges, OKP Holdings Limited (OKP) whole-heartedly supports the need to work towards sustainability goals in its business and operations. We are cognizant that businesses and investors need to ensure emissions are minimised, not just because it is the right thing to do, but because it makes economic and business sense as well.

Sustaining its growth progressively to achieve its vision to be a leading transport infrastructure and civil engineering company in Singapore, the region and beyond, our organisation adopts sustainability goals and practices in all its operations.

This is the 11th year that OKP is reporting on our sustainability journey in line with the Global Reporting Initiative (GRI) Standards. For FY2025, we have issued both an annual report and a standalone sustainability report, reflecting our commitment to transparency and accountability.

From 2011, our sustainability efforts were reported within the annual report, and from 2022 onwards, we have presented a separate report following the Singapore Exchange (SGX) Sustainability Reporting Guide, GRI Standards, and the Task Force on Climate-related Financial Disclosures (TCFD). We have also adapted SGX's recommended 27 core environmental, social and governance (ESG) metrics and included the 11 TCFD disclosures across governance, strategy, risk management, and metrics and targets. In FY2025, we take reference from relevant IFRS S2 Climate-related Disclosure requirements to enhance climate-related transparency.

This structured approach underscores our dedication to integrating sustainability into every part of our operations, ensuring that we manage our ESG responsibilities while building long-term value for all our stakeholders.

OUR COMMITMENT TO SUSTAINABILITY

In our dedication to sustainability, we emphasise the importance of sustainability to all our stakeholders. We are committed to environmentally sustainable business and operational practices. For example, OKP has been

using carbon mineralised concrete in construction, a solar photovoltaic system at a construction site, and solar CCTV cameras at project sites. We are also exploring the use of Glass Fibre Reinforced Polymer, which is on trial at Potong Pasir. Our organisation also demonstrated its sustainability commitment by planting trees, and supported environmental stewardship via CleanUp at Beaches and Parks initiative. In addition, the Group is focused on achieving higher NABERS ratings for its Perth office building in Australia. NABERS is a national rating system that measures the energy efficiency, water usage, waste management and indoor environment quality of a building and its impact on the environment.

The Group is of the view that sustainability is about adopting approaches which tackle and manage ESG issues affecting its business. We have provided distinct disclosures of the economic, social and governance aspects of our business performance to all our stakeholders, as well as established a monitoring framework. This proactive approach allows us to anticipate and mitigate enterprise risks, thereby strengthening the Group's resilience and driving long-term strategic success.

In the past years, the Group has published annual reports on nurturing the environment, empowering people and the community and reinforcing corporate governance.

At OKP, we take responsibility for fostering the environment and mitigating negative environmental consequences at our construction sites and surrounding environment. We monitor our energy (both electricity and liquefied petroleum gas (LPG)), waste and water management at our workplaces to make sure that we use our resources sensibly and efficiently.



Our Group Managing Director Or Toh Wat (centre) receiving the SIAS Investors' Choice Award 2025 for the Most Transparent Company (Small Caps category) - Winner from Dr Joshua Kuma, Honorary Secretary, SIAS and a Managing Director of EQT Group (left) on 11 November 2025. On the right is Mr Ong Chong Tee, Chairman of Accounting and Corporate Regulatory Authority.

The Group will proactively manage the emissions from our operations to make sure that we manage the environmental impact and support the transition to a lower-carbon economy. We will continue to lessen energy use and improve effectiveness in this area within all our business segments.

Our organisation's commitment to a greener environment continues to be recognised. Over the years, the Group has received 12 Green and Gracious awards, a Construction Environment award, and Eco-Office certification. In 2025, we were honoured with the Green and Gracious Builder (Star) and (Excellent) awards from the Building and Construction Authority. Since earning our Eco-Office certification in 2022, we achieved the highest 4-Leaves level in 2024, valid until November 2026, reflecting our ongoing dedication to environmental excellence.

We are a people-centric group and seek to motivate and develop our 1,003 staff to their fullest potential so they can benefit from a fulfilling career with our organisation. To develop skilled and proficient workers and assist them in reaching their full potential, we invest in training and development programmes. Our average training hours per employee was 8.6 hours in FY2025 (6.6 hours in FY2024). In addition, OKP plays our role to empower the community through charitable donations, community investments and staff volunteerism.

The Group remains committed to reinforcing its corporate governance practices. In accordance with the SGX's emphasis on cultivating Trust 2.0, we will continue to develop a culture of integrity, accountability and transparency companywide, supported by strong governance frameworks and effective oversight by our Board committees. We seek to build our culture of trust and accountability by adhering to this guidance. We recognise that strong governance is fundamental to maintaining stakeholders' confidence and ensuring the long-term sustainability of our business.

At OKP, we ensure that our employees understand our strong views on anti-corruption and our zero tolerance towards bribery and corrupt practices. We provide our workers with guidelines on how to declare and comply with our internal policies when giving or receiving gifts or dealing with entertainment, sponsorships and charitable contributions during the course of their work. During the past year, our organisation did not receive any report on incidents of corruption within OKP.

In conclusion, I would like to take this opportunity to express my deep appreciation to all employees and other stakeholders for supporting the Group on its sustainability journey. Your numerous initiatives, innovations and fervent efforts have enabled the Group to play a vigorous role in making our climate a more sustainable and greener one.

OR KIM PEOW
Group Chairman



OUR SUSTAINABILITY APPROACH



OUR SUSTAINABILITY APPROACH

BOARD STATEMENT

(GRI 2-9, 2-12, 2-14, 2-17, 2-22)

SUSTAINABILITY STRATEGY

Our Board believes that sustainability is about running our business in a way that goes beyond financial success, creating positive value for our stakeholders while caring for the environment.

We see sustainability as a practical and strategic approach that strengthens how we manage our operations, improves efficiency, and supports long-term business performance. We place great importance on sustainability issues in planning our Group's strategies. Our Board is committed to sustainability and fully support the adoption of the Singapore Exchange (SGX) sustainability reporting guidelines for all listed companies. By aligning with these standards, we aim to stay transparent, accountable, and focused on building a more sustainable future.

SUSTAINABILITY FRAMEWORK

The Group reports on its sustainability performance following the SGX Sustainability Reporting Guide, the Global Reporting Initiative (GRI) Standards 2021 and the Task Force on Climate-related Financial Disclosures (TCFD). We also take reference from relevant IFRS S2 Climate-related Disclosure requirements to enhance climate-related transparency. We also align our organisation's sustainability initiatives to the specific United Nations Sustainable Development Goals (UN SDGs).

SUSTAINABILITY GOVERNANCE

Despite the current global economic and political turmoil, Singapore's construction sector maintains a posture of cautious optimism. We are committed to incorporating economic, social, environmental, and governance considerations into our everyday operations and decision-making. By doing so, we aim to build resilience, create long-term value, and contribute positively to the industry and the wider community.

During the financial year ended 31 December 2025, the Board together with the management reviewed OKP's sustainability goals and determined material environmental, social and governance (ESG) factors. They also oversaw the management and monitored material ESG factors, challenges, targets and progress.

The management provides frequent updates to the Board, and in turn, the management is evaluated by its success in executing our organisation's strategic plans to meet the expectations of stakeholders and the Board. This report aims to communicate the Group's staunch commitment towards corporate governance. It seeks to include comprehensive and accessible information on the Group's strategy in relation to its sustainability approach and related significant issues according to recognised standards.



Successful Installation of the covered linkway across Jurong West Street 51, during an early morning visit by Mr Xie Yao Quan, Member of Parliament representing Jurong Central Single Member Constituency (third from right) on 21 June 2025.

MATERIAL ESG FACTORS – POLICIES, PRACTICES, PERFORMANCE AND TARGETS

We recognise that ESG issues are becoming increasingly important to our stakeholders, and we are mindful of the impact our business has on both the environment and society.

We continue to monitor and assess the ESG factors that matter most to our operations, ensuring that we stay on track and make informed decisions. As sustainability priorities and risks evolve, we see this as an ongoing journey, one that requires us to keep learning, adapting and improving.

As we work towards our 2026 and longer-term sustainability goals, we remain committed to making steady, meaningful progress in creating lasting value for our stakeholders and the communities we serve.

On behalf of the Board

OR TOH WAT
Group Managing Director

OUR SUSTAINABILITY APPROACH

OUR COMMITMENTS

(GRI 2-23, 2-24)

OKP'S COMMITMENTS

The Group believes that sustainability is about embracing approaches which tackle and manage ESG issues impacting our business. We seek to be a progressive and reliable company which is dedicated to corporate responsibility and sustainability.

We also aim to be an accountable corporate citizen by being open and transparent about our performance across economic, social and governance areas. By sharing clear and meaningful disclosures with our stakeholders, we build trust and strengthen our relationships.

At the same time, we continue to put in place monitoring processes to track our progress, ensuring that we stay aligned with our commitments and keep improving over time.

GUIDELINES AND METHODOLOGIES

Since 2011, we have published annual reports on our initiatives in nurturing the environment, empowering people and the community, and reinforcing corporate governance.

This is the 11th year that OKP is presenting a sustainability report according to the Global Reporting Initiative (GRI) Standards. For this report, we have followed the internationally recognised GRI Standards 2021 (Core option), as well as Rules 711A and 711B and Practice Note 7.6 of the SGX Listing Manual. We have

also taken reference from the relevant requirements of IFRS S2 on climate-related disclosures.

By aligning with these established frameworks, we aim to provide clear, consistent and meaningful insights into our sustainability performance, while strengthening transparency and accountability to our stakeholders.

The GRI Standards 2021 were adopted as the reporting framework as they provide thorough requirements for engagement of stakeholders and a broad range of materiality topics which are relevant to the nature of our businesses. This sustainability report focuses on the material topics identified and is issued with the Board's approval. It shall be read in conjunction with the other sections of the annual report and other sustainability-related disclosures.

We have prepared our fourth Task Force on Climate-related Financial Disclosures (TCFD) Report to comprehend and manage climate risks and opportunities. We have also aligned our sustainability activities to the specific United Nations Sustainable Development Goals (UN SDGs) and applicable GRI standards. We have disclosed our progress against our short to long term sustainability targets.

This report covers the financial year from 1 January 2025 to 31 December 2025. There were no major changes to the Group's business sectors and value chain during the reporting period. The report covers the sustainability performance and efforts that are under our direct operational control in Singapore and Australia. The report contains no restatement.

The Group's phased approach to sustainability reporting:

Adoption			
Primary Components	Current FY2025	Short term (1 to 2 years) FY2026 to FY2027	Medium (2 to 5 years) to long term (above 5 years) FY2028 to FY2038
Material environmental, social and governance (ESG) factors	We have reviewed, identified and addressed the most critical factors	<ul style="list-style-type: none"> We will review factor assessment, add factors which have become material, and remove existing factors which are no longer material We will describe climate-related disclosure with reference to ISSB Standards based on four pillars 	<ul style="list-style-type: none"> We will review factor assessment, add factors which have become material, and remove existing factors which are no longer material We will make climate-related disclosure with reference to ISSB Standards based on four pillars

OUR SUSTAINABILITY APPROACH OUR COMMITMENTS

Adoption			
Primary Components	Current FY2025	Short term (1 to 2 years) FY2026 to FY2027	Medium (2 to 5 years) to long term (above 5 years) FY2028 to FY2038
Climate-related disclosures consistent with the TCFD recommendations	<ul style="list-style-type: none"> We have described the governance structures, including Board's oversight and management's role We have also described the climate-related risks, potential financial impacts and opportunities We have also described the processes for identifying and managing climate-related risks by making reference to the four key pillars recommended by TCFD The Group has conducted initial qualitative and quantitative scenario analysis to assess the potential impact of identified climate-related risks on its business. These disclosures also take reference from the IFRS S2 Climate-related Disclosure requirements, which build on the TCFD framework 	<ul style="list-style-type: none"> We will review the metrics used for assessment We will conduct qualitative and quantitative scenario analysis We will set targets in qualitative terms 	<ul style="list-style-type: none"> We will review the metrics used for assessment We will conduct qualitative and quantitative scenario analysis We will set targets in qualitative terms We plan to obtain statement of compliance with the ISSB Standards as applicable for climate-related disclosures
Policies, practices and performance	We have described how we managed the material factors in the Risk Assessment and Management section on pages 90 to 100 of OKP's Annual Report and pages 12-17 of the Sustainability Report	<ul style="list-style-type: none"> We will describe and include specific policies and practices for each material factor We will make comparison against previously disclosed qualitative and quantitative commitments and targets with explanation of shortfall We will plan for improved reporting in future 	<ul style="list-style-type: none"> We will describe and include specific policies and practices for each material factor We will make comparison against previously disclosed qualitative and quantitative commitments and targets with explanation of shortfall We will consider linking sustainability performance to executive remuneration Plan for improved reporting in future
Targets	We have disclosed some short- and long-term targets on page 14-17 of this report	We will disclose some short- and long-term targets	<ul style="list-style-type: none"> We will consider including peer/sector benchmarks Targets linked to management performance incentives
Sustainability Reporting Framework	<ul style="list-style-type: none"> GRI TCFD IFRS S2 Climate-related Disclosure requirements 	<ul style="list-style-type: none"> GRI ISSB Standard 	<ul style="list-style-type: none"> GRI ISSB Standard
Board Statement and associated governance structure for sustainability practices	Complied	Will comply	Will comply

OUR SUSTAINABILITY APPROACH

SUSTAINABILITY GOVERNANCE STRUCTURE

(GRI 2-9 to 2-14, 2-17)

The Group has put in place a clear structure to guide and manage its sustainability efforts.

The **Board of Directors** is responsible for the Group’s sustainability strategy and maintains oversight of OKP’s sustainability directions. The Board is also involved in determining material ESG factors and oversees the management and monitoring of these factors. All directors have attended the Environmental, Social and Governance Essentials (Core) training conducted by the Singapore Institute of Directors (SID). Some directors also attended SID’s LED 9 — Environmental, Social and Governance Essentials, and one director attended the SID Masterclass Programme conducted by the Institute of Singapore Chartered Accountants in 2024. Currently, the Board’s performance is not evaluated based on ESG performance indicators.

With oversight from the Board of Directors, the **Group Managing Director** plays an active role in leading and executing sustainability initiatives. The Group Managing Director identifies key sustainability topics and sets goals and key performance indicators (KPIs), supported by a dedicated Sustainability Committee.

The Board is supported by the **Sustainability Committee**, which is chaired by an Executive Director and consists of representatives from the finance, technical, safety and projects departments. The Committee manages and executes sustainability initiatives. All short- and long-term strategies and initiatives that involve monetary investment are to be presented and approved by the management before execution by the Sustainability Committee.

The Board’s and management’s commitments towards sustainability, initiatives and activities are communicated to all staff and stakeholders to achieve goals and KPIs. Different platforms are used to ensure awareness and actions towards achieving the significant performance indicators.



Sustainability Committee meeting in progress on 24 April 2025.

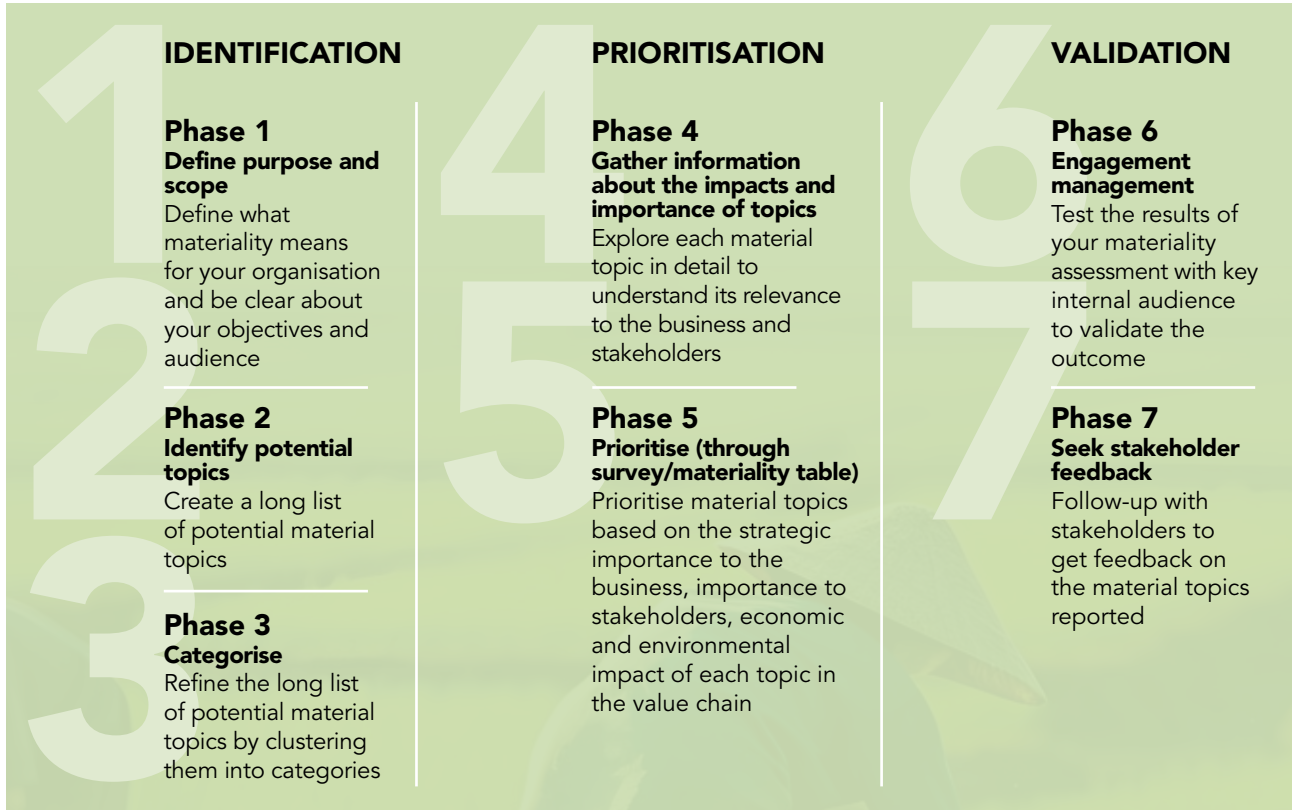


OUR SUSTAINABILITY APPROACH

MATERIALITY ASSESSMENT

(GRI 3-1, 3-2, 3-3)

The materiality assessment was undertaken through a 7-step approach as set out below:



As part of our materiality assessment, we identified and prioritised the ESG topics that matter most by considering both their impact on our business and their importance to our stakeholders. These were mapped using a materiality matrix to provide a clear and structured view of our priorities. The materiality assessment was conducted in line with the guidelines of GRI Standards in connection with the materiality principle.

The following matrix presents the material topics based on their likelihood of influencing external stakeholders and their impact on our business. The identified material topics remain relevant and unchanged from the previous reporting year, with no additions or removals.



■ Environment ■ Social ■ Governance and Economic

OUR SUSTAINABILITY APPROACH

INCREASING STAKEHOLDERS' ENGAGEMENT

(GRI 2-27, 2-29)







At OKP, our goal is to create sustainable value for all our stakeholders. To achieve this, we focus on delivering high-quality products and services, ensuring our customers are satisfied, and being an employer that people are proud to work for.

We also strive to manage our supply chain responsibly and contribute positively to the environment and the communities we serve. It is important to engage our stakeholders regularly and reassure them of our organisation's unwavering commitment.

By assessing the significance and impact of stakeholders' interests on our business, OKP has identified six key stakeholder groups.



The Group's phased approach to sustainability reporting:

Stakeholders	Key Topics	Engagement Platform	OKP's Commitment
 Clients/ Customers	Site safety, delivery of services on time	Meetings, feedback channels such as email communication	Provide clients/customers with excellent service on time, within budget and with emphasis on high standards of quality, reliability and safety
 Employees	<ul style="list-style-type: none"> People development Occupational health and safety Remuneration and benefits 	<ul style="list-style-type: none"> Training Performance appraisal 	Develop our workforce to their full potential by offering training and staff development, a fair and equitable reward system and a safe working environment
 Suppliers	Compliance, safety, delivery of services on time	Regular meetings with key suppliers and site visits by the management	Cultivate and strengthen relationships with our suppliers and monitor our supply chain to achieve project excellence and the highest environmental, health and safety standards
 Shareholders/ Investors	Business strategy	<ul style="list-style-type: none"> Conference calls, shareholders' meetings, results webcast, emails and Q&A portals Controls and risk management framework for anti-money laundering and sanctions 	<ul style="list-style-type: none"> Maximise shareholder's return on investment through solid fundamentals and strategies while maintaining excellence in our products and services Implement a market-standard controls and risk management framework
 Community	Community investment	Meetings, donations	Contribute to the community by supporting various charitable causes and organisations and lessen any adverse impact on the environment as a good corporate citizen
 Government/ Regulators	Opportunities for business collaboration, sharing of industry best practices, compliance	Industry networking functions, overseas study trips and meetings, attend seminars conducted by the regulators, maintain communication channels with the regulators	Influence the business environment in which we operate. We track topics of concern to government to make sure that our businesses are equipped to meet the legislative and regulators' requirements

OUR SUSTAINABILITY APPROACH

COMMITMENTS AND TARGETS

(Alignment With United Nations Sustainability Development Goals)







(GRI 2-23, 2-24)








The Sustainable Development Goals (SDGs), also known as Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030, all people enjoy peace and prosperity.

The 17 SDGs are integrated. They recognise that action in one area will impact outcomes in others, and that development must balance social, economic and environmental sustainability.



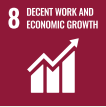




Although the SDGs are mainly targeted at governments, they represent an excellent opportunity for corporations to also act for a more sustainable world. The Group supports the UN SDGs and has aligned the sustainability efforts with 10 SDGs for our business operations in FY2025.









Based on our engagement with stakeholders, we have identified the following key material ESG factors that have an impact on our business.

Primary Factor	UN SDGs	Material Components	Performance Measures	2025 Performance	Target
Economic 	 	1 Economic performance (GRI 201) 	Value-added Performance	We have met the target. Value-added performance target has increased by 21.0 per cent from \$106.0 million in FY2024 to \$128.3 million in FY2025 For more details, please refer to page 57 for value-added statement of the annual report. The increase in the value added amount was due to higher profits reported in FY2025	Short term 3.0 per cent improvement in value-added performance Medium to long term 5.0 per cent improvement in value-added performance
			Financial Performance	Revenue has increased by 22.9 per cent from \$181.8 million in FY2024 to \$223.5 million in FY2025, meeting our short-term target of 5.0 per cent For more details, please refer to pages 36-37 for financial highlights of the annual report	Short term 5.0 per cent improvement in revenue and profit Medium to long term 10.0 per cent improvement in revenue and profit
		2 Anti-corruption (GRI 205) 3 Anti-money laundering and sanctions (GRI 205) 	Zero tolerance towards fraud, corruption and unethical actions	No incident of corruption and fraud	Short to long term Adhere to the Group's zero tolerance towards fraud, corruption and unethical actions

Primary Factor	UN SDGs	Material Components	Performance Measures	2025 Performance	Target
Environment 	  	4 Water consumption (GRI 303) 	Water consumption (m³) Water consumption intensity (m³/employee)	<p>Water consumption increased by 19.6 per cent from 36,340 m³ in FY2024 to 43,468 m³ in FY2025</p> <p>Water consumption intensity increased by 14.2 per cent from 37.9 m³/employee in FY2024 to 43.3 m³/employee in FY2025</p> <p>The increase was due mainly to increased business activities in FY2025. As such, we did not achieve the short-term target set of 5.0 per cent. We will reuse or recycle water where feasible.</p>	<p>Short term Reduce water consumption and water consumption intensity by 2.0 per cent</p> <p>Medium to long term Reduce water consumption and water consumption intensity by 5.0 per cent</p>
		5 Energy consumption (GRI 302) 	Energy consumption (kWh) Energy consumption intensity (kWh/employee)	<p>Energy consumption decreased by 7.9 per cent from 891.6 kWh in FY2024 to 821.1 kWh in FY2025</p> <p>Energy consumption intensity decreased by 11.8 per cent from 928.7 kWh/employee in FY2024 to 818.7 kWh/employee in FY2025</p> <p>The decrease was due mainly to success of conserving energy initiatives implemented at all project sites for FY2025, use of electric vehicles and use of solar panels</p> <p>We have met our short-term target for energy consumption and energy consumption intensity</p>	<p>Short term Reduce energy consumption and energy consumption intensity by 2.0 per cent</p> <p>Medium to long term Reduce energy consumption and energy consumption intensity by 5.0 per cent</p>
		6 GHG emission (GRI 305) 	GHG absolute emission Scope 1, 2, 3 (mtCO₂e) GHG emission intensity ratio Scope 1,2,3 (mtCO₂e/m² and kgCO₂e/m²)	<p>GHG absolute (Scope 1) has decreased by 12.2 per cent from 7,784 tCO₂e in FY2024 to 6,834 tCO₂e in FY2025</p> <p>GHG absolute (Scope 2) has decreased by 13.3 per cent from 371.9 tCO₂e in FY2024 to 322.3 tCO₂e in FY2025</p> <p>GHG absolute (Scope 3) has decreased by 16.5 per cent from 499.6 kgCO₂e in FY2024 to 417.0 kgCO₂e in FY2025</p> <p>The decrease in the above GHG (Scope 1, 2 and 3) emission was due to the success of our FY2025 initiatives which include the increased use of electric vehicles, and the adoption of solar panels. We have met our short-term target for GHG emission</p>	<p>Short term Reduce GHG absolute emission and emission intensity ratio by 3.0 per cent</p> <p>Medium to long term Reduce GHG absolute emission and emission intensity ratio by 25.0 per cent</p>

OUR SUSTAINABILITY APPROACH
COMMITMENTS AND TARGETS
 (Alignment With United Nations Sustainability Development Goals)

Primary Factor	UN SDGs	Material Components	Performance Measures	2025 Performance	Target
		7 Minimisation of material wastage (GRI 306) 	Rate of construction material wastage Waste diverted from disposal Waste diverted to disposal	Wastage in concrete fell by 17.6 per cent from 211.2 m ³ in FY2024 to 174.0 m ³ in FY2025 Wastage in reinforcement increased from 0.4 tons in FY2024 to 5.8 tons in FY2025 We met the short term targets set for wastage in concrete. However, we did not meet the short term targets set for wastage in reinforcement as we have a number of projects that have progressed to an active stage in FY2025 Waste diverted from disposal for concrete reduced from 80.0 per cent in FY2024 to 75.4 per cent in FY2025. Waste diverted from disposal for reinforcement maintained at 100.0 per cent for both FY2024 and FY2025 We met the short-term target for waste diversion from disposal for reinforcement. However, we did not meet the short-term target for waste diversion from disposal for concrete	Short term Reduce wastage in concrete and reinforcement by 1.0 per cent To increase the waste diverted from disposal to 80.0 per cent for concrete and 100.0 per cent for reinforcement Medium to long term Reduce wastage in concrete and reinforcement by 2.0 per cent To increase the waste diverted from disposal to 90.0 per cent for concrete and maintain at 100.0 per cent for reinforcement
Social and Governance 	 	8 Health and safety (GRI 403) 	Fatalities case High-consequence injuries case Recordable injuries case Accident Frequency Rate (AFR) Recordable work-related ill health case	No fatalities reported in FY2025 and FY2024 There was no high consequence injury recordable case reported in FY2025 The Group endeavours to minimise risk of accidents through education programmes in order for the employees to act responsibly	Zero fatality rate and no reportable injuries case Zero for AFR and Accident Severity Rate (ASR)
		9 Training and education of employees (GRI 404) 	Average training hours per employee Average training hours per employee by gender	8.6 hours of training per employee in FY2025 as compared to 6.6 hours in FY2024 We have met the short-term target of 8.0 training hours per employee	Short term To achieve an average 8.0 training hours per employee Medium to long term To achieve an average 10.0 training hours per employee

Primary Factor	UN SDGs	Material Components	Performance Measures	2025 Performance	Target
		10 Participation in local programmes such as donations, education programmes, building Infrastructure for liveable communities, supporting sustainable community development (GRI 203) 	Total CSR spending per annum	CSR spending has decreased from \$187,000 in FY2024 to \$137,000 in FY2025	Short to long term We will continue to actively participate in CSR initiatives
		11 Employee retention (GRI 401) 	Total turnover	Staff turnover rate has reduced from 9.5 in FY2024 to 7.0 in FY2025 We achieved the short-term target rate of 8.0	Short term To reduce the staff turnover rate to 8.0 Medium to long term To maintain the staff turnover rate below 5.0
		12 Diversity i.e. embedded diversity in the company's culture, creating a more flexible working environment 	Gender diversity – current employees, new hires and turnover by gender Age-based diversity – current employees, new hires and turnover by age groups	No change to comparison of male and female employees in FY2024 and FY2025	Medium to long term Ensure equal opportunity and non-discrimination towards both males and females
		13 Supply chain management 	To strengthen our supply chain management efforts	Continue to source our suppliers in a socially responsible manner and enhance customer satisfaction For more details, please refer to pages 36 and 58 of this sustainability report	Drive responsible business practices across the supply chain



NURTURING THE ENVIRONMENT



ENVIRONMENT

NURTURING THE ENVIRONMENT

(GRI 302-1 to 302-4, 303-1 to 303-3, 303-5, 305-1 to 305-5, 306, 308-1)

As a company committed to corporate responsibility and sustainability, we recognise our role in protecting the environment and reducing the impact of our construction activities on surrounding communities. We actively monitor how energy (including electricity and LPG), water and waste are managed across our worksites to ensure resources are used responsibly and efficiently. Through these efforts, we aim to minimise our environmental footprint while contributing to a greener, more sustainable future.

FY2025 is our fourth year in disclosing our Scope 1, 2 and 3 GHG absolute emission and emission intensity ratio. We will continue our activities to lessen energy use and improve effectiveness in this area within all our business segments. During FY2025, water consumption had increased as compared to FY2024 as business activities had gone up. However, energy consumption had dropped as a result of improved energy conservation measures. Diesel consumption decreased from 2.9 million of litres in FY2024 to 2.5 million of litres in FY2025. The wastage in concrete fell from 211.2 m³ in FY2024 to 174.0 m³ in FY2025 while the wastage in reinforcement increased from 0.4 tons in FY2024 to 5.8 tons in FY2025 mainly due to higher operating activity. The waste diverted from disposal for concrete was reduced from 80.0 per cent in FY2024 to 75.4 per cent in FY2025. We have reused the wastage in concrete for lean concrete for bare ground, and also for concrete spacer. The waste diverted from disposal for reinforcement was maintained at 100.0 per cent in FY2024 and FY2025.

EMBRACING ENVIRONMENTALLY SUSTAINABLE PRACTICES

Our organisation actively manages the emissions from our operations to make sure that we manage the environmental impact and support the transition to a lower-carbon economy. Since 2024, OKP has adopted environmentally sustainable practices. Here are some examples of our sustainability initiatives.

The Group endorses an all-inclusive approach in managing the environmental impact of our activities and other risks in our supply chain. In overseeing our supply chain, OKP has established a process for selecting its suppliers by examining their industry reputation, track record, and Quality, Environmental, Health and Safety (QEHS) standards. We closely work with our potential and current suppliers through regular reviews and feedback to ensure that they have the right skillsets, track record and sufficient resources to support our projects and activities. During FY2025, our organisation was fined for three (2024: two) instances of mosquito breeding.

Promoting a good image in promoting a green environment, our organisation has been widely recognised for its environmentally-friendly initiatives.

Since 2012, we have won various awards for being a green and gracious builder and one construction environmental award. In 2025, the Group received two green and gracious awards. Since OKP received its Eco-Office certification in 2022, it has achieved 4-Leaves, the highest level in the Eco-Office certification journey, which was awarded by the Singapore Environment Council in 2024.

BIODIVERSITY

As part of our commitment to protecting biodiversity, we pay great attention to managing any impact on existing trees during our construction works. For our projects such as cycling path widening, we prepare a tree-felling plan and seek approval from NParks to ensure that all affected trees are properly assessed.

Before any tree removal takes place, we also carry out a final consultation with NParks' Streetscape team to confirm there are no objections. This helps us ensure that our works are carried out responsibly, while minimising impact on the surrounding greenery and preserving Singapore's urban landscape.

SINGAPORE OPERATION

a) Supporting environmental stewardship via CleanUp at Beaches and Parks initiative

The Group participated in the Public Hygiene Council's CleanUp at Beaches and Parks initiative under the national Keep Singapore Clean Movement on 8 November 2025, which we have included in one of the features: Supporting environmental stewardship via CleanUp at Beaches and Parks initiative.



OKP team at beach cleanup at East Coast Park.

We also organised a corporate social responsibility (CSR) beach cleanup at East Coast Park on 15 October 2025 as part of our commitment to environmental sustainability.

It was a team effort with 16 Sustainability Committee members and staff coming together with a shared goal of keeping our coastline clean, reflecting strong teamwork and engagement across the company. In just one hour, volunteers collected 38.5 kilograms of litter, including plastic bottles, cigarette butts, and even a discarded cupboard. All waste was properly sorted and disposed of in line with NEA guidelines.

Beyond improving coastal cleanliness, the activity helped raise awareness among our staff about the importance of responsible waste management in both work and daily life. Encouraged by the positive impact, we are proud to make this beach cleanup an annual initiative as we continue contributing to a greener and more sustainable Singapore.

At OKP, we promote shared responsibility, environmental stewardship, and a culture that values the protection of public spaces, communities, and the environment as an integral part of our QEHS commitment.

b) Demonstrating our sustainability commitment by planting trees

Our organisation's management and employees took part in the Garden City Fund's Plant-A-Tree Programme under National Parks Board's OneMillionTrees movement. The Group supported tree planting efforts aimed at enhancing greenery, restoring biodiversity, and strengthening climate resilience. By contributing to Singapore's greening efforts in a purposeful manner, OKP demonstrates its commitment to integrating environmental stewardship with a culture of safety, care, and accountability for future generations.

As part of a tree planting ceremony at Bencoolen Street near Fortune Centre on that day, 29 November 2025, OKP presented one coffee table to Ms Denise Phua, Member of Parliament and Mayor for Central Singapore District, and wooden coasters to grassroots leaders. The coffee table was made from a recycled tree trunk, repurpose to give the tree trunks a second lease of life.

We stay committed to contributing to the future sustainable development of Singapore, and preserving a part of the heritage that comes with the natural environment.



Member of Parliament and Mayor of Central Singapore District Ms Denise Phua (centre in red) was presented with a recycled wooden coffee table at the tree planting event on 29 November 2025 with LTA's Deputy Group Director, Active Mobility Kenneth Wong.

c) Using carbon mineralised concrete in construction

The Group adopts carbon mineralised concrete (CMC) to reduce embodied carbon across our projects. We have fully integrated the use of CMC into our construction processes following the success implementation in some projects. These projects included the construction of cycling paths at various locations under contract AM120, which is part of Singapore's new Cycling Path Network spanning seven towns island wide, and the Commuter Infrastructure Enhancement project. This initiative continues in our latest contract AM205, which involves the development of over 86 km of cycling paths.



Completed cycling path using CMC at Serangoon Avenue 3.

ENVIRONMENT NURTURING THE ENVIRONMENT

Below is the GHG emissions footprint of OKP projects for the financial year ended 31 December 2025 and 2024:

Types of Concrete	A1 - A3 Carbon Emission, KgCO ₂ eq/m ³		Absolute Carbon Emission, tCO ₂ eq		Carbon Reduction, tCO ₂ eq		Carbon Reduction Percentage	
	FY2025	FY2024	FY2025	FY2024	FY2025	FY2024	FY2025	FY2024
Carbon Mineralised concrete *	162-283	162-281	8,864	5,447	3,574	2,150	24.3%	28.3%
Normal concrete *	247-451	247-531	2,243	9,034	-	-	-	-
Total GHG Absolute Emission by Scope 3 (i.e. purchased goods and services)			11,106	14,481				

Note:

* Emission factor from Environmental Product Declaration (EPD) from a supplier.

Carbon mineralised concrete incorporates captured CO₂ into the concrete mix, where it reacts with minerals to form stable carbonates. This process permanently embeds carbon within the concrete, effectively isolating CO₂ and reducing the overall carbon footprint of concrete production. As a carbon capture and utilisation technology, CMC transforms industrial waste carbon into a stable mineral form, enabling concrete to function as a carbon sink for embodied carbon emissions.

Through the adoption of CMC, we have achieved an estimated 25.0 per cent to 35.0 per cent reduction in total carbon emissions, significantly lowering the environmental footprint of the affected projects. This initiative aligns with broader efforts to reduce CO₂ emissions from the construction sector, where concrete production accounts for approximately 7.0 per cent to 8.0 per cent of global CO₂ emissions. The carbon reduction figures are benchmarked against the use of conventional concrete of the same grade, specifically CEM I Grade 35/20/15 SL (50-90 mm).

d) Exploring Glass Fibre Reinforced Polymer (GFRP)

Our organisation continues to explore greener materials that can replace or enhance traditional construction methods while reducing environmental impact. One idea is to use Glass Fibre Reinforced Polymer (GFRP), which improves concrete strength and durability, reduces cracking, and lowers costs by minimising the need for steel reinforcement. It is already used in applications such as footpaths and drains, improving efficiency and productivity.



OKP is exploring the use of Glass Fibre Reinforced Polymer, which is on trial at Potong Pasir.

The method is to pre-arrange GFRP rods and tied into a lattice pattern, similar to conventional British reinforced concrete mesh. Due to their lightweight nature, they can be easily handled on site, while their non-corrosive properties make them well-suited for use with cement in footpath and slab construction. Trial installations have been carried out at one of the project sites, and the Group is currently working with the client to further develop and extend the use of GFRP for other locations. These initiatives reflect our ongoing commitment to adopting practical and sustainable construction solutions.

e) Utilising solar photovoltaic system at construction sites

At OKP, we recognise solar energy’s vital role as a renewable power source in minimising greenhouse gas emissions and combating climate change. As part of our commitment to lower carbon emissions, we have integrated solar-powered solutions across our operations. A key initiative is the installation of solar panels at our project site offices.

Since 23 October 2023, a solar photovoltaic (PV) system has been operational at the Jalan Papan Store project site office, supporting contracts for road-related facilities, road structures, road safety schemes in the East Sector, and road maintenance in the South East Sector. In 2025, this system generated 6.423 megawatt-hours (MWh) of clean energy,

demonstrating both its reliability and efficiency while delivering measurable financial savings.

The environmental benefits have been equally significant. With a specific energy yield of 199.5 kilowatt-hours per kilowatt-peak (kWh/kWp) in 2025, the system helped avoid 3.1 tons of CO₂ emissions. This reduction is equivalent to conserving 2.570 tons of standard coal, a meaningful step toward lowering our carbon footprint. By shifting to clean energy, we are supporting global climate action and improving air quality, fostering a healthier environment for our communities.

The drop in 2025 figures was due to issues with the temporary incoming power supply, which caused the solar electricity system to be non-operational. As a result, the system was non-operational from January to August 2025 and again in October 2025.

Electricity generated by the solar panels for FY2025 and FY2024:

Year	Total String Capacity (kWp)	PV Yield (kWh)	Inverter Yield (kWh)	Specific Energy (kWh/kWp)	Peak Power (kW)	CO ₂ Avoided (t)	Standard Coal Saved (t)
FY2025	162-283	162-281	8,864	5,447	3,574	2,150	24.3%
FY2024	247-451	247-531	2,243	9,034	-	-	-

Below description for the parameters used in the above table:

Parameter	Description
Total String Capacity (kWp)	PV plant capacity
PV Yield (kWh)	Solar electricity generated
Inverter Yield (kWh)	Solar electricity generated
Specific Energy (kWh/kWp)	Actual electricity (kWh) a solar system generates per unit of its rated capacity (kWp). Also can be interpreted as total peak sun hours per month.
Peak Power (kW)	Maximum power of PV plant achieved
CO ₂ Avoided (t)	Amount of CO ₂ avoided from using solar generated electricity
Standard Coal Saved (t)	Amount of coal avoided from using solar generated electricity



Solar panels at Jalan Papan site office.

f) Using solar CCTV cameras at project sites

The Group uses solar CCTV cameras, relying on solar panels to power the security cameras at all its project sites. With solar CCTV cameras in a security system, OKP ensures an environmentally sustainable and self-renewing power source for 24-hour surveillance.

The successful installation, operation and use of solar energy is a holistic method for construction, one that not only prioritises efficiency and cost effectiveness but also promotes environmentally-conscious practices for a more sustainable future.

ENVIRONMENT NURTURING THE ENVIRONMENT

AUSTRALIA OPERATION

g) Achieving higher NABERS ratings for Perth office building

In FY2025, the NABERS (National Australian Built Environment Rating System) Energy rating temporarily decreased slightly from 5.0 stars to 4.5 stars, despite the major upgrades at OKP's Australian office building at 6-8 Bennet Street, East Perth. NABERS Water rating was temporarily reduced from 4.5 stars to 4.0 stars, mainly due to changes in tenant occupancy levels within the building. NABERS is a national rating system that measures the energy efficiency, water usage, waste management and indoor environment quality of a building and its impact on the environment.

During the year, we successfully completed several major upgrades. For example, all lifts were replaced with modern, energy-efficient systems to improve reliability and reduce energy consumption. A new high-efficiency chiller was also installed, significantly improving heating, ventilation and air conditioning performance and reducing operational costs. In addition, modern light emitting diode (LED) lighting was installed across several floors in the building. While this upgrade does not impact the NABERS Energy rating (as it relates to tenant-controlled areas), it does positively enhance the Building Energy Efficiency Certificate, supporting compliance and sustainability credentials.

Despite these improvements, the NABERS rating has temporarily reduced due to changes in tenant occupancy. Occupancy levels have a direct impact on the rating. Our primary focus moving forward will be to lease out the remaining vacant space. Once the building is fully leased and operating at capacity for a 12-month period, we are confident that the property will achieve a 5.5-star NABERS Energy rating, reflecting the benefits of the recent upgrades.




We are considering an upgrade to the Building Management System to further enhance operational efficiency and optimise energy performance. This initiative would allow for improved monitoring, control, and automation of building services, supporting our long-term sustainability goals.

These assessments focus on identifying opportunities to close any remaining performance gaps, implement effective control measures, and upgrade systems to support the goal of further improving the NABERS Energy and Water Ratings.

The Group seeks to achieve higher NABERS ratings as the tenancy rate is expected to improve in FY2026.

The reduction in energy consumption, water usage, and GHG emissions in FY2025 was mainly due to lower tenancy levels.

Energy consumption, water consumption and GHG emission for FY2025 and FY2024:

Description	FY2025 ⁽¹⁾	FY2024 ⁽¹⁾
 Total electricity consumption (100% renewable)	738,144 kWh	1,448,832 kWh
 Total diesel consumption	101 litres	101 litres
 Total water consumption	1,397 kl	4,691 kl
GHG Emissions		
Absolute emission by Scope 1	0.27 tCO ₂ e	0.27 tCO ₂ e
Emission intensities by Scope 1	0.0001 kgCO ₂ e/\$	0.0001 kgCO ₂ e/\$
Absolute emission by Scope 2 (Location-based)	376.5 tCO ₂ e	738.9 tCO ₂ e
Emission intensities by Scope 2 (Location-based)	0.14 kgCO ₂ e/\$	0.14 kgCO ₂ e/\$

Note:

(1) The unit conversion method of GHG emission data is formulated based on the Australian Government Department of Climate Change, Energy, the Environment and Water (2024) Australian National Greenhouse Accounts Factors Workbook 2024 (Australian National Greenhouse Accounts Factors).

FEATURE

DEMONSTRATING OUR SUSTAINABILITY COMMITMENT BY PLANTING TREES



OKP's executives participated in the Plant-A-Tree Programme at Tampines Boulevard Park.

In a practical display of corporate environmental stewardship, OKP Holdings Limited (OKP) reaffirmed its commitment to Singapore's green vision through its active participation in the National Parks Board's OneMillionTrees movement. On the morning of 20 June 2025, a dedicated team of 10 executives from OKP's subsidiary corporations, Or Kim Peow Contractors and Eng Lam Contractors, gathered at Tampines Boulevard Park for the Plant-A-Tree Programme.

“ Participating in this event was a powerful reminder of why we do what we do. Beyond the deadlines and deliverables, we are part of a company that genuinely cares about leaving a positive mark on our community. Planting a tree is a simple act, but it symbolises our collective responsibility to nurture our environment, and I am proud that OKP gives us opportunities like this. ”



Ben Hu
Project director

The event saw the collective effort of executive directors, senior management and project teams who rolled up their sleeves to plant 10 *Tristania obovata* (Pelawan) trees. This native species, known for its resilience and ecological value, will contribute significantly to the local habitat and the nation's carbon sequestration efforts. Each Pelawan tree is estimated to absorb up to 25 kilogrammes of carbon dioxide annually, meaning this single initiative will collectively cleanse the atmosphere of 250 kilogrammes of carbon dioxide every year, making a tangible contribution to the fight against climate change.

AFFIRMING OUR SUSTAINABILITY PILLARS

This initiative affirms the Group's strategic sustainability pillars, particularly its commitment to nurturing the environment. By moving beyond operational efficiencies.

Executive Director Mr Or Kiam Meng highlighted:

“Participating in the OneMillionTrees movement is more than just a corporate social responsibility activity. It is a meaningful investment in our collective future. Getting our senior leadership together for this cause underscores our deep-seated commitment to building a sustainable legacy, not just in our infrastructure projects, but for the environment and community we operate in.”

The event provided a platform for team bonding and reinforced a shared sense of purpose. It highlighted OKP's holistic approach to environmental, social and governance (ESG), where empowering its people and reinforcing corporate governance go hand-in-hand with tangible environmental actions. As these saplings take root and flourish at Tampines Boulevard Park, they will stand as a living testament to OKP's dedication to supporting our nation's sustainability efforts, paving the way for a greener Singapore.



Our Executive Director Mr Or Kiam Meng (far left) and senior staff planting one of many trees.



Trees help to cleanse the atmosphere of carbon dioxide, thus contributing to environmental sustainability.

FEATURE

SUPPORTING ENVIRONMENTAL STEWARDSHIP VIA CLEANUP AT BEACHES AND PARKS INITIATIVE

To demonstrate its commitment towards environmental sustainability, the Group took part in the Public Hygiene Council's CleanUp at Beaches and Parks initiative under the national Keep Singapore Clean Movement.

The event took place on 8 November 2025 at the Gardens by the Bay, a symbol of Singapore's commitment to sustainability and green initiatives. Our Executive Directors Messrs Or Kiam Meng, Oh Enc Nam, and Or Yew Whatt were onboard to lead by example. Their hands-on involvement in the cleanup, alongside the committed members of the Sustainability Committee, reinforced our organisation's top-down approach to corporate responsibility, where leadership actively participates in community-focused initiatives.



Briefing before starting the cleanup.



Our enthusiastic team helping in the cleanup.



OKP team at cleanup at Gardens by the Bay.

The most notable outcome of the day was not the volume of waste collected but rather the minimal amount of litter found. The team reported that the amount of waste collected was not significant, which was a positive reflection of the high levels of public awareness and civic-mindedness regarding cleanliness in Singapore. This observation highlighted the success of the broader national efforts to maintain hygiene standards and the importance of continued vigilance in preserving the environment.

The cleanup initiative, known for its low-cost yet high-impact approach, provided a meaningful platform for the Group to operationalise its core values of environmental stewardship. By engaging in this cleanup effort, we helped to enhance the cleanliness and beauty of Singapore's shared public spaces, contributing directly to the community and fostering a cleaner, greener environment.

“ Taking part in the CleanUp at Beaches and Parks initiative is a testament to the Group's continued commitment to making a positive environmental impact. The event not only underscored OKP's commitment to sustainability but also reinforced the belief that corporate responsibility is essential to building a more sustainable and resilient future for the community and the environment. ”



Tan Tai Koon
Technical manager

ENVIRONMENT

CLIMATE-RELATED RISKS AND OPPORTUNITIES

(GRI 201-2)

The Group is committed to operating sustainably and continually reviews its efforts to reduce environmental impact. As part of this, we have identified key climate-related risks and opportunities across the short, medium, and long term. These risks are assessed based on their

potential impact and likelihood, allowing us to prioritise and manage them effectively.

Below are the five risks identified, namely four transition risks and two physical risks.

Types of risks	Impact
Policy and legal transition risk	Increased pricing of greenhouse gas (GHG) emissions and enhanced emission reporting obligations
Technology transition risk	Costs to transition to lower emissions technology
Market transition risk	Changing behaviour of clients
Reputation transition risk	Market's perception and increased stakeholders' concern
Acute physical risk	Increased severity of extreme weather such as floods affecting construction activities
Chronic physical risk	Rising mean temperatures which affect workers working under extreme hot weather conditions

QUALITATIVE SCENARIO ANALYSIS

As in the previous year, our scenario analysis is based on two climate pathways developed by the Intergovernmental Panel on Climate Change (IPCC): SSP1 and SSP5. The IPCC is the United Nations body for assessing the science related to climate change.

SSP1 represents a more sustainable future, with stronger climate policies, greater environmental awareness, and a gradual shift towards low-carbon and resource-efficient systems. In contrast, SSP5 reflects a more energy-intensive path, with slower climate action and more severe physical climate impacts, leading to greater market volatility and disruption over time.

By considering these two contrasting but realistic scenarios, we can better able to assess their resilience to both transition and physical climate risks. These

risks were first identified in FY2024, as part of the Group's ongoing risk management process.

The impact of the three transition risks and two physical risks is assessed against the two SSP scenarios below.

TRANSITION RISKS ANALYSIS UNDER SSP1 SCENARIO

Scenario SSP1 (temperature varying from 1°C to 1.9°C) is the only pathway that meets the Paris Agreement's goal of limiting global warming to below 1.5°C. In this scenario, societies adopt sustainable practices, prioritise well-being over economic growth, and enhance investments in education and health to quicken demographic transition. Inequality is lessened both across and within countries.

Transition risks are not applicable under the SSP5 scenario because all mitigation measures have failed, leading to a worst-case situation.

Transition Risks

Climate-Related Risks	Potential Financial and Non-financial Impacts
Policy and Legal <ul style="list-style-type: none"> Increased pricing of GHG emissions 	Short term (1 to 2 years) <ul style="list-style-type: none"> Singapore has raised its carbon tax to \$45 per tonne for GHG emissions in 2026 and 2027. And further increase to between \$50 and \$80 per tonne by 2030. As a result, it will increase cost of works resulting from additional carbon tax to be paid Medium (2 to 5 years) to long term (above 5 years) <ul style="list-style-type: none"> Early replacement or phasing out of existing construction plant and equipment due to policy changes to improve resources efficiency by cutting the usage of diesel

ENVIRONMENT

CLIMATE-RELATED RISKS AND OPPORTUNITIES

Climate-Related Risks	Potential Financial and Non-financial Impacts
<ul style="list-style-type: none"> Enhanced emission reporting obligations to meet the 2050 net zero target and limit global warming to 1.5°C 	<p>Short term (1 to 2 years)</p> <ul style="list-style-type: none"> Increase in compliance costs Exposure to litigation due to failure to mitigate impact of climate change Face penalties if non-disclosure or insufficient disclosure of material climate-related risks as required by SGX <p>Medium (2 to 5 years) to long term (above 5 years)</p> <ul style="list-style-type: none"> Increased costs resulting from fines due to non-compliance as climate change grows outside Singapore Increased emphasis on policies and regulations to reduce emissions
<p>Technology</p> <ul style="list-style-type: none"> Costs to transition to lower emissions technology 	<p>Medium (2 to 5 years) to long term (above 5 years)</p> <ul style="list-style-type: none"> The inability to keep up with the new technology could lead to inadequacy and phasing out of older existing construction equipment. As a result, increased cost to adopt new technology and capital investments in technology Costs to deploy new practices and processes and hiring of dedicated team for operation of new technology In the transition to a lower-carbon and energy-efficient economy, new technologies may displace old systems and disrupt some parts of the existing systems Rapid technological advances will lead to challenges in adapting to these change
<p>Market</p> <ul style="list-style-type: none"> Changing customers' demand and preference for more eco-friendly or recycled construction material or sustainable construction methods 	<p>Short (1 to 2 years) to medium (2 to 5 years) term</p> <ul style="list-style-type: none"> Decrease in revenue due to loss of tenders to companies which use eco-friendly materials for their construction Re-pricing of tender due to increase in cost of raw materials <p>Long term (above 5 years)</p> <ul style="list-style-type: none"> Increased business costs in developing new sustainable construction methods
<p>Reputation</p> <ul style="list-style-type: none"> Public or customer/community perceptions of OKP's contribution to lower-carbon economy Increased stakeholders' concern 	<p>Short term (1 to 2 years)</p> <ul style="list-style-type: none"> Reduced revenue from negative impact on workforce such as staff retention, as the Group does not contribute to lower carbon economy Decrease in revenue due to loss of tenders to companies which integrated sustainability across their businesses

Opportunities and financial impact arising from transition risks analysis under SSP1 scenario

Type	Climate-related Opportunities	Potential Financial Impacts
<p>Resource Efficiency</p>	<ul style="list-style-type: none"> Continuously improving efficiency in the method of construction, particularly in relation to energy efficiency; and water, material and waste management. Such action can result in direct cost savings to the Group's operations over the medium to long term and contribute to the global efforts to curb emissions Use of new technologies such as shifting to using electric vehicles instead of diesel vehicles Reduce diesel consumption Use of recycled construction materials such as carbon mineralised cements for some of our construction projects 	<p>Short (1 to 2 years) to medium (2 to 5 years) term</p> <ul style="list-style-type: none"> Reduced operating costs through efficiency gains <p>Long term (above 5 years)</p> <ul style="list-style-type: none"> Benefits to workforce management and planning such as improved health and safety) resulting in increase in revenue

Type	Climate-related Opportunities	Potential Financial Impacts
Energy Source	The Group shifts some energy generators to lower emission alternatives such as solar. It has installed solar panel monitoring systems at all project sites. This shift in energy usage towards solar energy can save on our annual energy costs	<p>Short (1 to 2 years) to medium (2 to 5 years) term</p> <ul style="list-style-type: none"> Improved revenue resulting from increased clients' satisfaction Reduced GHG emissions and therefore less sensitivity to changes in cost of carbon <p>Long term (above 5 years)</p> <ul style="list-style-type: none"> Reputation benefits resulting from increased clients' satisfaction
Products and Services	We will continue to use recycled construction materials that have improved our competitive position	<p>Short (1 to 2 years) to medium (2 to 5 years) term</p> <ul style="list-style-type: none"> Improved revenue through securing more tenders as we use eco-friendly materials and sustainability construction methods <p>Long term (above 5 years)</p> <ul style="list-style-type: none"> Better competitive position to reflect shifting client's preference and resulting in increased revenue
Markets	The Group may seek opportunities through exploring green financing	<p>Medium (2 to 5 years) to long term (above 5 years)</p> <ul style="list-style-type: none"> Increased diversification of financial assets such as green loans
Resilience	We will continue to focus on operational efficiencies to better manage margins. We will embrace technology and innovation, improve and upscale our workers, as well as improve the implementation of equipment and tools to scale down on the reliance on manpower	<p>Short (1 to 2 years) to medium (2 to 5 years) term</p> <ul style="list-style-type: none"> Increased reliability of supply chain and ability to operate under various conditions <p>Long term (above 5 years)</p> <ul style="list-style-type: none"> Increased market valuation through resilience planning

PHYSICAL RISKS ANALYSIS UNDER SSP5 SCENARIO

SSP5 (temperature varying from 5°C to 8.5°C) is a scenario of fossil-fuelled development, which is characterised by high emissions and rapid economic growth driven by fossil fuels. It is a scenario where the

push for economic and social development is coupled with the exploitation of abundant fossil fuel resources and the adoption of resource and energy-intensive lifestyles worldwide.

Physical Risks

Climate-Related Risks	Potential Financial and Non-financial Impacts
<p>Acute</p> <ul style="list-style-type: none"> Increase in severity of extreme weather such as floods 	<p>Short (1 to 2 years) to medium (2 to 5 years) term</p> <ul style="list-style-type: none"> Decrease in revenue resulting from construction progress affected and delayed by bad weather
<p>Chronic</p> <ul style="list-style-type: none"> Longer-term shifts in climate patterns such as sustained higher temperatures that may cause sea level to rise or chronic heat wave 	<p>Short (1 to 2 years) to medium (2 to 5 years) term</p> <ul style="list-style-type: none"> Increase in operating costs due to absenteeism from workforce affected by sickness from adverse weather Reduced revenue due to supply chain disruptions i.e. delay in the delivery of materials, with the progress of construction work affected

ENVIRONMENT
CLIMATE-RELATED RISKS AND OPPORTUNITIES

Opportunities And Financial Impact Arising From Physical Risks Analysis Under SSP5 Scenario

Type	Climate-related Opportunities	Potential Financial Impacts
Resource Efficiency	<ul style="list-style-type: none"> Implemented some heat stress management initiatives such as <ol style="list-style-type: none"> To protect workers from heat-related injuries, the Group monitors real-time wet bulb globe temperature (WBGT) levels, eliminating the need for workers to take physical temperature on site on an hourly basis. When the WBGT exceeds the set temperature level, an alert SMS will be sent to the relevant personnel and inform workers to take breaks in a timely manner The Group provides cooler boxes and ice cubes for workers to keep their bottled water cool, makes available water points and conducts water parades, as well as provides heat stress boxes for emergencies <p>To further combat heat stress, OKP has installed misting systems and solar fans at sheltered rest areas at construction sites. These initiatives ensure a safer and more comfortable environment for our workers during adverse weather conditions</p> <p>Continuously improving efficiency in the method of construction, particularly in relation to energy</p> Reduce diesel consumption Use of recycled construction materials such as carbon mineralised cement for some of our construction projects 	<p>Short (1 to 2 years) to medium (2 to 5 years) term</p> <ul style="list-style-type: none"> Improving the overall well-being of the workers will enhance productivity and reduce absenteeism Expect to incur additional costs as we continue to enhance measures to safeguard the welfare of workers in adverse weather conditions <p>Long term (above 5 years)</p> <ul style="list-style-type: none"> Benefits to workforce management and planning such as improved health and safety resulting in increase in revenue

Qualitative scenarios analysis for the very high GHG emissions scenario in Singapore and Western Australia where we operate.

SINGAPORE

Singapore has a tropical rainforest climate, characterised by high temperatures (typically 24°C - 34°C), high humidity, and abundant rainfall year-round. There are no distinct seasons, but rather two main monsoon seasons, with November and December usually being the wettest. Frequent, brief thunderstorms are common, often in the afternoon.

As a small, low-lying city-state, Singapore is susceptible to the effects of climate change, including rising sea levels, heavy rainfall, dry spells and other extreme weather events. Due to its proximity to the equator, the island experiences high temperatures, year-round high humidity, and abundant rainfall. Its humidity typically exceeds 90.0 per cent in the morning and falls to around 60.0 per cent in the afternoon. Temperature and relative humidity are two of its climate variables, that do not vary much from month to month though there are noticeable hour-to-hour daily fluctuations. This suggests that solar heating has a significant impact on the local environment.

Rainfall is high throughout the year, with heavy rainfall occurring most frequently during the Northeast Monsoon (December to early March). Unlike countries in temperate climates, Singapore shows only slight temperature

changes from month to month. The temperature is consistently warm, with average daily temperatures ranging from a minimum of 23°C - 25°C at night to a maximum of 31°C - 33°C during the day. As it has a relatively stable climate, shifts in temperature over the years can be strongly attributed to climate change.

As an island nation, Singapore experiences a coastal climate with the surrounding ocean moderating its climate. The key natural factors that help to ease the tropical heat are notable wind speeds, rainfall and cloud cover. Being a low-lying island, the Republic faces the most immediate threat from the rise in sea levels. Much of our land lies only 15 m above sea level, with about 30.0 per cent of being less than 5 m above sea level. A rise in the severity of weather fluctuations may pose major difficulties in managing our national water resources, as well as affect public health and food supply.

Extreme weather events such as heatwaves, can happen naturally, but are made worse by climate change. Currently, climate change is fuelled by rising quantities of greenhouse gases emitted into the atmosphere due to human actions, such as the burning of fossil fuels. Our island experiences flash floods now and then during heavy rains but floods are generally rare. However, the impact of climate change on our weather is already being felt, with reports of Singapore experiencing 99 more extreme heat days as of May 2025. In 2025, Singapore experienced some striking weather patterns. March recorded exceptionally high rainfall, making it the

wettest March on record, with totals far above what is normal for that month. Even though rainfall fluctuated through the year, with some months wetter and others drier, the overall rainfall for 2025 ended up significantly above the long-term average, making it one of the wetter years in recent history. On the temperature side, both June and November were among the warmest months ever recorded in Singapore. 2025 also saw a noticeable increase in days with high heat stress. Heat stress is measured using a scale that takes into account not just temperature; but humidity, wind and sunlight and more days reaching high risk levels in 2025 than in the year before. This shows that hot, muggy conditions are becoming more frequent and harder to avoid, which has real implications for people who spend long periods outdoors.

Considering the above factors, Singapore's climate is projected to become warmer, with very hot days becoming more frequent. The rise in temperatures puts workers at an increased risk of heat stress. The Group has implemented some heat stress initiatives to combat such adverse weather.

WESTERN AUSTRALIA, PERTH

Perth enjoys a Mediterranean climate, with hot, dry summers and mild, wet winters. Summers (December - February) are hot, with temperatures often above 30°C, tempered by the "Fremantle Doctor" sea breeze. Winters (June - August) are cool and rainy.

In autumn (March-May), Perth experiences warm, sunny days and cooler nights with average temperatures of 13.7°C - 26°C (56.6°F - 78.8°F). There can be occasional showers and some humidity. Evening temperatures rarely drop below 10°C (50°F). In April and May, temperatures are pleasant. In May, however, the rains become quite abundant, and sometimes, especially in the second half of the month, it can get quite cold.

Winters (June-August) are relatively cool and wet with temperatures of 8°C - 19°C (46.4°F - 66.2°F). There are occasional storms, characterised by downpours of rain and thunderstorms, although the rains are frequent and abundant. This is because in this season, the flow of western disturbances moves to the north and reaches Southern Australia. However, with climate change, the flow is moving further south, so winter has become less rainy than in the past.

During spring (September to November), days are warm and sunny with average temperatures of 11.7°C - 23°C (53°F - 73.4°F). It is usually mild and a bit unstable in September and October, with some chances of rain and wind. But over the weeks, the rains gradually become rarer, so much so that November is already a pleasant month, with scarce rainfall.

Summer (December-February) in Perth is hot and dry with very little rainfall. Average temperatures range from 17.5°C - 30°C (63.5°F - 86°F). During summer, rain is unusual, but winter can bring downpours of rain and thunderstorms.

Perth is the sunniest capital city in Australia with a long-term average of 8.8 hours of sunshine per day. However, its average rainfall suffers as a result of all those sunny days. Due to climate change, Perth's average annual rainfall has been reduced around 20.0 per cent since the 1970s. It is not just the total volume of rain that has changed, it is the way that rain falls that has had an impact. Rainy season starts later so Perth now have more sunny winter days. Climate change has dramatically affected the sources of water for Perth's largest drinking water scheme. The Integrated Water Supply Scheme now incorporates desalinated seawater and groundwater replenishment because it can no longer rely just on rainfall as it did in the 1970s.

The effects of climate change are already being felt in Western Australia, where extreme rainfall, heatwaves, high-risk bushfire weather, more regular and severe droughts, and rising sea levels are all becoming more common. These changes are impacting the communities, infrastructure, environment and water supplies, and all sectors of the state's economy.

The State Government is taking mitigating action to ensure Western Australia's communities, environment and economy are resilient and continuously adapting to climate change in a forward-looking and collaborative manner.

Considering the above factors, the impact of the climate change in Perth might increase the energy consumption in order to keep the buildings cool. The Group has invested in energy-saving coolers to lessen carbon emission.

CONCLUSION OF SCENARIO ANALYSIS

Rising temperatures and extreme heat stress pose major challenges to work productivity in most countries. It is important for us to understand these growing climate risks and take steps to manage them effectively.

We continue to closely monitor how climate change may impact our operations, while also identifying potential opportunities. At the same time, we adhere to local regulations and guidelines to ensure we can maintain productivity without compromising the health and safety of our workforce.

The Group is committed to implementing environmentally sustainable business and operational practices. We highlight the importance of sustainability to all stakeholders and is dedicated to environmental sustainability goals.

ENVIRONMENT

CLIMATE-RELATED RISKS AND OPPORTUNITIES

QUANTITATIVE SCENARIO ANALYSIS

Financial impact of increasing materials costs

A 20.0 per cent increase in raw material costs would result in a 1.2 per cent decline in gross margin. However, as materials account for only 8.2 per cent of total revenue, the overall impact on profitability remains limited. This indicates that the Group's profitability is relatively resilient to moderate increases in material costs.

Having said that, external factors such as geopolitical tensions, particularly the ongoing conflict involving Iran, can contribute to significant volatility in global oil prices. Recent developments have shown that disruptions to energy infrastructure and supply routes in the region can drive oil prices sharply higher. As oil is a key input in the production and transportation of construction materials (such as bitumen, steel, and other petroleum-based products), any sustained increase in oil prices may indirectly lead to higher material and logistics costs.

Description	Amount
Cost of materials for FY2025	\$18.3 million
Group revenue for FY2025	\$223.5 million
Total cost of sales for FY2025	\$151.0 million
Cost of materials as a percentage of revenue	8.2%
Gross profit	\$72.4 million
Projected group revenue (assuming 3% increase)	\$230.2 million
Projected cost of materials (assuming 20% increase)	\$21.9 million
Projected cost of sales (after 20% increase in cost of materials and no change to other components items in the cost of sales)	\$158.7 million
Projected gross profit (after 15% increase in cost of materials)	\$71.5 million
Stimulated % drop in gross profit	1.29%

Financial impact of rainfall on revenue and work efficiency

There is financial impact of heavy rainfalls to our operations. Rainfall is a key physical climate factor affecting the Group's operations in Singapore, especially for outdoor construction activities. For our analysis, rainy days were defined as those with more than 10 mm of rainfall. We have selected March 2025 and May 2025 as representative periods from <https://www.weather.gov.sg/climate-historical-daily/?utm>

To mitigate these risks, the Group will continue to focus on supplier diversification and cost control measures,


ensuring that it remains financially resilient despite potential fluctuations in raw material and energy prices.





Our analysis shows that during peak rainfall, labour cost per dollar of revenue can rise by up to 176.0 per cent due to reduced productivity of foreign workers in wet conditions, causing revenue per worker to decline. For example, in March 2025, with over 10mm of rain across 6 days, labour cost was 0.07 of group revenue and revenue per worker was \$16,947. In May 2025, with no rainfall data, labour cost dropped to 0.02 of group revenue, but revenue per worker jumped to \$46,862, highlighting the clear impact of adverse weather on workforce efficiency and project output.

Month	Rainfall	Days	Labour cost of foreign workers/ Group revenue	Revenue/foreign worker
March 2025	> 10mm	6	0.07	\$16,947
May 2025	NA	NA	0.02	\$46,862

SGX Core ESG Metrics (Environmental)

(GRI 302-1 to 302-4, 303-3, 303-5, 305-1 to 305-5, 306-1 to 306-5)

Topic	Metrics	FY2025	FY2024
GHG Emissions 	Absolute emission by: (a) Scope 1 (i.e. direct emission from fuels used in generators, construction vehicles etc)	6,834 ⁽¹⁾ tCO ₂ e	7,784 ⁽¹⁾⁽²⁾ tCO ₂ e

Topic	Metrics	FY2025	FY2024
	(b) Scope 2 (i.e. includes indirect emission from purchased electricity consumed by the operational activities, corporate office and construction sites)	322.3 ⁽¹⁾⁽⁹⁾ tCO ₂ e	371.9 ⁽¹⁾⁽²⁾ tCO ₂ e
	(c) Scope 3 (Category 1: purchase goods and services i.e. concrete) ⁽⁷⁾	11,106 tCO ₂ eq/m ³	14,481 ⁽²⁾ tCO ₂ eq/m ³
	(d) Scope 3 (Category 5: emission arising from wastage in concrete and reinforcement) ⁽⁷⁾	417.0 ⁽⁶⁾⁽⁷⁾ kgCO ₂ e	499.6 ⁽⁶⁾⁽⁷⁾ kgCO ₂ e
	(e) Scope 3 (Category 6: emission arising from business travel) ⁽¹⁰⁾	33.1 tCO ₂ e	7.2 tCO ₂ e
	Emission intensities by:		
	(a) Scope 1	0.03 ⁽¹⁾⁽⁴⁾ kgCO ₂ e/\$	0.04 ⁽¹⁾⁽²⁾⁽⁴⁾ kgCO ₂ e/\$
	(b) Scope 2 (location-based)	0.001 ⁽¹⁾⁽⁴⁾⁽⁹⁾ kgCO ₂ e/\$	0.002 ⁽¹⁾⁽²⁾⁽⁴⁾ kgCO ₂ e/\$
	(c) Scope 3	0.01 ⁽³⁾ kgCO ₂ e/m ²	0.01 ⁽³⁾ kgCO ₂ e/m ²
Energy Consumption 	Total energy consumption (i.e. electricity and liquefied petroleum gas)	821,111 ⁽⁵⁾ tCO ₂ e	891,583 ⁽²⁾⁽⁵⁾ tCO ₂ e
	Energy consumption intensity (i.e. energy intensity ratio is energy consumed per number of employees)	818.7 kWh per employee	928.7 kWh per employee
Diesel consumption 	Total energy consumption ⁽¹⁰⁾	2,502,701 litres	2,852,800 ⁽²⁾ litres
Water Consumption 	Total water consumption	43,468 ⁽⁹⁾ m ³	36,340 ⁽²⁾ m ³
	Water consumption intensity (i.e. water intensity ratio is water consumed per number of employees)	43.3 m ³ /per employee	37.9 m ³ /per employee
Waste Generation 	Total waste generated	Concrete: 174.0 m ³ Reinforcement: 5.8 tons	Concrete: 211.2 m ³ Reinforcement: 0.4 tons
	Waste diverted from disposal	Concrete: 131.2 m ³ (75.4%) Reinforcement: 5.8 tons (100%)	Concrete: 169.0 m ³ (80.0%) Reinforcement: 0.4 tons (100%)
	Waste directed to disposal	Concrete: 42.8 m ³ (24.6%) Reinforcement: - tons (-%)	Concrete: 42.2 m ³ (20.0%) Reinforcement: - tons (-%)

Notes:

- (1) GHG emissions are calculated using the Singapore grid emission factor (kgCO₂ /kWh) published by the Energy Market Authority (EMA) in the Singapore Energy Statistics (Chapter 2), including relevant upstream emission factors where applicable.
- (2) It is independently verified by TEMBUSU Asia Pte Ltd.
- (3) GHG emission intensity is calculated using absolute emission divided by total floor areas.
- (4) GHG emission intensity is calculated using absolute emission divided by gross revenue.
- (5) Energy consumption data include grid electricity and LPG. It excludes the solar electricity consumed as reported on page 23 of this sustainability report.
- (6) The unit conversion method of GHG emission data is formulated based on <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2023>
- (7) Scope 3 categories 2, 3, 4, 7, 8, 9, 10, 11, 12 and 13 are currently not disclosed due to data unavailability, while categories 14 and 15 are not applicable to the Group's operations.
- (8) The GHG emissions calculations have considered all seven greenhouse gases; however, the inclusion of specific gases is dependent on the emission factors provided by suppliers and those available within the adopted emission factor sources.
- (9) GHG calculated includes the activities of EL-OKP JV.
- (10) Business travel emissions are calculated referring to <https://www.airmilescalculator.com/> and Defra EF's.



**SOCIAL
EMPOWERING PEOPLE
AND THE COMMUNITY**



SOCIAL

EMPOWERING PEOPLE AND THE COMMUNITY

(GRI 408-1, 409-1, 414-1)

At OKP, we believe that empowering our people and supporting the community are fundamental to building a sustainable future. As a responsible and caring employer, we are committed to nurturing our workforce of 1,003 employees by investing in their growth, well-being, and long-term development.

We provide continuous training and development opportunities to help our people reach their full potential and build meaningful, fulfilling careers with us. At the same time, we prioritise their safety by maintaining a secure and healthy work environment.

We also support our employees through clear career pathways and a fair, performance-based remuneration system that recognises their contributions. By creating a workplace where our people feel valued, supported and motivated, we aim to grow together, strengthening both our organisation and the wider community.

We have established a culture of safety by promoting safety and environmental awareness programmes to make sure the health and safety of our workforce and others who visit or work at our worksites and premises.

Since 2006, OKP has won numerous safety awards in recognition of its strong performance in occupational safety and health management and accident-free environment.

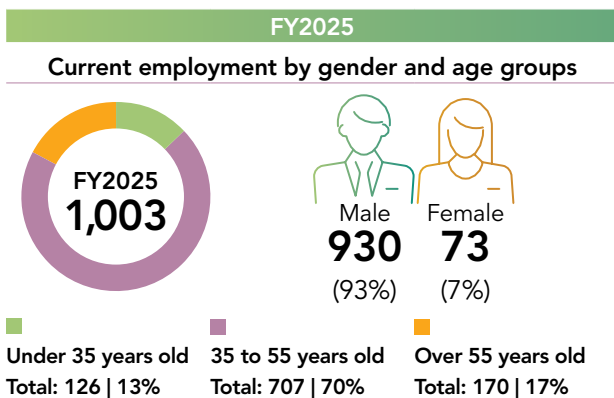
As a reliable and excellent corporate citizen, we empower our people to support the community. Our belief is that we should care for the underprivileged and deprived in our society through our various donations, sponsorships and voluntary work. Through this approach, we also enhance our reputation as a good corporate citizen who takes corporate social responsibilities earnestly.

SINGAPORE OPERATION

SGX Core ESG Metrics (Social)

(GRI 401-1, 403-9, 403-10, 404-1)

Topics: Gender diversity/age-based diversity/employment



EQUALITY

At OKP, we are committed to respecting and protecting human rights across all aspects of our operations. This includes the prevention of child labour, forced labour and human trafficking and ensuring that our workplace remains fair and ethical.

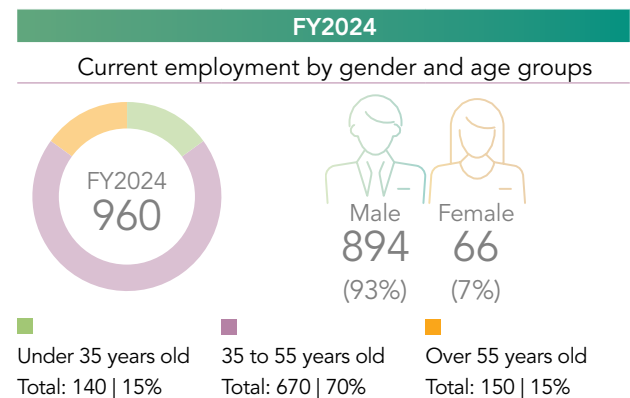
While we do not currently have collective bargaining agreements in place, we maintain open and transparent communication with our employees, fostering a culture of mutual respect and trust.

In FY2025, there were no reported cases of discrimination or human rights violations.

SUPPLY CHAIN MANAGEMENT

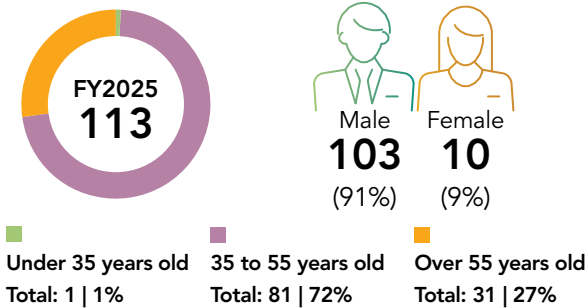
Our suppliers are vital to our long-term growth and sustainability. In the midst of the current global political and economic turmoil, we need to maintain a sustainable and dependable supply chain. We recognise the importance of building a resilient and reliable supply chain. This helps us minimise potential disruptions and continue delivering consistent, high-quality services to our clients.

At the same time, we are committed to working with partners who share our values. We have established clear expectations for new suppliers, particularly in areas such as business integrity, ethical conduct, and compliance with labour laws and human rights standards. By working closely with responsible suppliers, we aim to strengthen our supply chain while contributing to a more sustainable and ethical business ecosystem.



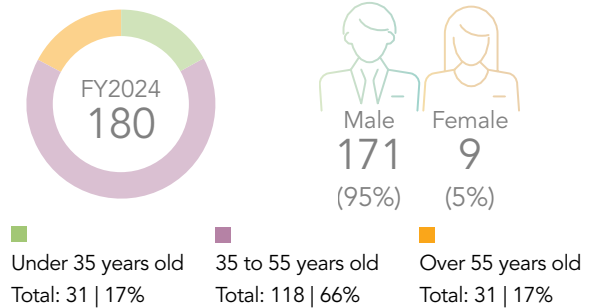
FY2025

New hires by gender and age groups

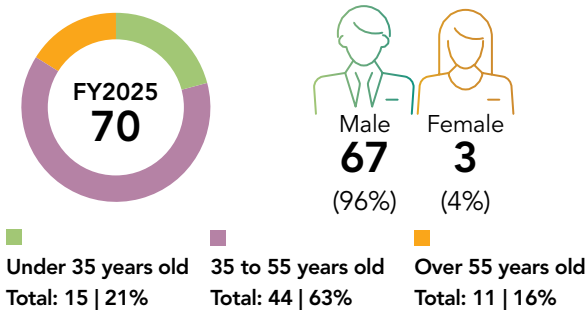


FY2024

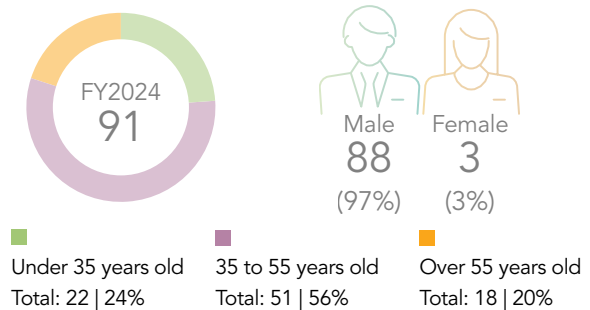
New hires by gender and age groups









Turnover by gender and age groups



Turnover by gender and age groups



Topic	Metrics	FY2025	FY2024
Development & Training 	• Average training hours per employee	8.6 hours	6.6 hours
	• Average training hours per employee by gender	 Male 8.7 hours  Female 6.5 hours	 Male 6.8 hours  Female 3.6 hours
Occupational Health & Safety ⁽¹⁾ 	• Fatalities	0	0
	• High-consequence injuries (i.e. a major workplace injury that causes permanent damage or loss of bodily function)	0	0
	• Recordable work-related ill health cases	0.0	0.0
	• Recordable injuries	0	0
	• Accident Frequency Rate (AFR) [@]	0.0	0.0
• Accident Severity Rate (ASR) [#]	0.0	0.0	

Notes:

@ AFR - measures how often workplace incidents occurred per million man-hours worked.

ASR - refers to the number of man-days lost to workplace accidents per million hours worked.

(1) The above occupational health and safety statistics cover both employees and non-employees of the Group.

SOCIAL OUR PEOPLE

(GRI 2-7, 2-30, 202-2, 205-1 to 205-3, 403-1 to 403-9, 404-1 to 404-3, 405-1, 406-1)

ACKNOWLEDGING OUR VITAL ASSETS

The Group recognises that one of its key assets is its people as they play a pivotal role in supporting OKP to attain its vision to be a leading transport infrastructure and civil engineering company in Singapore, the region and beyond. Despite encountering many challenges during the highs and lows of our business cycle, our staff have worked hard and conscientiously to support our organisation in reaching its business goals.

To grow a sustainable business in the face of the tough environment, we strive to build a capable and effective team, who can work collectively to achieve superior results. We aspire to be an organisation flowing with ideas and energy. To achieve this, we focus on training and developing our workforce to achieve their full potential. At OKP, we are focused on our guiding principle, which is our commitment to our employees to provide a safe working environment, training and advancement in their respective fields, and fair and equitable compensation and benefits that reward their productivity.



Senior purchasing officer Yeo Guak Eng Annie (right) receiving her 45-year-long service award from our Group Chairman Or Kim Peow (centre) and Group Managing Director Or Toh Wat (left).

Our employees comprise corporate executives, administrative support employees, project managers, civil engineers, site supervisors and general construction workers. They originate from diverse backgrounds and nationalities including China, Taiwan, Malaysia, India, Myanmar, Philippines, Thailand and Bangladesh. With such diverse and wide-ranging backgrounds, the Group's management must instil common aims and core values to develop an effective and united team. Thus, a result-

oriented recruitment, training and development strategy is pivotal in fortifying the Group's long-term business success and financial stability.

DEVELOPING AND ORIENTATING OUR STAFF

To attain our business objectives and gain sustainable revenue and profits, we are dedicated to increasing our talent pool. Our priority is to recruit and nurture an able team, who can plan, manage and execute the various projects to high-quality standards.



Our staff in attendance at the career fair in April 2025.

One of the methods that OKP use to scout for potential candidates is by participating in career fairs. Since 2024, we have been taking part in the University of Technology Malaysia (UTM) Premium Career Festival. This strategic engagement forms a key pillar of our talent acquisition strategy, allowing direct connection with the next generation of engineers, project managers and technical specialists emerging from one of Malaysia's premier institutions. From 2024 to 2025, eight talented fresh graduates were recruited, out of which six have successfully been integrated into our organisation.

In order to draw and keep the right talents with the right skills and work experience to implement our business strategies, our organisation has implemented a human resources strategy and programme for all employees. We identify with our people's aspirations, motivate them to perform to the best of their abilities and help them in rising through the ranks.

The Group has a tried-and-tested staff orientation programme to assist fresh recruits to familiarise themselves immediately with the company's culture and environment. Our staff orientation aims to help them to understand OKP's core values, policies, and ethical and safety standards. In this way, they can adapt without much difficulty to our approach of working internally and externally with various stakeholders.

From our past experience, we observe that an effective orientation programme makes an impact in retaining workers, as they will generally decide whether to stay in our organisation within the first six months of their employment.

NURTURING OUR TEAM

The Group aims to be an employer of choice and makes it a priority to attract, foster and retain capable and qualified employees so as to grow a strong and reliable team. We seek to nurture our staff to produce the best ideas and develop best practices and innovative solutions through a strong emphasis on mentoring and training. Through this approach, they can reach their fullest potential so that they can support our organisation to move forward as a progressive and well-skilled company.

We prioritise staff learning and training so that we can equip them with the essential technical information and skills to meet the demands of their jobs efficiently.

On 20 November 2025, we organised a cybersecurity training to strengthen the Group's overall security posture by equipping employees with the knowledge and skills needed to identify, prevent and respond to cyber threats. The training updated staff on OKP's specific systems, policies and risk environment. This training helped to promote consistent security practices, reduce the risk of human error-related breaches, support regulatory compliance, and foster a culture of cybersecurity awareness and accountability across all departments.

The number of training hours per employee has increased to 8.6 hours in 2025 compared to 6.6 hours in 2024.

The Group aims to develop its people's talents to their fullest potential by providing them with various opportunities for professional and personal development such as participating in local and overseas industry immersion programmes. Through such opportunities, they can find job satisfaction and benefit from working in a progressive organisation.

In 2016, our organisation signed "The Pledge for a Better Built Environment Workplace" developed by the Building and Construction Authority (BCA) and Construction Industry



Machine operator Chan San Keong (right) receiving his 35-year-long service award from our Group Chairman Or Kim Peow (centre) and Group Managing Director Or Toh Wat (left).

Joint Council. In signing the Pledge, we demonstrated our commitment to adopting good human resources practices based on the following important human resources principles: Performance management; Recruitment and on-boarding; Staff engagement; Remuneration, rewards and benefits; and Wellness and support.

PROVIDING SPONSORSHIPS AND SCHOLARSHIPS

To draw the right people for the right job for the future, OKP has been offering educational scholarships and internships to students, who may be the Group's future hires. In recent years, we have participated in the BCA-Industry Environment Undergraduate Sponsorship/Scholarship programme, which has resulted in drawing young and fresh talent into OKP. In addition, the Group has been proactively taking part in BCA's Leadership Engagement and Development Programmes, sponsoring our staff to such programmes.

Since 2012, our organisation has provided a total of six scholarships and sponsored 13 individuals for diploma, undergraduate and master courses.

SUPPORTING LOCAL AND OVERSEAS INDUSTRY IMMERSION PROGRAMMES

Under OKP's overseas industry immersion programme, we have been sending our employees on overseas trips to gain further technical knowledge and enhance their

SOCIAL OUR PEOPLE

skillsets. Some senior management and staff also updated their knowledge by attending advanced management programmes, study trips, conferences and exhibitions.

In 2025, we went on two overseas industry immersion programmes. Led by Group Managing Director Mr Or Toh Wat, a 14-member OKP team attended the International Road & Traffic Expo (ROTREX) in Seoul, South Korea, held from 28 to 30 October. This major event showcased South Korea's road and transport technology, focusing on smart mobility, sustainable infrastructure and intelligent traffic systems. The depth of innovations on display provided invaluable insights that the team brought back to our organisation.

Another trip was to Japan's NEXCO Central (Central Nippon Expressway Company Limited) Japan office in Nagoya and the Public Works Research Institute in Tsukuba from 17 to 20 February 2025. Organised by the Land Transport Authority (LTA), the trip brought together 13 management executives from four contractors involved in ongoing maintenance projects and four LTA management officers. Our Group was represented by Executive Director Mr Oh Enc Nam, together with three other executives. This learning journey provided the Singapore contractors with valuable insights into Japan's advanced road management systems.

On 26-29 November 2024, Group Managing Director Mr Or Toh Wat led a team to the bauma CHINA 2024, which was held at the Shanghai New International Expo Centre. With more than 3,400 domestic and foreign exhibitors participating at this event, our team acquired useful knowledge about many trending products and innovative technologies.

Since 2015, our organisation has organised seven overseas industry immersion programmes and participated in one organised by the LTA. Earlier trips were to Japan, South Korea, Malaysia and Indonesia. The teams gathered invaluable knowledge on advanced technologies and best practices.

APPLYING ETHICAL PRACTICES

Our organisation emphasises to all employees that they must adhere and abide by ethical practices thoroughly and without compromise. This practice is especially imperative as most of our workforce come from different countries and backgrounds with varying perspectives and acceptable cultural practices.

The Group holds strong views on anti-corruption and has zero tolerance towards bribery and corrupt practices. We ensure that our workers understand and follow the relevant anti-corruption legislation stringently. We provide our employees with guidelines on how to declare and comply with our internal policies when

giving or receiving gifts or dealing with entertainment, sponsorships and charitable contributions during the course of their work. During the past year, OKP did not receive any report on incidents of corruption within the company.

We reinforced our anti-corruption views by organising a training programme on Anti-bribery Management Systems, aligned with ISO 37001 standards, on 15 October 2025. The course equipped participants with practical tools to identify, prevent and manage bribery risks while fostering a culture of integrity and compliance. Targeted at compliance officers, managers, and employees, the training covered risk assessment, policy development, due diligence and monitoring practices. Participants, including executive directors, have gained valuable insights to strengthening corporate governance and enhancing stakeholder trust.



Anti-bribery training session on 15 October 2025 at OKP's office.

ENSURING GOOD MENTAL HEALTH AND WELL-BEING

The Group endeavours to take good care of its workforce, especially the migrant workers, the majority of whom comes from South Asia. We have established measures to ensure that their mental health and well-being are addressed appropriately.

During periods of lightning and heavy rain, our staff are prohibited from working outdoors. The Group uses an automated smart earth control measures system to discharge silty water, which eliminates the need for workers to work in wet weather conditions to operate it, thus ensuring their safety.

To combat heat stress, our organisation provides cooler boxes and ice cubes for workers to keep their bottled water cool, makes available water points, conducts water

parades, and provides heat stress boxes for emergencies. We also make sure that the worksites are kept cool, and identify and redeploy vulnerable workers such as the sick, to less strenuous tasks.

The Group has installed misting systems and solar fans at sheltered rest areas at construction sites. These efforts show our commitment to our employees' health and safety as well as foster a positive work culture that values staff welfare.

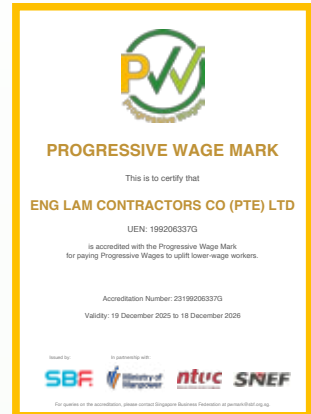
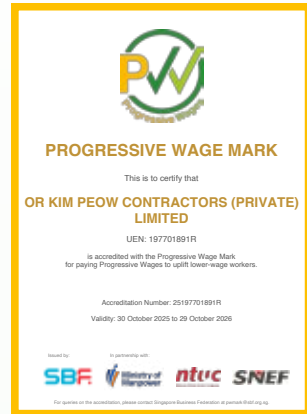
In addition, OKP looks into its workers' emotional and mental health. Besides in-house health checks, we conducted a general anxiety disorder assessment to assist us in understanding their mental health status, thus enabling us to understand the overall mental health of the Group. The assessment results revealed that most of the employees were graded as healthy or with mild anxiety, and only a few were graded severe. Since 2023, this anxiety assessment survey was extended to all employees instead of only for workers. The overall mental health of all the workforce was good.

Since 2024, Eng Lam Contractors engaged Chubb, an approved service provider, to review work, safety and health practices so as to assess the workers' well-being. The aim is to encourage healthy and productive employees, which will lead to lesser work injuries, safer workplaces, and minimise absenteeism. Chubb tailored two packages which included safety, and health screening and coaching, which were conducted from June 2024 to June 2026. The first safety talk on Industrial Ergonomics Awareness, which was conducted on 3 October 2025, followed by two health screening sessions for all workers. Health coaching was carried out to review the screening reports with the health coach giving advice on how to eat healthily.

Further to feedback on the need for more gatherings, our organisation celebrated International Migrants Day by allowing workers to be released from work earlier. Besides catering food based on the ethnic groups of the migrant workers, goodie bags were given as tokens of appreciation. We also organised a first-ever cricket match



The Group organised cricket matches for our workers as a recreational activity on 19 October 2025.



The Group has been accredited with the Progressive Wage Marks for uplifting lower-income workers' wages.

on 19 October 2025 for our workers as a recreational activity. The match went very well, ending with a trophy presentation for the winning team.

The Group has established an annual Family Day, held each Labour Day since 2007 to honour the dedication of our employees. One highlight is that all staff are encouraged to prepare or bring a dish that represents their heritage, a family recipe, or their local cuisine. This annual gathering reinforces our commitment to a workplace built on mutual respect, cultural awareness, and strong interpersonal bonds.

BEING A PEOPLE-CENTRIC COMPANY

Being people-centric means that we are recognised as a fair and responsible employer. The Group is Progressive Wage Mark (PWM) accredited, which means OKP is certified as paying fair, progressive wages while providing structured career development and training for its workers.

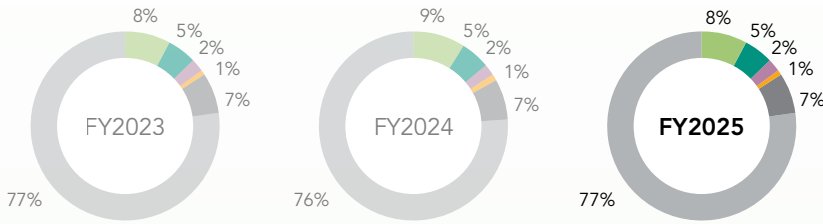
In FY2025, there were no instances of employees taking parental leave.

The PWM is an accreditation scheme to recognise eligible firms that pay progressive wages to lower-wage workers. It is administered by the Singapore Business Federation on behalf of the Tripartite Partner, comprising the Ministry of Manpower, National Trades Union Congress and Singapore National Employers Federation.

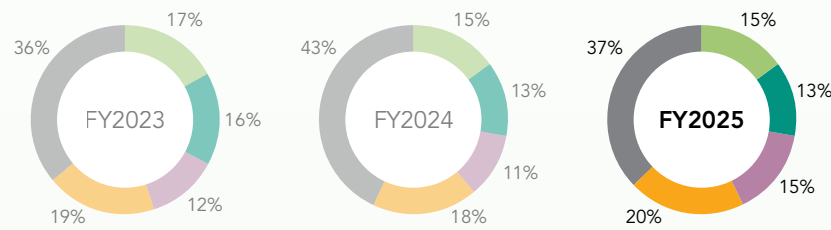
To fulfil our mission to be the first and preferred civil engineering contractor for various industries in Singapore and beyond, we build on our role as a people-centric company. This is because we depend on the performance of our employees to achieve our business goals and secure financial profitability to build a strong and sustainable company, thus shaping a brighter future.

SOCIAL OUR PEOPLE

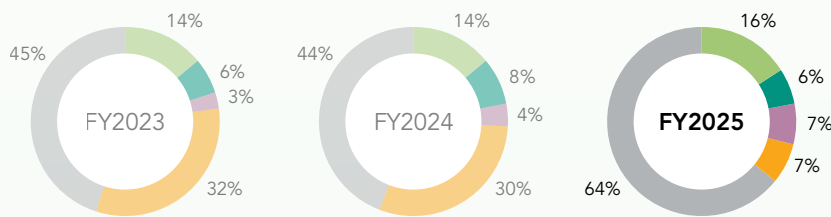
FUNCTION



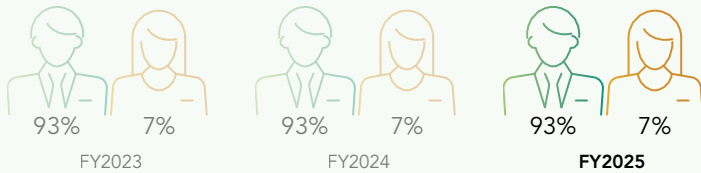
YEARS OF SERVICE



EDUCATIONAL QUALIFICATION



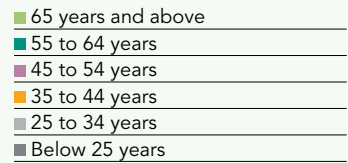
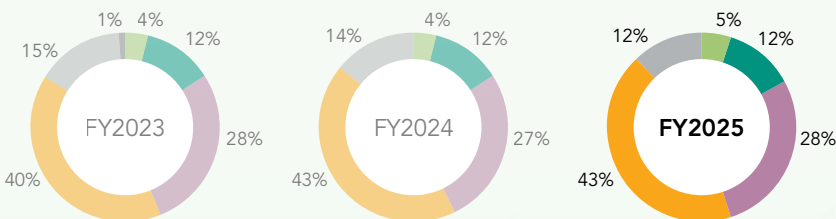
GENDER



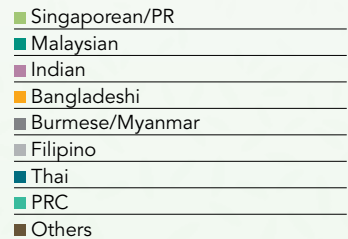
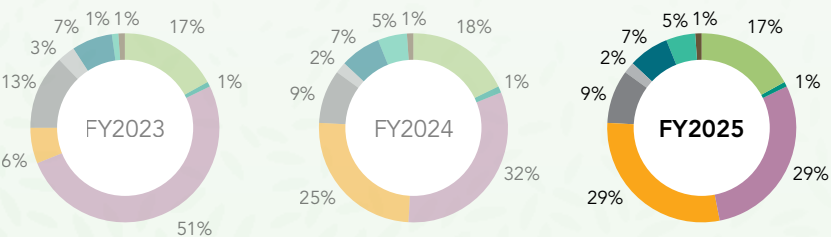
NEW HIRES



AGE



NATIONALITY



Notes:

- 1 M&S – Directors, financial controller, managers, engineers and quantity surveyors
- 2 F&A – Administrators, clerks and account executives
- 3 S&O – Site supervisors, site clerks, site inspectors, foreman, machine operators, general workers and drivers, environmental control officers, public relations officers and land surveyors

FEATURE

ATTENDING ROTREX IN SOUTH KOREA

Our 14-member team attended the International Road & Traffic Expo (ROTREX) in Seoul, South Korea from 28 to 30 October 2025. Held at KINTEX, ROTREX is a major event showcasing South Korea's road and transport technology, focusing on smart mobility, sustainable infrastructure, and intelligent traffic systems. Led by Group Managing Director Mr Or Toh Wat, the rest of the participants were from the project, technical and contracts teams.

This immersive experience was highly enriching, offering a critical lens to observe how our international peers are not just engaging with, but leading the charge in adopting sophisticated sustainability practices.

The main takeaway from the expo was clear and inspiring, that the global industry was decisively embedding

sustainability in its core business practices, viewing it not merely as a compliance checklist, but as a strategic and moral imperative for future growth.

CUTTING-EDGE GLOBAL SUSTAINABILITY ADOPTION

The depth of innovations on display provided invaluable insights that we brought back to our organisation. The key learning points we learnt about cutting-edge global sustainability adoption were as follows:

- Cutting the carbon footprint – We witnessed powerful new technologies and methodologies aimed specifically at drastically reducing emissions during every phase of road construction, setting new benchmarks for environmental stewardship.
- Maximising recycled materials – The emphasis was firmly on the circular economy. Exhibitors demonstrated advanced techniques for utilising recycled and eco-friendly materials in paving and maintenance, proactively minimising waste in production processes.
- Smarter systems – The integration of Intelligent Transportation Systems and Artificial Intelligence (AI)-based solutions proved that optimising traffic flow, inherently yielded significant environmental benefits. It showcased the powerful intersection of technology and sustainability.
- Meeting and exceeding global standards – The discourse centred on proactive alignment with stringent international environmental regulations and policy frameworks, highlighting an industry-wide commitment to elevated global standards.
- End-to-end integration – Leading international firms are championing sustainability as a shared priority across their entire supply chain, ensuring a unified, holistic approach to environmental management that we aspire to emulate.

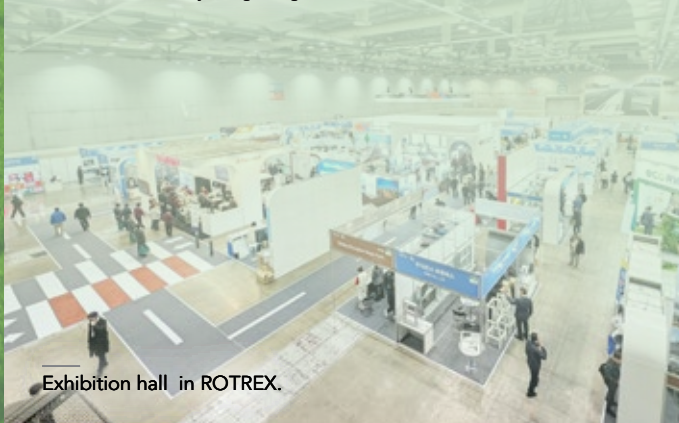
Our time at ROTREX was an enlightening professional development opportunity, providing Or Kim Peow Contractors (Private) Limited with actionable insights to further our commitment to building a greener, more resilient future.



Group photo outside the exhibition hall in Goyang City, Korea.

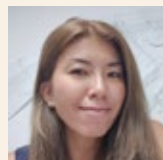


Team dinner in Myeongdong.



Exhibition hall in ROTREX.

“ It was a truly wonderful learning experience that also served as valuable team-bonding time for our team. From this trip, it is indeed evident that we should always be ready to adapt to the ever-changing landscape of technology and global expectations, recognising that continuous learning is vital for our shared success. ”



Gillian Guo
Senior project manager

SOCIAL

CORPORATE SOCIAL RESPONSIBILITY

(GRI 2-28, 203-1, 413-1)

According to IBM, corporate social responsibility (CSR) involves the idea that businesses should operate according to principles and policies that make a positive impact on society and the environment. Through CSR, companies make decisions not driven only by financial gain and profitability, but also take into consideration the impact of their actions on their communities and the world at large. It goes beyond legal obligations: by voluntarily adopting ethical, sustainable and responsible business practices, companies seek to deliver benefits to consumers, shareholders, employees and society.

Organisations are often steered by a concept known as the triple bottom line, which prescribes that a business should be dedicated to measuring its social and environmental impact, sustainability efforts and profits. The term “profit, people, planet”, known as the “three P’s”, is often used to summarise the key idea behind this concept.

Many companies are realising that an emphasis on CSR activities can give a significant benefit over competitors, who think that CSR does not enhance their bottom lines. Many CSR-inclined companies embrace the view that exercising excellent CSR practices can bring about numerous advantages. These include developing a strong reputation and strengthening morale among their employees, which result in increased productivity and better performance, thereby attracting more investors.

Many well-known business leaders have highlighted the importance of CSR in attaining their business goals. For example, Mr Howard Schultz, former chairman and chief executive officer of Starbucks, was quoted on BrainyQuote as saying: “Companies should not have a singular view of profitability. There needs to be a balance between commerce and social responsibility... The companies that are authentic about it will wind up as the companies that make more money.”

As the Group aims to be a responsible corporate citizen, we manage our business in a sustainable way that has an affirmative economic, social and environmental impact on our stakeholders and their environments. We assiduously put best practices in all our business operations by giving back to society, particularly in providing help to the underprivileged members of the community. Our organisation gives financial support through sponsorships and donations to various charitable organisations and causes. We also encourage our workforce to be compassionate citizens by volunteering their time and efforts towards worthwhile causes and participating in various fundraising activities.

SUPPORTING VARIOUS CHARITIES AND COMMUNITY ORGANISATIONS

We contribute to the community by taking part in fundraising events and philanthropic outreach and through our annual Charities of the Year programme.

In 2025, OKP contributed to various organisations. These included the National University of Singapore – Louis Hsiao-Yun Chen Professorship, North East Community Development Council-Tampines Group Representation Constituency SG60, Securities Investors Association (Singapore), Lim Kwang Home for Senior Citizens, Garden City Fund, Potong Pasir Citizens’ Consultative Committee, The Education Experience Learning Centre Pte Ltd and Metta Welfare Association.

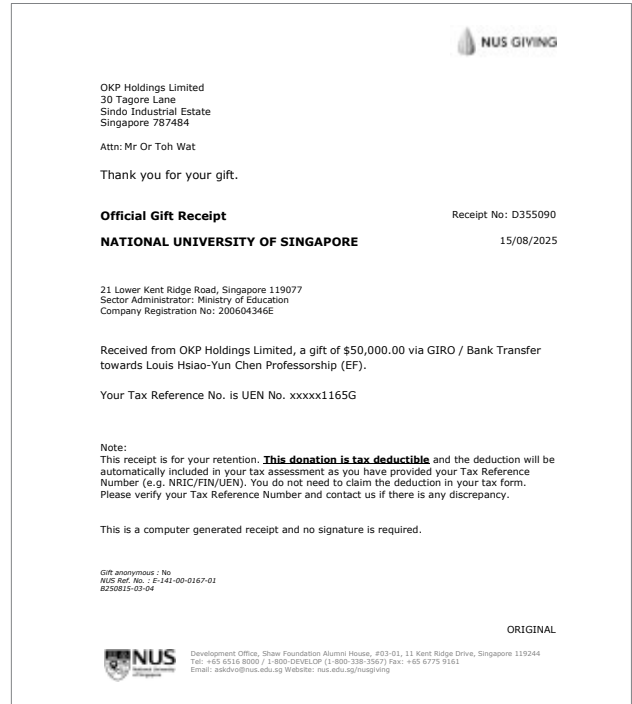
Other recipients included the Society of Project Managers, Tunnelling and Underground Construction Society (Singapore), Disabled People’s Association, Mouth and Foot Painting Artists Pte Ltd, World Children’s Fund HK Ltd, Or Kim Peow-Nanyang Hwu Clan, and Tagore Business Association, and 16 temples. We have also supported some of these organisations over the past years.

In the past, we had provided financial support to various charities and community organisations which target different sectors as follows:

- **Youth and children**
Singapore Children’s Society’s 1000 Enterprises for Children-in-need Project, Dyslexia Association of Singapore, Students Care Service, Teen Challenge Singapore, Playeum Ltd, Halogen Foundation Singapore and The Education Experience Learning Centre Pte Ltd.
- **Education**
National University of Singapore – Louis Hsiao-Yun Chen Professorship.
- **Humanitarian causes**
Relief (Singapore’s leading independent disaster relief agency) and Singapore Red Cross.
- **Healthcare and disadvantaged**
Lim Kwang Home for Senior Citizens, Metta Welfare Association, Adventist Nursing & Rehabilitation Centre, The Singapore Association for the Deaf, Ang Mo Kio-Thye Hua Kwan Hospital, Singapore Heart Foundation, Community Chest, Handicaps Welfare Association, Kidney Dialysis Foundation, Leukemia & Lymphoma Foundation, Yellow Ribbon Fund and Casa Raudha Women Home.



OKP supported Metta Cafe by ordering cookies for its annual dinner 2025.



OKP supported the advancement of mathematics and data science in Singapore by donating to the Louis Hsiao-Yun Chen Professorship.

- **Community**

Potong Pasir Citizens' Consultative Committee, North East Community Development Council-Tampines Group Representation Constituency SG60, People's Association Chong Pang Community Club, Pasir Ris East Zone Community Club (Marathon Ekiden Charity Run), Tampines Changkat Consultative Committee, Caritas Singapore (social and community arm of the Catholic Church in Singapore), Nanyang Technological University's Computer Science and Engineering Club (overseas community projects), Chee Hoon Kog Moral Promotion Society and People's Association Community Centres/Clubs building fund.

- **Professional bodies**

Securities Investors Association (Singapore), Road Engineering Association of Asia and Australasia, Society of Project Managers, Tunnelling and Underground Construction Society (Singapore), and Singapore International Transport Congress and Exhibition.

- **Businesses**

Singapore Contractors Association-Singapore Business Federation Foundation (SBF) Compassion Fund, Association of Small and Medium Enterprises-SBF Foundation Compassion Fund for Migrant Workers and Tagore Business Association.

- **Environment**

Garden City Fund.

- **Sports**

Singapore Gymnastics and Singapore Cycling Association.

- **Religious**

Singapore Buddhist Lodge and various temples.

The Group also sponsored activities organised by various organisations such as schools, religious and grassroots organisations and the Community Development Council. In addition, we provided financial support to fundraising golf tournaments for numerous organisations.

SOCIAL

SAFETY AND ENVIRONMENTAL AWARENESS

(GRI 2-8, 403-1 to 403-10, 416-2)

PROMOTING A SAFE AND GREEN CULTURE

As a widely acknowledged leader in the transport infrastructure construction and civil engineering business, the Group actively promotes a safe and green culture. Our safety vision is to be a trusted contractor which is recognised for upholding safety with integrity, where ownership defines our culture, knowledge strengthens our people, and every life and community we touch is preserved.

One of the ways OKP achieves this safety vision is that in the planning and operation of our business, we aim to cultivate a company-wide culture of high safety standards and good environmental awareness. Thus, our organisation has established a Quality, Environmental, Health and Safety (QEHS) policy to be implemented across the organisation. This policy emphasises our top management's authorisation to ensure QEHS efficiency, and its pledge to providing sufficient resources to support the project management teams and employees at the workplace. These factors will ensure an effective management system. As it is crucial to communicate the QEHS policy company wide, OKP translates it into various languages for its multinational migrant workforce in the workplace so that they are fully aware of and understand the policy coherently.

The Group conscientiously focuses on its safety mission to embed ownership of safety at every level; apply knowledge through training and innovation; and act to preserve lives, trust, and the environment with a clear purpose of building without harm.

At OKP, we believe in the transformative power of adopting technologies, innovations and QEHS initiatives

for enhancing our employees' health and safety. Our senior management has consistently directed efforts towards introducing cutting-edge technologies, innovative approaches, and strategic measures that pre-emptively tackle potential hazards and risks. These advancements have cultivated a healthier, safer and more sustainable built environments, elevating the well-being of our dedicated workforce.

Our guiding principle to our workforce is to provide them with a safe accident-free working environment, enabling them to go home safely after work. This commitment covers our contractors, subcontractors and others who come to work at our premises and worksites. Thus, our priority is to ensure that all staff, contractors and subcontractors on our premises are skilled, well-equipped, trained to work safely and be environmentally-friendly in their operations.

Employees of subcontractors are not entitled to the same benefits as the Group's employees, as they are employed and managed by their respective employers.

Senior management, managers and supervisors are all represented in the EHS Action Committee meetings, where site safety goals are discussed and instituted in sync with mid-management employees who are familiar with on-the-ground site operations. They also gather feedback first-hand, enabling them to understand the requirements and obstacles faced by the on-site project site teams. At the EHS committee meetings, everyone works in tandem to reinforce the Group's safety culture and environment. Monthly EHS dialogue sessions are also held, where non-managerial workers are invited to give their views to senior management in an informal setting or one-to-one coffee sessions in a cafe.



Group photo at WSH Council's awards ceremony where the Group won four awards.

The Group's leaders also walk the talk by inspecting work sites regularly to speak to the workers on health and safety huddles that they may face. These unannounced site visits are an excellent approach for senior management to evaluate whether the health and safety objectives, activities and assigned personnel established in the QEHS programmes are efficient. Observing how senior management are involved in working on and solving QEHS matters assures the ground workforce that OKP is serious in building a strong safety culture. Feedback boxes placed in strategic locations at the worksites are provided. Other feedback avenues include a whistleblower contact number, where our workers can share their concerns.

SAFEGUARDING HIGH STANDARDS

The Group's QEHS policy makes sure that sufficient and necessary resources to maintain an effective QEHS management system are provided. Under the policy, our organisation authorises workers, subcontractors and suppliers to halt work or decline to carry out assigned tasks/jobs if they face safety or environmental issues. Moreover, they are empowered to report near misses, unsafe behaviours or risks immediately, while being protected and without fear of punishment or penalties.

We have instituted the following QEHS goals and targets:



1

Safety Performance Measurement

Targets

- Zero fall from height incident
- Zero crane-related Incident
- Major safety non-conformance < 3 per year
- Accident frequency rate < construction industry
- Accident severity rate < construction industry



2

Environmental Performance Management

Targets

- Mosquito breeding ≤ 1 per year *
- Silty discharge ≤ 1 per year *
- Excessive noise exposure ≤ 1 per year *
- Excessive haze exposure ≤ 1 per year *

Note:

* Occurrence that resulted in court action.



3

Resource Management

Targets

- To maintain the electricity consumption rate at project site offices and headquarters to within 3.0 per cent based on last six-month average
- To maintain the water consumption rate at project site offices and headquarters to within 3.0 per cent based on last six-month average
- To maintain the cumulative waste disposal cost in project to within 1.0 per cent of cumulative progress payment claimed
- To maintain the cumulative diesel consumption in project to within 3.0 per cent based on cumulative progress payment claimed
- To minimise wastages of not more than 3.0 per cent on accumulative for concrete, rebar and premix



4

ESH Training

Targets

- To conduct toolbox meeting for the workers daily for every project
- To conduct at least two inhouse safety training/ dialogues for project manager, project engineers, supervisors, safety coordinators, safety supervisors and environmental control officers per quarter

Since 2014, our organisation has appointed only contractors and vendors with bizSAFE level 4 and above for all its projects. The Workplace Safety and Health (WSH) Council has certified our wholly-owned subsidiary corporation, Or Kim Peow Contractors (Private) Limited (OKPC) to be part of bizSAFE community as Partner till 26 January 2028 and confirmed it has attained bizSAFE Level Star till 25 August 2028. For our wholly-owned subsidiary corporation, Eng Lam Contractors Co (Pte) Ltd (EL), the WSH Council has confirmed it has attained bizSAFE Level Star till 28 August 2028. This bizSAFE certification is awarded to enterprises for their commitment to maintaining a good risk management and workplace safety system.

The WSH Council has also certified OKPC and EL to have participated in the WSH Influencer Programme with influencing power in its business. Thus, they play a key role in influencing existing and potential stakeholders across its value chain to work safely for ourselves and the community.

SOCIAL SAFETY AND ENVIRONMENTAL AWARENESS

To remain competitive in the construction industry, OKP regularly updates its QEHS Management System. We improve our workplace safety and health standards as well as refine our operational procedures, thus strengthening our overall effectiveness. The Group's integrated management system has been executed according to various ISO requirements. Maintaining our certification by SOCOTEC Certification Singapore Pte Ltd, an accredited certification body by Singapore Accreditation Council, affirms that OKP has a good system and solid dedication in ensuring quality, environmental, safety and occupational health standards. Re-certification audits for ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 standards were conducted by SOCOTEC Certification Singapore Pte Ltd.

Championing a good image in a green environment, our organisation has been widely recognised for its environmentally-friendly initiatives. Since 2012, we have won various awards for being a green and gracious builder and one construction environmental award. In 2025, OKPC won a green and gracious builder (Star) and EL won a green and gracious builder (Excellent) award by the Building and Construction Authority (BCA). In 2024, OKP has achieved 4-Leaves, the highest level in the Eco-Office certification journey, which was awarded by the Singapore Environment Council and valid till 5 November 2026.

Promoting a safe and green culture in our Group extends beyond our worksites into the wider community. In 2025, we participated in two nationwide initiatives.

First, we took part in the Public Hygiene Council's Cleanup at Beaches and Parks' initiative under the national Keep Singapore Clean Movement. Employees across the organisation came together to contribute to environmental cleanliness and sustainability. By actively engaging our people in community cleanup efforts, OKP promotes shared responsibility, environmental stewardship, and a culture that values the protection of public spaces, communities, and the environment as an integral part of our QEHS commitment.

Second, our management and staff supported tree-planting efforts aimed at enhancing greenery, restoring biodiversity, and strengthening climate resilience, under the National Parks Board's OneMillionTrees movement Garden's City Fund's Plant-A-Tree Programme. By contributing to Singapore's greening efforts in a purposeful manner, the Group demonstrates its commitment to integrating environmental stewardship with a culture of safety, care, and accountability for future generations.

In 2024, our team introduced the bakau (mangrove tree) roller method to minimise negative environmental

consequences at its construction sites, thus tackling the issue of deforestation. This approach uses suitable environment-friendly materials such as bakau pile, cocopeat, chipping stones and sand together with a roller compactor to lay the foundation reinforcement or pavement construction. Hence, more trees can be saved.

MANAGING VISION ZERO HARM IN WORKING ENVIRONMENT

The Group has established a policy to ensure a minimal risk work environment as it seeks to lessen any injuries, loss of lives, damage to properties and pollution to the environment. Our goal is to have vision zero for injuries, work-related sickness and environmental effects at all our workplaces.

Setting vision zero as an objective is about adopting a positive mindset that practises zero injuries and zero environmental damage. It is not just about focusing on attaining a numerical target of zero injuries or environmental harm. By applying high safety standards and stringent environmental control measures, we are developing a conducive environment for everyone from senior management to the workers to contribute fully towards achieving vision zero.

We emphasise workplace safety, health and environmental protection at every phase of the project cycle from conceptualisation to the construction and management stages. This method ensures that all potential risks are identified speedily, and our resources are directed to address potential risks, thus minimising incident rates and additional accident-linked costs.

The Group also implements a qualitative risk assessment process. The process aims to decrease the possibility of a risk materialising, and identify the current and extra controls needed to manage the risk to an acceptable level. It covers the activities of all employees, subcontractors and visitors with access to OKP's workplaces and facilities. Based on the agreed risk assessment, the project manager is responsible for ensuring appropriate resources such as manpower, machineries and materials. Appointed risk assessment team leaders and champions must be trained and pass risk management courses conducted by accredited trainers under the Risk Management Code of Practice. They advise the workforce on managing risks for work activities so that everyone contributes and is responsible for implementing the necessary actions.

A risk assessment audit team conducts an audit on the ground to ensure that what had been agreed in the risk assessment are implemented on-site. An action plan will be initiated for any deviation. A record of project risks is kept in a register to monitor the

expiry, validity and relevancy of the risk assessments. This process provides feedback for determining facilities, training needs, operational control measures, and monitoring to ensure efficiencies.

GAINING RESPECT AND AWARDS

The Group's accolades in QEHS have been widely recognised. It has received numerous awards for its excellent workplace health management and occupational safety practices. Since 2006, our organisation has been receiving multiple safety awards in recognition of its high standard of health management and safety awareness at its various worksites. In total, OKP has won 63 safety awards, 12 green and gracious awards, one construction environment award and one Eco-Office certification.

In 2025, the Group received 12 safety awards and two green and gracious builder awards as follows:

1. Workplace Safety and Health (WSH) Council – OKPC received the WSH Performance Award (Silver);
2. WSH Council – OKPC received the SHARP (Safety and Health Award Recognition for Projects) Award for the construction of Cycling Park Network (AM120);
3. WSH Council – OKPC received the SHARP Award for the construction of Cycling Park Network (Central) (AM201);
4. WSH Council – OKPC received the SHARP Award for the Commuter Infrastructure Enhancement (DE177);
5. The British Safety Council – OKPC received the International Safety Award (Merit) for the Commuter Infrastructure Enhancement (DE177);



Senior project director Michael Thien (right) receiving the Construction Safety Award for improvement to Roadside Drains VI (Contract B1) from PUB Chief Executive Ong Tze-Ch'in (left).



Our Executive Director Oh Enc Nam (right) receiving the Construction Safety Award for improvement to Benoi Road Outlet Drain from PUB Chief Executive Ong Tze Ch'in (left).

6. The British Safety Council – EL received the International Safety Award (Merit) for the commuter and road infrastructure works in Pasir Ris and Loyang (DE143);
7. Royal Society for the Prevention of Accidents (RoSPA) – OKPC received the Health & Safety Gold Award for the construction of Cycling Park Network (Central) (AM201);
8. RoSPA – EL received the Health & Safety Gold Award for the commuter and road infrastructure works in Pasir Ris and Loyang (DE143);
9. Land Transport Authority (LTA) – OKPC won the Annual SHE Award 2025 for the Active Mobility Construction Safety Excellence Award for the construction of Cycling Park Network (Central) (AM201);
10. LTA – EL won the Annual SHE Award 2025 Civil Maintenance Safety Merit Award for road-related facilities, road structures and road safety schemes for East Sector (TR332A);
11. Public Utilities Board (PUB) – EL won the Construction Safety Award for the improvement to Benoi Road Outlet Drain (CW-DD/33210023);
12. PUB – EL won the Construction Safety Award for the improvement to Roadside Drains VI (Contract B1);
13. BCA – OKPC won the Green and Gracious Builder (Star) award; and
14. BCA – EL won the Green and Gracious Builder (Excellent) award.

As a recipient of industry safety awards, OKP was invited by SPH Media to be featured in the Workplace Safety

SOCIAL SAFETY AND ENVIRONMENTAL AWARENESS

and Health Awards supplement. The media coverage provided an opportunity for our organisation to share our QHES journey and highlight the practical and technology-driven measures implemented across our worksites, including heat stress management, extreme weather preparedness and vehicular safety controls. This recognition reflected a growing industry confidence in OKP's commitment to proactive risk management, continuous improvement and the safeguarding of workers' health and safety.

In 2024, the Group received eight safety awards and achieved the highest level in the Eco-Office certification as follows:

- Two awards from the WSH Council – OKPC received the WSH Performance Award 2024, and EL won the SHARP (Safety and Health Award Recognition for Projects) Award for commuter and road infrastructure works in Pasir Ris and Loyang (DE143);
- Two awards from the British Safety Council – EL-OKP JV won the International Safety Award 2024 (Distinction) for improvement to Sungei Selarang and Sungei Selarang subsidiary drain A (1210348), and EL won the International Safety Award 2024 (Distinction) for commuter and road infrastructure works in Pasir Ris and Loyang (DE143);
- Two awards from the RoSPA – EL-OKP JV was given the Health & Safety Gold Awards for improvement to Sungei Selarang and Sungei Selarang subsidiary drain A (1210348), and EL was given the Health & Safety Gold Award for commuter and road infrastructure works in Pasir Ris and Loyang (DE143);
- One award from the LTA – OKPC won the Annual SHE Awards 2024 Construction Safety Award for the construction of Cycling Park Network (AM120); and
- One award from the PUB – EL-OKP JV won the Construction Safety Award 2024 for improvement to Sungei Selarang and Sungei Selarang subsidiary drain A (1210348).

Since receiving the Eco-Office certification in 2022, our organisation has attained 4-Leaves, the highest level in the Eco-Office certification journey, which was awarded by the Singapore Environment Council.

Since May 2012, OKP has been receiving the Green and Gracious Builders Award conferred by BCA. The award is aimed at raising environmental consciousness and act as a benchmark of a builder's corporate social responsibility to the environment and the public. It establishes standards for gracious practices, thus improving the image of builders and the construction industry, especially in neighbourhoods affected by construction activities.



Corporate safety manager Jong Hua Kwan (right) receiving the WSH Performance Award (Silver) from Mr Abu Bakar Bin Mohd Nor, Chairman of the WSH Council (left).

CHAMPIONING SAFETY CHARTER

Promoting a strong safety culture at the Group begins with shaping everyday behaviours, guided by its core values of Ownership, Knowledge, and Preserve. Safety is embedded as a personal responsibility at every level, where individuals are expected to act when hazards are observed, apply what they know consistently, and never compromise safety for speed or convenience. Through clear expectations, leadership example, continuous engagement, and reinforcement of safe behaviours, the charter serves as a practical guide for decision-making on site rather than a statement of intent. This approach supports a culture where safe actions become habitual, accountability is shared, and protecting lives, trust, and the environment remains the outcome of every task performed.

To strengthen our Total WSH Programme, which we have adopted since 2019, EL engaged Chubb, an approved service provider, to review work, safety and health practices to ensure workers' well-being. The goal is to create a healthy and productive workforce, which will result in fewer work injuries, safer workplaces, and lower absenteeism. Chubb customised two packages which are safety, and health screening and coaching to be run in cycles from July 2025 to June 2026. The first safety talk on Industrial Ergonomics Awareness was conducted on 3 October 2025, followed by two health screening sessions for all employees conducted on 28 November 2025. A health coaching session was

held to review the screening reports with the health coach giving advice on how to eat healthily.

For OKPC, it adopted the Total WSH (TWSH) framework for the period from March 2025 to February 2026, underscoring its commitment to safeguard both the safety and well-being of its workforce. As part of this initiative, OKPC engaged Chubb to deliver two comprehensive TWSH packages. The first package focused on Slip, Trip and Fall Prevention and Heat Stress Management, and was conducted in May and November 2025 to reinforce awareness and good practices among staff. The second package comprised health screening, which was carried out in August 2025. Following the screening, health coaching sessions were conducted in October 2025, during which staff were briefed on their individual health reports and provided with personalised guidance, including dietary adjustments, to support healthier lifestyles.

We continue to develop a systematic method of checking the safety performance and knowledge of our workers. All employees carry a personal safety card that records types of safety training each has attended and safety infringement committed. Those with poor safety knowledge and records would be identified by their supervisors and sent for further training and would be closely monitored. We have printed our own safety handbook to assist the workforce in understanding house safety rules and regulations, and procedures for doing work safely. We also publish Safety Alerts and a Safety Bulletin to share important information on safety-related matters.

Other communication channels are also used to ensure the workers understand and follow strictly all safety measures. These include meetings, banners, QEHS bulletin boards, emails, posters, alerts, luncheon sessions, trainings, intranet, feedback forms, and risk assessment briefings. They are made available in various languages to ensure clear communication.

Emergency drills are conducted regularly at all our worksites to reinforce emergency preparedness in handling any potential incidents such as fires, chemical spillages and fall-from-height incidents. The Group conducts coordinated joint exercises such as rescue drills at its worksites with external agencies such as the Singapore Civil Defence Force.

Our organisation continuously involves all workers in the corporate safety promotion programmes to nurture safety awareness at all organisational levels. Safety promotional activities included the Your Hands are Important safety campaign, Dengue Prevention campaign (jointly conducted with the LTA and National Environment Agency), monthly mass safety talks and regular incentives for the workers with excellent safety

performance/behaviour. To show our appreciation to the workers for exercising exemplary behaviour and safe work practices, we identify monthly a safety conscious employee, who will be rewarded with vouchers.

SAFEGUARDING WELL-BEING UNDER ADVERSE WEATHER

The Group endeavours to undertake excellent care of its staff and has taken measures to make sure that the workers' welfare is managed effectively by tackling weather-related risks. We do this by integrating technology into our business operations. We have set up QEHS initiatives such as using cool paints, cooling safety vests and micro fiber material uniform, and installing mist fans at sheltered rest area. More details are as follows:

Extreme hot weather

To combat the effects of hot weather and safeguard workers' health and comfort, our organisation has introduced enhanced personal protective and workwear solutions for site personnel. Reflective cooling safety vests fitted with built-in ventilation fans, powered by rechargeable batteries, are being put on trial together with high-performance microfibre uniforms designed to improve airflow and moisture dissipation. These measures help reduce heat build-up, enhance ventilation, and keep workers cooler and drier during prolonged outdoor work. By proactively addressing heat exposure through practical and thoughtful measures, we demonstrate our strong commitment to protecting workers' well-being and maintaining a safe and supportive working environment.

We also upgraded the wet bulb globe temperature (WBGT) monitoring system to an automated alert and monitoring system for hot weather conditions. The system monitors real-time WBGT levels, removing the need for workers to take physical temperature on-site on an hourly basis. When the WBGT exceeds the set temperature level, the workforce will be informed to take breaks in a timely manner.

In addition, OKP also provides cooler boxes and ice cubes for workers to keep their bottled water cool, makes available water points and conducts water parades, as well as provides heat stress boxes for emergencies. We also ensure that the worksites are kept cool, and identify and redeploy vulnerable employees such as the sick to less strenuous tasks.

To further combat heat stress, OKP has installed misting systems and solar fans at sheltered rest areas at construction sites. These initiatives ensure a safer and more comfortable environment for our workforce during adverse weather conditions. All these initiatives improve productivity and foster a positive work culture that values staff welfare.

SOCIAL SAFETY AND ENVIRONMENTAL AWARENESS

Lightning and heavy rain

Our workers are forbidden from working outdoors during adverse weather conditions, such as heavy rain and lightning conditions. Our organisation has also upgraded its smart earth control measures (ECM) system to version 3 with added digital features to reduce human intervention in relation to the discharge of silty water into the environment. The ECM system eliminates the need for the workforce to work in wet weather conditions to operate it, thus ensuring their safety.

Healthcare

Safeguarding the health of our workforce is a fundamental priority in OKP as healthy workers are essential for the safe and successful delivery of projects. In partnership with an accredited medical provider, regular health screening programmes are conducted to enable early detection of potential health concerns and timely medical intervention. These screenings assist in preventive care, raise health awareness, and help workers better manage their personal well-being. By integrating health monitoring into its QEHS practices, the Group demonstrates a robust dedication to caring for its people and fostering a healthier, more resilient and productive workforce.

Recognising that our workers' well-being extends beyond physical safety, we have also taken proactive steps to support mental and emotional health as part of our QEHS approach. Structured mental well-being screening tools, such as the Generalised Anxiety Disorder assessment (GAD-7), are used to help identify early signs of stress and anxiety in a respectful and confidential manner. This enables timely follow-up, guidance and access to appropriate support before issues escalate. By promoting awareness, encouraging open conversations and providing early intervention pathways, OKP demonstrates a genuine commitment to caring for the holistic well-being of our workforce. These efforts reflect our belief that a mentally

healthy workforce is essential to sustaining safe behaviours, resilience and long-term performance at work.

ENHANCING ON-SITE SAFETY AND WORKERS' HEALTH

A safe construction site minimises unnecessary risks in a project, promotes workforce morale and enhances client satisfaction levels. Due to the nature of our work and the large work areas covered by our project sites, our organisation has trained an adequate number of first-aiders, riggers/signallers and listing supervisor for our projects. The trained first-aiders are placed at each work area to ensure that any injured person can receive first-aid treatment at once.

Competency verification is a structured and ongoing process to ensure personnel performing high-risk tasks are trained, experienced, and capable of working safely. Competency is not based on certification alone, but verified through credential checks, assessment of experience, site-specific briefings, and ongoing supervision of work practices. Assigned personnel are required to undergo and pass Verification of Competency assessments before being formally appointed in writing by OKP. This process is applied with greater rigour for high-risk activities, particularly lifting operations.

For riggers, signalmen, and lifting supervisors, verification includes confirmation of statutory qualifications, understanding of lifting plans, clear role and communication protocols, and demonstrated ability to manage lifting hazards on-site. Pre-lift briefings and supervisory observations are used to confirm readiness, with retraining or reassignment carried out where gaps are identified. This layered approach ensures lifting operations are conducted by competent teams, reinforcing safe behaviours and reducing operational risks.



Safety timeout for our workers at Stadium Boulevard.



Toolbox meeting taking place on-site at one of OKP's maintenance projects.

The Group also invites subject matter experts and equipment suppliers to conduct relevant training on safe work procedures for its workforce. These include engaging the Bedec supplier to provide scaffold safety training, and the silent piler supplier to conduct training to our silent piler operator. All truck drivers are also sent for defensive driving courses and coached on safety procedures to be followed with practical demonstration. Our excavator operators are also sent for a hydraulic excavator operation course and familiarisation training to further improve their knowledge and skills.

We are also committed to improving and maintaining the natural environment through a range of ongoing activities such as waste management, energy conservation and water conservation. We also aim to minimise and control construction site noise and vibration. For example, we install motorised noise barriers alongside mobile equipment such as road paving machines.

STRENGTHENING QEHS TRAINING AND COMPETENCY

In today's ever-changing environment, we face many challenges in maintaining the high standards of our QEHS Management System. Our organisation complies with all relevant legal and regulatory requirements to uphold workplace safety and environmental protection. It regularly updates its legal register so that it is current on all applicable legal requirements. The legal register ensures that OKP is fully aware of and understands the implications of required legislations that affect its operations.

We educate and motivate our staff at all levels, equipping them for the tough construction environment through programmes offered by the Ministry of Manpower-

approved training centres. It is mandatory for all management staff and engineers to take part in safety courses such as the construction safety course for project managers, and risk management course. As part of our organisation's orientation programme, supervisors instruct recruits on the highest standards of QEHS requirements through a health and safety induction programme. The safety team regularly updates its in-house safety training and education programme for both fresh and existing staff. In recent years, the Group has expanded its training programmes to include both suppliers and clients.

We have set up a systematic method to identify and monitor all relevant statutory duties under the law. To keep track of our workers' relevant statutory duties, OKP sends those with statutory duties for relevant courses to equip them with the latest knowledge. To keep abreast on the latest statutory duty changes and updates in Singapore, we engaged Anzen Management Consultancy Pte Ltd., which provides the Group with the most recent legal requirements. These changes are communicated to all in our monthly QEHS committee meetings.

In addition, selected staff were sponsored to attend the Heat Management for Health, Safety and Work Productivity programme conducted by the National University of Singapore. The programme equipped our personnel with advanced knowledge in thermal physiology, heat-related health risks, and practical occupational heat management strategies. This training strengthens OKP's internal competency in managing heat stress risks, enabling the effective implementation of heat mitigation measures to safeguard workers' health, and sustain productivity under hot and humid site conditions.

Our project management teams working with clients such as the LTA and JTC Corporation (JTC) are required to attend their safety orientation courses to adhere and

SOCIAL SAFETY AND ENVIRONMENTAL AWARENESS



Learning safety through virtual reality training.

understand their safety standards and requirements for project execution. The LTA requires project management teams to attend a two-day LTA Construction Safety Management Course for Contractor/Qualified Site Supervisors, while JTC requires project management teams to attend the JTC Project Team On-boarding course and workers involved in the project to attend the JTC Safety Induction Course.

In addition, OKP is supported by a robust and structured audit and assurance framework designed to drive consistency, accountability, and continual improvement. In 2025, OKP underwent a comprehensive range of external and internal audits conducted by industry bodies, clients, certification organisations, and independent consultants. These included the Green and Gracious Builder Scheme audit, client audits, ISO certification, BizSAFE Risk Management audits, and independent assessments for national safety award applications. Complementing these, were systematic mandatory external audits such as CONSASS and internal audit such as Method Statement and Risk Assessment audit and cross-project audits, all of which focus on early gap identification, timely corrective action, and strengthening site-level ownership. This structured audit framework provides ongoing assurance of compliance and effectiveness, embedding safety, environmental responsibility, and gracious building practices into daily operations, and supporting the long-term sustainability of OKP's QEHS management system.

We have also instituted Business Continuity Plans for better management during unpredictable times and crises such as haze, monsoon rains, and disease and virus outbreaks. It has put in place risk assessments to ensure that the business functions and operations can continue without compromising our workers' safety and health.

ADVANCING TECHNOLOGY AND INNOVATION

The Group emphasises that safety is its driving force and unwavering commitment. To improve our business operation, we have strengthened our safety culture through a blend of technology, innovation, and comprehensive well-being initiatives and practices. Through adopting technology and innovation, we have redefined safety practices, identifying and mitigating potential risks with good results. Our innovation-driven approach has led to groundbreaking QEHS solutions as well as empowered our workforce to excel in the work they do. Our commitment is that we will do whatever it takes to put technology, innovation, and QEHS practices to create a safety culture together.

We have installed AI vision system at mobile machines, which sound off an alarm when workers come too close, unlike conventional sensor alarm which will be triggered off by any physical object or materials. The advantages are elimination of a banksman, reduced human dependency, 360-degree coverage, consistent alertness and operators focusing entirely on machine tasks, and seamless integration.

We have implemented the Leica DS2000 utility detection radar, a ground-penetration radar system that enables accurate detection of underground shallow and deep utilities prior to excavation works. This proactive use of technology significantly reduces the risk of utility damage, supports smoother project execution, and enhances worksite safety.

We adopted two devices such as the Little Green Ranger (LGR-5000), an eco-friendly power pack, and the

portable Trimble X7 LiDAR laser scanner. The power pack provides clean and efficient energy, reducing reliance on traditional fuel-powered generators and cutting emissions; while the laser scanner's precise 3D scanning minimises manual errors and reduce time spent onsite, thus lowering exposure to hazards. In addition, we have used a palm-sized computer linked to a monitor to help display WBGT readings at regular intervals.

The Group has installed an AI vision system on mobile machines such as excavators. Using the AI sensors handling surveillance with 360-degree coverage, operators can focus entirely on machine tasks, thus reducing errors. In addition, we have implemented AI-automated traffic counting to replace traditional manual surveys, enhancing accuracy, efficiency, and decision-making in roadwork planning. We are able to capture detailed vehicle classifications, precise timestamps, real-time traffic volumes, and peak-hour patterns with a high level of reliability, overcoming the limitations of manual counting, such as human errors, and enabling more informed traffic management strategies. As a result, we are able to optimise work scheduling, minimise disruption to road users, and deliver safer and smoother project execution.

To enhance the safe storage of chemicals and first aid supplies, we applied solar-reflective cool paint on on-site storage facilities. This technology lowers internal



A palm-sized computer linked to a monitor helps to display WBGT readings at regular intervals.



By adopting the Leica DS2000 utility detection radar's advanced ground-penetration technology, OKP is able to accurately detect underground utilities.

temperatures by up to 6°C, from approximately 38°C to 32°C, helping to preserve the integrity of temperature-sensitive materials and ensure that emergency response supplies remain effective. By integrating cooling technology with robust storage and safety practices, fire and degradation risks are reduced, and workforce safety is strengthened.

Other innovation solutions involved installing a safety frame around drain openings to prevent grating covers from accidentally falling during maintenance works; and using advanced virtual reality (VR) technology to strengthen safety training. Real-time monitoring CCTVs were also deployed at worksites, so that safety can be monitored at anytime and anywhere, without the need to be on-site physically. We have also upgraded the lorry crane with a stabiliser control to lessen any risk of crane collapse, and using motorised noise barriers.

As a testimony of OKP's leadership in adopting innovative and technological solutions to advance QEHS performance, the Group was invited to share its best practices at the LTA SHE Dialogue event. Held at Ngee Ann Polytechnic on 12 March 2025, we showcased our continued commitment to leveraging technology and innovation to enhance workplace safety, improve operational efficiency, and strengthen risk management across its projects.

SOCIAL OUR CUSTOMERS

(GRI 2-6, 416-1)

GROWING OUR CUSTOMER BASE

To shape a bright and sustainable future for the Group's business, we need to grow our customer base. Our customers come from a wide-ranging group of organisations in both the public and private sectors, including those from industries such as energy, utilities, transport, housing and town planning.

We have established a strong presence in the public sector as a reliable transport infrastructure contractor in Singapore. Some of our public sector clients include Housing & Development Board, JTC Corporation, Land Transport Authority, National Parks Board, Public Utilities Board and Urban Redevelopment Authority. In the private sector, our clients include Changi Airport Group, ExxonMobil, Foster Wheeler Asia Pacific Pte Ltd and WorleyParsons Pte Ltd.

At OKP, we seek to expand our business in Singapore and the region by consolidating our business networks and increasing our current list of customers. We have also made inroads into property development and investment to widen our revenue streams. One of the approaches in which the Group achieves its aim is to form joint ventures with partners to bid for complex projects and property developments. We constantly keep an eye for new opportunities locally and overseas.

With our strong expertise, vast experience, excellent track record and positive reputation for delivering results, we have a strong platform to increase our customer base and build a sustainable and profitable business for the long term in Singapore and the region.

NURTURING REPEAT CUSTOMERS' BUSINESS

Our business accomplishments and implementation of successful projects come from nurturing long-term and mutually beneficial relationships with our customers. To OKP, each customer relationship is a sustainable partnership to be cultivated and maintained at all levels and all times as this is indeed the recipe for our business success.

Following this approach, the Group has made it a priority over the past more than 50 years to grow and nurture many solid and steadfast partnerships. This has resulted in many repeat projects from customers. We are very appreciative of our repeat customers, who testify to our professionalism, quality work and top-quality service standards.



A tree-planting ceremony with OKP and LTA's staff along Bencoolen Street (Rocher Road to Middle Road) on 29 November 2025.

Clinching new contracts is vital for our long-term success and winning projects from many returning customers is also key. It is not easy but we believe that repeat business is the result of two important factors, which are our competitive costs and solid past performance. We continue to invest much time and effort in nurturing our customer relationships, which we know will play a significant role in securing such projects. In addition, our employees' focus on delivering high standards and top-quality projects to our customers is also important in securing new and repeat contracts.

BEING A STEADFAST AND COLLABORATIVE PARTNER

Amidst difficult economic times, we are in the same boat as our customers and partners in maintaining business, productivity and costs. All of us have to face these obstacles, oftentimes with limited financial and physical resources.

Through the decades, we have worked in sync with our customers to overcome many situations in tough construction environments. In many cases, our teamwork has resulted in numerous innovative solutions and methods, thereby ensuring good results. Navigating business challenges with our clients has been mutually rewarding. On our part, the Group aims to be a reliable partner to our customers. We do this by making sure that our

contracts are priced fairly and reasonably to reflect current market conditions. With our good track record in civil engineering and infrastructure works and as a widely recognised market leader in public sector construction projects, we are in an excellent place to assist our customers to tide over current constraints, act ethically and work together to win and execute projects effectively.

One of the ways the Group works with its partners is by organising collaborative workshops such as the event on 22 January 2026. As the main contractor, Eng Lam Contractors Co. (Pte) Ltd, hosted a partnering workshop with 32 senior management and operational representatives involved in as the project's team. They included the Building and Construction Authority, JTC Corporation (client), Surbana Jurong (consultant), Turner & Townsend (NEC4 advisor), and Aik Leong Plumbing Construction Pte Ltd (subcontractor).

The workshop was designed to help all participants to implement the transition from traditional contractual relationships to a fully integrated, collaborative project model. It aimed to align all parties on the principles of collaborative contracting, establish mutual project goals and shared values, and proactively identify potential challenges and concerns. A key outcome was the collaborative development of a team action plan to ensure effective cooperation throughout the project lifecycle, culminating in the formal signing of a Project Partnering Charter. The forum also enabled the participants from different organisations to connect personally, and foster amicable working relationships.

This initiative resulted in the building of a unified team, and positioned the project for efficient problem-solving and successful delivery.

ASSISTING OUR CUSTOMERS' COMMUNITY SERVICE

We do not interact with our customers only professionally through business activities at project sites and meetings. The Group also supports them in other ways such as offering sponsorships, and organising and hosting joint events.

ANTI-MONEY LAUNDERING MEASURES

We are committed to maintaining the highest standards of integrity and compliance with applicable Anti-Money Laundering and Counter-Terrorism Financing regulations.

To safeguard our customers and our business, we will verify our customers' identity, obtain supporting documentation, and monitor transactions in accordance with regulatory requirements. This includes conducting customer due diligence, ongoing reviews, and reporting any suspicious activities where necessary.

These measures help protect the financial system and ensure a secure and trusted business environment for all.



Collaborative workshop with partners held on 22 January 2026 with our Executive Director Oh Enc Nam (sixth from the right) in attendance.

SOCIAL OUR SUPPLIERS

(GRI 2-6, 409-1)

Our suppliers and service providers have played a key role in our achievement to become one of the leading transport infrastructure and engineering companies in Singapore. We acknowledge that their dependable backing has provided us with greater confidence in executing our projects through the ups and downs of the business cycles. This is especially so during difficult times, such as pandemics, interruptions to supply chains due to political uncertainties and economic turmoil.

Our guiding principle to our suppliers is our commitment to developing and strengthening relationships with them, recognising them as valued contributors and partners.

During the challenging Covid-19 crisis with its many restrictions on business operations, the suppliers' unwavering support was particularly noticeable. Throughout this difficult period, OKP worked very closely with its suppliers as well as customers and subcontractors to comply with the authorities' legislations and measures to ensure safety for workers.

Although the pandemic is behind us now, there is still a need to maintain a sustainable and reliable supply chain due to disruptions caused by the current global political and economic environment. The Group thus views its suppliers and service providers as indispensable for its long-term progress and growth. We want to minimise any interruptions to our business operations and continue to provide our clients with high-quality services. Any delay or interruption in delivering the essential supplies will impact our operations and affect our business profitability.

STRENGTHENING SUPPLY CHAIN MANAGEMENT

Our supply chain management involves coordinating with suppliers and overseeing the supply and delivery of services, materials and equipment to our premises and worksites. We believe that efficient supply chain planning ensures that the right services, materials and equipment are available at the right time, in the right quantity and quality, and at the right cost, enhancing our organisation's effectiveness and smooth operations. In implementing sustainability across our supply chain, the Group seeks to make sure that our suppliers embrace responsible business practices. To ensure these practices are followed through, OKP has distinctively spelt out the requirements for its suppliers in the areas of business integrity and ethics. These include anti-bribery and anti-corruption, compliance with labour laws and human rights, and health and safety regulations, and environmental management. They have to comply with these fundamental requirements, failing which they will be penalised or removed from our list of suppliers.

The suppliers and service providers are also updated on our organisation's Quality Environmental, Health and Safety (QEHS) policy to ensure that they are well aware of and implement the requisite QEHS measures and



OKP organised an anti-bribery awareness session for suppliers and subcontractors on 9 January 2026.

practices. Through the decades, we have established and implemented a comprehensive construction safety programme. This programme includes having a stringent supplier selection and approval process, which shortlists companies with good safety track records.

In relation to the code of conduct for ethical dealings, suppliers and service providers shall ensure that all their business dealings are conducted with integrity, honesty and transparency. The Group does not tolerate any supplier and service provider, who engage in any form of corruption, bribery or other improper behaviour. They shall never directly or indirectly give, promise or offer any gratification, inducement or reward to any of the Group's directors, managers, employees or representatives to induce, obtain or retain an improper or unfair business advantage, or otherwise improperly influence decision-making. They have an ongoing obligation to promptly disclose any actual or potential conflict of interest between them and the Group.

For example, during procurement process, if an employee of a supplier or service provider is related by family connections (for example, spouse, children, parent or sibling) to an OKP employee that might represent a conflict of interest, he should promptly disclose the fact to the Group. If he has any doubt as to whether a conflict of interest has arisen or may arise, he must nevertheless disclose the necessary facts to our organisation.

For the benefit of all parties, OKP and its suppliers and service providers need to maintain frequent and effective communication. We meet regularly for review meetings, feedback, exchange of ideas and collective actions to attain our business aims.

Our suppliers and service providers are not just providers of equipment, materials and other services. The Group also involves them as subject matter experts who are invited to conduct relevant training on safety procedures for our workers. For example, we engaged the Bedec supplier to provide scaffold safety training, and the silent piler supplier to train our silent piler operator. We will continue to strengthen our supply chain management so that we can sustain our growth and shape OKP's future effectively.

FEATURE

TRIP TO JAPAN'S NEXCO AND PWRI

The Land Transport Authority (LTA) organised and led its first overseas work trip for its contractors, marking a significant stride towards its commitment to fostering stronger partnerships with contractors.

Held from 17 to 20 February 2025, the trip brought together 13 management executives from four contractors involved in ongoing maintenance projects and four LTA management officers. We were represented by Executive Director Mr Oh Enc Nam, together with Ms Lynn Khor, senior contracts manager, Ms Hema Latha, senior project manager, and Ms Sally Foo, senior quantity surveyor.



Visiting NEXCO headquarters in Nagoya, Japan.

The delegation visited the NEXCO Central (Central Nippon Expressway Company Limited) Japan office in Nagoya and the Public Works Research Institute (PWRI) in Tsukuba. NEXCO Central is a major expressway operator responsible for managing key expressways, contributing to Japan's economy and development through road construction, maintenance and operation. The PWRI is a leading national research and development corporation which aims to improve civil engineering technology through research.



Delegates at NEXCO's Central's Technical Training Centre.

“ I found that this knowledge-sharing endeavor is an excellent way to learn about best practices for road management, and advanced technologies highlighting sustainable methods for road construction and management. As Japan is very advanced in these areas, the participants found the trip enlightening. This knowledge is very useful and applicable for all the contractors, especially as we are all in the road construction and maintenance business. ”



Hema Latha D/O Kathikaybala
Senior project manager



Delegates before a field trip to an asphalt plant.

JAPAN'S ADVANCED SYSTEMS AND TECHNOLOGIES

The focus of the trip was understanding Japan's long-established Performance-Based Contract model for road management — a model that has only recently been introduced in Singapore. For example, performance-based road maintenance contracts pay for road quality (serviceability and durability) over time, thus reducing costs and improving management.

This learning journey provided the Singapore contractors with valuable insights into Japan's advanced road management systems. These included the use of artificial intelligence and visual analytics in inspection, as well as data-driven maintenance planning.

Beyond contractual frameworks, the visit also showcased cutting-edge Japanese technologies that emphasise green, durable, and sustainable methods for road construction and maintenance. These innovations highlighted state-of-the-art practices that Singapore could potentially adopt.

This trip marks a step forward in LTA's vision of collaborating with contractors, as both parties can move forward with a unified approach to adopting advanced technologies and best practices in road infrastructure.



GOVERNANCE REINFORCING CORPORATE GOVERNANCE



GOVERNANCE

REINFORCING CORPORATE GOVERNANCE

(GRI 201-1, 205-3)



Executive directors and independent directors at OKP Annual Dinner on 10 January 2026.

Our vision is to be the leading transport infrastructure and civil engineering company in Singapore, the region and beyond. As we grow, we recognise that success is not measured by financial performance alone, but also by how responsibly we operate, how we care for the environment, and how we support our people and communities.

We seek to strengthen our corporate governance and are committed to the principles of sustainability reporting. Our organisation aims to improve our reporting of financial and non-financial matters such as corporate governance, and social and environmental responsibilities.

We believe that transparency builds trust. Our method is both transparent and clear in providing the latest and most relevant information on our financial and non-financial business performance to all our stakeholders. We make it a point to share appropriate data relating to our business, human resources, environmental impact, corporate social responsibilities and corporate governance in order to keep our stakeholders fully informed. We also stress the importance of maintaining a high standard of ethical practices and transparency in engaging with our stakeholders.

As we move forward, we remain guided by our commitment to accountability, transparency and responsible growth — creating long-term value for our stakeholders while contributing positively to the communities we serve.

Since 2023, OKP has partnered with OCBC Bank and secured our first sustainability-linked loan, which is in

line with our commitment to achieve pre-determined sustainability goals to reduce our carbon footprint.

As a public company listed on the Singapore Exchange, OKP aims to maintain its growth and operate its business ethically and profitably, with the pledge to achieving high standards in corporate governance and astute risk management. We will endeavour to be a stable business, which can sustain continuous growth and shape our future by enlarging our abilities and overcoming challenges so as to bring long-term value to all our shareholders.

We seek to grow our business expansion and profitability by our pledge to achieve excellent corporate governance, good financial management and professional operation. In addition, we empower our employees through our initiatives to foster and reward them for good performance. We also seek to have a positive influence on the community by reinforcing good corporate social responsibility and promoting a greener environment by implementing environment-friendly initiatives in all our activities.

SGX CORE ESG METRICS (GOVERNANCE)

As a listed company, the Group is dedicated to ensuring sound corporate governance, whereby it manages, directs and balances the interests of all its stakeholders, which include customers, employees, suppliers, business partners, investors and the public. We fully believe that good corporate governance is important in attracting and keeping investors' confidence and support, as well as acquiring new investors.

SGX Core ESG Metrics (Governance)

Topic	Metrics	FY2025	FY2024
Board Composition	Board independence	The Independent Directors constitute one-third of the Board (33.3 per cent)	The Independent Directors constitute one-third of the Board (33.3 per cent)
	Women on the board	One out of the nine Board members is female (11.0 per cent)	One out of the nine Board members is female (11.0 per cent)
Management Diversity	Women in the management team	One out of the three key management is female (33.3 per cent)	One out of the three key management is female (33.3 per cent)
	Skills and experience: Improve skills and experience diversity by appointing new Independent Director with core competence not present on the current Board	We recognise the value of having a diverse Board with a broad mix of skills and perspectives. As part of our ongoing efforts, we are working towards appointing a new Independent Director who will bring additional expertise not currently represented on the Board	We have taken this into consideration when replacing the Independent Directors who have served for more than nine years. Dr Ting Seng Kiong is Civil Engineer by training and a Professional Engineer registered in Singapore
Ethical Behaviour	Anti-corruption disclosures	Refer to pages 40-42 of Our People in this Sustainability Report 2025	Refer to pages 38-40 of Our People in Sustainability Report 2024
	Anti-corruption training for employees	33 employees attended	1 employee attended
Certifications	List of relevant certifications	Adapted SGX Core ESG Metrics and mapped against TCFD and GRI Standards 2021 and took reference from relevant IFRS S2 Climate-related Disclosure	Adapted SGX Core ESG Metrics and mapped against TCFD and GRI Standards 2021
Alignment with Frameworks	Alignment with frameworks and disclosure practices	33 employees attended	1 employee attended
Assurance	Assurance of sustainability report	TEMBUSU Asia Pte Ltd was engaged to conduct an independent third-party assurance of the sustainability report for the financial year from 1 January 2025 to 31 December 2025 in accordance with the International Standard on Sustainability Assurance (ISSA 5000)	The sustainability reporting processes have been reviewed by the internal auditors. GHG (Greenhouse Gas) emission inventory and intensity of Scope 1 and 2 have been independently verified by TEMBUSU Asia Pte Ltd for the financial year from 1 January 2024 to 31 December 2024

Below are OKP's key economic performance indicators:

	FY2025 \$'000	FY2024 \$'000
Revenue	223,464	181,752
Value added available for distribution	128,324	106,012
Net profit	43,581	32,770
Total CSR spending per annum	137	187
Net assets	239,418	203,068
Cash and cash equivalents	161,735	130,775



Ms Sue Tan, managing director and business head of Enterprise Banking Industries at OCBC Bank (left) with our Group Managing Director Or Toh Wat (right) at Bencoolen Street. (Courtesy of OCBC Bank)

GOVERNANCE

ATTAINING EXCELLENT CORPORATE GOVERNANCE AND RISK MANAGEMENT

(GRI 2-16, 2-23 to 2-27, 205-1 to 205-3)



BOARD INDEPENDENCE, DIVERSITY AND PERFORMANCE

The Group is dedicated to upholding high standards of corporate governance. We strongly believe that good corporate governance principles and practices will improve corporate transparency, accountability, performance and integrity, and at the same time, protect and boost shareholder value. We have instituted corporate practices which comply with the Code of Corporate Governance 2018, as last amended on 11 January 2023 (the Code), as set out in the Annual Report. We have presented our corporate governance policies and practices with reference to each of the principles and provisions of the Code in a tabular form, and gave reasons for any variations from the Code, after bearing in mind the Practice Guidance relating to the Code.

The Board of Directors is glad to affirm that for the financial year ended 31 December 2025, our organisation has complied with the principles as set out in the Code. In so far as any provisions that have not been complied with, the explanations for the deviations and how the practices are consistent with the relevant principle have been provided.

For corporate governance policies and practices with reference to each of the principles and provisions of the Code, please refer to pages 64 to 86 of the Annual Report 2025.



ANTI-CORRUPTION

The Group emphasises to every employee the importance of fully and unwaveringly adhering to ethical work standards. This is especially necessary given our workforce's diverse backgrounds and nationalities, each with their own unique views and customs.

Bribery and corrupt activities are not tolerated in our organisation and we maintain a zero-tolerance position against such activities and expect our employees, suppliers, contractors and other business partners to adhere to the same standards.

We make certain that our employees are aware of and strictly comply with the applicable anti-corruption laws and the Group's anti-corruption and anti-bribery policies. In the course of their employment, employees are provided with guidance on declaration requirements according to our policies on gifts, entertainment, sponsorships and charity contributions.

Over the past year, the Group had organised a training programme on Anti-bribery Management Systems, aligned with ISO 37001: 2025 standards on 15 October 2025. The course equips participants with practical tools to identify, deter, prevent and respond to bribery activities while fostering a culture of integrity and compliance. Such training also covered bribery risk management followed by anti-corruption and anti-bribery policy development and review. Similar anti-bribery briefings were conducted for our key contractors so to strengthen our valuable partnership in corporate governance with the aim of enhancing our stakeholders' trust.



AGM on 29 April 2025.

As we firmly adhere to a zero-tolerance position against all forms of corruption, we expect our workers, suppliers and contractors to strictly abide by the same high ethical standards.

The Group did not receive any reports of instances of corporate corruption over the previous 12 months.



Anti-corruption training session on 15 October 2025.



WHISTLEBLOWING

The Group has established a whistleblowing policy to support the early detection and prevention of fraud and misconduct. It reflects OKP's commitment to maintaining high standards of integrity and ethical behaviour across the organisation, by providing clear guidelines and assigning responsibilities for the reporting and investigation of concerns.

It is the responsibility of all directors, officers and staff of the Group to report any possible impropriety, misconduct or wrongdoing. The system enables independent investigation of any reported incidents and appropriate follow-up action, ensuring that the whistleblower's identity is kept confidential.

The Audit Committee oversees the whistleblowing framework and monitors the handling of all reports made in good faith. It also reviews whistleblowing cases to ensure that they are properly investigated and addressed.

Employees and external stakeholders can raise concerns through designated whistleblowing channels available on OKP's corporate website, without fear of reprisal. The

Group takes all reports seriously, and any employee found to have engaged in misconduct or breached regulations and internal policies will be subject to disciplinary action and, where appropriate, reported to the relevant authorities.

Please find full details of our Whistleblowing Policy at <https://okp.listedcompany.com/whistle-blowing.html>



CYBERSECURITY

Today, technology plays a central role in how businesses operate. As a result, the Board recognises that its approach to governance must continue to evolve. While digitalisation creates new opportunities for growth and innovation, it also brings new and emerging risks. Cybersecurity is now a key business concern, and the Board remains actively involved in ensuring that OKP is well-prepared to prevent, respond to, and recover from cyber incidents effectively.

The Group faces a range of Information Technology (IT) risks, including network disruptions and the increasing number of cyberattacks targeting company systems. With ransomware incidents becoming more common, particularly in the construction industry, protecting our clients' data remains a top priority. Cyber incidents can disrupt operations and may lead to the loss of sensitive information, potentially resulting in legal, regulatory, and financial consequences. Our organisation is also mindful of its obligations under the Official Secrets Act 1935 in the event of any data security breach.

To manage these risks, the Group works closely with its IT consultants to keep systems secure and up to date. This includes strengthening network security, applying regular



The Group has obtained the CSA Cybersecurity Certification – Cyber Essentials (2025).

GOVERNANCE

ATTAINING EXCELLENT CORPORATE GOVERNANCE AND RISK MANAGEMENT

security updates, and putting in place safeguards to protect data. Business continuity and recovery plans are also established to ensure that operations can continue and recover quickly in the event of an IT incident.

In addition, the Group continues to enhance its cybersecurity capabilities and awareness. Our organisation has obtained the CSA Cybersecurity Certification – Cyber Essentials (2025), reflecting its commitment to maintaining good cybersecurity practices. Our organisation also conducted a cybersecurity awareness training session for staff on 20 November 2025, helping employees better understand potential threats and their role in keeping the organisation secure.



PERSONAL DATA PRIVACY

The Personal Data Protection Act 2012 (PDPA) provides a baseline standard of protection for personal data in Singapore. The Group has put in place measures to protect personal data collected from our staff in accordance with PDPA. This is to make sure that employees who handle personal data in the course of their work, are watchful of data protection principles and are equipped with the right knowledge to implement sound protection practices in their day-to-day activities.

Personal data privacy breaches may undermine employees' confidence and result in litigation and/or regulatory fines and penalties. There were zero incidents of PDPA breaches detected in FY2025.



Safety team conducting a pre-commencement risk assessment briefing with clients to identify potential hazards and ensure appropriate control measures are implemented prior to site works.



RISK MANAGEMENT SUMMARY

As risks are part and parcel of the operations of all business enterprises, managing risks is an important aspect of business management. We actively monitor and manage our exposure to risks relating to our industry. We are unwavering in enhancing our risk management framework to provide reasonable assurance that risks are mitigated. We do this by proactively upholding the integrity of our financial reporting, incorporating management control into our daily operations and ensuring compliance with legal requirements.



Cybersecurity training on 20 November 2025 at OKP's office.

Similar to many other business enterprises, we face various risks arising from economic, market, business, environmental/climate change, financial and political factors and developments.

The Group adopts a holistic approach to risk management. As such, our management has established various risk management policies and procedures to manage and mitigate the risks arising from the normal course of our daily operations. We assess our risk management and mitigation plans at regular intervals to ensure that OKP responds quickly and efficiently to any change in market conditions and activities.

We have identified 22 key risks that we face and explain how we address them on pages 90-100 of the Annual Report 2025. These pages also describe how these risks are being assessed and addressed.

GOVERNANCE

INVESTOR RELATIONS

(GRI 2-23)

UPHOLDING GOOD INVESTOR RELATIONS

Worldwide and in Singapore, investors are getting more savvy and discerning. There is a rise in demand for listed companies to demonstrate greater transparency and improve corporate governance in their business activities. Investors look for distinct and precise disclosures. In response to this call, the Group seeks to provide its stakeholders with comprehensive and accurate information on its business and financial performance.

We are dedicated to ensuring that our investors have the latest information and are kept abreast of our strategic directions, business operations and market situation to assist them in making informed investment decisions. To achieve this goal, our organisation engages proactively and virtually, if need be, with our investors through various contact points. Our senior management and investor relations (IR) team make themselves accessible via various communication channels to the investment and financial community and the media.

Our guiding principle in relation to our shareholders is our pledge to maximising their return on investment while maintaining high-quality products and services. We are determined to grow long-term value for all our investors and stakeholders. We aim to develop a steadfast and sustainable company, shaping our future by enhancing our skillsets, experience and knowledge so as to fulfil our vision to be a leading transport infrastructure and civil engineering company in Singapore and overseas. Through consistent enhancements, we can achieve good business progress and deliver superior results to meet the expectations of our shareholders and investors.

To maintain our leadership position in the competitive environment, we actively monitor the external business and macroeconomic situation affecting our business and address issues strategically. We keep up to date on the best practices by setting up good management practices and efficient operational processes. We emphasise to all our employees the importance of delivering top-notch services, which exceed customers' expectations.

The Singapore Stock Exchange's 2026 Mini-guide for Audit and Remuneration Committees, Trust at the Core: Strengthening Governance in an Age of Complexity, highlights the concept of Trust 2.0 — a proactive, holistic approach to embedding integrity, accountability, and transparency throughout an organisation. At OKP, we are actively implementing these principles to strengthen our corporate governance framework and cultivate a culture of trust and accountability. By aligning our practices with these guidelines, we aim to reinforce investor confidence, promote transparency and support sustainable long-term value creation for all stakeholders.

We have been recognised for our sound investor relations efforts through the years. In 2025, we were the

winner of the Most Transparent Company (Small Cap) at the Securities Investors Association (Singapore) (SIAS) Investors' Choice Awards.

ENSURING GOOD CORPORATE GOVERNANCE

As a listed company, OKP is dedicated to ensuring sound corporate governance, whereby we manage, direct and balance the interests of all our stakeholders, which include customers, workers, suppliers, business partners, investors and the public. We believe that good corporate governance is pivotal in drawing and keeping investors' confidence and backing as well as attracting new investors.

Our organisation is of the view that sound corporate governance is an essential pillar of our long-term strategy to deliver sustainable business success and excellent value. As we remain agile and adapt to market changes, we will continue to embrace the best corporate practices and principles in the way we operate, and remain committed to gaining trust with all stakeholders.

The Group fully supports the pledge towards board diversity, which was introduced for listed companies by the Singapore Institute of Directors and Singapore Exchange (SGX) in 2015. The pledge states:

"We, as corporations, are committed to promoting diversity as a key attribute of a well-functioning and effective board. We believe that a diverse board will enhance decision making by harnessing the variety of skills, industry and business experiences, gender, age, ethnicity and culture, geographical background and nationalities, tenure of service, and other distinguishing qualities of the members of the board."

Within OKP, we have instituted processes to improve our corporate governance framework to deliver a culture of integrity, accountability and transparency, and reinforce management oversight.

One way we achieve this is by endorsing the criteria used to score the Singapore Governance and Transparency Index (SGTI), which is jointly conducted by CPA Australia, National University of Singapore Business School's Centre for Governance and Sustainability and the Singapore Institute of Directors.

Since 2017, the SGTI is a unified framework comprising two separate categories – the General Category, and the REIT and Business Trust Category. In 2024, the SGTI was re-introduced as a dynamic index designed to reflect continuous changes in sustainable corporate governance regulations and practices. The index placed greater emphasis on environment, social and governance (ESG), increasing both the number of sustainability-related questions and its overall weighting. Building on this foundation, SGTI 2025 further extended this framework

GOVERNANCE INVESTOR RELATIONS

by incorporating additional sustainability disclosures, including climate reporting.

For the 2025 rankings, researchers assessed the disclosures of 467 listed companies as well as 42 Reits and business trusts. These included their annual and sustainability reports, websites, SGX announcements, as well as media coverage related to these companies.

SGTI 2025 had a mean score of 70.9 points out of a maximum achievable score of 143 points. Using a five-pronged evaluation framework BREAD, the base score covers five dimensions: Board Responsibilities (35 points), Rights of Shareholders (10 points), ESG and Stakeholders (20 points), Accountability and Audit (10 points), and Disclosure and Transparency (25 points). The final score is derived from the base score and an adjustment for bonuses and penalties.

A Business Times online report on 14 August 2025 ranked OKP 122 in SGTI 2025's General Category with an overall score of 78.9 (including 13 bonus points). This was up from the 199th ranking in SGTI 2024 with a score of 71.

As a responsible company committed to solid corporate governance, we fully back the Corporate Governance Week 2025, which is organised annually by the SIAS. Its focus on building and implementing excellence in corporate governance echoes the way the company manages its business and how it communicates with its shareholders. Our representatives took part in the SIAS Corporate Governance Week Conference with the theme Creating Sustainable Value -- Building Corporate Culture & Governance for Long Term Success, which was held from 6-11 November 2025.



INVESTOR RELATIONS POLICY

Our organisation has a distinctive IR policy, which is to ensure objective, transparent and principled business dealings with all its stakeholders. We prioritise releasing appropriate and material information according to these basic principles and in accordance with the SGX's rules. We provide shareholders and other parties in the financial markets with the same information about matters that may influence our share price at the same time.

We have won numerous awards and accolades over the years, which is a testimony to our IR efforts and commitment to sound corporate governance. These include the following:

- > Winner in the Most Transparent Company Award (Small Caps) at the SIAS Investors' Choice Award 2025;
- > Runner-up in the Most Transparent Company Award in the Construction and Materials; and Mainboard Small Caps categories at the SIAS 16th Investors' Choice Awards 2015;
- > Best Investor Relations Award (Gold) in the "Companies with less than \$300 million market capitalisation" category at Singapore Corporate Awards (SCA) 2015;
- > Merit for the Singapore Corporate Governance Award under Mainboard Small Caps category; and runner-up for the Most Transparent Company Award in the Constructions and Materials category at SIAS 15th Investors' Choice Awards 2014;
- > Best Investor Relations Awards (Bronze) in the "Companies with less than \$300 million in market capitalisation" category at SCA 2013;
- > Winner of the Most Transparent Company Award under Mainboard Small Caps category at SIAS 14th Investors' Choice Awards 2013;
- > Winner of the Most Transparent Company Award under Mainboard Small Caps category at SIAS 13th Investors' Choice Awards 2012;
- > Best Investor Relations Awards (Bronze) in the "Companies with less than \$300 million in market capitalisation" category at SCA 2012;
- > Best Investor Relations Award (Gold) in the "Companies with less than \$300 million in market capitalisation" category at SCA 2009; and
- > Best Investor Relations Award (Silver) in the Small Market Capitalisation category at SCA 2008.

DIVIDEND POLICY

The Group does not have a formal dividend policy. Several factors affect the form, frequency and amount of dividend payable on our shares. These include OKP's financial position, results of operations, capital needs, expansion plans, and what the Board of Directors deems appropriate.

To reward shareholders for their staunch backing, the Board has recommended a final dividend of 2.0 Singapore cents per share, comprising a final dividend of 0.7 Singapore cent per share and a special dividend of 1.3 Singapore cents per share.

This quantum of dividend has jumped by 40.0 per cent from \$7.7 million a year ago to \$10.7 million in FY2025. Based on OKP's share price of \$0.73 (being closing price as at 31 December 2025), and adjusting for the bonus issue that was completed in February 2026 on the assumption that the bonus issue had been completed as at 31 December 2025), this translates to a dividend yield of 2.7 per cent.

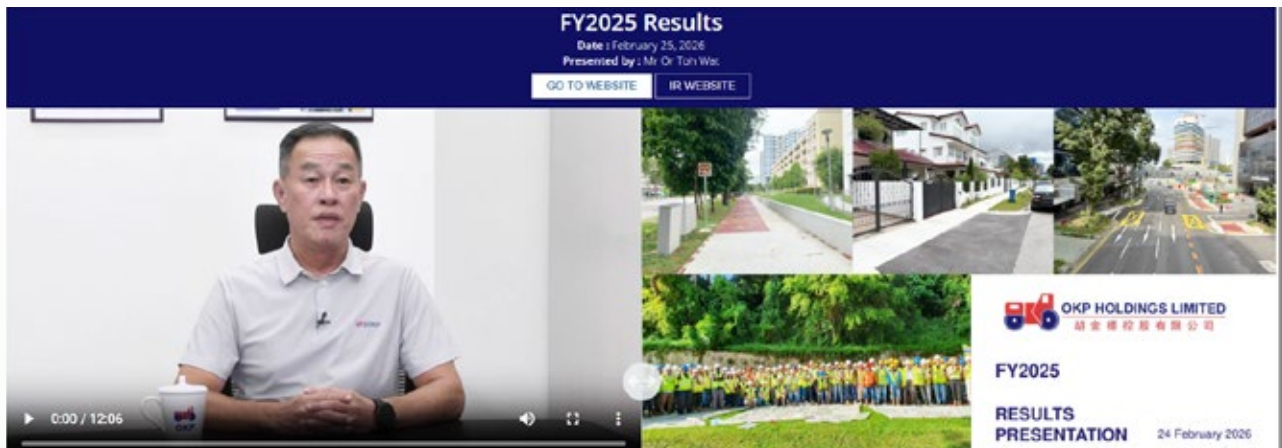
INCREASED IN DIVIDEND (IN QUANTUM)



FY2025:

\$10.7 million

FY2024: \$7.7 million



OKP results presentation by our Group Managing Director Or Toh Wat.

ACTIVELY ENGAGING WITH SHAREHOLDERS

Today, the investment environment is very demanding, with the call for better corporate governance. As such, we are whole-heartedly aware of the importance of engaging and communicating effectively with all our stakeholders. Our goal is to foster frequent two-way investor communication by using various touchpoints with existing and potential investors, financial analysts and the media. These platforms include group briefings to analysts, media and investors; one-to-one meetings with shareholders and potential investors; annual general meetings; annual and sustainability reports; and corporate announcements and online communication via the investor relations section of our corporate website.

More details of our activities are as follows:

- ANNUAL GENERAL MEETING**
 An important conduit for the Group to interact with investors is the annual general meeting (AGM), which is held every April. Besides providing an opportunity for investors to raise any issue, the AGM also enables the Board of Directors and senior management team to brief shareholders on the company's latest developments. The AGM also offers an opportunity for shareholders to raise questions and vote on the resolutions being tabled. All Directors, including the Chairpersons of the Audit, Nominating and Remuneration Committees, are present to respond to questions from shareholders relating to the past, current and future directions of OKP's business, explain decisions made and address all concerns being brought up.
- ANNOUNCEMENTS OF CORPORATE DEVELOPMENTS**
 As the Group aims for open, transparent and factual disclosure to assist investors in making

informed decisions on investments, we prioritise sending out timely announcements on new contracts, strategic developments, financial results and other material information. To ensure fair and immediate dissemination of information, we post our announcements through the SGXNet website, press releases, email alerts and our investor-friendly website.

Our investor relations website is an important avenue through which we broadcast our news to the investment community. It is a resource for corporate, financial and stock information, and announcements of major business developments. The website also houses our half-yearly results and annual and sustainability reports.

Since 2003, our organisation has featured webcasts comprising videos of full-year results, messages and presentation slides, thus enabling those who could not be physically present at AGMs to be kept up-to-date of our latest financial and operational performance. All our announcements are posted quickly on our website, following its release to the SGX. Through this approach, all shareholders and investors are kept informed of our latest business developments at the same time and effectively.

- ANALYST AND MEDIA BRIEFINGS**
 The Group organises a small group post-results briefing with analysts after the announcement of its full year financial results. This is hosted by the senior management team, which includes the Group Managing Director, an Executive Director and the Group Financial Controller. In addition to the briefing, the management team will also make themselves available to meet with analysts, fund managers and investors, to address their queries and provide clarifications on the Group's performance, operations and outlook. The Group also provides a video webcast on its full year financial results to ensure information is accessible to a wide base of investors.

GOVERNANCE INVESTOR RELATIONS



Interaction with shareholders.

Outside of the financial results announcement periods, the senior management team engages analysts, fund managers and investors to provide deeper insights into the OKP's business and strategic priorities. This is done through email, telephone, as well as one-on-one meetings. During the year, the Group met with research analysts from RHB, Lim & Tan Securities and SAC Capital, and also engaged with several fund managers and retail investors.



Our Executive Director Daniel Or (left) and Group Financial Controller Ong Wei Wei (second from right) having meeting with Ernest Lim from CGS International Securities Pte Ltd and Nicholas Yon from Lim & Tan Securities Pte Ltd on 13 May 2025. (Courtesy of Ernest Lim)

Where relevant opportunities arise, the Group participates in media interviews to provide shareholders and the public with a clearer understanding of its business and long-term direction.

During the year, Group received extensive media coverage, appearing in 78 media articles across a range of media platforms, including The Straits Times, The Business Times, Lianhe Zaobao, The Edge Singapore, Singapore Business Review, Investor-One, and DollarsAndSense.sg.

In FY2025, OKP's management team took part in several media interviews with top-tier media publications to discuss our organisation's business strategy, priorities and outlook. Three news reports were published. In March 2025, the Group was featured in SGX's 10 in 10 Market Dialogue series titled 10 in 10 with OKP Holdings - Charting Growth in Construction, which was also published in The Edge Singapore. In April 2025, our Group Managing Director Mr Or Toh Wat participated in a one-on-one interview with The Edge. This interview resulted in an article titled Gridlock to goldmine: OKP Holdings cashes in on road ruckuses, where he discussed the Group's transport infrastructure and civil engineering business. In February 2026, our Executive Director Mr Daniel Or also spoke to The Business Times to discuss OKP's strategies as well as opportunities and challenges he sees in the construction industry. The outcome was an article with the headline "OKP Holdings poised for Singapore construction boom".

Our Group Managing Director Mr Or Toh Wat's interview with Lianhe Zaobao was published on 17 June 2024 with the headline "胡金标控股以居安思危精神迎向新挑". Our organisation was also mentioned in a CNA online write-up entitled Singapore employers to face higher costs, operational challenges in preparing for erratic weather on 2 October 2024.

The Group is covered by two research firms, Lim & Tan and Tickrs, both of which initiated coverage last year in April 2025 and July 2025 respectively. As at June 2025, Lim & Tan maintains a "BUY" rating on OKP Holdings with a target price of S\$0.97. Tickrs also maintains a "BUY" rating on the Group with a target price of S\$1.20 as at August 2025.

We view investors as key stakeholders of the Group and recognises that regular, transparent communication is essential for building trust and strengthening long-term relationships. Through consistent and



Research analyst Lim and Tan gave an Update Report on OKP on 6 January 2026.



Extraordinary general meeting on 21 January 2026.

purposeful engagement, we aim to enhance investors' understanding of our performance, strategic priorities and long-term growth prospects.

- **ANNUAL AND SUSTAINABILITY REPORTS**

Since FY2022, the Group has published two separate reports – an annual report and a sustainability report. These two reports enable investors and other stakeholders to have a more comprehensive overview of OKP's business, financial and sustainability performance. Both our annual and sustainability reports are a vital communication channel for stakeholders and other interested parties. Therefore, we put in a great deal of effort to make sure that the reports offer an accurate and thorough view of our activities during the year as well as our developments, policies and strategic direction in the future. The annual report, sustainability report and the notice of AGM are uploaded on SGXNet and the company's website at least 14 days before the annual general meeting.

Our efforts have paid off and our annual reports have won numerous awards, which included the following:

- > Best Annual Report Award (Gold) in the "Companies with less than \$300 million in market capitalisation" category at Singapore Corporate Awards (SCA) 2016, 2013 and 2010;
- > Best Annual Report Award (Silver) in the "Companies with less than \$300 million in market capitalisation" category at SCA 2009;
- > Best Annual Report Award (Gold) for Sesdaq company at the Inaugural SCA 2006 for excellent standards of corporate disclosure; and

- > Second runner-up at 30th Annual Report Awards 2004 in the Sesdaq-listed companies category organised by the Institute of Certified Public Accountants of Singapore, Investment Management Association of Singapore, Securities Investors Association (Singapore), Singapore Institute of Management, Singapore Institute of Directors, Singapore Exchange Limited and The Business Times.

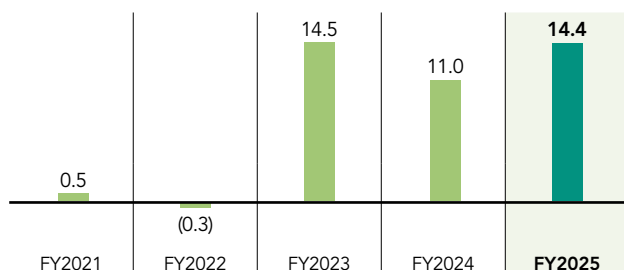
- **COMMUNICATING ONLINE**

With the Internet being so prevalent, it is now a necessity to use technology as a key and invaluable means to communicate with all our stakeholders. Thus, OKP makes full use of technology by conducting an annual webcast to communicate with our investors and taking questions online via an Online Management Question-and-Answer forum with investors through Shareinvestor.com.

We leveraged on digital conduits such as live webcasts and video conferencing to reach out to the investment community more effectively. Through these channels, all shareholders and other interested parties will be able to offer their feedback and queries to our management and be assured of appropriate responses. We also update our website on regularly to provide the latest information on our operations and corporate developments.

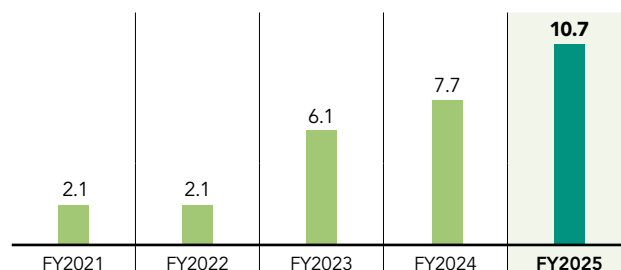
INVESTOR'S RATIOS

Basic Earnings Per Ordinary Share (Cents)



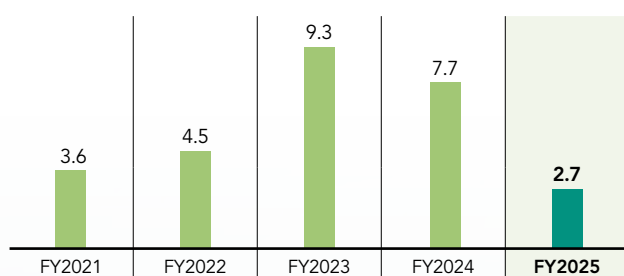
The Company reported basic earnings per ordinary share of 14.4 cents in FY2025 as compared to 11.0 cents in FY2024.

Total Gross Dividend (in quantum) (\$'Million)



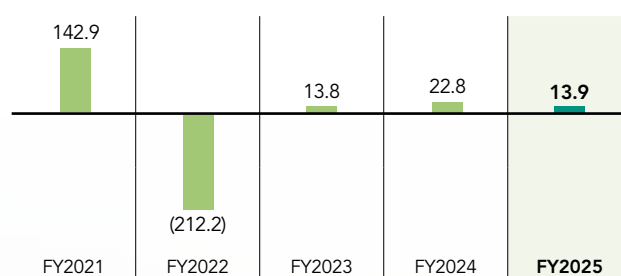
The Company has increased its quantum of total dividends proposed from \$7.7 million for FY2024 to \$10.7 million for FY2025. It is recommending a final dividend of 0.7 cent per ordinary share and a special dividend of 1.3 cents per ordinary share for FY2025 for the approval of shareholders at the forthcoming annual general meeting of the Company.

Gross Dividend Yield (Per Cent)



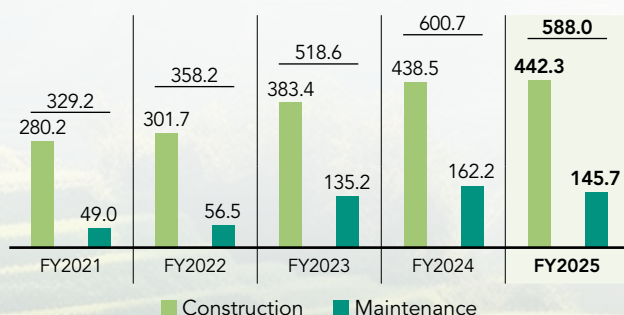
Gross dividend yield for FY2025 is calculated based on share price of \$0.73 (based on closing price as at 31 December 2025, and adjusting for the bonus issue that was completed in February 2026 on the assumption that the bonus issue had been completed as at 31 December 2025).

Gross Dividend Payout (Per Cent)



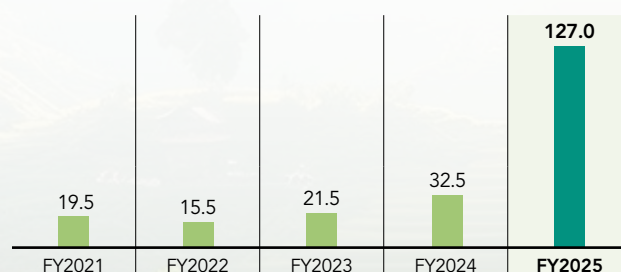
The Company is proposing a final dividend of 0.7 cent per ordinary share and a special dividend of 1.3 cents per ordinary share for FY2025. In total, it represents a dividend payout ratio of 13.9 per cent.

Net Order Book (\$'Million)



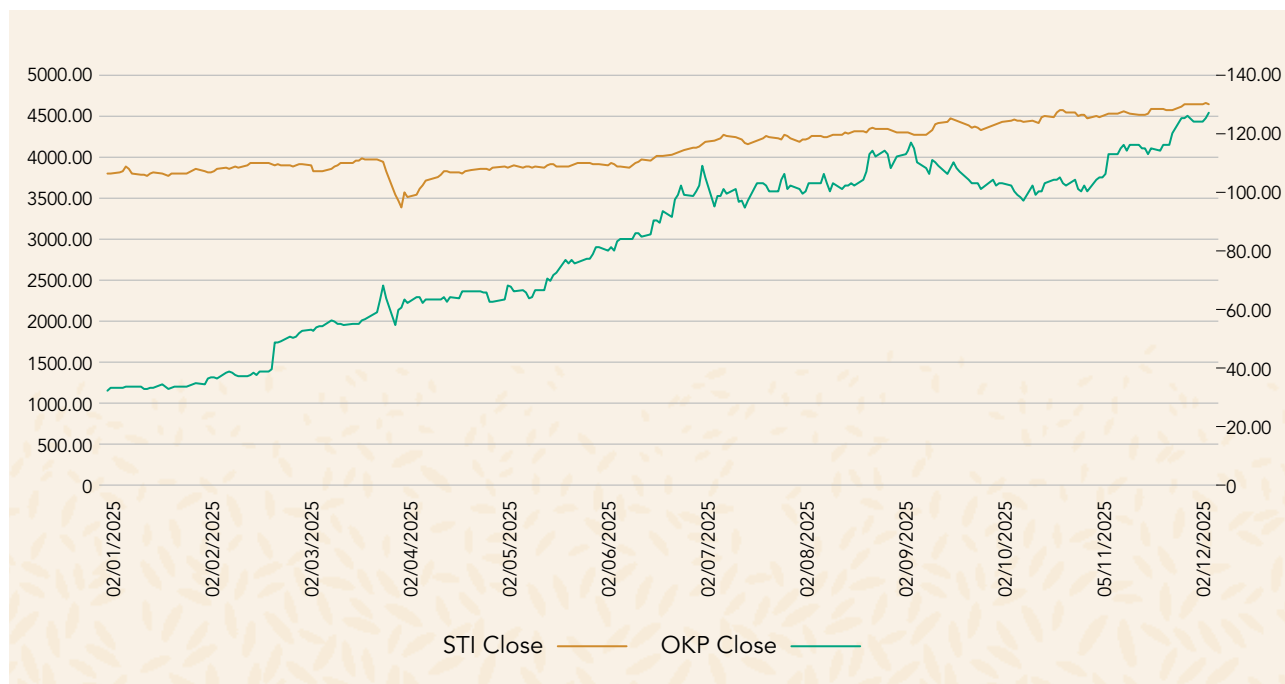
The Group's net order book stood at \$588.0 million as at 31 December 2025 with projects extending till 2031. On a segmental basis, construction and maintenance made up 75.2 per cent and 24.8 per cent respectively of the Group's net order book as at 31 December 2025.

Share Price (Cents)



The price of our shares closed at 127.0 cents as at 31 December 2025.

OKP SHARE PRICE VS ST INDEX 2025



	FY2021	FY2022	FY2023	FY2024	FY2025
Highest Price in cents	20.5	19.8	24.5	35.5	127.0
Lowest Price in cents	17.5	15.0	15.1	21.0	32.0
31 December Closing Price in cents	19.5	15.5	21.5	32.5	127.0

FINANCIAL CALENDAR

FY2026	
24 February	Announcement of full year results for FY2025
1 April	Notice of Annual General Meeting
28 April	24th Annual General Meeting
8 May	Record Date for Dividend Entitlement
26 May	Payment of FY2025 Final and Special Dividends
August	Announcement of half year results for FY2026

FY2025	
25 February	Announcement of full year results for FY2024
1 April	Notice of Annual General Meeting
29 April	23rd Annual General Meeting
9 May	Record Date for Dividend Entitlement
27 May	Payment of FY2024 Final and Special Dividends
12 August	Announcement of half year results for FY2025



APPENDICES



APPENDIX TCFD CONTENT INDEX

Recommended Disclosure	OKP's Approach	Page Reference
Governance: Disclose the organisation's governance around climate-related risks and opportunities		
(a) Describe the board's oversight of climate-related risks and opportunities	<p>The Board believes that sustainability means operating our business in a way that is not only financially rewarding but also makes a positive impact on our stakeholders and the environment. It is a strategic approach that leads to good management, more effectiveness and better business performance. We give priority to sustainability issues in planning our strategies for the Group. The Board is dedicated to sustainability and fully supports the adoption of the Singapore Exchange (SGX) sustainability reporting guidelines for all listed companies.</p> <p>OKP stays committed in integrating economic, social, environmental and governance (ESG) factors into our core business.</p> <p>During the financial year ended 31 December 2025, the Board together with the management reviewed the Group's sustainability goals, determined material ESG factors, overseeing management and monitoring of material ESG factors, challenges, targets and progress. The management provides regular updates to the Board, and in turn, the management is evaluated by its success in implementing OKP's strategic plans to meet the expectations of stakeholders and the Board. This sustainability report seeks to communicate the Group's whole-hearted commitment towards corporate sustainability and corporate governance. It aims to include complete and available information on the Group's strategy in relation to its sustainability approach and related vital issues according to recognised standards.</p>	11
(b) Describe management's role in assessing and managing climate-related risks and opportunities	<p>The Board of Directors is responsible for OKP's sustainability strategy and maintains oversight of the Group's sustainability directions. The Board is also involved in determining material ESG factors, oversees the management and monitoring of material ESG factors.</p> <p>The Board is supported by the Sustainability Task Force, which is chaired by an Executive Director and consists of representatives from the finance, technical, safety and projects departments. It manages and executes sustainability initiatives. All short- and long-term strategies and initiatives that involve monetary investment are to be presented and approved by the management before execution by the Sustainability Task Force.</p> <p>The management's and Board's commitments towards sustainability are communicated clearly to all stakeholders via different platforms to ensure awareness is created, and to obtain all stakeholders' involvement and support towards achieving the relevant goals and key performance indicators.</p>	11

Recommended Disclosure	OKP's Approach	Page Reference
<p>Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's business, strategy and financial planning where such information is material</p>		
<p>(a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and term</p>	<p>We have identified and described the key climate-related risks and opportunities relevant to the Group and the associated impact.</p> <p>We have classified the climate-related risks into two major categories, namely (1) risks related to the transition to a lower-carbon economy and (2) risks related to the physical impact of climate change.</p> <p>We have also categorised and assessed the potential financial impact of the climate-related risks and opportunities identified over the short, medium and long term.</p>	<p>27-33</p>
<p>(b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning</p>	<p>We have also described our efforts to mitigate and adapt to climate change in five areas of opportunities through resource efficiency, energy source, products and services, markets and resilience.</p>	<p>27-33</p>
<p>(c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario</p>	<p>In FY2025, we performed a small-scale qualitative scenario assessment utilising two Shared Socioeconomic Pathways (SSP) scenarios, SSP1 and SSP5, in order to gain a better understanding of the possible effects and opportunities presented by the above risks. These two scenarios were selected for the Group to model the impact under each trajectory, taking into account both the emission pathways and societal choices, in accordance with The Intergovernmental Panel on Climate Change (IPCC).</p> <p>The scenario analysis covers our portfolio across three time horizons – short (1 to 2 years), medium (2 to 5 years) and long term (above 5 years).</p> <p>The assessment explores how these risks could impact our financial performance.</p> <p>Scenario plan to conduct a small-scale quantitative climate scenario analysis, enabling us to quantify the financial impacts of climate-related risks and opportunities in subsequent years.</p>	<p>27-33</p>

APPENDIX TCFD CONTENT INDEX

Recommended Disclosure	OKP's Approach	Page Reference
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	<p>We have identified and described the key climate-related risks and opportunities relevant to the Group and the associated impact.</p> <p>We have classified the climate-related risks into two major categories namely (1) four risks related to the transition to a lower-carbon economy and (2) two risks related to the physical impact of climate change.</p> <p>We have also categorised and assessed the potential financial impact of the climate-related risks and opportunities identified over the short, medium and long term.</p>	<p>27-33</p> <p>AR Risk Assessment and Management 90-100</p>
(b) Describe the organisation's processes for managing climate-related risks	We incorporate climate-related risks into its organisation risk management framework.	27-33
(c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	<p>Climate-related risks and opportunities are identified and mitigated through OKP's risk management framework. This framework process which tackles key risks and uncertainties, including climate change, is discussed in the Annual Report 2025 under Risk Assessment and Management.</p> <p>We have a consistent approach in identifying, assessing, monitoring and managing all risk categories that include strategic risks, financial risks and compliance risk.</p>	27-33
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	We have adopted SGX's recommendation to use the list of 27 core ESG metrics in the sustainability report for FY2025.	32-33, 36-37, 63
(b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks	<p>This is the third year that we are disclosing Scope 1, 2 and 3 GHG emissions of our core operations.</p> <p>In FY2025, TEMBUSU Asia Pte Ltd was engaged to conduct an independent third-party assurance of the Sustainability Report for FY2025 in accordance with the International Standard on Sustainability Assurance (ISSA 5000).</p>	32-33
(c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	<p>We have set out targets over the short (1 to 2 years), medium (2 to 5 years) and long term (beyond five years) as part of our decarbonisation efforts.</p> <p>Our target is to reduce GHG, water and energy use intensity by two to three per cent by FY2026.</p>	14-17

APPENDIX GRI CONTENT INDEX

STATEMENT OF USE

OKP Holdings Limited has reported in accordance with the GRI Standards 2021 for the year ended 31 December 2025.

MATERIAL TOPICS

GRI Standard	Disclosure	Reasons for Omission	Page Reference	Section
GRI 1: Foundation 2021				Sustainability Report (SR) 2025
GRI 2: General Disclosures 2021	The organisation and its reporting practices			
	2-1	Organisational details	18-19	Annual Report (AR) Corporate Profile
			3	SR Corporate Profile
	2-2	Entities included in the organisation's sustainability reporting	1	
	2-3	Reporting period, frequency and contact point	1	SR About the Report
			9	SR Guidelines and Methodologies
	2-4	Restatements of information	No reinstatement	SR About the Report
	2-5	External assurance	1	SR About the Report
	Activities and Workers			
	2-6	Activities, value chain and other business relationships	18-19	AR Our Corporate Profile
			32	AR Our Group Structure
			56-57	SR Our Customers
	2-7	Employees	38-42	SR Our People
2-8	Workers who are not employees	46-55	SR Safety and Environmental Awareness	

APPENDIX GRI CONTENT INDEX

GRI Standard	Disclosure	Reasons for Omission	Page Reference	Section
	Governance			
2-9	Governance structure and composition		64-86	AR Corporate Governance Report
			11	SR Sustainability Governance Structure
2-10	Nomination and selection of the highest governance body		64-86	AR Corporate Governance Report
2-11	Chair of the highest governance body		28-30	AR Our Board of Directors
2-12	Role of the highest governance body in overseeing the management of impacts		64-86	AR Corporate Governance Report
			11	SR Sustainability Governance Structure
2-13	Delegation of responsibility for managing impacts		11	SR Sustainability Governance Structure
2-14	Role of the highest governance body in sustainability reporting		64-86	AR Corporate Governance Report
			11	SR Sustainability Governance Structure
2-15	Conflicts of interest		64-86	AR Corporate Governance Report
2-16	Communication of critical concerns		64-86	AR Corporate Governance Report
			13	SR Increasing Stakeholder Engagement
2-17	Collective knowledge of the highest governance body		64-86	AR Corporate Governance Report
2-18	Evaluation of the performance of the highest governance body		11	Our Sustainability Approach
2-19	Remuneration policies		64-86	AR Corporate Governance Report
2-20	Process to determine remuneration		64-86	AR Corporate Governance Report
2-21	Annual total compensation ratio	Confidentiality constraints		

GRI Standard	Disclosure	Reasons for Omission	Page Reference	Section
Strategy, Policies and Practices				
2-22	Statement on sustainable development strategy		4-5	SR Our Chairman's Message
			8	SR Board Statement
2-23	Policy commitments		9	SR OKP's Commitments
			14-17	SR Commitments and Targets
2-24	Embedding policy commitments		9-10	SR OKP's Commitments
			14-17	SR Commitments and Targets
2-25	Processes to remediate negative impacts		64-86	AR Corporate Governance Report
			13	SR Increasing Stakeholders Engagement
2-26	Mechanisms for seeking advice and raising concerns		90-100	AR Risk Assessment and Management
			64-86	AR Corporate Governance Report
			1	SR About the Report
			13	SR Increasing Stakeholders Engagement
2-27	Compliance with laws and regulations		64-86	AR Corporate Governance Report
			13	SR Increasing Stakeholders Engagement
2-28	Membership associations		44-45	SR Corporate Social Responsibility
Stakeholder Engagement				
2-29	Approach to stakeholder engagement		13	SR Increasing Stakeholders Engagement
2-30	Collective bargaining agreements		38-42	SR Our People

APPENDIX GRI CONTENT INDEX

GRI Standard	Disclosure	Reasons for Omission	Page Reference	Section
GRI 3: Material Topics 2021	3-1	Process to determine material topics	12	SR Materiality Assessment
			13	SR Increasing Stakeholders Engagement
	3-2	List of material topics	12	SR Materiality Assessment
	3-3	Management of material topics	12	SR Materiality Assessment
Economic Performance				
GRI 201: Economic performance 2016	3-3	Management of material topics	14	SR Commitments and Targets
	201-1	Direct economic value generated and distributed	36-37	AR Five-Year Financial Highlights
			38-57	AR Our Operating and Financial Review
	201-2	Financial implications and other risks and opportunities due to climate change	27-33	SR Climate-Related Risks and Opportunities
	201-3	Defined benefit plan obligations and other retirement plans	57	AR Value Added Statement
201-4	Financial assistance received from government	57	AR Value Added Statement	
Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	44-45	SR Corporate Social Responsibility
	203-2	Significant indirect economic impacts		
Anti-Corruption, Anti-money Laundering and Sanctions risk				
GRI 205: Anti-corruption 2016	3-3	Management of material topics	14	SR Commitments and Targets
	205-1	Operations assessed for risks related to corruption	90-100	AR Risk Assessment and Management
			64-86	AR Corporate Governance Report
			38-42	SR Our People
	205-2	Communication and training about anti-corruption policies and procedures	64-86	AR Corporate Governance Report
			38-42	SR Our People
205-3	Confirmed incidents of corruption and actions taken	38-42	SR Our People	

GRI Standard	Disclosure	Reasons for Omission	Page Reference	Section
Electricity and Diesel Consumption				
GRI 302: Energy 2016	3-3	Management of material topics	15	SR Commitments and Targets
	302-1	Energy consumption within the organisation	20-24	SR Nurturing the Environment
			32-33	SR SGX Core ESG Metrics (Environmental)
	302-2	Energy consumption outside of the organisation	20-24	SR Nurturing the Environment
			32-33	SR SGX Core ESG Metrics (Environmental)
	302-3	Energy intensity	20-24	SR Nurturing the Environment
			32-33	SR SGX Core ESG Metrics (Environmental)
302-4	Reduction of energy consumption	20-24	SR Nurturing the Environment	
		32-33	SR SGX Core ESG Metrics (Environmental)	
302-5	Reductions in energy requirements of products and services	Not available		
GRI 305: Emissions 2016	305-1	Direct (Scope 1) Greenhouse gas (GHG) emissions	20-24	SR Nurturing the Environment
			32-33	SR SGX Core ESG Metrics (Environmental)
	305-2	Energy indirect (Scope 2) GHG emissions	20-24	SR Nurturing the Environment
			32-33	SR SGX Core ESG Metrics (Environmental)
	305-3	Other indirect (Scope 3) GHG emissions	20-24	SR Nurturing the Environment
			32-33	SR SGX Core ESG Metrics (Environmental)
	305-4	GHG emissions intensity	20-24	SR Nurturing the Environment
			32-33	SR SGX Core ESG Metrics (Environmental)
305-5	Reduction of GHG emissions	20-24	SR Nurturing the Environment	
		32-33	SR SGX Core ESG Metrics (Environmental)	
305-6	Emissions of ozone-depleting substances (ODS)	Not available		
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not available		

APPENDIX GRI CONTENT INDEX

GRI Standard	Disclosure	Reasons for Omission	Page Reference	Section
Water Consumption				
GRI 303: Water and Effluents 2018	3-3	Management of material topics	15	SR Commitments and Targets
	303-1	Interactions with water as a shared resource	20-24	SR Nurturing the Environment
	303-2	Management of water discharge related impacts	20-24	SR Nurturing the Environment
	303-3	Water withdrawal	20-24	SR Nurturing the Environment
			32-33	SR SGX Core ESG Metrics (Environmental)
	303-4	Water discharge	20-24	SR Nurturing the Environment
			32-33	SR SGX Core ESG Metrics (Environmental)
303-5	Water consumption	20-24	SR Nurturing the Environment	
		32-33	SR SGX Core ESG Metrics (Environmental)	
Waste Minimisation				
GRI 306: Waste 2020	3-3	Management of material topics	16	SR Commitments and Targets
	306-1	Waste generation and significant waste-related impacts	20-24	SR Nurturing the Environment
			32-33	SR SGX Core ESG Metrics (Environmental)
	306-2	Management of significant waste-related impacts	20-24	SR Nurturing the Environment
			32-33	SR SGX Core ESG Metrics (Environmental)
	306-3	Waste generated	20-24	SR Nurturing the Environment
			32-33	SR SGX Core ESG Metrics (Environmental)
	306-4	Waste diverted from disposal	20-24	SR Nurturing the Environment
			32-33	SR SGX Core ESG Metrics (Environmental)
	306-5	Waste directed to disposal	20-24	SR Nurturing the Environment
32-33			SR SGX Core ESG Metrics (Environmental)	

GRI Standard	Disclosure	Reasons for Omission	Page Reference	Section
Supply Chain Management				
GRI 308: Supplier Environmental Assessment 2016	3-3	Management of material topics	17	SR Commitments and Targets
	308-1	New suppliers that were screened using environmental criteria	20-21	SR Nurturing the Environment
	308-2	Negative environmental impacts in the supply chain and actions taken	20-21	SR Nurturing the Environment
Employee Retention				
GRI 401: Employment 2016	3-3	Management of material topics	17	SR Commitments and Targets
	401-1	New employee hires and employee turnover	38-42	SR Our People
			36-37	SR SGX Core ESG Metrics (Social)
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	38-42	SR Our People
401-3	Parental leave	38-42	SR Our People	
Health and Safety				
GRI 403: Occupational Health and Safety 2018	3-3	Management of material topics	16	SR Commitments and Targets
	403-1	Occupational health and safety management system	38-42	SR Our People
			46-55	SR Safety and Environmental Awareness
	403-2	Hazard identification, risk assessment, and incident investigation	38-42	SR Our People
			46-55	SR Safety and Environmental Awareness
	403-3	Occupational health services	38-42	SR Our People
			46-55	SR Safety and Environmental Awareness
	403-4	Worker participation, consultation, and communication on occupational health and safety	38-42	SR Our People
			46-55	SR Safety and Environmental Awareness
403-5	Worker training on occupational health and safety	38-42	SR Our People	
		46-55	SR Safety and Environmental Awareness	

APPENDIX GRI CONTENT INDEX

GRI Standard	Disclosure	Reasons for Omission	Page Reference	Section
	403-6	Promotion of worker health	38-42	SR Our People
			46-55	SR Safety and Environmental Awareness
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	38-42	SR Our People
			46-55	SR Safety and Environmental Awareness
	403-8	Workers covered by an occupational health and safety management system	38-42	SR Our People
46-55			SR Safety and Environmental Awareness	
403-9	Work-related injuries	46-55	SR Safety and Environmental Awareness	
		36-37	SR SGX Core ESG Metrics (Social)	
403-10	Work-related ill health	46-55	SR Safety and Environmental Awareness	
Training and Education of Employees				
GRI 404: Training and Education 2016	3-3	Management of material topics	16	SR Commitments and Targets
	404-1	Average hours of training per year per employee	38-42	SR Our People
			46-55	SR Safety and Environmental Awareness
	404-2	Programmes for upgrading employee skills and transition assistance programmes	38-42	SR Our People
	404-3	Percentage of employees receiving regular performance and career development reviews	38-42	SR Our People

GRI Standard	Disclosure	Reasons for Omission	Page Reference	Section
Diversity				
GRI 405: Diversity and Equal Opportunity 2016	3-3	Management of material topics	17	SR Commitments and Targets
	405-1	Diversity of governance bodies and employees	38-42	SR Our People
	405-2	Ratio of basic salary and remuneration of women to men	Confidentiality constraints	
Participation in Local Programmes				
GRI 413: Local Communities	3-3	Management of material topics	17	SR Commitments and Targets
	413-1	Operations with local community engagement, impact assessments, and development programmes	13	SR Increasing Stakeholder Engagement
			14-17	SR Commitments and Targets
	413-2	Operations with significant actual and potential negative impacts on local communities	44-45	SR Corporate Social Responsibility
Supply chain management				
GRI 414: Supplier Social Assessment 2016	3-3	Management of material topics	17	SR Commitments and Targets
	414-1	New suppliers that were screened using social criteria	36-37	SR Empowering People and the Community
	414-2	Negative social impacts in the supply chain and actions taken	58	SR Our Suppliers

APPENDIX GRI CONTENT INDEX

NON-MATERIAL TOPICS

GRI Standard	Disclosure	Reasons for Omission	Page Reference	Section
GRI 202: Market Presence 2016	202-2	Proportion of senior management hired from the local community	38-42	SR Our People
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		None during the reporting year
	304-2	Significant impacts of activities, products and services on biodiversity		None during the reporting year
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations		None during the reporting year
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	38-42	SR Our People
GRI 408: Child Labour 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	36-37	SR Empowering People and the Community
GRI 409: Forced Or Compulsory Labour 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	13	SR Increasing Stakeholder Engagement
			14-17	SR Commitments and Targets
GRI 416: Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	56-57	SR Our Customers
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	46-55	SR Safety and Environmental Awareness
GRI 417: Marketing and Labelling 2016	417-3	Incidents of non-compliance concerning marketing communications		No instances of non-compliance concerning marketing communications
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy losses of customer data		No instances of complaints concerning breaches of customer privacy losses of customer data

APPENDIX IFRS S2 CONTENT INDEX

IFRS S2 Standard	Disclosure	Reasons for Omission	Page Reference	Section
IFRS S2-6(a)	The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the entity shall identify that body(s) or individual(s) and disclose information about:			
	(i) How responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s).		11	SR Sustainability Governance Structure
	(ii) How the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities.		11	SR Sustainability Governance Structure
	(iii) How and how often the body(s) or individual(s) is informed about climate-related risks and opportunities.		11	SR Sustainability Governance Structure
	(iv) How the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities		11	SR Sustainability Governance Structure
(v) How the body(s) or individual(s) oversees the setting of targets related to climate-related risks and opportunities, and monitors progress towards those targets, including whether and how related performance metrics are included in remuneration policies.		11	SR Sustainability Governance Structure	

APPENDIX

IFRS S2 CONTENT INDEX

IFRS S2 Standard	Disclosure	Reasons for Omission	Page Reference	Section
IFRS S2-6(b)	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about:			
	(i) Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee		11	SR Sustainability Governance Structure
	(ii) Whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.		11	SR Sustainability Governance Structure
IFRS S2-9(a)	Climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.		27-33	SR Climate-related Risks and Opportunities
IFRS S2-9(b)	The current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain.		27-33	SR Climate-related Risks and Opportunities
IFRS S2-9(c)	The effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan.		27-33	SR Climate-related Risks and Opportunities
IFRS S2-9(d)	The effects of those climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those climate-related risks and opportunities have been factored into the entity's financial planning		27-33	SR Climate-related Risks and Opportunities
IFRS S2-9(e)	The climate resilience of the entity's strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities.		27-33	SR Climate-related Risks and Opportunities
IFRS S2-10(a)	Climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.		27-33	SR Climate-related Risks and Opportunities

IFRS S2 Standard	Disclosure	Reasons for Omission	Page Reference	Section
IFRS S2-10(b)	For each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk.		27-33	SR Climate-related Risks and Opportunities
IFRS S2-10(c)	For each climate-related risk and opportunity the entity has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur.		27-33	SR Climate-related Risks and Opportunities
IFRS S2-10(d)	How the entity defines short term, medium term and long term and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.		27-33	SR Climate-related Risks and Opportunities
IFRS S2-13(a)	A description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain.		27-33	SR Climate-related Risks and Opportunities
IFRS S2-13(b)	A description of where in the entity's business model and value chain climate-related risks and opportunities are concentrated.		1	SR About This Report
IFRS S2-14(a)	How the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation, including the information about:			
	(i) current and anticipated changes to the entity's business model, including its resource allocation, to address climate-related risks and opportunities.		27-33	SR Climate-related Risks and Opportunities
	(ii) current and anticipated direct mitigation and adaptation efforts.		27-33	SR Climate-related Risks and Opportunities
	(iii) current and anticipated indirect mitigation and adaptation efforts.		27-33	SR Climate-related Risks and Opportunities
	(iv) any climate-related transition plan the entity has, including information about key assumptions used in developing its transition plan, and dependencies on which the entity's transition plan relies.		27-33	SR Climate-related Risks and Opportunities
	(v) How the entity plans to achieve any climate-related targets, including any greenhouse gas emissions targets, described.		27-33	SR Climate-related Risks and Opportunities

APPENDIX IFRS S2 CONTENT INDEX

IFRS S2 Standard	Disclosure	Reasons for Omission	Page Reference	Section
IFRS S2-14(b)	Information about how the entity is resourcing, and plans to resource, the activities disclosed in accordance with 14(a).	Not available		
IFRS S2-14(c)	Quantitative and qualitative information about the progress of plans disclosed in previous reporting periods in accordance with 14(a).		20-24 32-33	SR Nurturing the environment SR Climate-related Risks and Opportunities
IFRS S2-15(a)	The effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period.		27-30	SR Climate-related Risks and Opportunities
IFRS S2-15(b)	The anticipated effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how climate-related risks and opportunities are included in the entity's financial planning.		27-30	SR Climate-related Risks and Opportunities
IFRS S2-16(a)	How climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period.		27-30	SR Climate-related Risks and Opportunities
IFRS S2-16(b)	The climate-related risks and opportunities identified in for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.		27-30	SR Climate-related Risks and Opportunities
IFRS S2-16(c)	How the entity expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration:			
	(i) Its investment and disposal plans, including plans the entity is not contractually committed to.		27-30	SR Climate-related Risks and Opportunities
	(ii) Its planned sources of funding to implement its strategy.		27-30	SR Climate-related Risks and Opportunities
IFRS S2-16(d)	How the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities.		27-30	SR Climate-related Risks and Opportunities

IFRS S2 Standard	Disclosure	Reasons for Omission	Page Reference	Section
IFRS S2-22(a)	The entity's assessment of its climate resilience as at the reporting date, including:			
	(i) The implications, if any, of the entity's assessment for its strategy and business model, including how the entity would need to respond to the effects identified in the climate-related scenario analysis.		27-30	SR Climate-related Risks and Opportunities
	(ii) The significant areas of uncertainty considered in the entity's assessment of its climate resilience.		27-30	SR Climate-related Risks and Opportunities
	(iii) The entity's capacity to adjust or adapt its strategy and business model to climate change over the short, medium and long term, including:			
	(1) The availability of, and flexibility in, the entity's existing financial resources to respond to the effects identified in the climate-related scenario analysis, including to address climate-related risks and to take advantage of climate-related opportunities.		27-30	SR Climate-related Risks and Opportunities
	(2) the entity's ability to redeploy, repurpose, upgrade or decommission existing assets.			
	(3) the effect of the entity's current and planned investments in climate-related mitigation, adaptation and opportunities for climate resilience.			

APPENDIX IFRS S2 CONTENT INDEX

IFRS S2 Standard	Disclosure	Reasons for Omission	Page Reference	Section
IFRS S2-22(b)	How and when the climate-related scenario analysis was carried out, including the information about:			
	(i) The inputs the entity used, including:			
	(1) Which climate-related scenarios the entity used for the analysis and the sources of those scenarios.		27-30	SR Climate-related Risks and Opportunities
	(2) Whether the analysis included a diverse range of climate-related scenarios.			
	(3) Whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks.			
	(4) Whether the entity used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change.			
	(5) Why the entity decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties.			
	(6) The time horizons the entity used in the analysis.			
	(7) What scope of operations the entity used in the analysis.			
	(ii) The key assumptions the entity made in the analysis, including assumptions about:			
	(1) Climate-related policies in the jurisdictions in which the entity operates.		27-30	SR Climate-related Risks and Opportunities
	(2) Macroeconomic trends.			
	(3) National- or regional-level variables			
	(4) Energy usage and mix.			
	(5) Developments in technology.			
(iii) The reporting period in which the climate-related scenario analysis was carried out.		1	SR About This Report	

IFRS S2 Standard	Disclosure	Reasons for Omission	Page Reference	Section
IFRS S2-25(a)	The processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks, including information about:			
	(i) The inputs and parameters the entity uses.		27-30	SR Climate-related Risks and Opportunities
	(ii) Whether and how the entity uses scenario analysis to inform its identification of climate-related risks.		27-30	SR Climate-related Risks and Opportunities
	(iii) How the entity assesses the nature, likelihood and magnitude of the effects of those risks.		27-30	SR Climate-related Risks and Opportunities
	(iv) Whether and how the entity prioritises climate-related risks relative to other types of risk.		27-30	SR Climate-related Risks and Opportunities
	(v) How the entity monitors climate-related risks.		27-30	SR Climate-related Risks and Opportunities
	(vi) Whether and how the entity has changed the processes it uses compared with the previous reporting period.		27-30	SR Climate-related Risks and Opportunities
IFRS S2-25(b)	The processes the entity uses to identify, assess, prioritise and monitor climate related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities.		27-30	SR Climate-related Risks and Opportunities
IFRS S2-25(c)	The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.		27 -30	SR Climate-related Risks and Opportunities

APPENDIX IFRS S2 CONTENT INDEX

IFRS S2 Standard	Disclosure	Reasons for Omission	Page Reference	Section
IFRS S2-29(a)	Information relevant to the cross-industry metric categories of greenhouse gases, including:			
	(i) disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO ₂ equivalent, classified as:			
	(1) Scope 1 greenhouse gas emissions.		24	SR Nurturing the environment
	(2) Scope 2 greenhouse gas emissions.		32-33	SR Climate-related Risks and Opportunities
	(3) Scope 3 greenhouse gas emissions.			
	(ii) Measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or an exchange on which the entity is listed to use a different method for measuring its greenhouse gas emissions.		20-24	SR Nurturing the environment
	(iii) The approach used to measure its greenhouse gas emissions, including:			
	(1) The measurement approach, inputs and assumptions the entity uses to measure its greenhouse gas emissions.		20-24	SR Nurturing the environment
	(2) The reason why the entity has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions.			
	(3) Any changes the entity made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes.			
(iv) For Scope 1 and Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(1)-(2), disaggregate emissions between:				
(1) consolidated accounting group.			32-33	SR Climate-related Risks and Opportunities
(2) Other investees excluded from paragraph 29(a)(iv)(1).		Not applicable		

IFRS S2 Standard	Disclosure	Reasons for Omission	Page Reference	Section
	(v) Location-based Scope 2 greenhouse gas emissions, and information about any contractual instruments that is necessary to inform users' understanding of the entity's Scope 2 greenhouse gas emissions.		24 32-33	SR Nurturing the environment SR Climate-related Risks and Opportunities
	(vi) for Scope 3 greenhouse gas emissions, disclose:			
	(1) the categories included within the entity's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).		24 32-33	SR Nurturing the environment SR Climate-related Risks and Opportunities
	(2) additional information about the entity's Category 15 greenhouse gas emissions or those associated with its investments (financed emissions), if the entity's activities include asset management, commercial banking or insurance.		62	SR Reinforcing corporate governance
	Climate-related transition risks – the amount and percentage of assets or business activities vulnerable to climate-related transition risks.		32-33	SR Climate-related Risks and Opportunities
IFRS S2-29(b)	Climate-related transition risks – the amount and percentage of assets or business activities vulnerable to climate-related transition risks.		32-33	SR Climate-related Risks and Opportunities
IFRS S2-29(c)	Climate-related physical risks – the amount and percentage of assets or business activities vulnerable to climate-related physical risks.		32-33	SR Climate-related Risks and Opportunities
IFRS S2-29(d)	Climate-related opportunities – the amount and percentage of assets or business activities aligned with climate-related opportunities.	Not available		
IFRS S2-29(e)	Capital deployment – the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	Not available		

APPENDIX

IFRS S2 CONTENT INDEX

IFRS S2 Standard	Disclosure	Reasons for Omission	Page Reference	Section
IFRS S2-29(f)	Internal carbon prices – the entity shall disclose:			
	(i) an explanation of whether and how the entity is applying a carbon price in decision-making.	Not available		
	(ii) the price for each metric tonne of greenhouse gas emissions the entity uses to assess the costs of its greenhouse gas emissions.	Not available		
IFRS S2-29(g)	Remuneration, including the information about:			
	(i) a description of whether and how climate-related considerations are factored into executive remuneration.	Not available		
	(ii) the percentage of executive management remuneration recognised in the current period that is linked to climate-related considerations.			
IFRS S2 33(a)	The metric used to set the quantitative and qualitative climate-related targets		15	SR Commitments & Targets
			27-33	SR Climate-related Risks and Opportunities
IFRS S2 33(b)	The objective of the target		14	SR Commitments & Targets
IFRS S2 33(c)	The part of the entity to which the target applies.		15	SR Commitments & Targets
IFRS S2 33(d)	The period over which the target applies.		15	SR Commitments & Targets
IFRS S2 33(e)	The base period from which progress is measured.		15	SR Commitments & Targets
IFRS S2-33(f)	Any milestones and interim targets.		15	SR Commitments & Targets
IFRS S2 33(g)	If the target is quantitative, whether it is an absolute target or an intensity target.		15	SR Commitments & Targets
IFRS S2 33(h)	How the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.	Not applicable		
IFRS S2 34(a)	Whether the target and the methodology for setting the target has been validated by a third party.		1	SR About This Report
IFRS S2 34(b)	The entity's processes for reviewing the target.		15	SR Commitments & Targets
IFRS S2 34(c)	The metrics used to monitor progress towards reaching the target.		15	SR Commitments & Targets
IFRS S2 34(d)	Any revisions to the target and an explanation for those revisions.	Not applicable		

IFRS S2 Standard	Disclosure	Reasons for Omission	Page Reference	Section
IFRS S2-35	An entity shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the entity's performance.		15	SR Commitments & Targets
			27-33	SR Climate-related Risks and Opportunities
IFRS S2 36(a)	Which greenhouse gases are covered by the target.		15	SR Commitments & Targets
IFRS S2 36(b)	Whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target.		15	SR Commitments & Targets
IFRS S2 36(c)	Whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target. If the entity discloses a net greenhouse gas emissions target, the entity has been also required to separately disclose its associated gross greenhouse gas emissions target.	Not applicable		
IFRS S2 36(d)	Whether the target was derived using a sectoral decarbonisation approach.	Not applicable		
IFRS S2 36(e)	The entity's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits the entity shall disclose information:			
	(i) the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits.	Not applicable		
	(ii) which third-party scheme(s) will verify or certify the carbon credits.	Not applicable		
	(iii) the type of carbon credit, including whether the underlying offset will be nature based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal.	Not applicable		
	(iv) any other factors necessary for users of general-purpose financial reports to understand the credibility and integrity of the carbon credits the entity plans to use.	Not applicable		



Independent Assurance Statement

To the Shareholders of

OKP Holdings Ltd

No. 30 Tagore Lane, Singapore 787484

TEMBUSU Asia Consulting Pte Ltd ("TAC") (UEN: 201732581C), has performed a limited level of independent third-party assurance on selected sustainability information disclosed in the Sustainability Report FY2025 of OKP Holdings Ltd for reporting period 01 Jan 2025 to 31 Dec 2025, in accordance with the International Standard on Sustainability Assurance (ISSA) 5000.

Limited Assurance Conclusion

Based on the procedures conducted and evidence reviewed, nothing has come to our attention that causes us to believe that the selected sustainability information as described in the section below is not prepared, in all material respects, in accordance with the applicable requirements of the reporting criteria below:

GRI Universal Standards 2021

by the Global Sustainability Standards Board (GSSB)

LEE Shiau Ping
Engagement Leader

TAN Seng Chuan
Engagement Quality Reviewer

Certificate Number: TAC/25036/SRA25

Date of Issue: 27 March 2026

Disclaimer:

This Independent Assurance Statement is provided to OKP Holdings Ltd and is solely for the benefit of OKP Holdings Ltd in accordance with the terms of our agreement. Our assurance engagement assumes that the data and information provided by OKP Holdings Ltd to us as part of our review have been provided in good faith. We expressly disclaim any liability or co-responsibility for any decision a person or an entity may make based on this statement. We reserve the right to update or amend this statement should the final published version of the Sustainability Report materially deviate from the content reviewed against the agreed standards and requirements.

Basis of Conclusion

TAC conducted a limited assurance engagement at the organizational level in accordance with the International Standard on Sustainability Assurance (ISSA) 5000, General Requirements for Sustainability Assurance Engagements, issued by the International Auditing and Assurance Standards Board (IAASB).

In a limited assurance engagement, the procedures vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Selected Sustainability Information

The following sustainability information, included within OKP Holdings Ltd.'s Sustainability Report FY2025, for the reporting period 1 January 2025 to 31 December 2025, was subject to our limited assurance engagement:

- **Underlying Systems and Processes:** The management systems and internal controls used to collect, compile, and report the sustainability information
- **Selected Material Topics:** Our limited assurance engagement covers the following material topics
 - GRI 305-1: Direct (Scope 1) GHG emissions
 - GRI 305-2: Energy indirect (Scope 2) GHG emissions
 - GRI 305-3: Other indirect (Scope 3) GHG emissions
 - GRI 401-1: New employee hires and employee turnover
 - GRI 403-1: Occupational health and safety management system
 - GRI 403-2: Hazard identification, risk assessment, and incident investigation
 - GRI 403-3: Occupational health services
 - GRI 403-4: Worker participation, consultation, and communication on occupational health and safety
 - GRI 403-5: Worker training on occupational health and safety
 - GRI 403-6: Promotion of worker health
 - GRI 403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
 - GRI 403-8: Workers covered by an occupational health and safety management system
 - GRI 403-9: Work-related injuries
 - GRI 403-10: Work-related ill health
- **Specific Entities:** The assurance is limited to the following operational sites of OKP Holdings Ltd.
 - Singapore**
 - OKP Holdings Limited (2 offices)
 - Eng Lam Contractors Co (PTE) Ltd (16 Site offices)
 - Or Kim Peow Contractors Pte Ltd (11 Site offices)
 - EL-OKP-JV (1 office)
 - Australia**
 - Bennett WA Investments Pty Ltd (1 Office)

The assurance engagement excludes the following areas:

- Financial data and information contained in annual reports
- Performance claims within case studies
- Data from prior years (unless specifically stated)
- Forward-looking statements or projections
- Material topics not listed above

Responsibilities for Sustainability Report

Management of OKP Holdings Ltd is responsible for:

- Having oversight of its ESG team who is responsible for preparing the sustainability information in accordance with GRI Universal Standard 2021.
- Designing, implementing and maintaining effective internal controls over the data and information reported.
- selecting and applying suitable sustainability reporting methodologies and making assumptions and estimates that are appropriate given the circumstances.

Responsibilities of TAC

TAC's responsibility is to plan and perform the limited assurance engagement in accordance with ISSA 5000, exercising professional judgment and maintaining professional skepticism throughout. This includes:

- Performing risk assessment procedures, including obtaining an understanding of the internal controls and processes used to collect, compile, and report the sustainability information, to identify and assess the risks of material misstatement, whether due to fraud or error, at the disclosure level — but not for the purpose of providing a conclusion on the effectiveness of the Company's internal controls.
- Designing and performing procedures responsive to the assessed risks of material misstatement, recognizing that the risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error; and
- Issuing an assurance report that includes a clear and appropriate limited assurance conclusion.

Summary of Work Performed by TAC

The limited assurance engagement involves performing procedures on a risk-based approach to obtain evidence about sustainability information. The nature, timing and extent of procedures selected depend on professional judgment and skepticism, including the assessed risks of material misstatement at the disclosure level, whether due to fraud or error.

TAC's team of sustainability and assurance specialists performed the following activities at the organization and site level:

- Review of sustainability issues that could affect OKP Holdings Ltd and are of interest to stakeholders
- Review of OKP Holdings Ltd.'s approach to stakeholder engagement and recent outputs
- Review of information provided on reporting and management processes relating to the applicable criteria
- Review of supporting evidence for claims in the report, prioritized according to materiality
- Review of processes for gathering and consolidating the performance data and, for a sample, checking the data consolidation
- Conducted site visits to review processes and systems for preparing sustainability data
- Conducted interviews with key personnel responsible for sustainability reporting including CFO and senior managers
- Performed analytical procedures on reported data
- Examined documentation provided by management in support of reported metrics and disclosures relating to emissions, employee matters, and occupational health and safety.
- Assessed the suitability of the applicable criteria and reporting methodology

Independence and Ethics of TAC

TAC maintains independence from OKP Holdings Ltd and has no financial interest in the operation of OKP Holdings Ltd other than for performing this assurance engagement. TAC has established policies and procedures to ensure independence of engagement team in accordance with the independence requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) related to sustainability assurance engagements.

Quality Management of TAC

As a firm, TAC adopts the International Standard on Quality Management 1 (ISQM 1) to design, implement and operate a system of quality management, including policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Other Information

Management of OKP Holdings Ltd. is responsible for the other information. The other information comprises the information included in OKP's Annual Report FY2025, including the financial statements and notes thereto and the Chairman's Statement, but does not include the Sustainability Report and our assurance report thereon.

Our conclusion on the Sustainability Report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our limited assurance engagement on the Sustainability Report, our responsibility is to read the other information identified above and, in doing so, consider whether it is materially inconsistent with the Sustainability Report or with knowledge obtained during the engagement, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

TEMBUSU Asia Consulting Pte Ltd
1 Commonwealth Lane
#06-06, One Commonwealth
Singapore 149544



OKP HOLDINGS LIMITED

UEN: 200201165G

30 Tagore Lane
Singapore 787484
T (65) 6456 7667
F (65) 6459 4316

www.okph.com



OKP HOLDINGS LIMITED
胡金標控股有限公司

SUSTAINING OUR GROWTH | SHAPING THE FUTURE
SUSTAINABILITY REPORT 2025