

DEEP DIVES SUSTAINABILITY TOPICS

ST5 Occupational Safety & Health

Occupational Safety Commitment and Risk Management

The safety and well-being of employees, contractors, and visitors remain Kelington's highest priorities. We recognise that a safe workplace is essential not only for protecting our workforce but also for fostering a productive and sustainable environment. Given the nature of engineering and industrial gas operations, our activities involve inherent workplace risks which require strong safety management and disciplined operational practices.

Workplace safety is therefore recognised as a critical operational risk for the Group. Safety incidents could potentially lead to project delays, regulatory penalties, increased insurance costs, and reputational impacts, which may affect Kelington's financial performance and operational continuity. Occupational safety and health risks are integrated into Kelington's ERM framework and are reviewed periodically by the RMC to ensure effective mitigation and operational resilience.

Maintaining strong occupational safety and health performance is essential to ensuring operational reliability and workforce productivity across Kelington's global operations. Effective safety management also supports project execution certainty, strengthens stakeholder confidence, and contributes to the Group's long-term sustainable value creation.

Kelington manages occupational safety and health through an ISO 45001:2018 certified Occupational Health and Safety Management System across all operational sites. As at 31 December 2025, 100% of our operational sites are ISO 45001 certified, including our Taiwan operations which achieved certification in 2025. Contractors and subcontractors working at Kelington's project sites are required to comply with the Group's safety policies and site safety procedures, including hazard identification processes, training requirements, and the use of appropriate personal protective equipment.

In FY2025, no project delays or material business disruptions were recorded as a result of safety incidents, reflecting the effectiveness of the Group's safety governance, hazard identification processes, and risk management controls.

Aligned with UN Sustainable Development Goal No.8, Kelington continues to strengthen its safety practices to create a healthy, supportive, and empowering workplace for all employees, contractors, and stakeholders.

ISO 45001:2018 Occupational Health and Safety Management Systems ("OHSMS") Certification across Kelington Group

Activities	Workplaces	Percentage of sites covered by recognised OHSMS	Occupational Health & Safety Management System
<ul style="list-style-type: none"> Installation of gas and chemical distribution systems Design & construct specialised facilities Design & construct mechanical and electrical systems Fabrications 	Customers' site (Singapore)	100%	<ul style="list-style-type: none"> ISO 45001:2018 certified since December 2020*
	Customers' site (China)	100%	<ul style="list-style-type: none"> Certified to OHSAS 18001:2007 from June 2019 to June 2020 ISO 45001:2018 certified since August 2020*
	UHP Fabrication Facilities (China)	100%	<ul style="list-style-type: none"> ISO 45001:2018 certified since July 2020*
	Customers' site (Malaysia)	100%	<ul style="list-style-type: none"> Certified to OHSAS 18001:2007 from July 2014 to Sept 2019 ISO 45001:2018 certified since July 2020*
	Customers' site (Taiwan)	100%	<ul style="list-style-type: none"> Certified to ISO 45001:2018 in Dec 2025*
<ul style="list-style-type: none"> Manufacturing and trading of industrial and specialty gases 	Manufacturing Facilities (Malaysia)	100%	<ul style="list-style-type: none"> Certified to ISO 45001:2018 since Jan 2025

* Note: Regular audit was performed by the certification institution on annual basis to verify Kelington's conformity to the certification criteria of ISO 45001:2018. Continual improvement is an on-going process via internal audits and regular reviews of safety & health performance.

DEEP DIVES SUSTAINABILITY TOPICS

- ST 5 OCCUPATIONAL SAFETY & HEALTH (CONT'D)

Governance and Policies

Kelington’s core belief, “Safety First, Quality Always” guides all aspects of our operations. The Group is committed to protecting the health and safety of our employees, contractors, and the public. OSH oversight is embedded within Kelington’s risk management framework and governed by the Board of Directors.

Our Safety and Health Policy applies to all operations, projects, and workplaces across Kelington’s business. The policy establishes clear responsibilities for management, employees, and subcontractors in maintaining a safe and healthy working environment.

Under this Policy, Kelington focuses on:

- Preventing accidents, injuries, property damage, and occupational illnesses through proactive risk management.
- Ensuring compliance with national regulatory requirements and international safety standards, including ISO 45001:2018.
- Promoting a strong safety culture through continuous hazard identification, risk assessment, and training.
- Engaging stakeholders to enhance workplace safety practices.

Through these measures, Kelington aims to minimise workplace hazards, maintain regulatory compliance, and support operational efficiency and sustainable business performance.

Kelington’s Safety Governance Structure



DEEP DIVES SUSTAINABILITY TOPICS

- ST 5 OCCUPATIONAL SAFETY & HEALTH (CONT'D)

OSH Risk Management

Risk Identification

Identifying OSH risks is a key part of Kelington's operations. The Group applies the Hazard Identification, Risk Assessment, and Risk Control ("HIRARC") process at every stage of project execution, including new projects, ongoing projects, and whenever changes occur in work processes. This approach ensures that potential risks are systematically identified, assessed and controlled.

In addition to HIRARC assessments, potential hazards are identified through regular site inspections and feedback from employees and subcontractors. Risk assessments are conducted throughout the project lifecycle, from planning and design to execution and completion, and are reviewed annually or whenever new work processes are introduced.

Findings from these risk assessments are communicated to all relevant stakeholders, including management, employees, subcontractors, regulators, and customers to ensure awareness of identified risks and required control measures.

The Group has identified several high-consequence hazards commonly associated with engineering and industrial gas operations, including:

High-consequence hazards are:

- Falls from height
- Electrocutation
- Exposure to flammable materials
- Machinery toppling

In FY2025, Kelington identified a total of 441 potential hazards, including 14 newly identified risks, of there, 6 were classified as low risk and 8 as medium risk. One hazard was initially assessed as high risk and linked to an endemic disease. Following the implementation of additional control measures, the risk level was reduced to medium risk, while the proportion of medium-risk hazards was reduced from 35% to 28%, demonstrating the effectiveness of the Group's risk management measures.

Risk Mitigation

Once risks are identified, Kelington implement proactive measures to mitigate or eliminate potential hazards. Key safety measures include:

Safety Measures	Purpose / Key Features
Stop Work Policy	Empowers employees to halt unsafe work immediately.
Bad Weather Policy	Empowers employees to stop outdoor work during adverse weather conditions.
Drug-Free Environment Policy	Promotes a safe and healthy workplace by prohibiting the use of drugs and alcohol.
Permit To Work System	Ensures safety for high-risk and non-routine tasks. Requires thorough risk assessments or Job Hazard Analyses and detailed Job / Work Method Statements before work begins. All PTWs are reviewed and approved by the Health and Safety division.
Training & Competency Development	Provides regular safety training for all employees and subcontractors. Covers a wide range of topics to ensure staff are qualified to perform tasks safely and effectively.
Emergency Preparedness	On-site Emergency Response Team ("ERT") is trained to respond swiftly to emergencies following the Emergency Response Plan ("ERP"). Conducts drills at least once a year and regularly reviews the ERP to reflect the latest safety protocols and best practices.
Audits & Inspections	Conducted by trained safety officers through scheduled and surprise safety audits. Identify hazards, verify compliance with safety standards, and ensure protocols are implemented. Immediate corrective actions are taken if issues are found.
Hazardous Material Management	Strict procedures govern the handling, storage, and disposal of hazardous substances. Employees working with hazardous materials receive specialised training and PPE. Safety Data Sheets are readily available for reference.

DEEP DIVES SUSTAINABILITY TOPICS

- ST 5 OCCUPATIONAL SAFETY & HEALTH (CONT'D)

Safety Measures	Purpose / Key Features
Safety & Health Committee (“SHC”)	Composed of management, employees, and subcontractor representatives. Meets at least quarterly to review safety performance, evaluate measures, address emerging risks, and provide a platform for employees to raise concerns and propose safety initiatives.
Protective Personal Equipment (“PPE”)	Provision and enforcement of appropriate PPE to ensure personal safety in the workplace.
Management of Change	Ensures that operational or project changes are evaluated for potential risks. Risk assessments are conducted before modifications, helping identify and address hazards proactively.

Incident Reporting and Investigation

Kelington requires all safety incidents and near-misses to be promptly reported and investigated to support a proactive safety culture. All incidents, regardless of severity, must be reported immediately to line management.

The Safety and Health Division oversees the investigation process and conducts root cause analyses to determine contributing factors and implement corrective and preventive actions. On-site Safety and Health Committees also participate in incident reviews and investigations to ensure safety concerns are addressed at the operational level.

This structured approach enables Kelington to identify underlying causes of incidents, strengthen risk controls, and prevent recurrence.

Kelington’ Safety Communication Framework

Activity	Purpose / Outcome	Frequency	Audience
Toolbox Meetings (“TBM”)	Communicate daily worksite hazards, incidents, safe work practices and reinforce safety awareness	Daily	Employees & Subcontractors
Safety & Health Communication Reports	Provide updates on safety performance, incidents, and corrective action	Biannual	Employees & Interest Parties
Safety & Health Performance Summary	Summarize annual safety performance, highlight key performance indicator	Annual	Management
Safety, Health and Environment (“SHE”) Committee Meeting	Review safety performance, incidents, audit findings and improvement actions	At least quarterly	Management & Committee Members
Management Review	Evaluate overall OSH system effectiveness and OSH targets	Annual	Management
HSE Alert & Lesson Learnt	Alert and share lessons from incidents or near misses to prevent recurrence	As needed	Employees & Subcontractors
Incident Dashboard	Track incidents and trend	As needed	Management
EHS Audit Dashboard	Present audit findings, compliance status, and corrective actions	As needed	Management
Safety Newsletter	Share safety tips, updates, and latest safety & health information	As needed	Employees & Subcontractor
Safety Video	Demonstrate safe work practices and common hazard	As needed	Employees & Subcontractor
Poster	Reinforce key safety messages visually at the workplace	As needed	Employees & Subcontractor
Safety Bulletin / Information Board	Communicate important safety updates, incidents, and policy reminders	As needed	Employees & Subcontractor

DEEP DIVES SUSTAINABILITY TOPICS

- ST 5 OCCUPATIONAL SAFETY & HEALTH (CONT'D)

Safety Milestone & Performance

Target 2030	Unit of Measure	Progress		
		FY2023	FY2024	FY2025
Zero work-related fatalities	Unit	0	0	0
Year-on-year improvement of total recordable injury frequency rate ("TRIFR")	Number of recordable injuries per 200,000 hours worked	0.14	0	0.24

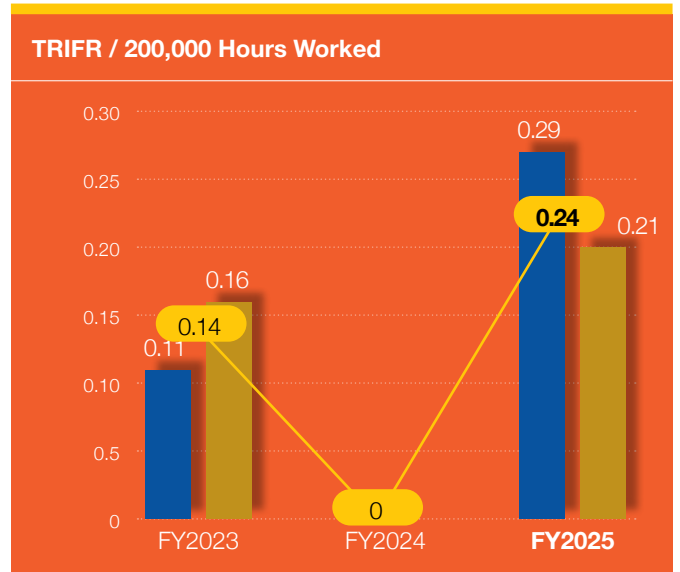
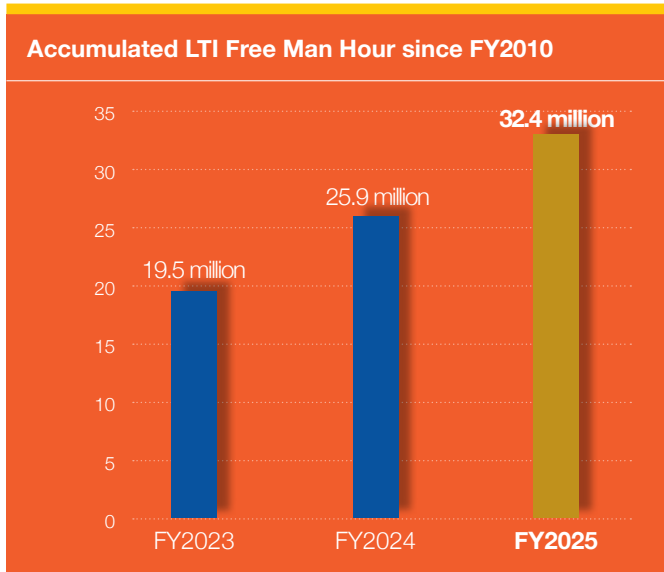
Key Metric Work related injuries:	All Employees ⁽¹⁾			All workers who are not employee ⁽²⁾		
	FY2023	FY2024	FY2025	FY2023	FY2024	FY2025
Number of fatality ⁽³⁾ as a result of work-related injury	0	0	0	0	0	0
Number of high-consequence work-related injury	0	0	0	0	0	0
Number of recordable work-related injury	1	0	3	4	0	5
Number of lost time ⁽⁴⁾ injury	0	0	1	3	0	1
Lost Time Incident Rate ("LTIR") ⁽⁵⁾	0	0	0.10	0.12	0	0.04
Total Recordable Injury Frequency Rate ("TRIFR") ⁽⁵⁾	0.11	0	0.29	0.16	0	0.21
Near Miss Reporting Rate ⁽⁶⁾	0.34	0.23	0.10	0	0.04	0.04
Number of hours worked	1,741,838	1,757,477	2,068,831	5,158,312	4,653,468	4,681,237

*Note:

- ⁽¹⁾ All individuals who are employed by the company, including both permanent and contract employees regardless of their job function or whether they work full-time or part-time.
- ⁽²⁾ All individuals who were working as contractors for the company, regardless of the specific project they were working on.
- ⁽³⁾ An injury leading to immediate death or death within one year from the date of the accident.
- ⁽⁴⁾ Lost days (consecutive or not), counted from and including the day following the day of accident, includes injury, diagnosis or occupational poisoning and occupational disease measured in calendar days, the employee was away from work.
- ⁽⁵⁾ TRIFR for both employees and non-employees is calculated by dividing the total number of recordable work-related injuries by the total number of hours worked, then multiplying by 200,000 hours.
- ⁽⁶⁾ A higher number of reported near misses indicates a stronger safety culture, as it reflects proactive hazard identification and risk prevention.

DEEP DIVES SUSTAINABILITY TOPICS

- ST 5 OCCUPATIONAL SAFETY & HEALTH (CONT'D)



■ TRIFR of Employee ■ TRIFR of Non-Employee
 — Overall TRIFR

Our health and safety data are reported in accordance with the internationally recognised ISO 45001 standard and subject to annual verification through independent third-party audits. The Group collects safety data across all operational levels, covering all Kelington employees and contractors without exclusions. These data are analysed to identify trends by reviewing incident reports and employee feedback to detect recurring issues and emerging risks. Performance is also compared against historical records and relevant benchmarks to evaluate the effectiveness of the Group’s safety initiatives.

In FY2025, Kelington recorded a slight increase in safety incident indicators. The Total Recordable Injury Frequency Rate (“TRIFR”) rose to 0.24 from 0.14 in FY2023, while the accident rate increased to 2.69 per 1,000 employees from 1.74 in FY2023, slightly exceeding the OSHMP30 target of 2.20 accidents per 1,000 employees by 2030.

Although this represents a setback from the zero-incident performance recorded in FY2024, the results remain closely monitored. The increase has prompted the Group to strengthen safety management practices, including enhanced supervision, targeted training programmes, and continuous

hazard identification across project sites and operational facilities. Maintaining strong safety performance is critical to ensuring operational reliability, workforce productivity, and the timely execution of engineering projects across the Group’s operations.

To address identified gaps, Kelington has implemented corrective and preventive measures, strengthened operational controls, and reinforced safety awareness to support continuous improvement in safety performance and alignment with national occupational safety and health targets.

Lost Time Injuries (“LTI”)

In FY2025, Kelington recorded two Lost Time Injuries (“LTIs”) at its manufacturing facilities in Malaysia, resulting in a total of nine lost days. No work-related fatalities were reported during the year. Comprehensive investigations were conducted for each incident, followed by targeted corrective and preventive actions aimed at strengthening risk controls, improving employee awareness, and operational discipline.

DEEP DIVES SUSTAINABILITY TOPICS - ST 5 OCCUPATIONAL SAFETY & HEALTH (CONT'D)

Health & Safety Training Awareness

Health and safety training is at the heart of our commitment to a safe and healthy workplace. Through regular training sessions, on-the-job training, and toolbox talks, we equip employees with both essential knowledge and practical insights to handle real workplace situations confidently and safely.

Our mandatory training sessions covered in year 2025 includes:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Hazard Communication • Chemical Safety & Spillage Control • Personal Protection Equipment (“PPE”) • Fire Prevention & Emergency Evacuation • Working at Heights & Fall Protection • First Aid, CPR & AED • Fire Watcher • Flagman & Spotter • Hot Work | <ul style="list-style-type: none"> • Ergonomics & Manual Handling • Health Awareness • Scaffold Safety • Electrical Safety & Equipment Use • Road Safety • Safe Handling of Forklift Truck • Emergency Response Preparedness • Accident Investigation & Reporting • Risk Assessment |
|--|--|

To address the unique challenges of high-risks task, specialized training is also provided to employee involved in activities that require heightened safety measures. These includes:

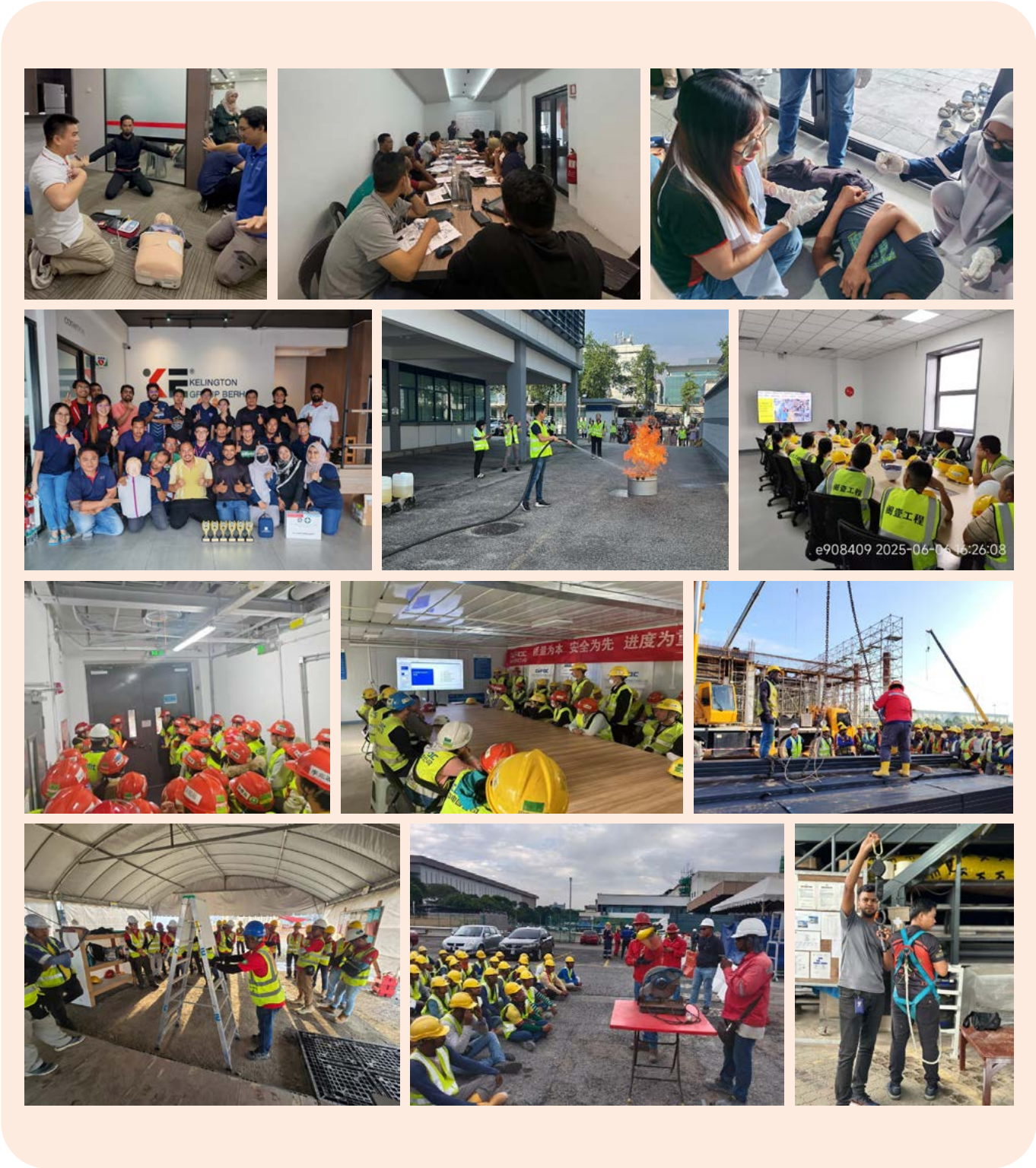
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|--|--|
| <ul style="list-style-type: none"> • Confine Space • Authorized Entrant & Standby Person • Mobile Elevated Work Platform (“MEWP”) | <ul style="list-style-type: none"> • Lifting Safety • Rigging & Slinging |
|--|--|

In year 2025, we delivered health and safety training to 547 employees, underscoring our dedication to ensuring a safe working environment.

KE's Operational Countries	Total Number of Employee Trained	
	Health & Safety	General Training which includes Safety
Malaysia	248	109
Singapore	80	153
China	207	207
Taiwan	12	12
Total	547	481

DEEP DIVES SUSTAINABILITY TOPICS

- ST 5 OCCUPATIONAL SAFETY & HEALTH (CONT'D)



Ongoing safety training initiatives were carried out across the Group to build capabilities, improve hazard awareness, and ensure the highest standards of workplace safety.

DEEP DIVES SUSTAINABILITY TOPICS

- ST 5 OCCUPATIONAL SAFETY & HEALTH (CONT'D)

Digitalisation in Safety Management

Kelington is progressively integrating digital tools to enhance occupational safety and health management.

Power BI dashboards are used to monitor and communicate safety performance, incident trends, and audit findings, enabling timely interventions and data-driven decision-making.

Safety induction programmes have been digitalised through video-based formats to ensure consistent delivery of safety information across operations. Attendance tracking and assessments are also conducted through digital platforms.

In addition, Kelington has introduced short safety videos to reinforce awareness of common hazards and safe work practices. The Group is also exploring the use of emerging technologies to support health monitoring initiatives and strengthen preventive safety measures.

Safety & Health Campaign

As part of our continuous efforts to strengthen safety awareness and promote a proactive safety culture, a series of Safety & Health Campaign activities were carried out across our project sites to align with global initiatives and emerging workplace trends.

a) World Day for Safety and Health at Work

This year, all our project sites are participating in the worldwide celebration of World Day for Safety and Health at Work, which shares the same global theme “Revolutionizing Health and Safety: The Role of AI and Digitalisation at Work”.

We demonstrated how AI and Digitalisation can be leveraged to enhance workplace health and safety. Through practical demonstrations, we highlighted how these technologies can help identify risks, monitor compliance, predict potential hazards, and streamline reporting processes.

In addition, experts from Universiti Teknologi Malaysia (“UTM”) were invited to share insights on the real-world applications of AI and digital tools in occupational health and safety. The session offered valuable perspectives on how organisations can adopt these technologies more effectively, enhance hazard detection, and promote proactive safety management.



DEEP DIVES SUSTAINABILITY TOPICS

- ST 5 OCCUPATIONAL SAFETY & HEALTH (CONT'D)

b) Be A Safety Hero

The Safety Hero Program unites Kelington's project sites in strengthening a shared safety culture. By recognising and celebrating safe practices, the program energises employees to take pride in their role in keeping the workplace safe and looking out for one another.



DEEP DIVES SUSTAINABILITY TOPICS - ST 5 OCCUPATIONAL SAFETY & HEALTH (CONT'D)

Safety Recognition Program

We love recognising our safety champions who go above and beyond to keep our workplaces safe. Their positive actions inspire others and strengthen our shared sense of responsibility and pride. To celebrate their efforts, we reward them with meaningful gifts such as food vouchers and hampers as a heartfelt thank you for their commitment to safety.



a) Free LTI Man Hour Celebration

Every milestone of man-hours without Lost Time Injuries (LTI) is a moment of pride for our teams. These celebrations honour the dedication of individuals and teams and inspire everyone to continue building a safer workplace together.



DEEP DIVES SUSTAINABILITY TOPICS

- ST 5 OCCUPATIONAL SAFETY & HEALTH (CONT'D)

Health Program

Kelington prioritises employee health and well-being through its Human Capital Strategy by providing comprehensive medical benefits and supportive work-life balance initiatives. Employees are covered by healthcare insurance and accident and hospitalisation medical benefits, with additional subsidies extended to qualifying family members.

To enhance on-site medical readiness, first aid rooms and medical professionals are stationed at project sites, ensuring immediate access to medical care and reinforcing the company's commitment to employee welfare.

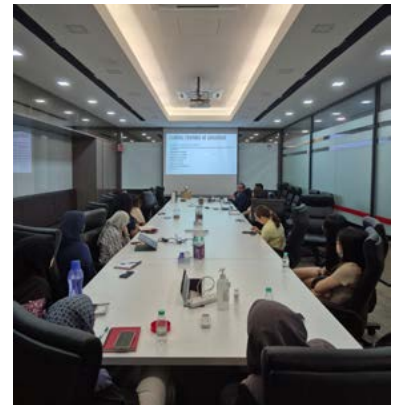
Beyond medical coverage, Kelington emphasises preventive care and health education. We work closely with the Pejabat Kesihatan Daerah ("PKD") by regularly inviting their experts to share insights on current health trends and key health issues affecting the workforce. In parallel, basic health screening sessions are conducted from time to time to help employees better understand their health status and take proactive steps towards healthier lifestyles.

a) Health Talk and Exhibition by PKD

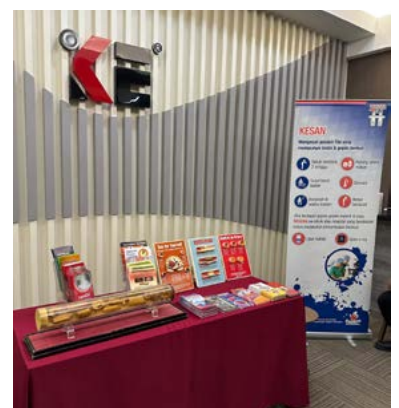
Health Talks delivered by the Pejabat Kesihatan Daerah ("PKD") brought important occupational health topics to life for our employees. This year's sessions focused on occupational lung disease, heart attacks, and occupational skin disease due to chemical. The accompanying tuberculosis ("TIBI") exhibition gave employees a hands-on opportunity to better understand the risks, recognise the symptoms, and learn practical preventive measures to protect their health.



Occupational Lung Disease Health Talk – HQ Office



TIBI Exhibition – HQ Office



DEEP DIVES SUSTAINABILITY TOPICS - ST 5 OCCUPATIONAL SAFETY & HEALTH (CONT'D)



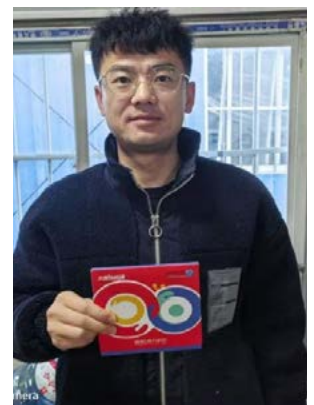
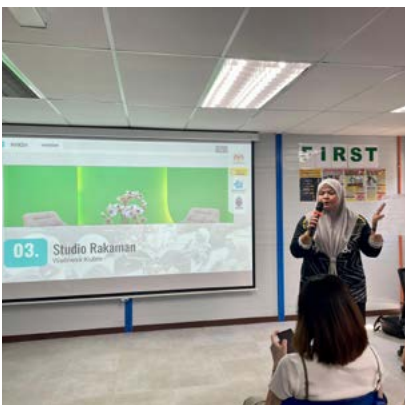
Heart Attack & Occupational Skin Disease due to Chemical – Project Site



TIBI Exhibition – Project Site

b) Health Screening

This year, we teamed up with Wellness Hub to run InBody health screening sessions, giving employees a clearer picture of their body composition and overall health. The programme encouraged greater awareness and inspired everyone to take a more proactive approach to managing their well-being.



KE Shanghai: Distribute health check-up cards as part of the company's care for employees' well-being

DEEP DIVES SUSTAINABILITY TOPICS

- ST 5 OCCUPATIONAL SAFETY & HEALTH (CONT'D)

Global Recycling Day

At Kelington, we don't just talk about sustainability — we show up for the planet. Global Recycling Day has become part of our culture, and this year, as with previous years, we kept the momentum going across our offices and project sites. We invited the Tzu Chi Environmental Recycling Team to conduct a hybrid awareness session on mindful recycling practices. Employees were encouraged to take part by bringing recyclable materials from home, which were then properly segregated and recycled as part of our ongoing commitment to reducing our environmental footprint.

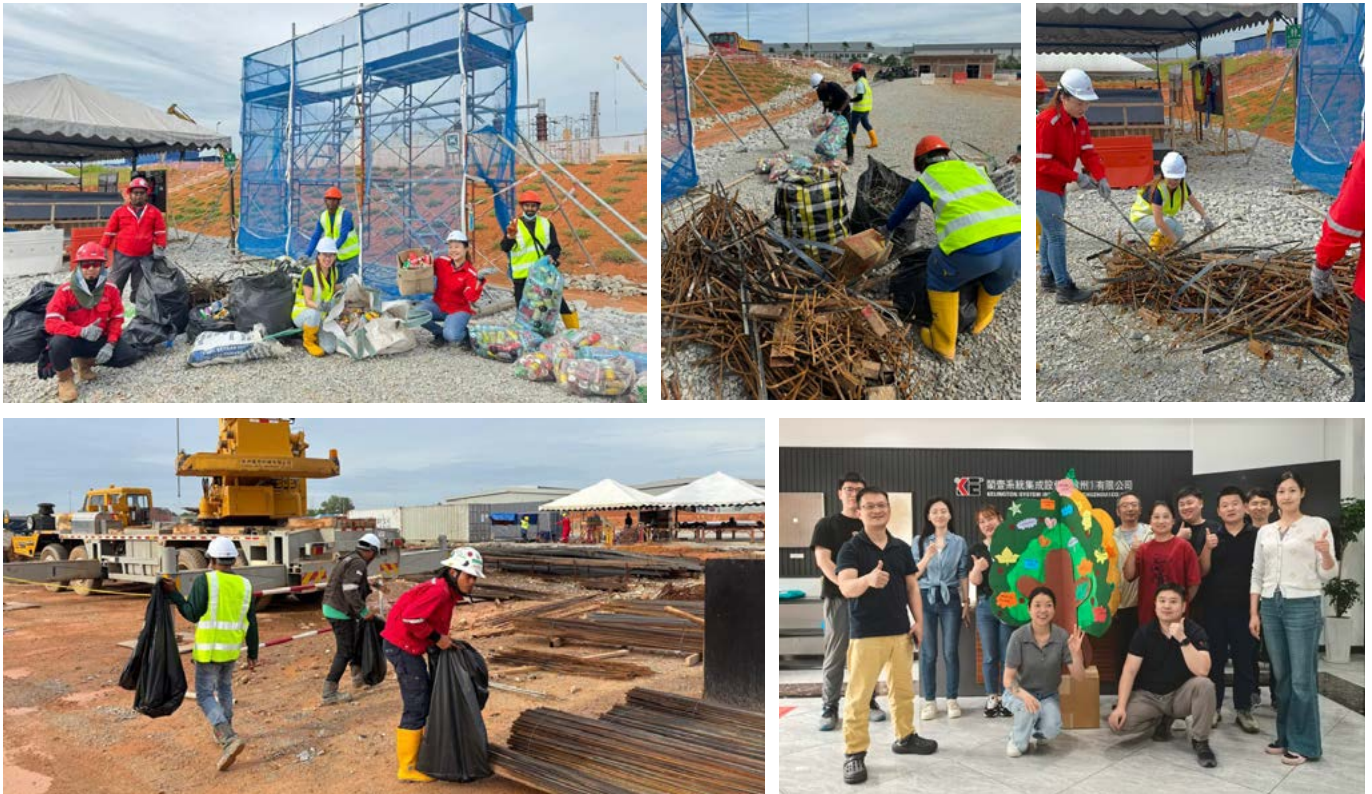


Hybrid Awareness Session from Tzu Chi Environment Recycling Team

DEEP DIVES SUSTAINABILITY TOPICS - ST 5 OCCUPATIONAL SAFETY & HEALTH (CONT'D)

Environment Day

On Environment Day, our teams came together to celebrate and take action for the planet, raising awareness about responsible practices and the importance of protecting our natural resources. Everyone rolled up their sleeves to carry out housekeeping, segregate waste, and recycle wherever possible, creating a cleaner, safer, and more sustainable workplace.



KSI: KE Global Green Week – Engaging employees in meaningful and creative sustainability challenges

Recognition and Awards

Kelington’s commitment to maintaining high standards of occupational safety and operational excellence continues to be recognised by industry bodies and stakeholders. In FY2025, the Group’s operations in Malaysia achieved a 5-star rating under the CIDB SCORE Programme, improving from the 4-star rating recorded in FY2024. Kelington also received additional safety accolades from industry organisations and customers, reflecting the Group’s strong safety culture and consistent workplace safety performance.

These recognitions highlight the dedication of Kelington’s workforce in maintaining a safe and healthy workplace and reinforce the Group’s continued commitment to upholding high safety standards across all operations.

Award 2025	Organisation	Description
1 5-Star Rating – CIDB SCORE Programme	Construction Industry Development Board (CIDB) Malaysia	Construction Industry Development Board (CIDB) Malaysia.
2 PLATINUM Award – MiSHA Asia Excellence on OSH Principle of Prevention (OSHPoP)	Malaysian Industrial Safety & Health Association (MiSHA)	Recognition for excellence in promoting occupational safety and health practices.

DEEP DIVES SUSTAINABILITY TOPICS

- ST 5 OCCUPATIONAL SAFETY & HEALTH (CONT'D)

Recognition 2025	Organisation	Description
1 Best Safety Management Team (Kelington Shanghai)	Customer (Hefei, China)	Recognition for outstanding safety management performance at project sites.
2 Best Performing Contractor – Kelington Technologies Sdn. Bhd.	Customer (Malaysia)	Awarded for strong project execution and adherence to safety standards.
3 Recognition and Appreciation award 2025 - Puritec Singapore	Customer (Singapore)	Recognition for commitment to workplace safety and operational support.
4 Best Safety Performance Company of the Month – Puritec Singapore (1st Prize – June 2025; 3rd Prize – April 2025)	Customer (Singapore)	Recognition for maintaining strong safety performance at project sites



DEEP DIVES SUSTAINABILITY TOPICS

ST6 Talent Management & Development

Our Commitment

At Kelington, our people are at the heart of our long-term success. In 2025, we continued to prioritise a workplace that champions health, safety, personal growth, diversity, and respect for human rights across all our operating locations. By creating a safe, inclusive, and empowering environment, we enable our employees to thrive both professionally and personally, nurturing talent while upholding fundamental rights and promoting equal opportunities.

Strategic Talent Acquisition & Digital Enablement

In response to the competitive engineering talent landscape, Kelington adopted a more proactive and digitally enabled talent acquisition strategy in 2025. A key milestone was the successful digitalisation of core HR operations through the implementation of a cloud-based HR system, strengthening data accuracy, workforce visibility and real-time analytics to support informed people and resource planning.

To enhance early employee experience and retention, the Group introduced the *Welcome Aboard Hub* in Malaysia, a digitised onboarding platform designed to support structured induction, cultural integration and engagement from Day 1. This digitalisation initiative contributed to a smoother onboarding process and an improved employee experience. In 2025, the Group recorded an employee retention rate of 82.13%, reflecting workforce stability and the Group's ongoing efforts to foster a supportive and engaging work environment.

People & Culture - Where People Thrive, and Engineering Shines

In 2025, Kelington deepened its investment in the human foundations that underpin high-performance delivery – trust, care and connection. Across the Group, we strengthened everyday employee experiences through purposeful engagement platforms, inclusive activities and consistent people practices, helping teams stay connected in a fast-paced, project-driven environment.

Key initiatives included the launch of the Group Newsletter via the Company website, project and department-level team lunches, and structured team-building activities across entities, reinforcing collaboration, morale and a shared sense of belonging.

Succession Planning

Succession planning at KGB is a strategic approach to ensuring the company's future success by identifying and nurturing high-potential talent to fill critical roles. By preparing potential leaders through targeted development and education, we create a pipeline of successors capable of driving innovation and sustaining operational excellence.

The process begins with identifying key roles essential to the company's operations and long-term goals, followed by rigorous evaluations to ensure selected individuals are ready to step into leadership positions. To bridge skill gaps, potential successors are provided with development opportunities, such as executive courses, to equip them with the knowledge and global perspective required for leadership. To build successor readiness, we invested 3,096 training hours in professional development. In parallel, employees at manager level and above underwent a total of 1,669 hours of targeted training last year. We also expanded our leadership development efforts by sponsoring nine employees to participate in The Tun Razak Youth Leadership Award® (TRYLA®), a prestigious programme designed to nurture character, resilience, purpose, and integrity through transformative outdoor-based experiences, equipping young leaders to lead with impact. Beyond leadership, we invest in the skills and growth of all employees through training programs and cross-functional learning, empowering them to take on greater responsibilities. Our efforts focus on building a strong talent pipeline, ensuring Kelington is adaptable and resilient, while reinforcing our commitment to continuous development for both the company and its workforce.

To support sustainable growth and business continuity, the Group has established succession bench strength for critical leadership roles, covering Group Executive, country leadership, business unit heads, and operational leadership positions. Identified N-1 successors are in place for these key roles, reflecting the Group's proactive approach to leadership continuity, risk management, and long-term value creation.

DEEP DIVES SUSTAINABILITY TOPICS

- ST 6 TALENT MANAGEMENT & DEVELOPMENT (CONT'D)

Governance

At Kelington, the governance of Human Resources (“HR”) is structured to align with the company’s strategic goals, ensuring the effective integration of HR strategies and talent development into broader business objectives. The Group HR Manager reports directly to the CEO, fostering seamless communication and alignment between HR initiatives and organisational leadership.

The Board of Directors plays a vital role in overseeing the HR strategy, ensuring it aligns with Kelington’s vision and long-term goals. This governance structure encourages a proactive approach to talent management, enabling Kelington to attract, develop, and retain top talent while maintaining a focus on sustainable growth and organisational success. The Board also discusses ESG topics biannually, providing strategic direction on talent management and development.

Our Group HR function leads employee engagement initiatives by setting clear goals, monitoring progress, and reviewing outcomes regularly with relevant teams. Senior management, in collaboration with Group HR, defines clear, measurable objectives aligned with Kelington’s strategic vision. Group HR is responsible for designing comprehensive programs aimed at attracting, developing, and retaining top talent. To support these initiatives, Group HR collaborates with the relevant stakeholders in planning and aligning the allocation of resources including budget, time, and technology.

In 2025, governance emphasis was placed on enhancing employee experience, advancing diversity, equity, and inclusion, and reinforcing continuous learning and development across the Group. These priorities are supported through structured engagement initiatives, inclusive workplace practices, and targeted learning programmes designed to strengthen workforce capabilities. Through these efforts, the Group aims to foster a supportive and equitable workplace environment while equipping employees with the skills needed to adapt and grow in an evolving business landscape.

Talent Development & Leadership

At Kelington, we recognise that talent fuels innovation, sustainability, and long-term success. Our commitment to attracting, developing, and retaining top talent ensures we build a high-performing workforce capable of driving business growth and societal progress.

Strengthening Leadership for Sustainable Growth

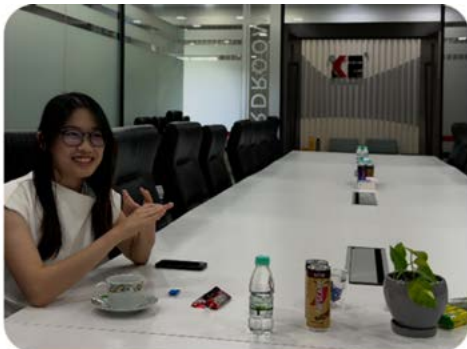
Leadership development remains a cornerstone of our talent management strategy. We provide structured programs such as Essential Managerial Skills for new managers, while also nominating employees to participate in the 26th Tun Razak Youth Leadership Award (TRYLA®) 2025, one of the Malaysia’s premier youth leadership platforms established in honour of the late Prime Minister, Tun Abdul Razak. Over the past 32 years, TRYLA® has built a strong reputation for developing young professionals into resilient, confident and adaptable leaders. Through these initiatives, we equip employees with the skills to lead effectively, make informed decisions, and contribute to the Group’s strategic growth. By nurturing leadership potential at different levels of the organisation, we continue to strengthen our pipeline of future leaders to support long-term business sustainability and success.



DEEP DIVES SUSTAINABILITY TOPICS - ST 6 TALENT MANAGEMENT & DEVELOPMENT (CONT'D)

Internship and Youth Development Programmes

Kelington continued to invest in youth development through structured internship and engagement programmes. Initiatives such as Afternoon Tea with Interns provided an open platform for interns to share experiences, exchange ideas and gain mentorship from senior leaders. It strengthens our talent pipeline, promote inclusivity and reinforce Kelington’s culture of learning, mentorship and people development. In 2025, the Group provided internship opportunities to 26 students, supporting the development of future talent.



Chiao Sze: "I also learned the importance of asking questions and not being afraid to make mistakes—because that's how you grow. I feel incredibly lucky to have started my career here in such an amazing and supportive working environment. This experience has been unforgettable, and I'll carry everything I've learned with me forever."



Si Yu: "I learned that it's okay to ask questions. At first, I was afraid of making mistakes, but I realized that understanding the "why" behind a task is just as important as doing it. This mindset will definitely help me in my future career. I truly appreciate the patience and kindness you showed me, and I've learned so much during my time here. I'll always remember the great work environment and the valuable lessons I gained. I hope to stay in touch in the future!"

Afternoon Tea with Our KE Stellar Interns

Building a Future-Ready Workforce

Kelington continues to strengthen workforce capabilities through strategic hiring, local talent development, continuous learning, and leadership programmes. At the heart of our people strategy is a focus on empowering talent for the future, ensuring our workforce remains resilient, innovative, and future-ready.

Our three-year people strategy focuses on:

<p>Internal Talent Continuity – nurturing high-potential employees to ensure critical roles are ready for succession.</p>	<p>Leadership & Succession Readiness – preparing employees at all levels to take on leadership responsibilities.</p>	<p>Regional Mobility & Growth Opportunities – broadening employee experiences across the region to build a versatile and agile workforce.</p>
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Through these initiatives, Kelington demonstrates its commitment to caring for its people, growing them with purpose, and creating an environment where employees can thrive. This strategy also signals to external stakeholders and future talent that Kelington is a place where careers are nurtured, opportunities are real, and people grow together with the business.

Job-Relevant Training: Building Expertise for Excellence

To uphold the highest standards of quality, safety and operational excellence, the Group continues to invest in targeted, job-specific training programmes to strengthen the technical and professional competencies of its workforce. Employees participated in specialised training programmes such as Advanced Contract Management, Moisture & O₂ Analyzer Training, design software-related training, Heat Load Calculation, IFRS S2 Climate Scenario Analysis Quantification, as well as Cleanroom Maintenance, Operation, Design and Construction. These programmes support the continuous development of employees while ensuring the Group maintains the technical capabilities required to deliver high-quality and reliable solutions to its customers.

Beyond the Job Scope: Expanding Knowledge Horizons

We go beyond traditional job-specific training by offering programs that equip employees broader cross-functional knowledge and transferable skills. During the year, our employees participated in in-house and external learning sessions, such as *AI & Regional Collaboration: Strengthening ASEAN's Digital Economy* and investor forum-related programmes.

This initiative helps cultivate a well-rounded and informed workforce, enabling employees to contribute beyond their immediate functional roles. They also reflect our commitment to holistic talent development by fostering continuous learning, adaptability and strategic thinking across all levels of the organisation.

DEEP DIVES SUSTAINABILITY TOPICS

- ST 6 TALENT MANAGEMENT & DEVELOPMENT (CONT'D)

Exposure to Conferences: Broadening Perspectives

Growth extends beyond the workplace. We provide employees with opportunities to engage with emerging industry trends and expand their knowledge by attending key conferences such as ASEMIS 2025 ASEAN Semiconductor Summit 2025, Life At Work Conference & Awards (by TalentCorp), among others.

These experiences offer valuable insights, networking opportunities, and exposure to the latest advancements, empowering employees to stay ahead in their fields. This commitment reflects our dedication to fostering continuous personal and professional growth, ensuring our workforce remains innovative and future-ready.

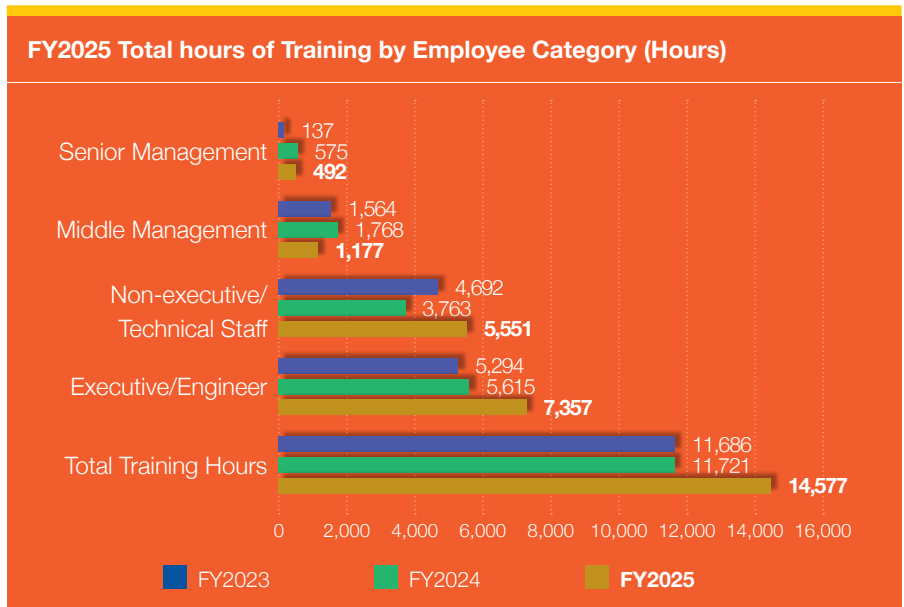
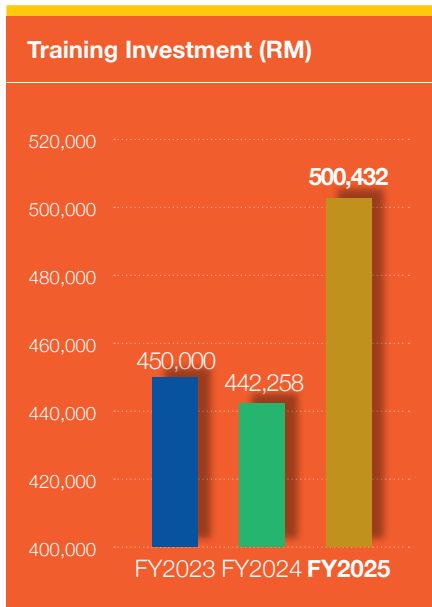
Our Promise: Growing Together

At the heart of the Group is a strong belief that our employees are not merely part of the workforce, but partners in our shared progress. Beyond job-specific training, we are committed to cultivating a workplace where employees feel valued, empowered and inspired to thrive. This reflects our continued appreciation for their contributions and our commitment to supporting their growth and aspirations.

By fostering an environment where individuals feel recognised, supported and motivated, we aim to bring out the best in our people every day. As their success contributes to the Group’s long-term resilience and performance, we continue to build a future that we can all take pride in together.

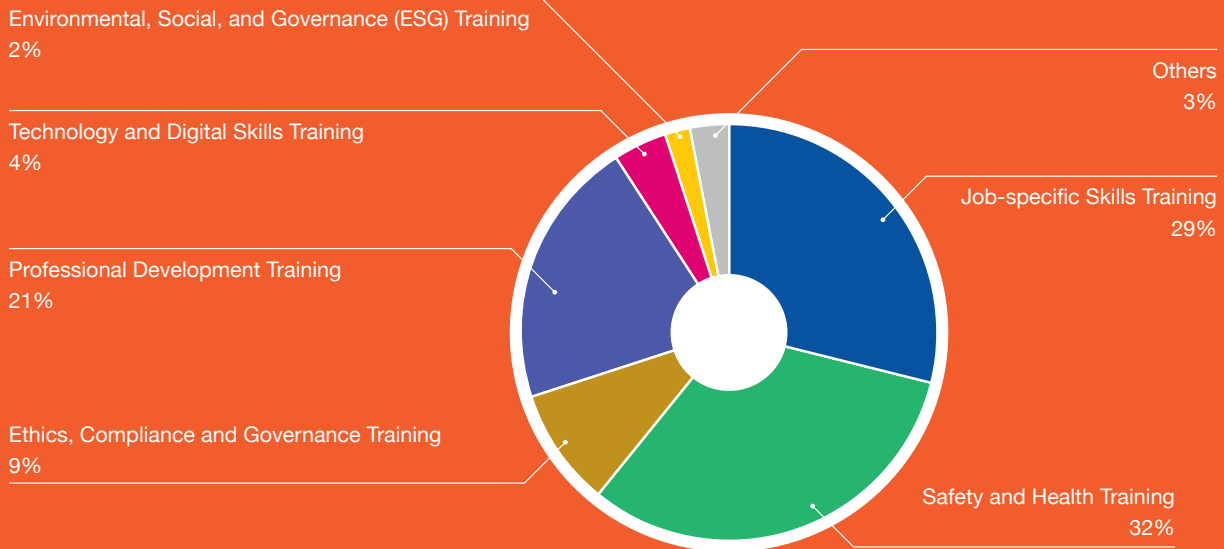
Training & Development Metrics				
Target 2030	Unit of measure	Progress		
		FY2023	FY2024	FY2025
Average Training Hours per employee				
Ensure an average of 20 training hours per employee per year by 2030	Average training hours each employee receives annually	15.5	14.8	16.9
Employee Satisfaction Rate				
Maintain at least 85% Employee Satisfaction Rate	%	N/A	88%	82%

In FY2025, our Group invested RM500,432.29 in training and development, ensuring that every employee had access to at least one structured learning opportunity. Employees collectively recorded 14,577 training hours, averaging 16.89 hours per employee.



DEEP DIVES SUSTAINABILITY TOPICS - ST 6 TALENT MANAGEMENT & DEVELOPMENT (CONT'D)

Training Hours by Training Types



In FY2025, our learning and development efforts remained focused on strengthening employee capabilities across safety, technical competency and future-ready skills. Safety and Health training represented the largest share of total training hours at 32%, underscoring our unwavering commitment to maintaining a safe and healthy workplace. This was followed by Job-Specific training at 29%, ensuring employees are equipped with the technical knowledge and practical skills required to perform effectively in their roles.

In support of building a future-ready workforce and advancing our corporate sustainability agenda, employees also participated in a broad range of programmes covering ESG, digitalisation, analytics and strategic capability building. These included Advanced ESG Reporting, Carbon Accounting for CFOs and Finance Professionals, Data Analytics and Power BI Workshop, Power Query & Power Pivot for Deep Analysis

with Excel, AI-Powered Business Workflow Automation With ChatGPT and Deepseek, FlexiMasters in Business AI and Technology, AI Led Agile Project Management, Maximizing Impact Now for Sustainability: From Climate to ESG, AI & Regional Collaboration: Strengthening ASEAN's Digital Economy, Empowering ESG – Integration of Behaviour-Based Safety and Emotional Intelligence, Mastering Search Engine Optimization (SEO), Digital Tools, AI and Automation in HR Total Rewards, and Decarbonisation and Target-Setting Strategies That Deliver, among others.

Through these investments, we continue to strengthen workforce readiness, enhance organisational agility, and equip our employees with the skills needed to support business growth, operational excellence and long-term sustainability goals.

Employee Retention & Engagement

At Kelington, employee retention and engagement are key pillars of our talent development strategy. We believe that the ability to retain talent and foster a highly engaged workforce is essential to sustaining business performance and long-term growth. Our people initiatives are therefore designed to create a positive, inclusive and supportive environment where employees feel valued, motivated and inspired to develop both personally and professionally. Through competitive compensation and benefits, recognition programmes, and initiatives that promote work-life balance, Kelington continues to nurture a stable and committed workforce. In 2025, the Group achieved an employee retention rate of 82.13%, underscoring workforce stability and reflecting our continued commitment to a supportive and engaging employee experience.

DEEP DIVES SUSTAINABILITY TOPICS

- ST 6 TALENT MANAGEMENT & DEVELOPMENT (CONT'D)

Strengthening Employee Experience Through Rewards, Growth and Flexibility

Kelington's people proposition is built on a balanced and supportive employee experience that combines competitive rewards, career growth and workplace flexibility. Our compensation and benefits packages are designed to remain competitive in the market, with selected offerings positioned above market practice to better support employee attraction and retention. Beyond core remuneration, we also provide additional value through the Employee Share Scheme, health and wellness programmes, and mental health support, including five complimentary confidential mental health consultation sessions for employees.

We believe that sustainable business growth is driven by the strength of our people, and we are committed to developing talent from within. Career development and progression opportunities remain a key focus area, with many employees, particularly engineers, having grown with the Group since their early careers and today serving in leadership roles such as Managing Directors, business unit heads and middle management. This demonstrates our long-term investment in internal talent and our commitment to building future leaders who can continue to drive the business forward.

Complementing this is our flexible and inclusive work environment, which is designed to support employees' personal needs and well-being. We offer flexible working arrangements, including flexible hours, and encourage a casual office dress culture to create a more comfortable and authentic workplace experience. Through these efforts, Kelington aims to create an environment where employees feel valued, supported and empowered to thrive both personally and professionally.

Employee Voice & Trust

Psychological safety and open communication remain integral to Kelington's employee engagement and retention strategy. In 2025, we launched the Employee Insight Liaison, an online platform that enables employees to raise concerns, suggestions or grievances confidentially and without fear of reprisal.

Transparency was reinforced through Annual Employee Briefings conducted across all operating countries, ensuring employees remain informed of company performance, strategic priorities and key developments.



Sharing company performance, priorities, and key updates with our teams at the Annual Employee Briefings

DEEP DIVES SUSTAINABILITY TOPICS

- ST 6 TALENT MANAGEMENT & DEVELOPMENT (CONT'D)

Well-being & Energy at Work

Recognising the physical and mental demands of engineering and project environments, Kelington focused on practical and inclusive well-being initiatives that encourage healthier routines while strengthening team connections. These initiatives brought well-being closer to employees through accessible, social and preventive approaches.

Activities in 2025 included Kelington Zumba Dance Day, Smash & Sweat after-work badminton sessions, free medical check-ups under the Wellness on the Move initiative, and sponsored mental health consultations of up to five sessions per employee.



Kelington Zumba Dance Day



Smash & Sweat after-work badminton sessions

DEEP DIVES SUSTAINABILITY TOPICS

- ST 6 TALENT MANAGEMENT & DEVELOPMENT (CONT'D)

Belonging, Inclusion & Team Cohesion

With teams operating across multiple countries, Kelington places strong emphasis on fostering belonging through inclusive practices that recognise diverse cultures and identities. Celebrating together strengthens connection, collaboration and mutual respect across borders.

The Group organised Annual Dinners, Year-End Appreciation Lunches, and festive celebrations such as Chinese New Year, Jom! Berbuka Puasa, Mid-Autumn Festival, Christmas, and Women's Day, recognising employee contributions and reinforcing a culture of appreciation and respect.



Annual Dinners – Celebrating achievements and recognising contributions.

DEEP DIVES SUSTAINABILITY TOPICS - ST 6 TALENT MANAGEMENT & DEVELOPMENT (CONT'D)



Year End Appreciation Lunch



Celebrating Chinese New Year with the vibrant Lion Dance

DEEP DIVES SUSTAINABILITY TOPICS

- ST 6 TALENT MANAGEMENT & DEVELOPMENT (CONT'D)



Jom! Berbuka Puasa



Spreading festive cheer for New Year / Christmas celebration



Women's Day



DEEP DIVES SUSTAINABILITY TOPICS

- ST 6 TALENT MANAGEMENT & DEVELOPMENT (CONT'D)

To strengthen team cohesion, structured opportunities were provided for employees to connect beyond project settings. Team-building sessions in Beijing and a Company Trip to Kunming, China enabled cross-functional collaboration, reinforced Group identity, and fostered deeper interpersonal bonds.



Employee Wellbeing – Disaster Relief Assistance

In 2025, the Group extended timely support to employees facing personal emergencies. Following a house fire that completely destroyed the home of an employee from one of the Group's subsidiaries, the Company provided disaster relief support in the form of financial assistance to help ease the immediate financial burden during the recovery period. the employee's recovery.

Employee Referral and Retention Strategies

To remain competitive in the global job market, we continuously invest in employer branding strategies. Our Employee Referral Program will leverage the networks of our workforce to attract exceptional, like-minded professionals, further reinforcing our strong talent pool. In 2025, 7.7% of hires from referral programs.

DEEP DIVES SUSTAINABILITY TOPICS

- ST 6 TALENT MANAGEMENT & DEVELOPMENT (CONT'D)

Employee Satisfaction & Productivity

In 2025, the Group recorded an employee satisfaction rate of 82%, compared with 88% in the previous year. This movement is largely attributable to the broader survey scope, with the exercise expanded to cover the Group's global workforce and therefore capturing a wider and more diverse range of employee views. Importantly, employee satisfaction alone does not provide a complete picture of workforce health. The survey results should be interpreted in the context of trends and benchmarks rather than in isolation.

On this basis, the Group's FY2025 results remain positive. Employee turnover improved to 13.17% from 14.26% in FY2024, while retention stood at 82.13%, indicating a stable workforce and sustained employee commitment.

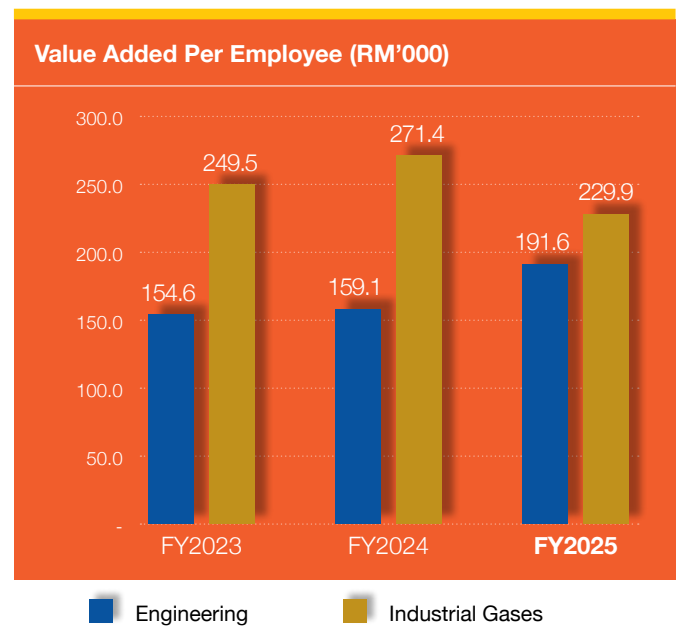
The survey also showed that more than 80% of employees worldwide would recommend Kelington as a great place to work, felt motivated to go the extra mile for their team, and were confident in the Group's direction over the next three years. Taken together, these indicators reinforce that the 82% satisfaction score remains a healthy reflection of employee sentiment and workplace engagement across the Group.

Employee Turnover Rate

In FY2025, the Group recorded an employee turnover rate of 13.17%, improving from 14.26% in FY2024. The lower turnover rate reflects greater workforce stability and suggests that the Group's people initiatives, including employee engagement, development opportunities, recognition programmes and work-life support, continue to contribute positively to talent retention. This improvement also indicates stronger employee commitment and reinforces the Group's efforts to foster a supportive and engaging workplace.

Employee Productivity

Through our talent development programs, we strive to enhance employee efficiency and create a high-performing workplace. We measure productivity using value-added per employee, calculated by dividing the company's profit after tax ("PAT") by the total number of employees.



Note: The Value Added per Employee figures for FY2023 to FY2025 have been restated in the current report to exclude Executive Management, in order to align the three-year dataset on a consistent basis. In the previous annual report, the FY2023 and FY2024 figures were presented inclusive of Executive Management. The restatement was made to enhance comparability and provide a clearer representation of operating workforce productivity.

In FY2025, our Engineering division's value-added per employee increased by 20% to RM191,595.98 was underpinned by strong PAT and prudent cost control across the Group. While the Industrial Gas division saw a decline 15%. The decline in staff efficiency rate was mainly due to reduced trading activity of specialty gases. However, demand for LCO₂ remains stable.

DEEP DIVES SUSTAINABILITY TOPICS

ST7 Diverse and Inclusive Workplace

Fostering a Diverse and Inclusive Workplace

At Kelington, we are committed to building a workplace where diversity is valued, inclusion is practised and every employee feels respected and supported. Kelington's Diversity, Equity and Inclusion ("DEI") Policy reflects this commitment by embedding diversity considerations across all aspects of employment. We believe that a diverse and inclusive workforce contributes to stronger collaboration, broader perspectives and a more resilient organisation.

Commitment to Workforce Diversity & Equal Opportunity

Kelington is committed to providing equal opportunity throughout the employee lifecycle, from hiring and development to performance and career advancement. Guided by our DEI Policy, we seek to ensure that employment decisions are made fairly, based on merit, qualifications and business requirements, while fostering a workplace culture that values different perspectives and experiences. This commitment supports our goal of maintaining a respectful, inclusive and empowering environment for all.

Enhancing Gender Diversity

At Kelington, we are committed to building a workplace where diversity is valued, inclusion is practised and every employee feels respected and supported. Kelington's Diversity, Equity and Inclusion ("DEI") Policy reflects this commitment by embedding diversity considerations across all aspects of employment. We believe that a diverse and inclusive workforce contributes to stronger collaboration, broader perspectives and a more resilient organisation.

Target 2030	Progress		
	FY2023	FY2024	FY2025
Gender Diversity			
(i) Achieve at least 30% female representation within the organisation (Executive level & above)	28.6%	34.4%	33.2%
(ii) Maintain 30% female directors on Board	20%	30%	30%

In FY2025, the Group maintained female representation above its gender diversity target, with women making up 33.25% of the organisation's workforce.

Kelington remains committed to strengthening female representation through leadership development, fair promotion practices, and targeted talent development initiatives.

Bringing Diversity, Equity, and Inclusion to Life

At Kelington, diversity, equity and inclusion are brought to life through the everyday experiences we create for our people.

Throughout the year, we strengthened a sense of belonging across the Group through employee listening initiatives such as our global employee satisfaction survey and Employee Insight Liaison platform, which provide employees with channels to be heard and valued. We also foster inclusion through flexible work arrangements, flexible hours, casual office attire, and mental well-being support, including five complimentary confidential mental health consultation sessions, to help employees feel supported both professionally and personally. In addition, group-wide engagement activities such as worldwide environmental campaign create meaningful opportunities for employees across countries to participate and grow together as one Kelington.

Collectively, these efforts deepen our shared sense of belonging, strengthen our collective bond, and reinforce Kelington's commitment to a truly inclusive and engaged workforce.

DEEP DIVES SUSTAINABILITY TOPICS

- ST 7 DIVERSE AND INCLUSIVE WORKPLACE (CONT'D)

Detailed analysis of KGB's workforce is tabulated as below:

	Unit of Measure	FY2023	FY2024	FY2025
Full-time employees	Number & %	635 (84%)	673 (85%)	706 (82%)
Contract staff	Number & %	121 (16%)	117 (15%)	157 (18%)
Total workforce	Number & %	756 (100%)	790 (100%)	863 (100%)
No. of full-time employees resigned during the year	Number	115	96	93
Permanent Employee Turnover Rate	%	18.11	14.26	13.17
Total Employee Turnover by Category				
Senior Management	Number	0	1	0
Middle Management	Number	2	15	6
Engineers / Executive	Number	52	51	60
Operators / Technicians / Non-Executive	Number	61	29	27
Employee Turnover Rate by Geography				
Malaysia	%	7	11	10
Singapore	%	26	20	2
China	%	20	14	27
Taiwan	%	0	0	17
Number of Employees with Disability				
	Number	0	1	1
Number of Employees by Gender				
Male	Number & %	578 (76%)	596 (75%)	648 (75%)
Female	Number & %	178 (24%)	194 (25%)	215 (25%)
Number of Female Employees by Category				
Senior Management	%	11	4	4
Middle Management	%	19	23	22
Engineers / Executive	%	33	43	39
Operators / Technicians / Non-Executive	%	18	15	17
Local Employment Rate				
Employees who are local (Malaysian)	%	61	59	63
Employees who are foreign (non-Malaysian)	%	39	41	37

DEEP DIVES SUSTAINABILITY TOPICS

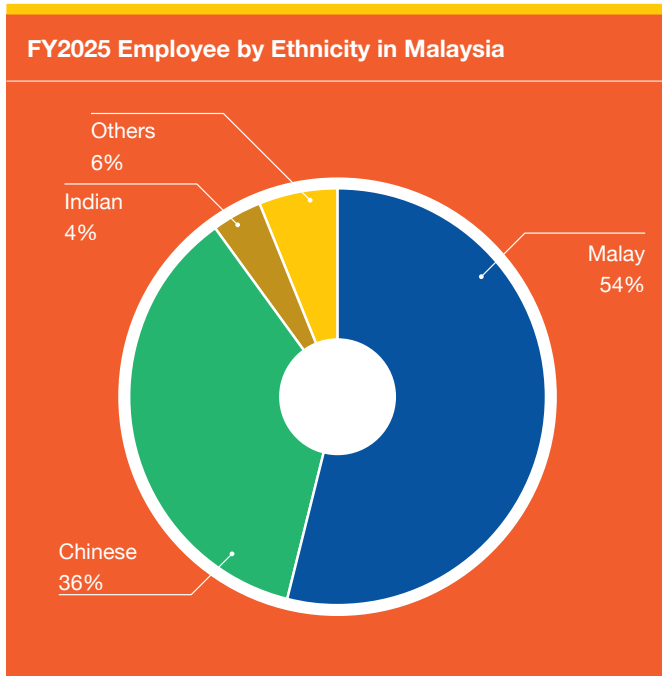
- ST 7 DIVERSE AND INCLUSIVE WORKPLACE (CONT'D)

	Unit of Measure	FY2023	FY2024	FY2025
Percentage of Employees by Age Group and Category				
Senior Management				
Under 30	%	0	0	4
Between 30-50	%	53	65	62
Above 50	%	47	35	34
Middle Management				
Under 30	%	8	5	0
Between 30-50	%	84	83	84
Above 50	%	7	12	16
Engineer / Executive				
Under 30	%	52	48	44
Between 30-50	%	45	48	52
Above 50	%	3	4	4
Non-executive / Technical Staff				
Under 30	%	42	44	37
Between 30-50	%	55	51	57
Above 50	%	4	6	6
Percentage of Employees by Gender and Category				
Senior Management				
Male	%	89	96	96
Female	%	11	4	4
Middle Management				
Male	%	81	77	78
Female	%	19	23	22
Engineer / Executive				
Male	%	67	57	61
Female	%	33	43	39
Non-executive / Technical Staff				
Male	%	82	85	83
Female	%	18	15	17

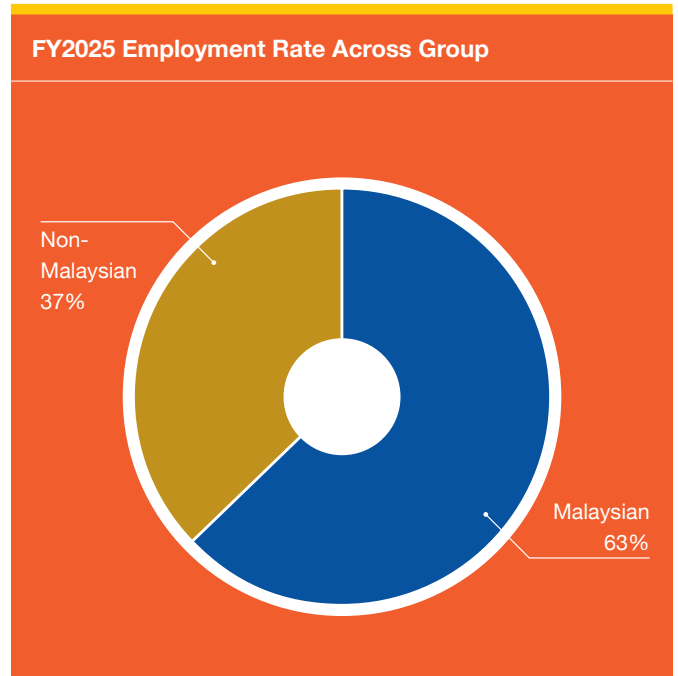
DEEP DIVES SUSTAINABILITY TOPICS

- ST 7 DIVERSE AND INCLUSIVE WORKPLACE (CONT'D)

Ethnic Diversity in Our Workforce



In Malaysia, Kelington’s workforce reflects the country’s multicultural diversity, with representation across major ethnic groups. In FY2025, Malays comprised 54% of our Malaysian workforce, followed by Chinese at 36%, Indians at 4% and other ethnicities at 6%. This composition underscores our commitment to building a diverse workplace that brings together different backgrounds, perspectives and experiences. We believe such diversity strengthens collaboration, enriches ideas and contributes to a more inclusive and resilient organisation.

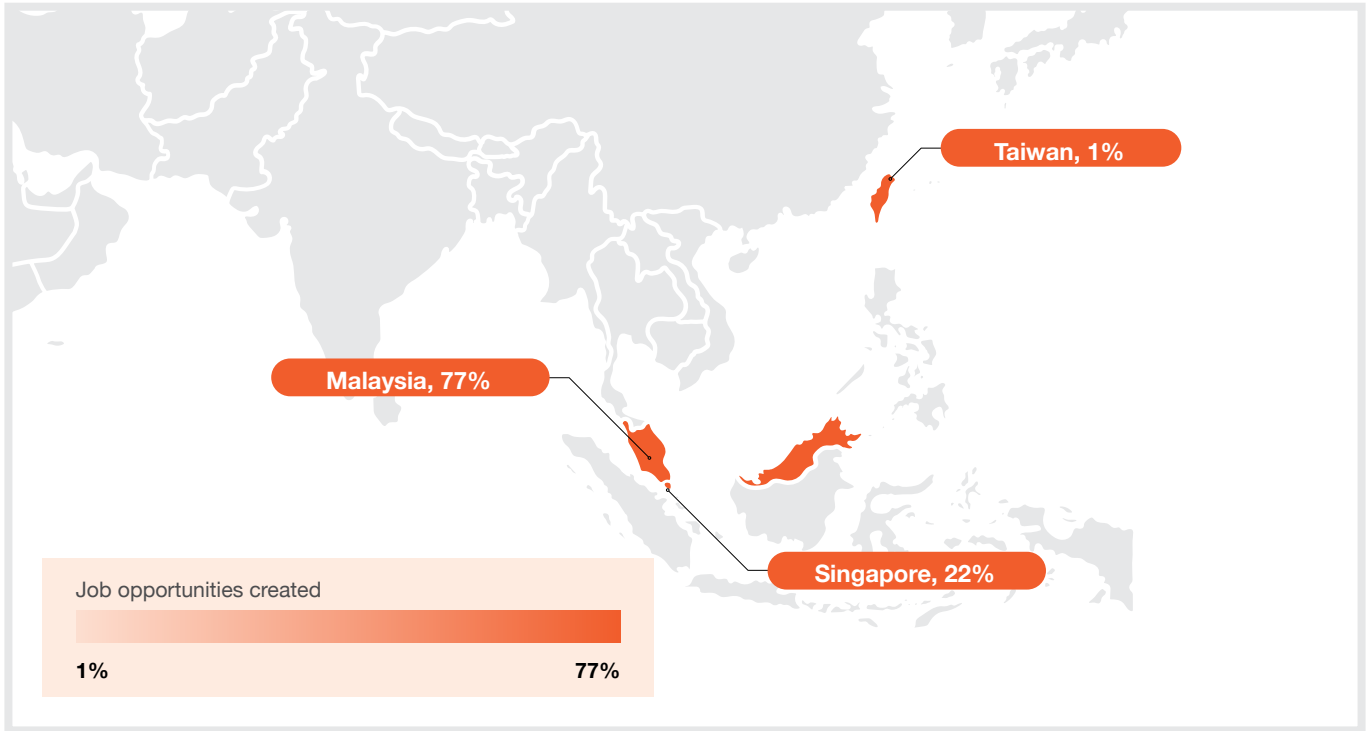


In FY2025, Malaysians comprised 63% of the Group’s workforce, while non-Malaysians made up 37%. This balanced workforce composition reflects the Group’s diverse talent base and its ability to draw capabilities from both local and international talent pools. Such diversity in nationalities contributes to broader perspectives, stronger collaboration and a more adaptable workforce across the Group’s operations.

In Malaysia, Kelington’s workforce reflects the country’s multicultural diversity, with representation across major ethnic groups. In FY2025, Malays comprised 54% of our Malaysian workforce, followed by Chinese at 36%, Indians at 4% and other ethnicities at 6%.

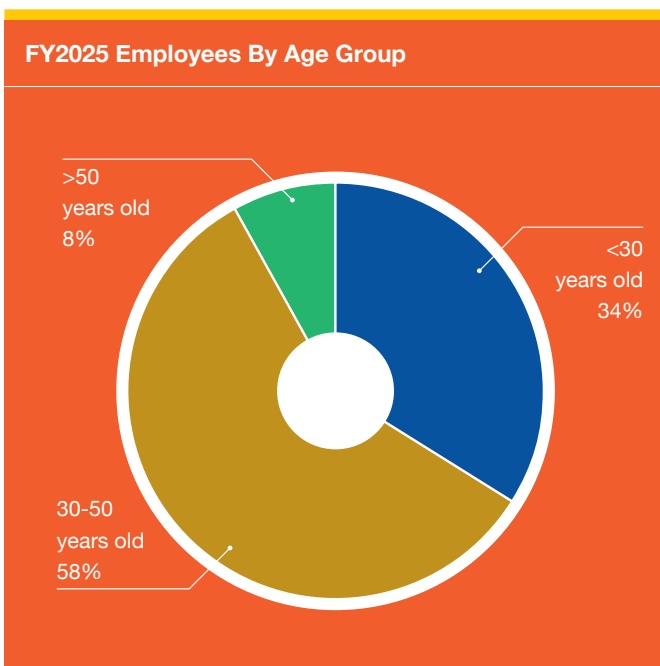
DEEP DIVES SUSTAINABILITY TOPICS - ST 7 DIVERSE AND INCLUSIVE WORKPLACE (CONT'D)

Job Opportunities Abroad



In FY2025, the Group provided employment opportunities for Malaysians across multiple markets, with 77% based in Malaysia, 22% in Singapore and 1% in Taiwan. This demonstrates Kelington’s role not only in supporting local employment, but also in extending regional career opportunities for Malaysian talent. By enabling cross-border exposure and career mobility, the Group continues to strengthen its talent pipeline and develop a more agile, globally minded workforce.

Workforce Age Demographics



In FY2025, 58% of the Group’s employees were aged between 30 and 50, while 34% were below 30 and 8% were above 50. This balanced age distribution reflects a healthy mix of emerging talent, experienced professionals and senior contributors, enabling the Group to support innovation, operational continuity and long-term talent sustainability.

DEEP DIVES SUSTAINABILITY TOPICS

ST8 Respect Human Rights

Respecting Human Rights at Kelington

At Kelington, we recognise that human rights are fundamental to dignity, fairness, respect, and equality. Upholding these principles is integral to our business operations, and we are committed to protecting human rights within our organisation and across our supply chain.

In FY2021, we established our Human Rights Policy, which serves as the foundation for our commitment to equality, fair labour practices, and a zero-tolerance stance on child and forced labour. To further strengthen this commitment, we have implemented Grievance Procedures that enable employees, workers, and external stakeholders to raise concerns regarding work conditions, discrimination, or other human rights issues. These mechanisms accessible via multiple channels, including email, hotlines, and direct submissions to Kelington's headquarters or subsidiaries, not only address risks but also present opportunities to improve our practices through transparent dialogue and accountability. The public can also use these channels to report concerns related to their dealings with Kelington.

Human Rights Governance & Management

The Board of Directors oversees the implementation of our Human Rights Policy, while the Executive Management Committee is responsible for key decisions related to its execution. The Sustainability Working Group collaborates across departments to address risks associated with discrimination, working hours, wages, occupational health and safety, sexual harassment, and compliance with labour regulations. Addressing these risks allows us to safeguard employee well-being while enhancing organisational resilience and operational excellence.

Guided by the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights, we operate under a framework that prioritises the protection of human rights, ensuring both compliance and the opportunity to create a more inclusive, respectful, and fair workplace. Our Respect Human Rights Framework focuses on three core areas:

- (i) Discrimination Prevention
- (ii) Fair Working Conditions
- (iii) Employee Well-being and Safety

Identifying Human Rights Risks in Our Supply Chain

We recognise that human rights risks in the supply chain can arise from labour conditions, ethical sourcing, subcontractor practices, and regulatory compliance gaps. These risks include forced or child labour, particularly in high-risk regions, unfair wages and excessive working hours, where non-compliance with wage laws or excessive overtime may occur, and unsafe working conditions due to suppliers failing to meet occupational health and safety standards. Additionally, discrimination and harassment may persist in supplier operations, while limited grievance mechanisms can prevent workers from reporting concerns safely.

Addressing these risks also presents opportunities to strengthen our supply chain. By implementing fair labour practices, we can improve worker well-being and productivity. Enhancing ethical sourcing can boost brand reputation and stakeholder trust, while investing in supplier training can drive long-term compliance and operational efficiency. Additionally, establishing robust grievance mechanisms fosters a more transparent and responsible supply chain, ensuring both social impact and business sustainability.

DEEP DIVES SUSTAINABILITY TOPICS

- ST 8 RESPECT HUMAN RIGHTS (CONT'D)

Managing Human Rights Risks

Kelington is committed to proactively identifying, assessing, and mitigating human rights risks across our operations and supply chain. Governance and oversight play a key role, with our Board ensuring adherence to the Human Rights Policy, while execution is overseen by the Executive Management Committee and Sustainability Working Group. We enforce a Code of Ethics and Conduct, requiring all relevant external providers to comply with labour laws, fair wages, and occupational health and safety regulations.

To strengthen awareness, we invest in training and capacity building for employees and suppliers on human rights, ethical labour practices, and workplace safety. In 2025, 100% employees participated in awareness sessions on human

rights, workplace ethics, and grievance procedures. Training was designed to strengthen understanding of employee rights, promote respectful workplace behaviour, and ensure all staff are aware of available channels for raising concerns.

Additionally, we conduct supplier due diligence through questionnaires, perform risk assessments and screenings, and arrange targeted audits for high-risk suppliers to ensure compliance with human rights standards. Lastly, we maintain whistleblowing and grievance mechanisms, providing confidential reporting channels for employees, suppliers, and workers to report violations without fear of retaliation. These measures ensure a responsible and sustainable supply chain while upholding human rights.

Commitment to Continuous Improvement

Kelington upholds a zero-tolerance policy toward human rights violations, including forced labour, child labour, discrimination, and unsafe working conditions. Through ongoing monitoring, engagement, and strategic interventions, we strive to create a responsible, ethical, and sustainable business ecosystem.

We track key metrics to measure the effectiveness of our human rights initiatives and grievance mechanisms:

Target 2030	Unit of Measure	Progress		
		FY2023	FY2024	FY2025
Human Rights Violations				
(i) Zero substantiated complaints concerning human rights violations.				
Number of substantiated complaints concerning human rights violations.	Unit	Zero	Zero	Zero
Labour Practices				
(ii) Zero incidents of unfair employment practices.				
Number of incidents of unfair employment practices.	Unit	Zero	Zero	Zero
(iii) Zero reported cases of child labour, modern slavery, or forced labour within KGB Group & its supply chain.				
Number of reported incidents of child labour and/ or modern slavery and/or forced labour within the KGB or its supply chain.	Unit	Zero	Zero	Zero

In FY2025, we are pleased to report that there were 0 incidents of human rights violations within the organisation, and no fines were imposed related to human rights violations by local authorities. This outcome reflects our continued commitment to maintaining high ethical standards and fostering a workplace that upholds human rights.