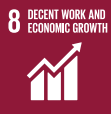


10 HEALTH & SAFETY

Related UNSDGs



Goal 3:
Good Health & Wellbeing



Goal 8:
Decent Work & Economic Growth

Why Is It Important

The safety and well-being of every person involved in our developments is paramount. Everyone who works on our sites, whether our employees, contractors, or partners, deserves to carry out their work in a safe and secure environment and return home safely to their families at the end of each day.

We recognise that achieving this requires more than regulatory compliance. It requires careful planning, disciplined execution, and a strong safety culture across every stage of development, from design and construction planning to site management and contractor oversight. By maintaining high safety standards, we protect our people, support reliable project delivery, and uphold our responsibility as a developer committed to building communities responsibly.

OUR APPROACH

Governance

Oversight is provided by the Board through its Risk Management & Sustainability Committee, which reviews safety performance, key risks, and significant incidents.

At the project level, main contractors are responsible for managing site safety in accordance with regulatory requirements, including the appointment of competent Safety and Health Officers and implementation of site safety controls.

This is supported by our project and safety personnel, who provide independent oversight and monitoring to ensure safety standards are implemented consistently across our developments, based on the Group Health, Safety & Environmental policy.

Site governance is supported through:

- Site Safety Committees involving contractor management, safety personnel, and our project representatives
- Regular site inspections and safety meetings to review performance, incidents, and follow-up actions
- Ongoing monitoring of contractor safety practices and compliance with project safety requirements

Occupational Health & Safety Management Framework

Health and safety is managed through a structured framework aligned with ISO 45001:2018 principles, providing a consistent basis for managing risks across our developments. We also communicate our HSE policy to contractors, vendors and other supply chain partners to ensure clear expectations in maintaining a safe and healthy workplace.

Main contractors are responsible for implementing detailed site-level safety controls and appointing competent Safety and Health Officers in accordance with regulatory requirements. This is supported by our project teams, who provide oversight through site inspections, safety meetings, and ongoing performance monitoring.

Safety requirements are integrated into project planning and construction execution, enabling risks to be identified and addressed early.

Worker participation is supported through site safety inductions, regular toolbox briefings, and Site Safety Committee meetings involving contractor representatives and our project personnel. These platforms enable safety matters to be discussed, risks to be raised, and corrective actions to be implemented where necessary.

Hazard Identification & Risk Assessment

Health and safety risks are systematically managed using Hazard Identification, Risk Assessment and Risk Control (HIRARC) methodologies, implemented by at our workplace and by contractors; overseen as part of our site safety governance.

These assessments are:

- Conducted during project planning and prior to commencement of high-risk activities
- Supported by documented safe work procedures and method statements for critical construction activities
- Reviewed and updated throughout construction to reflect changing site conditions

This approach enables risks to be addressed proactively, rather than reactively, and supports the safe execution of higher-risk activities such as lifting operations, work at height, excavation, and machinery use.

Risk assessments are tailored to the specific characteristics of each development. For example:

- Coastal developments such as Tropicana Cenang in Langkawi and planned waterfront developments in Johor involve additional considerations relating to coastal weather exposure, high winds, and marine environmental conditions.
- Highland developments such as Tropicana Grandhill in Genting Highlands require enhanced risk management for slope works, lifting operations, and construction in elevated terrain.

Risk assessments also consider environmental and human factors such as extreme weather, fatigue, and site living conditions.

Risk assessments also consider environmental and site conditions, including extreme weather, heat exposure, and worker fatigue. Where necessary, additional controls such as temporary work suspension, revised work sequencing, and enhanced supervision are implemented. For heat stress management, the Group follows relevant Department of Occupational Safety and Health (“DOSH”) guidelines and reinforces awareness through regular toolbox briefings to ensure workers recognise symptoms and appropriate preventive measures.

In addition, safety risks to surrounding communities are addressed through site hoarding, access controls, signage, and supervision.

Incident Management, Investigation & Corrective Action

All safety incidents, including near misses, injuries, and dangerous occurrences, are required to be reported and investigated.

Main contractors are responsible for conducting investigations and implementing corrective actions in accordance with regulatory and site requirements. Incident findings are reported to us for review and follow-up.

Corrective actions are monitored through site meetings and safety reporting. Where relevant, lessons learned are shared across other project sites.

Safety performance, including incident trends and significant cases, is monitored and reported to management and the Board.



OUR PERFORMANCE

Health and safety performance is monitored across all project sites, covering both employees and contractor workers. During the reporting period, no work-related fatalities or lost time incidents were recorded, and only minor incidents requiring first-aid treatment were reported.

The lower number of personnel receiving health and safety training reflects the completion of certain project phases during the year, resulting in reduced site workforce and training requirements.

Performance Indicator	Unit	FY2025	FY2024	FY2023	Target
Work-related fatalities (Employees and Contractors)	Number	Nil	Nil	Nil	Maintain zero fatalities
Serious work-related injuries (Employees and Contractors) ¹	Number	Nil	Nil	Nil	Maintain zero serious injuries
Lost Time Injury Rate ("LTIR") (Employees and Contractors) ²	Rate	Nil*	0.67	0.12	Maintain low LTIR and continuously improve performance
Personnel receiving health and safety induction or training ³	Number	1,412	3,820	3,357	Provide health and safety training to all relevant personnel

* This metric has been externally assured by an independent third-party. Please refer to assurance statement at page 181 in this report

1. Serious work-related injuries refer to injuries requiring medical treatment beyond first aid or resulting in restricted work or hospitalisation.
2. LTIR refers to the number of work-related injuries resulting in lost work time per 200,000 hours worked, covering both employees and contractors under Tropicana's project supervision.
3. Personnel include employees and contractors who attended site safety induction, toolbox briefings, or other structured health and safety training programmes during the reporting period.

