



BBG ENERGY



# Financial Report 2025

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This report outlines BBG Energy's operational and financial performance for 2025, highlighting execution discipline, project-based delivery, and the Company's positioning within industrial, construction, and energy sectors.

# Financial Performance Overview

## Selected Financial Highlights

In 2025, BBG Energy delivered a solid financial performance reflecting the effectiveness of its operating model, disciplined cost management, and focused execution across core business activities. The year marked a clear transition from recovery to stabilization, with sustainable revenue growth and a return to profitability.

Revenue growth was driven primarily by increased activity in material and equipment supply, as well as project-based engineering and manpower services. Strong demand from private-sector clients in construction, energy, and oil & gas industries supported business expansion, while the Company's centralized procurement structure enabled efficient sourcing from international markets.

Cost management remained a key priority throughout the year. Although overall operating expenses increased in line with business growth, this was achieved within a controlled framework. Improved workforce efficiency, optimization of operational processes, and reduced non-core costs contributed to maintaining financial balance and protecting margins.

A significant achievement in 2025 was the Company's successful return to profitability. This result reflects management's focus on operational discipline, project selectivity, and value-driven decision-making. Importantly, profitability was achieved while maintaining service quality, delivery reliability, and long-term client relationships.

Overall, the financial performance of BBG Energy in 2025 demonstrates the resilience of its business model and provides a stable foundation for future development, operational scaling, and strategic expansion.

# Management Perspective

Looking ahead, BBG Energy enters the next phase of development with a clear focus on sustainable growth, operational efficiency, and disciplined capital management. The Company's strategic priorities are shaped by the experience gained in 2025 and are aligned with long-term value creation rather than short-term expansion.

The primary focus for the coming period is revenue expansion through core business lines, including material and equipment supply, project-based engineering, and industrial maintenance services. Growth is expected to be driven by deeper engagement with existing private-sector clients, selective onboarding of new projects, and continued strengthening of strategic supplier partnerships.

Operational efficiency remains a central management priority. BBG Energy continues to refine its cost structure by optimizing procurement processes, improving workforce productivity, and leveraging digital tools. The full implementation of an AI-driven procurement and tender management system enhances transparency, shortens decision-making cycles, and supports more accurate cost control across projects.

From a financial perspective, management maintains a conservative and disciplined approach. Expansion initiatives are evaluated based on their contribution to profitability, cash flow stability, and risk profile. The Company avoids aggressive growth assumptions and prioritizes financial resilience, ensuring that operational scale-up remains aligned with internal capabilities and market conditions.

Internationally, the establishment of legal entities in key markets during 2025 provides a structured platform for future growth. While these entities are not yet operational, they position BBG Energy to activate cross-border activities through strategic partnerships from 2026 onward, without placing undue pressure on the Company's financial position.

Overall, BBG Energy's outlook is defined by controlled growth, strengthened operational foundations, and prudent financial management. These priorities support the Company's objective to build a stable, scalable, and resilient business capable of sustaining long-term performance.



# Key Value Drivers



## Transformative Execution

BBG Energy transforms complex industrial requirements into structured, executable solutions through centralized procurement, disciplined project management, and international sourcing. This approach reduces lead times, optimizes costs, and ensures reliable delivery across all projects.



## Multifunctional Operating Model

The Company integrates procurement, project-based engineering teams, industrial maintenance, and logistics coordination into a single operating framework. This end-to-end model enables faster execution, clear accountability, and competitive pricing for clients.



# Industry Context

## Overview

Industrial projects today operate in an environment characterized by supply chain volatility, increasing cost pressure, and rising execution complexity. Clients frequently face fragmented responsibilities across suppliers, contractors, and service providers, resulting in coordination gaps, schedule delays, budget overruns, and reduced operational efficiency. These challenges are further amplified in multi-disciplinary and cross-border projects, where consistent execution, compliance, and accountability become critical success factors.



## Society

Infrastructure development, energy security, and industrial reliability remain critical priorities for both public and private sectors. Companies are expected to deliver projects faster, more efficiently, and with higher accountability while maintaining workforce stability and safety standards.

## Environment

Environmental compliance and sustainability requirements continue to shape industrial operations. Clients increasingly require partners who can align procurement, engineering, and execution with international environmental and safety standards, reducing environmental impact without compromising performance.

## Global Disruptions

Recent global disruptions have highlighted the vulnerability of traditional supply chains. Delays, logistics constraints, and geopolitical uncertainty reinforce the need for integrated partners capable of managing risk, ensuring continuity, and maintaining predictable execution.

# BBG Energy Response

## Integrated Delivery Model

BBG Energy addresses industry challenges through an integrated delivery model that combines centralized procurement, project-based engineering teams, and industrial maintenance services within a single operational framework.



## Operational Efficiency

By consolidating sourcing, technical coordination, and execution responsibility, the Company reduces lead times, minimizes cost volatility, and improves predictability across project lifecycles.

## Risk Management

Centralized decision-making, compliance-driven processes, and structured partner selection enable BBG Energy to manage supply chain, logistical, and execution risks effectively while maintaining transparency and control.

## Client Value

This approach allows clients to work with one accountable partner, simplifying project coordination, improving execution speed, and ensuring consistent quality across all stages of delivery.





## Strength

- Competitive pricing supported by efficient procurement and international sourcing
- Integrated procurement, engineering, and industrial services model
- Centralized decision-making and strong operational control
- Established strategic partnerships with global manufacturers

## Weaknesses

- Capital-intensive nature of industrial projects
- Exposure to third-party logistics and supply chain partners
- Sensitivity to regulatory procedures in public-sector projects
- Ongoing investments required to support long-term growth

## Opportunities

- Expansion into new regional markets through established legal entities
- Growing demand for integrated industrial supply and maintenance services
- Infrastructure development and energy-related projects
- Strengthening partnerships with international manufacturers

## Threats

- Increased competition from international suppliers
- Supply chain disruptions and logistics volatility
- Macroeconomic and geopolitical uncertainties
- Environmental and climate-related operational risks

# Business Profile & Core Activities

## Key Partners

- International manufacturers and OEMs
- Strategic industrial partners
- Engineering and EPC contractors
- Logistics and supply chain partners
- Regulatory and compliance bodies

## Key Activities

- Procurement and supply chain management
- Material and equipment supply
- Project-based engineering teams
- Industrial maintenance (insulation & mechanical works)
- Vendor coordination and logistics management

## Value Propositions

- Integrated end-to-end delivery model
- Cost efficiency through centralized procurement
- Reduced lead times and execution risk
- Single point of accountability
- Reliable quality and compliance-driven execution

## Customer Relationships

- Long-term contractual partnerships
- Project-based engagement
- Dedicated account and project management
- After-sales and technical support

## Customer Segments

- Private industrial companies
- Energy and oil & gas operators
- Construction and infrastructure groups
- EPC and engineering companies

## Key Resources

- Centralized procurement team
- Project-based engineering workforce
- Strategic supplier network
- Digital procurement and tender system
- Established operational processes

## Revenue Streams

- Material and equipment supply contracts
- Engineering and manpower services
- Industrial maintenance projects
- Project-based service agreements





# Business Operating Framework



# Strategic Partnerships

BBG Energy builds long-term partnerships with international manufacturers and industrial solution providers to ensure supply reliability, technical compliance, and competitive pricing. These partnerships enable access to certified products, stable production capacity, and coordinated delivery schedules for complex industrial projects.

Collaboration with strategic partners strengthens BBG Energy's procurement capabilities, reduces supply chain risk, and supports consistent quality across all projects. The Company prioritizes partners with proven track records, strong compliance frameworks, and the ability to support large-scale and time-sensitive requirements.

This partnership-driven approach enhances execution efficiency and allows BBG Energy to deliver integrated solutions aligned with client expectations and project standards.



*Partnership structures may vary by project, scope, and jurisdiction.*

# Product & Services Overview

## Overview

BBG Energy provides an integrated portfolio of industrial products and services designed to support complex projects in construction, energy, and oil & gas sectors. All offerings are structured to ensure reliability, cost efficiency, and compliance with international standards.



### Material & Equipment Supply

BBG Energy delivers a wide range of industrial materials and equipment sourced from established international manufacturers. Centralized procurement and supplier coordination enable competitive pricing, controlled lead times, and consistent quality across all deliveries.



### Engineering & Industrial Services

The Company provides project-based engineering teams, manpower services, and industrial maintenance works, including insulation and mechanical services. These offerings support clients throughout the project lifecycle, from execution to after-sales technical support.





# Product Portfolio

## Overview

BBG Energy maintains a diversified product portfolio covering industrial materials, equipment, and services required for complex projects in construction, energy, and oil & gas sectors. The portfolio is structured to support both standalone supply contracts and integrated project execution.

## Industrial Materials & Equipment

The Company supplies a wide range of industrial materials and equipment sourced from established manufacturers in Europe and Asia. Centralized procurement ensures compliance with technical specifications, controlled lead times, and competitive pricing.

## Engineering & Industrial Services

BBG Energy provides project-based engineering teams, manpower services, and industrial maintenance works, including insulation and mechanical services. These offerings enable seamless execution across different stages of the project lifecycle.

## Portfolio Management

The product portfolio is continuously aligned with client requirements, project complexity, and market conditions. This flexible approach allows BBG Energy to adapt quickly while maintaining execution reliability and quality standards.



# Development Timeline

## 2025

### Operational Consolidation & Digitalization

During 2025, the Company consolidated its core operations in Azerbaijan while implementing an AI-driven procurement and tender management system. Key priorities included process standardization, transparency, compliance alignment, and efficiency improvement.

## 2027

### Beyond | Scalable Growth

The Company plans to activate international operations through strategic partnerships, expand its project portfolio, and scale its integrated operating model while maintaining disciplined governance and financial resilience.

## 2023–2024

### Foundation & Market Positioning

BBG Energy strengthened its operational foundation through centralized procurement, supplier consolidation, and the establishment of a project-based execution model. This phase focused on improving delivery reliability, cost discipline, and operational control.

## 2026

### International Expansion Readiness

BBG Energy completed the legal establishment of entities in strategic international markets. This phase is focused on partnership structuring, supplier onboarding, and preparing controlled cross-border operations without increasing financial risk.



# Target Market

## Primary Sectors

BBG Energy focuses on industrial sectors where execution reliability, timing, and cost discipline are critical. The Company operates at the intersection of procurement, engineering coordination, and industrial services, supporting complex project environments.

- Construction and infrastructure
- Energy and oil & gas
- EPC and engineering contractors

## Energy & Oil & Gas Operators



Clients engaged in upstream, midstream, and downstream activities requiring reliable material supply, engineering support, and industrial maintenance services.

## Construction & Infrastructure Companies



Private-sector developers and contractors executing large-scale construction and infrastructure projects with strict delivery schedules and cost controls.

## Industrial & Corporate Clients



Private industrial groups, EPC contractors, and corporate clients requiring integrated procurement and project-based service solutions.

*Percentages reflect client and revenue mix for FY2025, not market growth rates.*



## Primary Sectors

In 2025, BBG Energy's operational activities are primarily concentrated in Azerbaijan, with project execution supported by an established network of international suppliers and manufacturers. This model allows the Company to combine local operational control with access to global sourcing capabilities.

The sector mix reflects a diversified client base across energy, construction, infrastructure, and industrial segments. Such diversification reduces dependency on any single sector and supports revenue stability in varying market conditions.

# Our Clients

## Client Profile & Engagement Overview

BBG Energy's client base is validated through executed contracts, repeat engagements, and sustained demand across industrial, construction, and energy sectors. The Company operates primarily within project-driven environments, where performance is measured by delivery reliability, technical compliance, and execution continuity.



### Deliverables:

- Executed material and equipment supply contracts
- Engineering, manpower, and industrial service delivery across active projects
- Integrated procurement and logistics support tailored to project requirements
- Ongoing contract extensions and repeat engagements

### Objectives:

- Ensure consistent execution across procurement, engineering, and industrial services
- Maintain high delivery reliability and compliance with technical specifications
- Expand service scope within existing client contracts
- Strengthen long-term client relationships through performance-based delivery

### Key Stakeholders:

**Clients:** EPC contractors, industrial operators, construction and infrastructure companies requiring procurement, engineering coordination, and industrial services.

**Internal Teams:** Procurement, engineering coordination, logistics, project management, and compliance teams.

**Partners:** Approved international suppliers, manufacturers, and logistics partners supporting project execution.

### Success Criteria:

- Stable execution without project disruption
- Repeat engagements and contract extensions
- On-time delivery aligned with project schedules
- Sustained demand across core industrial sectors





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# Market Validation

## Overview

BBG Energy's market position is validated through sustained project execution, repeat engagements, and long-term cooperation with private-sector and EPC clients. Demand for the Company's services is driven by its ability to deliver complex industrial solutions with predictable outcomes. Market validation is reflected not in user metrics, but in project volume, contract renewals, and recurring cooperation across construction, energy, and industrial sectors.

## Key Validation Indicators

- Repeat procurement and service engagements
- Expansion of service scope within existing contracts
- Long-term framework and project-based agreements



### Services & Engineering

Ongoing engagement with private developers and contractors executing large-scale projects.



### Material & Equipment

Continuous demand for material supply, engineering coordination, and industrial maintenance services.



### Framework Agreements

Stable demand supported by framework agreements, long-term supply arrangements, and preferred vendor status with key clients.



### EPC & Industrial Clients

Repeat cooperation driven by reliability, cost discipline, and integrated delivery capability.



# Compliance, Governance & Ethics

## Construction & Infrastructure Projects

BBG Energy operates under a structured governance and compliance framework designed to ensure transparency, accountability, and responsible business conduct across all operational activities. The Company considers governance and ethics as integral components of sustainable performance and risk management. Decision-making is centralized and supported by documented procedures, internal controls, and clear allocation of responsibilities between strategic oversight and operational execution. This structure enables consistent management of projects, procurement activities, and financial discipline.

## Governance Framework

- Centralized management and decision-making structure
- Clear separation between strategic oversight and operational management
- Defined internal controls supporting project governance and financial discipline
- Oversight mechanisms ensuring compliance with internal policies and contractual obligations

## Construction & Infrastructure Projects

BBG Energy maintains formal compliance policies addressing key integrity and regulatory risks, including:

- Anti-Bribery & Corruption Policy
- Know Your Customer (KYC) and counterparty due diligence procedures
- Whistleblowing and internal reporting mechanisms
- Contractual and regulatory compliance across all operations

These measures support ethical conduct, transparency, and responsible engagement with clients, suppliers, and partners.

## Health, Safety & Environment (HSE)

- HSE procedures integrated into project execution and site activities
- Focus on workforce safety, risk prevention, and operational control
- Environmental considerations applied within procurement and execution processes

## Sustainability & International Standards

BBG Energy aligns its operations with internationally recognized principles and standards, including:

- UN Global Compact principles
- ISO 9001 - Quality Management
- ISO 45001 - Occupational Health & Safety
- ISO 50001 - Energy Management

# Market Growth & Opportunity

BBG Energy operates within large-scale industrial markets driven by infrastructure development, energy projects, and ongoing operational maintenance. These markets are characterized by long project cycles, high technical requirements, and sustained demand for reliable procurement and execution partners.

Market opportunity for BBG Energy is defined not by consumer adoption metrics, but by capital expenditure volumes, project pipelines, and recurring industrial demand across construction, energy, and oil & gas sectors.

## CORE MARKET GROWTH INDICATORS

The figures below represent market-level growth trends across BBG Energy's core sectors and reflect broader investment and demand dynamics rather than company-specific performance.

# +86.6%

### Services & Engineering - Dominant Exposure

Market expansion driven by public and private infrastructure investments, urban development programs, and large-scale construction projects requiring integrated procurement and execution solutions.

# +13.4%

### Material & Equipment Supply - Supporting Exposure

Sustained market demand supported by modernization initiatives, maintenance requirements, and long-term operational expenditure across energy assets.

*The figures above reflect BBG Energy's revenue exposure to core market segments and do not represent market growth rates or forecasts.*

# Company Traction

## Internal revenue mix / execution growth

BBG Energy's traction in 2025 reflects strengthening operational momentum driven by higher execution volumes, repeat client engagements, and expansion of service scope within existing contracts. The Company's performance is execution-led, supported by disciplined project delivery, centralized procurement, and integrated service coordination.

Performance is assessed through execution volume, revenue continuity, and delivery reliability rather than consumer adoption or transactional metrics. This approach reflects BBG Energy's positioning as an industrial procurement and execution partner operating within project-driven environments.

### EXECUTION DYNAMICS BY SERVICE LINE

# +86.6%

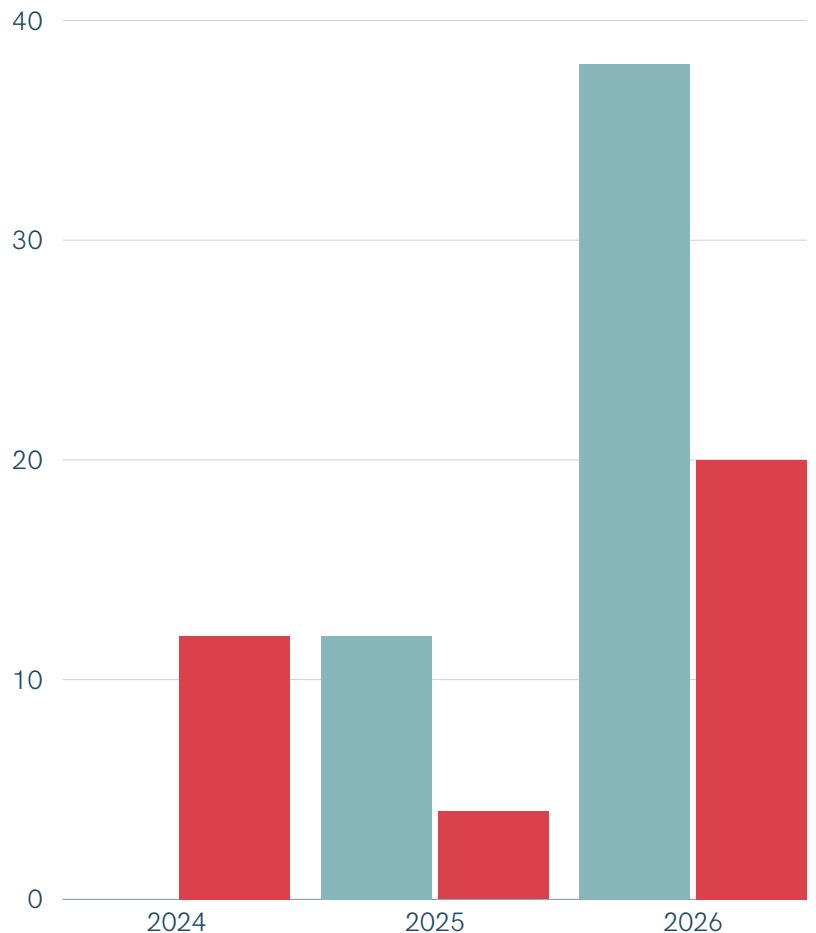
#### Services & Engineering

Revenue is primarily generated through engineering coordination, manpower deployment, and industrial maintenance services. This reflects the Company's focus on project-based execution, long-term service engagements, and repeat contracts with EPC and industrial clients.

# +13.4%

#### Material & Equipment Supply

Material and equipment supply supports ongoing projects through integrated procurement solutions. Supply activity remains project-driven, minimizing inventory exposure while ensuring delivery reliability and technical compliance.



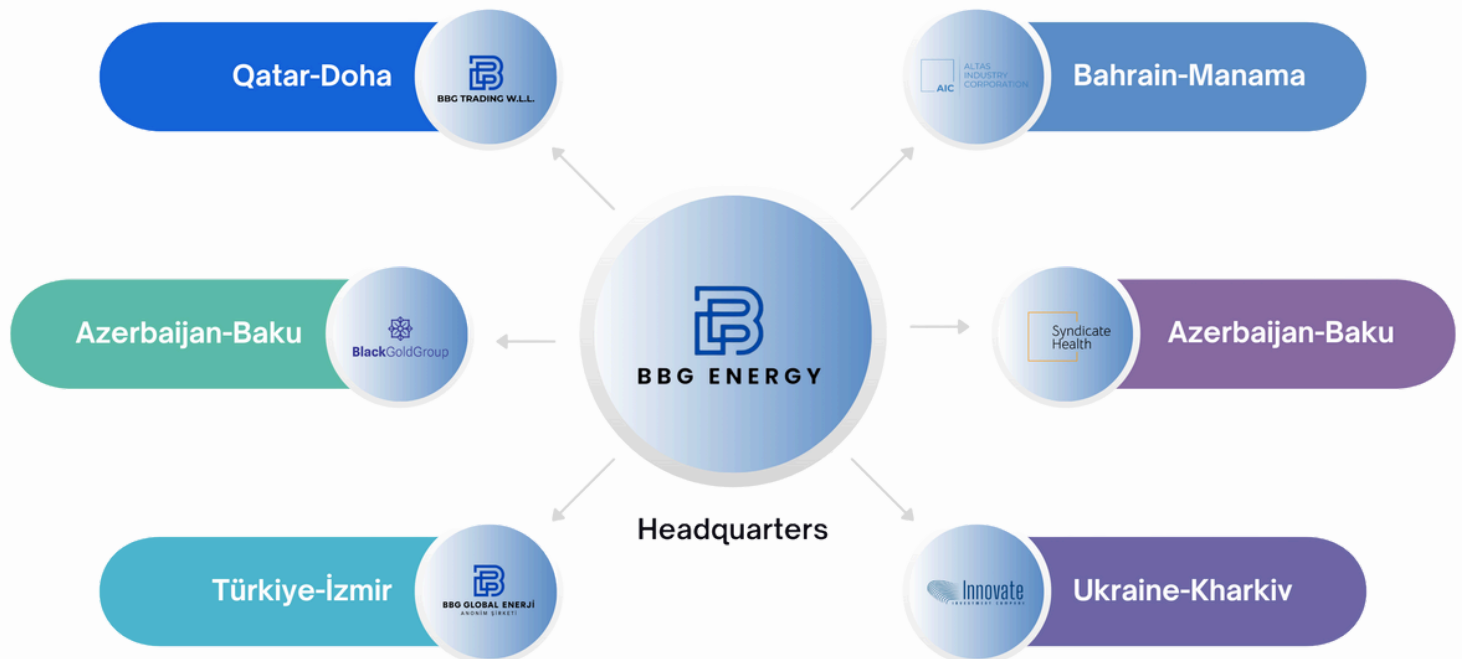
*These indicators represent BBG Energy's internal revenue structure and execution profile for FY 2025.*



# BBG Group Overview

## Operating Structure & Regional Presence

BBG Energy operates as the central headquarters within the BBG Group, coordinating procurement, execution, compliance, and financial oversight across affiliated regional entities. Each company performs a defined operational or market-access role aligned with local regulatory and commercial requirements.



## Group Coordination Model

Strategic oversight, procurement governance, compliance control, and financial coordination are centralized at BBG Energy Headquarters to ensure consistency, transparency, and operational discipline across the Group.

## Group at a Glance

- 6 Countries of operational presence
- Multi-sector execution: Energy, Infrastructure, Industrial Services
- Centralized governance & execution control

*Entities presented operate in accordance with local regulatory requirements and perform defined operational or market-access functions within the BBG Group framework. This overview is provided for informational purposes and does not represent ownership structure disclosures.*





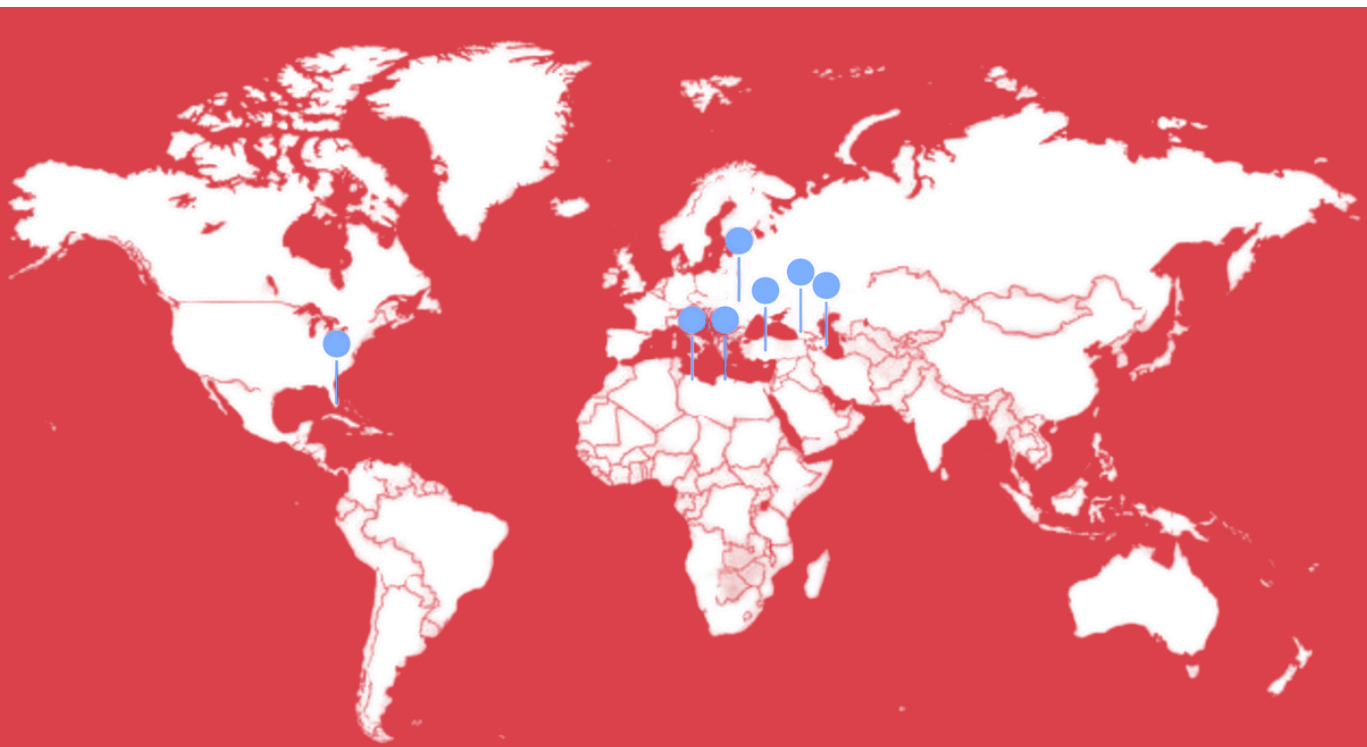
# Geographic Footprint

## Regional Presence & Operational Coverage

BBG Energy maintains an established geographic footprint across key regional markets, enabling efficient execution of industrial projects through local presence combined with centralized governance.

The Company operates through affiliated entities and strategic partners in strategically important jurisdictions, supporting procurement, engineering coordination, logistics, and project execution for clients in the energy, infrastructure, and industrial sectors.

This regional structure allows BBG Energy to respond quickly to project requirements, manage cross-border supply chains, and ensure compliance with local regulatory and commercial frameworks.



## Execution Model

BBG Energy's geographic footprint is structured to balance local execution capability with centralized strategic control, ensuring:

- Consistent operational standards across regions
- Optimized logistics and supply chain efficiency
- Reduced execution and delivery risk
- Scalable support for multi-country projects

This model enables BBG Energy to operate effectively within project-driven environments while maintaining flexibility to expand into new markets aligned with client demand and strategic priorities.

# Financial Statements

## FY 2025

Total Revenue

USD 548,855.78

Operating Expenses

USD 482,211

Net Result

USD 66,644.78

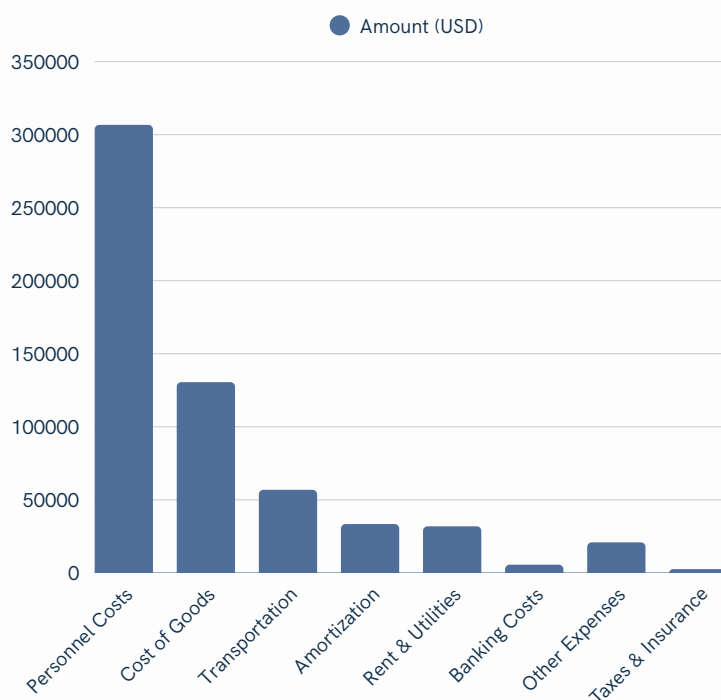
### Revenue Overview

Share	Amount USD	Category
~86.6%	418,279.00	Services & Engineering
~13.4%	130,576.78	Material & Equipment Supply
100%	548,855.78	Total Revenue

### Insights

- Revenue is predominantly generated from engineering, manpower, and industrial services, reflecting the Company's execution-driven, project-based operating model.
- Operating expenses are mainly related to human capital, logistics, and project execution costs, consistent with industrial service delivery.
- The Company maintains positive net profitability, despite elevated operating expenses associated with capacity building and execution scaling.
- Limited exposure to inventory risk, as material supply is largely aligned with confirmed project demand.

### Cost Structure (Summary)



### Challenges

- Margin pressure due to workforce scaling and logistics costs.
- Geographic concentration of operations in 2025 (Azerbaijan only).
- Temporary profitability impact related to operational and structural investments.

### Management Outlook

Management views the 2025 financial outcome as a transitional investment phase. With core systems implemented, procurement digitalized, and international entities established, the Company is positioned to improve margins and return to profitability as volumes scale and cross-border partnerships are activated.

*Reporting Note: All figures are converted from AZN to USD using an exchange rate of 1 USD = 1.70 AZN.*

# Financial Outlook 2026

## Outlook Framework

The 2026 financial outlook is based on conservative assumptions and reflects management's focus on sustainable growth, margin recovery, and disciplined execution. Expansion initiatives are structured to leverage existing operational capacity and partnerships without introducing excessive financial risk.

## Revenue Outlook

Revenue growth in 2026 is expected to be driven primarily by:  
*Increased volume of engineering and manpower contracts*  
*Selective material and equipment supply projects with controlled margins.* *Activation of international partnerships without capital-intensive market entry*

**Target Revenue Range:**  
**USD 520,000 – 580,000**

## Cost and Margin Expectations

*Stabilization of personnel costs through higher utilization of existing teams, Improved logistics efficiency and procurement optimization, No significant one-off investment expenditures anticipated.*

**Target Net Margin: 3% – 6%**  
**Expected Outcome: Return to positive net profit**

## Break-Even Analysis

Growth in 2026 will remain aligned with:  
*Cash flow stability*  
*Project-level profitability thresholds*  
*Risk-adjusted return criteria*

This disciplined approach supports scalable growth while maintaining balance sheet resilience and financial control.



# Performance Overview

BBG Energy's performance in 2025 reflects a year of operational consolidation, capacity building, and strengthened execution discipline. Performance is assessed through project delivery reliability, revenue structure, cost control, and client retention.

Operational focus during the year was placed on:

- Stable execution across engineering, manpower, and industrial services
- Improved coordination between procurement, logistics, and site execution
- Controlled scaling aligned with confirmed project demand

From a financial perspective, revenue generation remains primarily execution-driven, with cost structure aligned to human capital and logistics requirements typical for industrial project environments.

## Client Engagement & Satisfaction

BBG Energy maintains long-term relationships with private-sector and EPC clients, supported by consistent delivery quality and technical compliance.

**Key Indicator:**

High level of repeat engagements and contract extensions, reflecting client confidence in execution capability and reliability.

## Operational Performance

- Stable execution across engineering, manpower, and industrial services
- Increased project complexity handled without disruption
- Improved coordination between procurement, logistics, and site execution

## Financial Performance Snapshot

- Revenue driven primarily by engineering and manpower services
- Cost structure aligned with project-based delivery model
- Temporary margin pressure linked to workforce scaling and logistics investments

## Management Assessment

Management considers 2025 a foundation year, focused on building sustainable operational capacity. Performance indicators demonstrate readiness for controlled scaling, improved efficiency, and return to profitability as volumes increase.

# Chairman's Statement

The year 2025 marked an important phase in the development of BBG Energy. It was a year characterized not by rapid expansion, but by deliberate consolidation, strengthened operational discipline, and long-term strategic positioning.

Operating within a demanding industrial environment, the Company focused on reinforcing its core capabilities—procurement efficiency, execution reliability, and compliance-driven governance. These priorities guided decision-making throughout the year and served as the foundation for building a scalable and resilient operating model aligned with complex, project-driven markets.

While the financial outcome for 2025 reflects a transitional investment phase, it also underscores management's commitment to sustainable growth. Targeted investments were made in human capital, digital procurement systems, and internal operational processes. These initiatives were essential to support future scalability, enhance execution quality, and improve coordination across increasingly complex industrial projects.

BBG Energy continues to operate with a clear understanding of its role as an integrated industrial partner. The Company remains focused on disciplined project selection, risk-adjusted growth, and the development of long-term client relationships, prioritizing consistency and reliability over short-term volume expansion.

Looking ahead, BBG Energy is well positioned to improve operational leverage and financial performance. With core systems implemented and international structures established, the Company enters the next phase of development with confidence, prudence, and a clearly defined strategic direction.

On behalf of the Board, I would like to express our appreciation to our clients, partners, and team members for their trust, collaboration, and commitment throughout this pivotal year.



**MEHRA LI GASIMOV**  
CHAIRMAN

# Closing Statement

This Financial Report reflects BBG Energy's commitment to transparency, disciplined management, and responsible growth. The information presented provides an accurate view of the Company's operational performance, financial position, and strategic direction as of the reporting period.

BBG Energy remains focused on building long-term value through execution excellence, risk-aware expansion, and strong governance practices. Management believes that the foundations established during this period will support improved financial performance and sustainable growth in the years ahead.

The Company appreciates the continued trust of its clients, partners, and stakeholders and looks forward to strengthening these relationships as BBG Energy enters the next phase of development.

## Outlook Framework

This report may contain forward-looking statements based on current expectations and assumptions. Actual results may differ due to market conditions, operational factors, and other risks beyond the Company's control. BBG Energy undertakes no obligation to update these statements except as required by applicable regulations.

## Governance & Accountability

BBG Energy maintains a structured governance framework designed to ensure accountability, risk oversight, and compliance with applicable legal and regulatory standards across all operating jurisdictions. Decision-making processes are supported by centralized oversight, internal controls, and defined approval structures aligned with the Company's operational scale and complexity. Risk management practices are embedded into project selection, supplier engagement, and execution planning, enabling the Company to proactively identify, assess, and mitigate operational, financial, and compliance-related risks.

## Commitment to Stakeholders

The Company remains committed to maintaining open and constructive engagement with its stakeholders, including clients, partners, financial institutions, and regulatory authorities. Transparency, ethical conduct, and performance integrity continue to guide BBG Energy's interactions and reporting practices. BBG Energy views long-term trust as a critical asset and will continue to prioritize reliability, compliance, and disciplined execution as the basis for sustainable value creation.

## Commitment to Stakeholders

This Financial Report has been prepared to provide stakeholders with a clear and balanced view of BBG Energy's performance and strategic positioning as of FY 2025. It reflects management's focus on resilience, governance, and long-term operational readiness.





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# Thank You

**Further information is available upon request**

We appreciate the continued trust and support of our clients, partners, and stakeholders. Your confidence enables us to strengthen our operations, enhance execution discipline, and pursue sustainable, long-term value creation.

BBG Energy remains committed to transparency, responsible governance, and reliable delivery across all areas of our business. We look forward to deepening existing partnerships and building new relationships as we enter the next phase of development.