



Business Continuity Plan

COVID-19

April 30, 2020

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BUSINESS CONTINUITY PLAN

COVID-19

1. Preface

The World Health Organization (WHO) declared the COVID-19 novel coronavirus a public health emergency of international concern on January 30th, 2020 and subsequently characterized it as pandemic on February 11th, 2020.

In light of the current challenges caused by the COVID-19 outbreak in many parts of the world, including Nigeria, exceptional measures have been implemented across nations and corporate bodies to reduce the spread of the virus. This Business Continuity Plan provides information on the specific measures Julius Berger Nigeria Plc (Julius Berger) has put in place in response to the pandemic.

While the full impact of COVID-19 on global business is still uncertain, what is clear is that health and safety as well as operational resilience is amongst the company's top priorities during these unprecedented times.

Julius Berger is committed to do its part to promote the well-being of its staff, clients, business partners and local communities. As such, the company has activated its business continuity plans and is monitoring the development of the situation globally and locally on a continuous basis.

2. Crisis Management

Julius Berger has established a Corporate Crisis Management Team (CCMT) as well as Decentralized Crises Management Teams (DCMT) in each of the company's operational regions and subsidiaries.

The CCMT and DCMTs enable the company through monitoring of its environment, staying in touch with relevant authorities, gathering of intelligence and coordinating of responses in line with existing procedures. A central function is assigned to ensure that members of the CCMT have access to public health information and recommended practices for each of the company's operational regions. Julius Berger has established a communication link to disseminate information between the CCMT and DCMTs and further on throughout the company, where required. Crisis communication protocols are put in place to guide the process.

Management has delegated responsibility while the Board retains overall responsibility for Policy setting, supervision and implementation.

3. Protection of our staff

Julius Berger has taken a broad variety of measures to protect staff since the start of the health crisis in Nigeria. Actions include internal awareness campaigns, enforcement of specialized health and safety protocols and social distancing rules, banning of non-essential travel, limitation of access to company premises and construction sites as well as suspension or strict limitation of all face-to-face meetings between staff internally or with external clients or business partners.

Some of our construction sites and other premises such as construction yards, workshops, manufacturing facilities or offices have been affected by government actions, such as curfews, total lockdowns or movement restrictions, aimed to prevent the spread of COVID-19 in the

country. These construction sites or premises are currently under suspension. All active construction sites or premises are operating under increased health and safety precautions designed to address the specific areas of concern regarding elimination of transmission of COVID-19.

The following measures have been put in place irrespective of the level of operation:

- Awareness campaigns for staff - all sites have been equipped with posters as a reminder for personal hygiene
- Information about recommendations by the Nigerian Centre for Disease Control (NCDC)
- Minimising of physical meetings across the board and advocating of social distancing
- Installation of state-of-the-art video conference applications on the IT systems of all system-relevant employees to ensure readiness for remote working
- Increased distribution of health and hygienic items such as hand sanitisers and personal protective equipment to all premises and construction sites to meet additional demands
- Mandatory 14-day self-isolation of any staff with critical travel history or typical COVID-19 symptoms - access to the company's premises or construction sites are permitted only after the mandatory isolation period, with no symptoms manifesting.

Where construction sites or other premises have been affected by a lockdown the following measures have been put in place:

- Maintenance of essential services for securing ongoing performance of critical activities
- Constant monitoring of the developments
- Preparation of return to work protocol
- Adequate security protocols to protect our company assets

Where construction sites are operating, various procedures have been put in place, including but not limited to:

- Health, Safety and Environment (HSE) toolbox meetings to improve training in safety and protection measures by practicing proper hygiene, through frequent hand washing, use of sanitizers, and practicing social distancing
- Illness of staff protocols, to ensure imminent isolation and medical attention in case of infection or other health problem
- Travel to site protocols to ensure staff transport services are carried out in accordance with government requirements and social distancing rules
- Establishment of designated site access points to ensure solely business essential visitors are granted access to sites and to safeguard that only employees who have washed their hands with soap and sanitizer enter a site
- Establishment of canteen and eating arrangement protocols across all construction sites to avoid crowd effects during lunch times

Where in any of above circumstances a staff is suspected to have or has developed COVID-19 symptoms the following procedure shall apply:

- The person shall immediately go into self-isolation and refrain from any contact to other persons, and
- The person shall inform the HSE Manager, and
- The person shall get in touch by phone with NCDC or its respective health care provider, as the case may be, for coordination of consultation, testing or treatment

4. Protection of our business

- All Executive Directors are carrying on their work from separate remote offices in Nigeria
- A close exchange of the Executive Management and the Board of Directors on the dynamic developments of the business is guaranteed through extraordinary Board Meetings by video conference
- A close contact to the company's clients and business partners enable Julius Berger to assess the status and work requirements of each individual project
- Thorough analysis of the effects of the COVID-19 pandemic on contractual rights and obligations and any mitigation measures thereof are conducted
- Thorough analysis of the effects of the COVID-19 pandemic on the national and international supply chains and the knock-on effects of the company are conducted
- The company's business continuity plans also extend to subcontractors. Julius Berger has been liaising closely with its subcontractors to assess their own Business Continuity Plans and can confirm that they are robust to support Julius Berger's business operations.

- Scenario planning for different macro-economic forecasts is in place and regularly reviewed. The scenario planning includes, but is not limited to:
 - Progress forecasts
 - Financial forecasts
 - Turnover stress tests
 - Result and liquidity stress tests
- Above forecast and stress tests allow the company to ensure business continuity under the special circumstances of COVID-19
- Video conferences replace most physical meetings, which have been reduced to an absolute minimum
- The company's IT solutions allow secure access to company servers from various remote locations including home offices in Nigeria or abroad

5. Regulatory Compliance

While our business continues and remains operational the company has been affected in some areas by government regulations on COVID-19 and operates in full compliance therewith.

6. Corporate Citizenship

As a committed corporate citizen, the wellbeing of its fellow citizens is paramount to Julius Berger. The company is carrying out a number of initiatives to support Federal and State Governments, Local Government Areas, as well as key public agencies and healthcare providers in their fight against the virus.

The focal areas of Julius Berger's COVID-19 CSR campaigns are:

- Resources for hospitals - provision of beds for hospitals and other required supplies, such as partition walls, mattresses, pillows, bedsheets and lockers
- Food for communities –donation of food relief packages to various communities to provide kitchen staples and essential cooking supplies to citizens
- Support for sanitation –mobilization of the company's equipment and resources for decontamination and fumigation of key areas in Lagos and Abuja
- Logistical support –mobilization of the company's equipment for transportation of food and donation of resources to support with general security measures

Through the initiatives outlined in this plan, Julius Berger has taken action to support in the fight against the COVID-19 pandemic and to minimize its effects on the country and its citizenry, while ensuring the resiliency of the company.

Julius Berger will continue to closely monitor the current COVID-19 status and government advice, taking public safety precautions very seriously and providing support in these challenging times.

7. Communications and Questions

This document establishes Julius Berger Nigeria Plc's Business Continuity Plan. Should you have any questions, please contact the company through the relevant contact forms on our website <https://www.julius-berger.com/contact>.

Kindly note that we may not respond to specific questions about the Business Continuity Plans to the extent that it could compromise our business secrets, confidentiality obligations or general security.

Document Legend

| S/N | Approved by | Date | Description of changes |
|-----|--|----------------|------------------------|
| 1 | Board Risk and Assets Management Committee | April 30, 2020 | Initial Approval |
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