

TEHO INTERNATIONAL INC LTD.

SUSTAINABILITY REPORT 2025



This Sustainability Report has been reviewed by the Company's Sponsor, SAC Capital Private Limited (the "Sponsor"). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "SGX-ST") and the SGX-ST assumes no responsibility for the contents of this Sustainability Report, including the correctness of any of the statements or opinions made or reports contained in this Sustainability Report.

The contact person for the Sponsor is Ms Audrey Mok (Tel: (65) 6232 3210) at 1 Robinson Road, #21-01 AIA Tower, Singapore 048542.

Sustainability Report

Table of Contents

1	BOARD STATEMENT	3
2	ABOUT THE REPORT	4
2.1	Report Scope.....	4
2.2	Report Methodology.....	4
2.3	Report Structure	5
2.4	Report Contact and Feedback.....	5
2.5	Internal Review	5
3	CORPORATE PROFILE	6
3.1	Vision and Mission	6
3.2	Scale of business	6
3.3	Governance.....	6
3.4	Ethics and Compliance	7
4	INTEGRATING SUSTAINABILITY INTO OUR BUSINESS	8
4.1	Sustainability Management Framework.....	8
4.2	Key Stakeholders and Material Issues	8
4.3	Alignment with International Initiatives	10
4.3.1	Sustainable Development Goals (SDGs).....	10
4.3.2	United Nations Global Compact (UNGC).....	11
4.4	Awards and Achievements.....	12
5	CLIMATE-RELATED DISCLOSURES.....	14
5.1	Governance.....	14
5.2	Strategy	14
5.3	Risk Management	16
5.4	Metric and Targets.....	16
6	STAKEHOLDER ENGAGEMENT.....	18
6.1	Protecting Our Environment for the Future Generations.....	19
6.1.1	Our Approach	19
6.1.2	Reduction of Carbon Footprint	19
6.1.3	Reduction of Water Consumption	20
6.1.4	Reduction of Paper Consumption	21
6.2	Caring for Our Employees	22
6.2.1	Our Approach	22
6.2.2	Employment Practices.....	23
6.2.3	Workforce Diversity	26
6.2.4	Employee Benefits.....	29
6.2.5	Safety and Health in the Workplace.....	30

Sustainability Report

6.2.6	Individual Rights	31
6.3	Focusing on Our Customers' Needs	31
6.3.1	Our Approach	31
6.3.2	Customer Feedback and Satisfaction	31
6.3.3	Service Quality and Safety	32
6.3.4	Data Safety and Privacy	32
6.4	Partnering Our Suppliers	33
6.4.1	Our Approach	33
6.4.2	Supplier Selection	33
6.4.3	Supplier Review	33
6.5	Supporting Our Community	34
6.5.1	Our Approach	34
6.5.2	Our Community Initiatives Highlights	34
7	SGX 5 PRIMARY COMPONENTS INDEX	34
8	GRI CONTENT INDEX	35
9	GLOSSARY	39

Sustainability Report

1 BOARD STATEMENT

It gives us great pleasure to present our sustainability report for the financial year ended 30 June 2025 ("FY2025"). In our sustainability report, we will be highlighting the progress and achievements of our organisation for FY2025, with particular focus on our commitment to working alongside our valued stakeholders to build a sustainable business based on our resilience, adaptability and innovation. Material Environmental, Social and Governance ("ESG") factors are encapsulated in the Group's corporate strategy and business plan formulation.

The board of directors (the "**Board**") is entrusted with the ultimate responsibility of setting the Group's ESG goals and overall management of material ESG factors, supported by the Corporate Sustainability Committee ("**CSC**"), the Corporate Sustainability Champion and the Corporate Sustainability Work Group. Working through the CSC, the management of the Company is tasked with identification and implementation of the Company's approach to the material ESG factors identified. Information on the governance structure is further provided in section 3.3 of this report. Information regarding the basis for report boundaries and the Group's materiality assessment is provided in section 4 of this report.

This sustainability report is structured to reflect the interests of our key stakeholders, namely, the (i) future generations, (ii) employees, (iii) customers, (iv) suppliers, and (v) communities. The identification of such key stakeholders is based on an analysis performed on our business and operation models as the basis for our stakeholder mapping and materiality assessment. For each stakeholder group, we have laid out our approaches that govern how material issues are identified as well as how the issues are prioritised and managed. We then present our initiatives relating to sustainability in the areas of environmental, social and economic issues relevant to our Group. Finally, we provide our key performance indicators, performance targets and outcomes of the material ESG factors.

It is our belief that building a sustainable business is vital to our continued success and that we must be fully accountable for the impacts on our environment, customers, people, community as well as our financial performance.

The delivery of sustainable results is a critical aspect of our ability to remain strong and financially stable. Acknowledging this helps focus our commitment to the principles laid out in our Corporate Sustainability Policy. Our commitment to these principles includes, but is not limited to, demonstrating good governance by incorporating sustainability principles into activities and decision-making processes across businesses and operations, reviewing and continually strive to improve our sustainability performance, as well as reporting the performance and status of our sustainability activities on an annual basis. Our responsibility to society is to ensure that sustainable practices are incorporated into every link of our value chain. We must meet the needs not only of our customers, employees and the community we operate in, but also those of our environment and our future generations.

This report provides details on how we have met our responsibilities with our key stakeholders in FY2025.

On behalf of TEHO's Board of Directors,

Lim See Hoe

Executive Chairman and Chief Executive Officer

Sustainability Report

2 ABOUT THE REPORT

This sustainability report articulates our commitment to sustainability and transparency. The report is designed to provide a transparent and balanced view of TEHO International Inc Ltd. (“**TEHO**” or the “**Company**” and together with its subsidiaries, the “**Group**”), to reflect the interests of our key stakeholders, and to address those interests pragmatically. This report aims to include comprehensive and accessible information on the Company’s strategy towards sustainability, key issues as well as data according to recognised standards.

2.1 Report Scope

The report covers the performance of our consolidated entities for FY2025. The content of this report focuses on the sustainability performance, activities and initiatives that are under our direct control and our local supply chain, excluding joint ventures. Since FY2024, we have included operations in Europe, the Americas and Republic of Korea into our reporting scope. Consequently, we identified the need to adjust our baseline from FY2019 to FY2024 to better reflect our current operations, and the need to incorporate our overseas operations included in the scope of this report.

This report covers our marine and offshore segment, within our material operational boundaries in Singapore, Europe, the Americas and Republic of Korea. TEHO Water was included in our sustainability reports as it contributes meaningfully to water treatment and environmental sustainability. Its inclusion ensures a more comprehensive and accurate reflection of our sustainability performance.

Material issues and topics described in this report have been selected according to their level of significance within the Company boundaries, the sustainability context and the expectations of stakeholders. These are reported in a consistent manner for comparability of our performance indicators over time.

This sustainability report focuses on the Group’s sustainability strategies and practices whilst highlighting the economic, environmental, social and governance aspects of our activities and developments. The report aims to provide an overview of our approach, priorities and targets, as well as a performance review for our key sustainability areas.

2.2 Report Methodology

This report has been prepared in compliance with the requirements of Rules 711A and 711B of the Listing Manual Section B: Rules of Catalist of the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”) (the “**Catalist Rules**”) as well as with reference to the [Global Reporting Initiative \(“GRI”\) Standards 2021](#) for the reporting period. We have chosen the GRI Standards reporting guidelines for its robust guidance which offers an international reference for the disclosure of governance approach and of the environmental, social and economic performance and impacts of organisations. This report has also taken into consideration the primary components of the report content as set out by the SGX-ST’s “Comply or Explain” requirements for sustainability reporting including the sustainability recommendations of the Taskforce for Climate-related Financial Disclosures (“**TCFD**”). The data in this report covers our ESG performance from the period 1 July 2024 to 30 June 2025. Our data are reported in good faith and to the best of our knowledge. We will continue to improve our data collection processes.

Sustainability Report

2.3 Report Structure

This Sustainability Report is structured to reflect the interests of our key stakeholders. We have identified five (5) key stakeholder groups, namely, the future generations, employees, customers, suppliers and communities. For each stakeholder group, we lay out our management approaches that govern how material issues are identified as well as how the issues are prioritised and managed. Further, we then present our initiatives relating to sustainability in the areas of environmental, social and economic issues relevant to our aspects and boundaries. Finally, we provide the information of our key performance indicators, performance targets and outcomes.

The information regarding the basis for report boundaries and our materiality assessment is provided in section 4 of this report.

Altogether, this report provides the basis for our responses and disclosures with reference to the [GRI-Standards 2021](#) requirements. Relevant sections in the report are referenced in the GRI Content Index provided in section 8 of this report.

2.4 Report Contact and Feedback

We welcome and value your feedback on the content of this report and encourage you to contact us through the following channels:

❖ In writing to:

TEHO International Inc Ltd.
1 Commonwealth Lane
#09-23 One Commonwealth
Singapore 149544

Attention to:
Corporate Sustainability Committee

❖ Via our contact page at <https://teho.com.sg/contact/>

This report is provided in PDF format only and is available for download on the following page of our website: <https://investor.teho.com.sg/sr.html> or on SGXNet.

2.5 Internal Review

In line with the requirement of sustainability reporting disclosures by SGX, TEHO has undergone an internal review process covering specific procedures and controls of our sustainability reporting process. While we have not sought external assurance for this report, we have relied on internal data monitoring and verification to ensure accuracy.

Sustainability Report

3 CORPORATE PROFILE

3.1 Vision and Mission

Our vision is to be a leading and trusted key supplier for the marine, offshore and oil & gas industries.

Our mission is to build a company that is recognised internationally as a dependable key supplier and servicing different customers in various major ports of the world.

3.2 Scale of business

Since our establishment in 1986, TEHO Group has grown from a small, domestic rigging and mooring company to an international marine and offshore solutions provider, with diversified interests including real estate developments and consultancy.

Originally in the rigging and mooring business, our focus on customer service and continuous product and staff development generated significant growth and financial stability, and led to our listing on the Singapore Exchange in 2009 as TEHO International Inc Ltd.

Since then, we have expanded the Group through acquisitions and diversification into other industries including water treatment, engineering businesses, property development and consultancy services. This strategic diversification has strengthened our capabilities, broadened our expertise, and provided multiple avenues for sustainable growth. At the same time, we extended the global reach of our rope and mooring business to Europe, the Americas, China, Republic of Korea and the Middle East through wholly-owned subsidiaries and local partnerships.

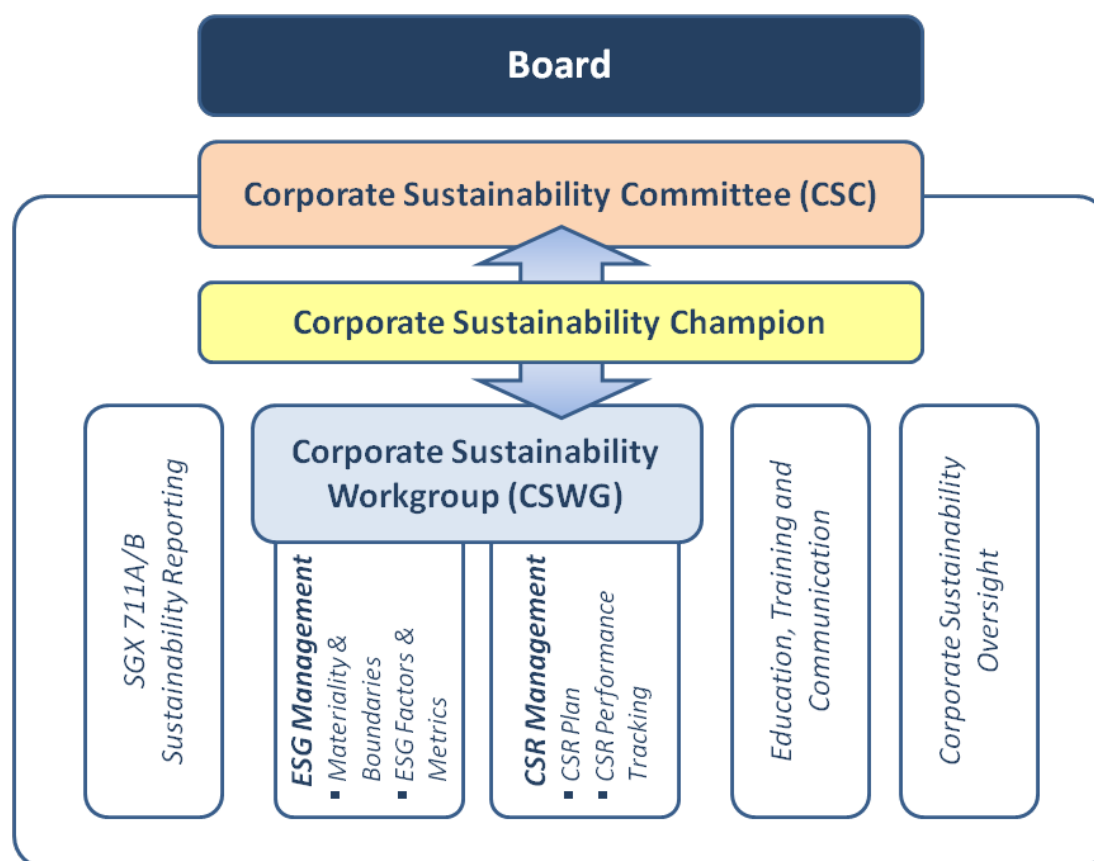
The Group has employees across the regions where we operate. In FY2025, we have a total of 138 employees (FY2024: 128) in our marine and offshore businesses in Singapore, Europe, the Americas and Republic of Korea, of which 100% (FY2024: 100%) are permanent employees. For more information about employee composition, please refer to "Caring for Our Employees" in section 6.2 of this report.

3.3 Governance

The Board oversees all corporate governance and operational matters relating to our business. For corporate sustainability, the Board is supported by the **CSC** which includes designated senior executives and is chaired by our Executive Chairman and Group Chief Executive Officer ("**CEO**"). The CSC provides leadership and approval over corporate sustainability matters such as [Corporate Social Responsibility \("**CSR**"\)](#) plan, community investment and environmental initiatives. Supported by the CSC, our Corporate Sustainability Champion (the "**Champion**") is our Subject Matter Expert ("**SME**") in the area of corporate sustainability. It proactively raises awareness through education and training across the organisation. Further, through the Corporate Sustainability Work Group ("**CSWG**"), which comprises specialists involved in the day-to-day activities of the CSC, our Champion identifies the Group's [ESG](#) factors, before engaging stakeholders, businesses and functions to execute the Group's sustainability plan. Businesses and functions provide back-to-back assurance over the quality of information used for sustainability reporting.

In alignment with the TCFD framework, the Board also oversees climate-related risks and opportunities, ensuring that governance structures support the Group's decarbonisation strategy and climate disclosures. This reinforces our commitment to transparent and accountable climate governance.

Sustainability Report



3.4 Ethics and Compliance

Being a listed company on the SGX-ST, we are committed to maintaining a high standard of corporate governance, to ensure greater transparency and to protect the interests of the Company's shareholders. Our corporate governance framework covers ethics and compliance through a Code of Conduct as well as action guidelines which are to be adhered by employees across the organisation. TEHO has in place a whistle-blowing policy, which establishes the procedures for reporting in good faith any improper conduct while protecting the whistle-blower from reprisals. In addition, the Employee Code of Conduct, found in the Employee Handbook, sets out expectations of employees in relation to issues such as fraud or bribery. Our employees are required to adhere to the Employee Code of Conduct and maintain high levels of integrity. Internal Auditors monitor for risk of corruption and report any findings to the Audit and Risk Committee ("**ARC**"), without the presence of management as a means of monitoring TEHO's policies and performance internally. As part of its ongoing anti-corruption efforts, the Group is preparing to conduct relevant awareness training for employees to reinforce ethical standards and enhance internal controls. There is zero incident of corruption reported in the past three financial years.

Target

Perpetual target:

To maintain zero incident of corruption and increase the Group's employees' awareness of anti-corruption.

Sustainability Report

4 INTEGRATING SUSTAINABILITY INTO OUR BUSINESS

We believe [CSR](#) is a key driver towards long-term sustainability. Such responsibility is pragmatically integrated into our business practices as one of the core values in our corporate culture. Embedding such responsibility into our management and operational processes across the value chain allows us to establish credibility among our stakeholders. Through our actions today, we play a part in influencing the environment for our future generations. By integrating the notion of sustainability in our business, we ensure that our business strategies and operations are in line with a long-term vision towards a conducive and sustainable future.

Despite escalating global trade tensions in a slowing economy, we remain steadfast in growing our core business in a sustainable manner. We expect greater challenges in the coming years and will strive to remain committed to seeking high-value and high-performance product offerings to sustain our competitive edge.

4.1 Sustainability Management Framework

In FY2025, we performed an analysis on our business and operation models as the basis for our stakeholder mapping and materiality assessment. Through our analysis, we identified five (5) key stakeholder groups within our sustainability context and their respective material issues are to be shown in this report. The outcome was reviewed and approved by the Board.

4.2 Key Stakeholders and Material Issues

We perform regular reviews of our assessment and feedback process in relation to [ESG](#) topics. Key to this is our regular [Enterprise Risk Management](#) exercise which entails the identification, assessment and documentation of key stakeholders, material risks and corresponding internal controls. Such material risks include fraud and corruption, environmental, health and safety, and human capital risks which are [ESG](#)-relevant. We are continuously improving the adequacy and effectiveness of our risk and control self-assessment process in response to the changing business and operational environment.

Through regular stakeholder engagement, we identify and review material issues that are most relevant and significant to both the Group and stakeholders. For external stakeholders, we prioritise issues that are important to society and applicable to us. Based on these insights, we focus our sustainability efforts and report on issues that are most material to our business and stakeholders.

Considering that specific stakeholders and material issues may differ across countries and regions, this report covers stakeholder engagement and material issues for our operations in Singapore, Europe, the Americas and Republic of Korea.

Sustainability Report

Stakeholders	Material Issues	Significance
Future Generation	❖ Environmental education of our employees and customers ❖ Reduction of carbon emissions ❖ Energy consumption ❖ Water consumption ❖ Compliance with best practices and standards on Green initiative, such as, Eco-Office Label by the Singapore Environmental Council	Our sustainability agenda for the environment and future generation is embedded into the day-to-day business activities among our staff. We continue to strive to improve from a holistic perspective through the Company culture and practices. Within the big picture of sustainability, we take steps to focus on key goals such as curbing global warming, conserving and recycling resources. Such areas are crucial to a sustainability economic ecosystem for our customers which are keys to our business sustainability.
Employees	❖ Employee well-being through workplace health & safety and work life balance ❖ Regular training of employees on critical skillsets to sustain competitiveness ❖ Competitive compensation scheme to retain talents ❖ Non-discrimination, diversity and equality ❖ Senior management engagement with employees	An ethical and professional working environment is crucial in cultivating a corporate culture which motivates and empowers our employees to meet their full potential both professionally and personally.
Customers	❖ Safety of our customers in our services delivery ❖ Customer data privacy protection ❖ Customer satisfaction and customer-centric approach	The quality and safety of our services and products to our customers are the core focus of our commitments. Through our quality and safety commitments to our customers, we will, in turn, be contributing to their own successful sustainable development.
Suppliers and partners	❖ Environmental, labour and human rights impact in the supply chain	To effectively and meaningfully implement our sustainability agenda, it is important that our suppliers and partners share our values in their business practices in the areas such as the environment, human rights, labour practices and corporate ethics. Such alignment of values is a crucial part of building mutually beneficial relations with suppliers and channel partners to enhance both their own competitiveness and that of ours.
Community	❖ Impact on communities and local economies, and future generation education ❖ Economic value generated and distributed to local community	In our vision in moving our business to high-value-added business areas, abilities to identify and attract people with knowledge and talent are crucial to sustainability of our businesses. Within a broad range of our community engagements, we focus on the education of today's youth and providing financial and practical support to targeted local and communities, through donation, sponsorship, fundraising and voluntary activities.
Common to All Stakeholder Groups	❖ Compliance with prevailing laws and regulations ❖ Good corporate governance & ethics, transparency and non-financial reporting ❖ Ethical business practices such as anti-corruption ❖ Grievance mechanisms	Legal compliance and ethical practices are the core foundation of our business. Our such culture is established and sustained through strong corporate governance, transparent reporting and open communications with all our stakeholder groups.

Sustainability Report

4.3 Alignment with International Initiatives

4.3.1 Sustainable Development Goals (SDGs)

Established in 1945 under the Charter of the United Nations (the “UN”), the General Assembly occupies a central position as the chief deliberative, policymaking and representative organ of the UN. Comprising all 193 Members of the UN, it provides a unique forum for multilateral discussion of the full spectrum of international issues covered by the Charter. It also plays a significant role in the process of standard-setting and the codification of international law.

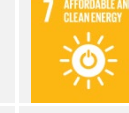
On 25 September 2015, the UN General Assembly adopted the 17 [Sustainable Development Goals \(“SDGs”\)](#) to end poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda. Each goal has specific targets to be achieved over short-, medium-, long-term horizon or even perpetual targets. Although the SDGs are primarily aimed at governments, they represent an important opportunity for businesses to also act for a more sustainable world. We will use SDGs as one of the guiding principles for our sustainability initiatives.

We acknowledge that our participation in reaching the [SDGs](#) has room for improvement. As we advance on our sustainability journey, we will continue to assess our alignment with the [SDGs](#) and, whenever possible, redirect our internal priorities and sustainability strategy to more effectively and comprehensively address the goals.

SDGs Logo Source: <http://www.un.org/sustainabledevelopment/news/communications-material>

SDG Goal	Relevant Targets to Our Businesses (Source: http://sustainabledevelopment.un.org)	Our Participation		
13 CLIMATE ACTION 	13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	We have our own internal processes and environmental policies to reduce electricity and fuel consumption. Our approach to mitigating climate change includes staff training and implementing energy-efficient measures. We monitor and report our Green House Gas (“GHG”) emissions and set reduction targets.		
15 LIFE ON LAND 	15.1: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.	We strive to ensure that we use paper from responsible sources. The paper used in our offices are Forest Stewardship Council (“FSC”) certified, Programme for the Endorsement of Forest Certification (“PEFC”) certified, or made from KHAN-NA . We actively promote the use of such papers across our organisation. Through that, the Company supports efforts in mitigating global warming and the creation of positive rural community engagement, job opportunity, and better livelihood for the farmers and members of the community.		
3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	8 DECENT WORK AND ECONOMIC GROWTH 	The following SDGs goals are relevant to our business, operations and value chain. They are addressed in our various policies

Sustainability Report

				at group level. Such goals are also embedded in various initiatives carried out across the organisation.
				
				We believe these goals are not relevant to our business or industry. They are not within our boundaries and scope of influence; therefore, we are currently unable to make noticeable contributions to such goals.
				

4.3.2 United Nations Global Compact (UNGC)

The [UN Global Compact](#) is an UN initiative to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. The UN Global Compact is a principle-based framework for businesses, stating ten principles in the areas of human rights, labour, the environment and anti-corruption.

Below are the references of our report to the ten principles of the UN Global Compact.

Principle		Report Section
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	6.2.2.1, 6.2.4, 6.2.6
Principle 2	Make sure that they are not complicit in human rights abuses.	6.2.2.1, 6.2.6
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	6.2.2.1, 6.2.6
Principle 4	Elimination of all forms of forced and compulsory labour.	6.2.2.1, 6.2.4.1, 6.2.6
Principle 5	Effective abolition of child labour.	6.2.1, 6.2.2.1, 6.2.6
Principle 6	Elimination of discrimination in respect of employment and occupation.	6.2.2.1, 6.2.2.4, 6.2.3, 6.2.6
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges.	6.1
Principle 8	Undertake initiatives to promote greater environmental responsibility.	6.1
Principle 9	Encourage the development and diffusion of environmentally friendly technologies.	6.1
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	3.4

Sustainability Report

4.4 Awards and Achievements

All awards and certifications listed in below remain valid to date. They continue to reflect our commitment to maintaining high standards in quality management, workplace health and safety, and environmental sustainability. These certifications support our ongoing efforts to align with industry best practices and regulatory requirements.

Year(s)	Awards	Awards Description	Awarding Organisation
2023 to 2025	Eco Office Certification	Eco Certifications are a critical integral component of GreenDNA, a certification system that encourages organisations to adopt a Low Carbon Lifestyle, a green mindset of using One Less, and the practice of Responsible Consumption, rewarding them with internationally recognised carbon emissions reduction (CER) reports and the GreenDNA certificate.	Singapore Environment Council
2023	Best Managed Board Award (Bronze) (Companies with less than \$300 million in market capitalisation)	The Singapore Corporate Awards (SCA) was launched in 2005 as the umbrella awards for exemplary corporate governance practices for listed companies in Singapore. It seeks to consolidate existing awards while introducing new awards in the area of excellent corporate governance.	Institute of Singapore Chartered Accountants ("ISCA"), the Singapore Institute of Directors, and The Business Times
2024	Best Investor Relations Award (Silver) (Companies with less than \$300 million in market capitalisation)		
2022 to 2025 & 2025 to 2028	bizSAFE Level 4	Company must appoint a Workplace Safety and Health Management System ("WSHMS") Champion to attend a 4-day bizSAFE Level 4 WSHMS course. The WSHMS Champion will then develop a WSHMS plan for the company.	WSH Council
2022 to 2025 & 2025 to 2028	Lloyd ISO 9001:2015	ISO 9001:2015 is an international standard dedicated to Quality Management Systems ("QMS"). It outlines a framework for improving quality and a vocabulary of understanding for any organisation looking to provide products and services that consistently meet the requirements and expectations of customers and other relevant interested parties in the most efficient manner possible.	Lloyd's Register

Sustainability Report

Year(s)		Awards	Awards Description	Awarding Organisation
2024 2025 & 2025 2026	to to	Progressive Wage Mark	The Progressive Wage (PW) Mark is an accreditation scheme to recognise eligible firms that pay progressive wages to lower-wage workers, as part of a national effort to uplift the wages and well-being of lower-wage workers.	Singapore Business Federation

Sustainability Report

5 CLIMATE-RELATED DISCLOSURES

The Group adopts a phased approach for climate-related disclosure in accordance with the recommendations of TCFD. We are actively assessing the impact of key climate-related risks and opportunities and have disclosed some strategies under overarching elements, including governance, strategy, risk management and metric and targets.

5.1 Governance

The Board oversees all corporate governance and operational matters relating to our business, including climate-related matters. Our sustainability strategy is supported by the CSC in consultation with the Board. The CSC includes designated senior executives and is chaired by our Executive Chairman and Group CEO. They provide leadership and approval over corporate sustainability matters such as CSR plan, community investment and environmental initiatives.

The Board has also attended related sustainability reporting training including the Listed Entity Director Programme - Environmental, Social and Governance Essentials conducted by the Singapore Institute of Directors (“SID”), as well as Sustainability E-Training for Directors jointly conducted by ISCA and SAC Capital Private Limited. The Company will arrange for newly appointed directors to undergo such training courses within one year from the date of their appointment, where necessary.

5.2 Strategy

The Group has identified key climate-related risks and opportunities that response to climate change.

For the purposes of this report, short term refers to a two-year period, medium term refers to a five-year period, and long term refers to a ten-year period.

Transition risk: Reputational risk

Reputational risk arises when stakeholders—such as investors, customers, regulators, and the public—perceive that an organization is not adequately addressing climate change. This risk has become increasingly significant as global expectations of corporate climate responsibility continues to rise. Failure to act decisively on climate-related issues may lead to negative publicity, erosion of stakeholder trust, and diminished brand value.

In the context of climate transition, reputational risk over the short-term can manifest in several ways:

- **Investor Confidence:** Institutional investors increasingly integrate ESG criteria into their decision-making. A lack of credible climate action may result in divestment or exclusion from ESG-focused portfolios.
- **Customer Loyalty:** Environmentally conscious customers may shift preferences toward competitors with stronger sustainability credentials, impacting revenue and market share.
- **Regulatory Scrutiny:** Perceived inaction may attract closer scrutiny from regulators, potentially leading to reputational damage and compliance challenges.
- **Talent Attraction and Retention:** Employees, especially younger generations, are drawn to companies with strong climate commitments. Weak climate performance may hinder recruitment and retention.

The financial implications of reputational risk over the medium-term can be significant. The Group may face reduced access to capital, increased cost of financing, and loss of business opportunities. To mitigate these risks, the Group must ensure transparent communication of its climate strategy, demonstrate measurable progress in emissions reduction, and actively engage stakeholders through

Sustainability Report

sustainability reporting aligned with frameworks like TCFD and International Sustainability Standards Board (“ISSB”).

By proactively managing reputational risk, the Group not only protects its brand and stakeholder relationships but also positions itself as a responsible and resilient organisation in the low-carbon economy.

Physical risk: Acute risk

Acute physical risk refers to the increasing frequency and severity of extreme weather events—such as floods, heatwaves, and storms—driven by climate change. These risks pose direct threats to operational continuity, asset integrity, and financial stability.

Extreme weather events can cause physical damage to facilities, particularly those located in coastal or industrial zones like Tuas Lane. Flooding may lead to equipment failure, inventory loss, and costly repairs, while heatwaves can strain cooling systems, reduce worker productivity, and increase energy consumption. These disruptions can result in unplanned downtime, delayed deliveries, and reputational harm due to service interruptions.

From a financial standpoint, acute risks can lead to higher insurance premiums, increased maintenance costs, and potential asset write-downs. In severe cases, they may trigger business continuity risks and affect revenue generation. Moreover, insurers may reassess coverage terms or withdraw coverage from high-risk areas, further increasing exposure. These risks are considered short to medium-term, as their impacts are already observable and expected to intensify over the coming years.

By addressing acute physical risks, the Group not only safeguards its operations but also demonstrates resilience to investors and stakeholders, aligning with the expectations of climate disclosure frameworks like TCFD and ISSB.

Opportunities

The Group recognises that improving resource efficiency presents a significant opportunity to reduce operational costs, enhance sustainability performance, and strengthen its competitive positioning. By implementing energy-efficient processes and technologies across its operations, the Group can achieve multiple strategic and financial benefits while contributing to its decarbonisation objectives.

Energy efficiency initiatives may include upgrading to LED lighting, optimising HVAC systems, and deploying energy management systems are our short to medium-term opportunities, as they deliver immediate cost savings and emissions reductions while enhancing operational resilience. These measures can lead to substantial reductions in electricity consumption, thereby lowering utility expenses and reducing Scope 2 GHG emissions.

In addition to cost savings, resource efficiency contributes to operational resilience. Efficient systems are often more reliable and require less maintenance, reducing downtime and improving productivity. Furthermore, these initiatives align with stakeholder expectations, including investors, customers, and regulators, who increasingly prioritise environmental responsibility and carbon reduction.

From a financial perspective, resource efficiency can improve margins by lowering input costs and may also unlock access to green financing or sustainability-linked loans.

Overall, resource efficiency is not only a sustainability imperative but also a strategic lever for long-term value creation, risk mitigation, and alignment with global climate disclosure frameworks such as TCFD and ISSB.

Sustainability Report

As part of its decarbonisation strategy, the Company has just entered into a 25-year Solar Power Purchase Agreement (SPPA) for a rooftop solar PV system with a capacity of approximately 504.50 kWp at its Tuas Lane facility, Singapore. The installation is currently in progress, with re-roofing works underway to prepare the warehouse for the solar PV system. Once completed, the system is expected to generate at least 567,556 kWh of clean energy annually, which will be offsetting Scope 2 emissions and lowering electricity costs over the long term.

In parallel, TEHO Europe has installed a solar energy system at its warehouse in the Netherlands. These initiatives not only demonstrate TEHO's commitment to mitigating climate-related risks but also contribute to measurable improvements in energy efficiency and carbon intensity, with long-term financial benefits through cost savings, enhanced operational resilience, and alignment with investor expectations under the TCFD framework.

Looking ahead, the Group plans to conduct scenario analysis in the coming years to evaluate the financial implications of material climate-related risks under different climate futures. This analysis will inform policy adjustments, resilience planning, and long-term viability assessments. The Group's goal is to ensure that climate risks are not only identified but actively managed, enabling the Group to maintain business continuity and adapt to an evolving regulatory and environmental landscape.

5.3 Risk Management

The Group integrates climate-related risks into its broader enterprise risk management ("ERM") framework to ensure a structured and proactive approach to identifying, assessing, and mitigating climate impacts. This process is designed to consider both the likelihood and potential impact of identified risks across short-, medium-, and long-term horizons.

While a formal climate risk assessment is still in development, the Group is progressively building its approach. This includes identifying relevant climate-related risks through internal discussions, stakeholder engagement, and monitoring of regulatory and market developments. The assessment process will be informed by scenario analysis and climate data, and will evolve over time. To manage climate-related risks, the Group has implemented mitigation strategies including infrastructure resilience upgrades, stakeholder engagement, and transparent climate disclosures aligned with TCFD and ISSB frameworks. The Group also leverages its sustainability governance structure, led by the Corporate Sustainability Committee, to oversee climate-related risk assessments and ensure integration into strategic planning.

The Group will continue to refine its climate risk assessment process and provide updates in future disclosures.

5.4 Metric and Targets

The Group monitors and discloses key climate-related metrics to evaluate its environmental performance, track progress toward decarbonisation, and support transparent reporting aligned with the TCFD and ISSB frameworks. These metrics include Scope 2 and Scope 3 GHG emissions, energy consumption, water usage, and paper consumption across its operations. By consistently measuring these indicators, the Group is able to assess its exposure to climate-related risks and identify opportunities for improvement.

To support its climate strategy, the Group has set specific targets aimed at reducing its carbon footprint and improving resource efficiency. These include reducing Scope 2 emissions through renewable energy adoption and lowering paper consumption as part of its broader sustainability

Sustainability Report

efforts. The Group has been reporting on energy and carbon emissions since 2017, demonstrating a long-standing commitment to environmental accountability.

The Group recognises the requirement by the SGX-ST for all listed companies to report Scope 1 & 2 GHG emissions in accordance with disclosure standards issued by ISSB from financial year commencing on or after 1 January 2025. The Group has insignificant involvement in Scope 1 GHG emissions. For detailed disclosures on Scope 2 and Scope 3 GHG emissions, including performance metrics and reduction targets, please refer to section 6 of this report. These disclosures support our climate strategy and provide the basis for evaluating our progress toward decarbonisation under the TCFD framework.

The Group will continue to refine its metrics and targets in line with evolving regulatory expectations and stakeholder demands, ensuring that climate-related performance is both measurable and actionable.

Sustainability Report

6 STAKEHOLDER ENGAGEMENT

We believe that good [CSR](#) practices goes hand-in-hand with good corporate management practices. We also recognise that it is vital that our management approaches are adaptable to the dynamics of our business and operational environment in such a way that we can continuously assess our impacts, develop sustainability objectives and respond in a proper manner to meet our stakeholders' expectations. Our CSR framework is based on our approach to sustainability and includes policies and measurement mechanisms to monitor the impacts made by our businesses and operations.

The key to the success of our sustainability programme is (i) regular and up-to-date communication about our CSR policies and activities to all our stakeholders, and (ii) provision of appropriate feedback mechanisms. These allow us to monitor and evaluate how we are doing and explore new possibilities stimulated by stakeholder responses. We see our sustainability reports as being a critical component of this continuous cycle of communication and evaluation. The overall sustainability context of the stakeholder engagements is managed through our CSR plan for our sustainability governance oversight.

<i>Stakeholder</i>	<i>Management Approach</i>	<i>Initiatives</i>	<i>Outcome and Responses</i>	<i>Boundaries</i>
<i>Future Generation</i>	Environmental Protection and Management (Hazardous Substance) Regulations, Waste Recycling/Management, Green Campaigns	Internal Awareness and Education, promotion of Environmental Approved Lubricant ("EAL") in accordance to US EPA 2013 Vessel General Permit ("VGP") , Eco-Office certification	Energy Efficient Lighting (e.g. LED), Digital Filing and Document to Reduce Paper Consumption.	Singapore, Europe, the Americas & Republic of Korea Operations
<i>Employee</i>	Code of Conduct, Fair Employment Practices, Training and Career Development, Pension Scheme	Staff Communication Sessions, Staff Feedback Process, Staff Exit Interviews, bizSAFE certification	Work Life Balance Programmes, Training Programmes, Employee Benefits	Singapore, Europe, the Americas & Republic of Korea Operations
<i>Customer</i>	Policies on Quality Assurance, Data Security for Customer Information, ISO9001	Customer Feedback Process, Customer Data Protection Awareness and Education Program	Customer Complaints and Compliments Statistics / Trends	Singapore, Europe, the Americas & Republic of Korea Operations
<i>Supplier</i>	Supplier Selection and Regular Review Process	Feedback and Communication with Suppliers through Supplier Performance Review	Incident Register, Supplier Engagement	Singapore, Europe, the Americas & Republic of Korea Operations
<i>Community</i>	Selection of Community Initiatives in Alignment with Organisation Goals	CSR Programme, Awards and Accolades	Increase Visibility of Company's CSR Efforts	Singapore, Europe, the Americas & Republic of Korea Operations

Sustainability Report

6.1 Protecting Our Environment for the Future Generations

6.1.1 Our Approach

We are committed to maintaining and building on our stringent environmental policies and standards across the Group. We continually seek new and innovative ways to reduce any adverse environmental impact of our products and services while maintaining the highest levels of quality. We recognise our responsibility to protect the environment for the health and wellbeing of the future generations.

6.1.2 Reduction of Carbon Footprint

We recognise that the effective management and monitoring of our carbon footprint can reduce operating costs, raise brand profile, create a competitive edge and increase stakeholder value. Our carbon footprint is measured in terms of [GHG](#) emissions. GHG emission is an absolute measure of how much [carbon dioxide equivalent \("CO₂e"\)](#) is emitted. Our GHG emission is predominantly indirect ([Scope 2](#)) emissions and generated from business travel ([Scope 3](#)). We have insignificant direct ([Scope 1](#)) emissions.

Considering the changes and dynamics of business and operations, we established our GHG emission efficiency index for consistent tracking of carbon footprint over time. Although various business lines and operations account for different percentages of GHG emissions across the organisation, they are well-aware and supportive of this target and have aligned our environmental objectives accordingly. The GHG Carbon for Scope 2 and Scope 3 emissions are detailed in Table 1.

		FY2024 (Base year)	FY2025
Scope 2 (From Electricity Consumption)			
Singapore	tonnes-CO ₂	1.04	0.95
Europe	tonnes-CO ₂	0.20	0.20
The Americas	tonnes-CO ₂	0.76	0.75
Republic of Korea	tonnes-CO ₂	0.01	0.03
Scope 3 (From Business Travel)			
Singapore	tonnes-CO ₂	51.39	50.21
Europe	tonnes-CO ₂	43.45	40.63
The Americas	tonnes-CO ₂	13.18	16.01
Republic of Korea	tonnes-CO ₂	0.36	1.73
Total Emissions	tonnes-CO₂	110.39	110.51
GHG Emission Index¹	tonnes-CO₂/SGD million	1.48*	1.41
Electricity Consumption Index	kWh/SGD million	5,255.82	5,208.25

Table 1: GHG Emissions and Intensity

**Restated as the prior year's disclosures were based on entity-level data, whereas the current year reflects combined reporting for improved consistency and comparability.*

¹ Derived from total emissions (tonnes- CO₂) divided by total revenue (SGD million).

Sustainability Report

Despite a slight increase in total emissions by 0.11 tonnes-CO₂, both the GHG Emission Index and Electricity Consumption Index showed a decrease, reflecting improved environmental efficiency with the increase in total revenue. The reduction in these intensity metrics suggests that revenue growth outpaced emissions and energy consumption. This improvement is partly attributed to energy-saving initiatives, including the implementation of solar panels at the Europe operations, which contributed to lower electricity consumption.

The Group has yet to meet the target set in FY2024 of Scope 2 GHG emission efficiency to improve by 20% from our FY2019 level of 0.0304 by FY2030 for our Singapore operation, achieving an index of 0.0253 in FY2025 for Scope 2 emissions. However, the target has been revised in this year's report following a change in the baseline year from FY2019 to FY2024. The revised target will be adopted for FY2026 onwards. In reference to our mid- and long-term target, the Group's GHG emission efficiency index is currently 6% and 12% below the respective targets of 1.33 by FY2030 and 1.26 by FY2040, based on FY2024 baseline.

Targets

Short-term target:

To reduce GHG emission efficiency index by 2% in FY2026 from our base year (FY2024) level of 1.48.

Mid- and long-term target:

To reduce GHG emission efficiency index by 10% by FY2030 and 15% by FY2040, based on FY2024 baseline.

6.1.3 Reduction of Water Consumption

Access to clean water remains one of the most pressing global sustainability challenges. At TEHO, we acknowledge the gravity of this issue and are dedicated to playing our role in addressing it. In alignment with our commitment to fostering a positive impact on both society and the environment, we are delighted to share our water consumption data for FY2025.

Considering the changes and dynamics of our business and operations, we established our water consumption index for consistent tracking of water consumption over time. Although various business lines and operations account for different percentages of water consumption across the organisation, they are well-aware and supportive of this target and have aligned our environmental objectives accordingly.

In FY2025, the Group consumed a total of 1,921.29 m³ of water and the water consumption index stands at 24.54 as detailed in Table 2 below.

Water consumption by the Singapore operations increased due to the heightened use of water for testing the reverse osmosis function in the water treatment system in FY2024. This usage normalised in FY2025 following a reduced need for such testing. Meanwhile, undetected faucet and toilet leakages in The Americas' warehouse contributed to elevated water usage in FY2024. After replacing the affected fixtures, a significant reduction in water consumption was observed in FY2025. Additionally, the acquisition of a warehouse in the Republic of Korea during FY2025 accounted for a marginal increase in water consumption in that region.

Sustainability Report

		FY2024 (Base year)	FY2025
Singapore	m ³	1,744.40	1,456.80
Europe	m ³	121.00	117.49
The Americas	m ³	1,093.98	341.00
Republic of Korea	m ³	Nil ²	6.00
Total Water Consumption³	m³	2,959.38	1,921.29
Water Consumption Index	m³/SGD million	40.35	24.54

Table 2: Water Consumption

In FY2025, we have yet to fulfil the initial target set in FY2024 of 22% reduction of water consumption from our FY2019 level of 37.96 by FY2030 for our Singapore operations, achieving an index of 38.7. The target has been revised in this year's report following a change in the baseline year from FY2019 to FY2024. The revised target will be adopted for FY2026 onwards. In FY2025, the water consumption index stands at 24.54 representing a 39% improvement compared to the previous financial year. As a result, we have set more ambitious short-, medium- and long-term targets based on the FY2024 baseline.

In reference to our mid- and long-term target, the Group's water consumption index is currently 52% and 204% below the respective targets of 16.14 by FY2030 and 8.07 by FY2040.

Targets

Short-term target:

To reduce water consumption index by 50% in FY2026 from our base year (FY2024) level of 40.35.

Mid- and long-term target:

To reduce water consumption index by 60% by FY2030 and 80% by FY2040, based on FY2024 baseline.

6.1.4 Reduction of Paper Consumption

All our employees are urged to use softcopies as far as possible and minimise paper wastage at work. For example, double-sided printing is set as a default, lower grammage paper is used for daily printing, and blank sides of unneeded single-sided copies are used for printing drafts. Paper re-use and recycling habits are also cultivated through initiatives such as our in-house reminders posted near the copy machines.

All wastepaper from our offices is collected for recycling. We encourage all employees to adopt digital documents instead of paper documents. We have implemented a JET Workflow system to streamline some of our processes and to archive the documents in softcopy with the aim to further reduce paper consumption. In addition, we publish our annual report digitally and will only be circulating our printed annual report upon request.

Considering the changes and dynamics of business and operations, we established our paper consumption index for consistent tracking of paper consumption over time. Although various business lines and operations account for different percentage of paper consumption across the organisation, they all support the Group's initiatives and have aligned to our environmental objectives accordingly.

² There is no water consumption data available for the subsidiary in Republic of Korea, as the water consumption under the existing warehouse contract is aggregated with other areas not leased by the subsidiary, and apportionment is not practical.

³ Derived from total water consumption (m³) divided by total revenue (SGD million).

Sustainability Report

In FY2025, the Group consumed a total of 1,115 kg of paper and the paper consumption index stands at 14.24, 89% of which are either [FSC](#) certified, [PEFC](#) certified, or made from [KHAN-NA](#) as detailed in Table 3 below. The Group had yet to fulfil the target set in FY2024, of 70% reduction in paper consumption index from FY2019 level of 30.97 by FY2030 for our Singapore operations, achieving an index of 11.66 in FY2025. However, the target has been revised in this year's report following a change in the baseline year from FY2019 to FY2024. The revised target will be adopted for FY2026 onwards. The increase in paper consumption in the Europe operations, from 240 kg in FY2024 to 526 kg in FY2025, was primarily driven by heightened operational needs. This rise aligns with the region's business growth and increased revenue, reflecting a greater demand for paper-based processes to support expanding activities.

		FY2024 (Base year)	FY2025
Singapore	kg	706	439
Europe	kg	240	526
The Americas	kg	160	120
Republic of Korea	kg	30	30
Total Paper Consumption	kg	1,136	1,115
Percentage of paper with FSC certification	%	86	89
Paper Consumption Index⁴	kg/SGD million	15.28*	14.24

Table 3: Paper Consumption

**Restated as the prior year's disclosures were based on entity-level data, whereas the current year reflects combined reporting for improved consistency and comparability.*

Targets

Short-term target:

To reduce paper consumption index by 10% in FY2026 from our base year (FY2024) level.

Mid- and long-term target:

To reduce paper consumption index by 70% by FY2030 and 80% by FY2040, based on FY2024 baseline.

We have adopted various green practices in our business and operations such as achieving the Eco-Office certification and participated in Project Eco-Office, an outreach programme by the [Singapore Environment Council \("SEC"\)](#)⁵ in partnership with City Development Limited ("CDL").

In addition to maximisation of cost savings as we work towards reducing water, electricity and paper consumption, the Eco-Office Label demonstrates our standing of being environmentally responsible in the eyes of the stakeholders. The Project Eco-Office programme was launched in June 2002 to mark [World Environment Day](#). This aims to raise environmental awareness among organisations in Singapore by incorporating environmental practices into the daily routines of office workers.

6.2 Caring for Our Employees

6.2.1 Our Approach

Our people are our most valuable resource and investing in their professional and personal well-being is vital to our business sustainability. Our goal is to establish work ethics among our employees, which

⁴ Derived from total paper consumption (kg) divided by total revenue (SGD million).

⁵ Source: <https://sec.org.sg/eco-certifications.html>

Sustainability Report

is in line with our core values and code of conduct. They are the foundation upon which we build all our business initiatives and conduct our day-to-day activities.

We recognise that a motivated workforce will convey a positive and powerful message to all our key stakeholders, such as our customers, suppliers and the members of the community. By attracting, nurturing, empowering and rewarding our employees, we create an environment conducive for innovation and inspiration to flourish to further boost our competitiveness. Such commitment to our employees promotes a corporate culture of passion, quality, excellence and trust within the organisation which reflect in our ability to create value to our stakeholders.

Our Human Resource (“HR”) management principles and policies have been developed and established based on fair employment practices with the goal of attracting, supporting and maintaining a motivated workforce. Our HR policies cover key areas such as remuneration, benefits, health and safety, career development and training. Such policies are communicated to all employees through our comprehensive Employee Handbook which is reviewed regularly by our management and we constantly seek feedback from our staff to ensure that our decisions are aligned as much as possible with their needs.

Our business operates in an environment which comprises diverse races, cultures and geographic locations. With this in mind, our HR policies are implemented across the organisation within the principles with pragmatism, taking into consideration of the prevailing laws and regulations as well as local culture, norms and racial sensitivity.

6.2.2 Employment Practices

Our employment practices focus on maximising the strength of our employees by providing equal opportunities based on merits, and helping our employees to develop strength through our comprehensive training and development programme. We regularly review the performance and development of our employees to effectively match their strengths to their job specifications. Our performance-based reward scheme provides guidance and motivation to our employee to perform to their potentials in alignment with the objectives of the Company.

6.2.2.1 *The Tripartite Guidelines on Fair Employment Practices*

We proactively pursue and adopt best practices in HR management. Our HR practices are guided by the Singapore [Tripartite Alliance for Fair and Progressive Employment Practices](#). The Singapore Tripartite Alliance comprises the Ministry of Manpower, Singapore National Employers Federation and National Trades Union Congress. The Tripartite Alliance has formulated guidelines on fair employment practice for adoption by Singapore employers, embracing the recruitment, training, treatment and reward of employees.

In the Republic of Korea, our HR policies follow the Labor Standards Act, focusing on fair wages, working hours, and employee protection. We also apply performance-based HR practices that balance merit with cultural values like seniority and harmony.

In Europe, we comply with EU directives and local labor laws, covering equal pay, anti-discrimination, working time limits, whistleblower protection, and parental leave. We also promote diversity, equity, inclusion, and flexible work arrangements.

In the Americas, our HR practices align with major federal laws such as Fair Labor Standards Act (“FLSA”), Family and Medical Leave Act (“FMLA”), OSHA, and Equal Employment Opportunity (“EEO”) laws.. We focus on workforce planning, employee engagement, and maintaining a safe and inclusive workplace.

Sustainability Report

6.2.2.2 Communications

As our Group grows, effective communications across the organisation are crucial to ensure continuous alignment of objectives of the employees and the organisational objectives. We achieve this through our various communication sessions customised based on target employees. Communication sessions for our managers are held on a regular basis. Agendas covered at these sessions are customised as appropriate to the target functional scope of the managers. For example, in monthly managers' meetings, operational agendas such as leadership and operation issues may be discussed while at the annual sessions, high level topics including strategic business directions, commercial issues, ongoing developments and key project reviews may be discussed.

Prior to the implementation of significant operational changes that could have positive or negative implications for workers, we provide a minimum of one month or reasonable notice periods specified under relevant rules or regulations. While implementing significant changes to operations, we ensure timely discussions and engage with our employees to negotiate and implement these changes.

6.2.2.3 Employee Feedback

We value our employees' expertise in their areas of responsibilities. Therefore, their feedback is important in the improvement of overall management and operation of the organisation. Through various established processes of employee engagement, such as employee objective setting, performance review as well as exit interview in the case of resignations, we gather valuable feedback for the continuous improvement of our organisation.

In addition, there are other feedback channels for areas specific to business and function, such as health and safety issues and compliance issues. Such feedback is managed by the leaders and managers of their specific business and function domain. We have also established reporting and escalation channels, should the feedback require attention of the higher management.

6.2.2.4 Career Development and Training

We recognise that consistent and ongoing education is critical to maintaining a competitive, skilled, productive and motivated workforce. Employee career development and performance management are established through objective settings and regular performance reviews. Employee performance reviews are based on employee's merits and contributing skill sets towards the organisation objectives. All employees regardless of gender and category, participate in an annual appraisal exercise where supervisors review and provide feedback on their performance and career progression. We continue to review and improve our career development and performance review process in light of the changing business and operation environment.

Our training programme covers a variety of areas catering for employees with different job scopes and skill sets requirements. Our core training curriculum and contents are developed according to well-established industry and international standards such as bizSAFE. In addition, specific training curriculums are developed based on the requirements of the specific businesses and functions. Training topics range from soft skills development in areas such as communications and leadership, to technical programmes covering project management and office productivity tools.

As explained in Figure 1 below, employees each received an average of 4.7 training hours in FY2025, as compared to 13.5 training hours in FY2024. The decline in training hours in FY2025 was primarily due to the absence of ad hoc large-scale training sessions, and the Group has yet to fulfil the target set in FY2024 for 16 training hours by FY2030. 26 employees in Singapore attended a Business English course totalling 20 training hours, which contributed approximately 10% to the average training hours in FY2024. No similar large group training was conducted in FY2025, resulting in a lower overall training hour count. Senior management, managerial and non-managerial staffs received an average of 21.1

Sustainability Report

hours (FY2024: 18.8), 7.2 training hours (FY2024: 11.6) and 3.4 training hours (FY2024: 13.5) respectively.

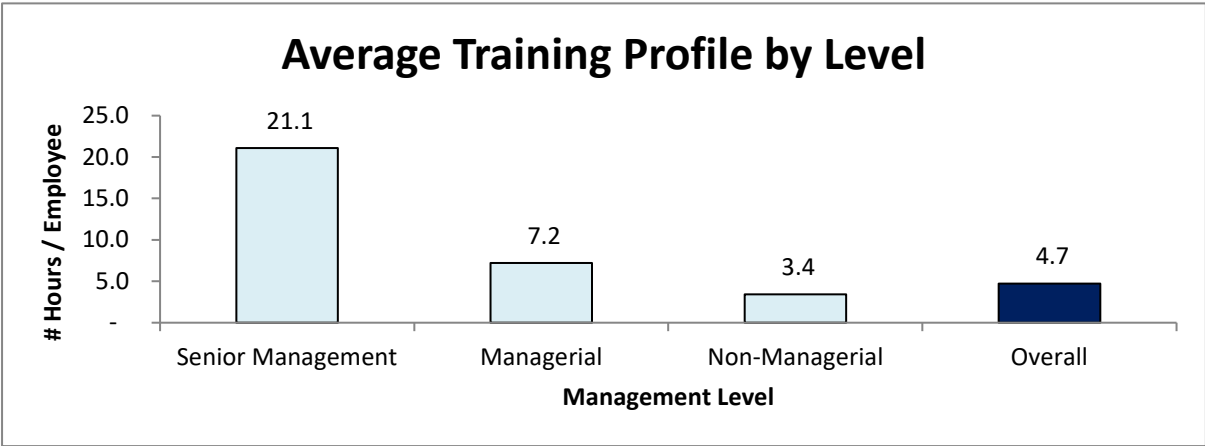


Figure 1- Group’s Average Training Profile by Management Level

As displayed in Figure 2 below, male employees received an average of 6.5 training hours (FY2024: 13.8) and female employees received an average of 1.3 training hours (FY2024: 12.8). In light of changing business and operation requirements, we continue to revise our training curriculum and programme to align with the Group’s objectives and to also strive for effectiveness and efficiency in our training approach.

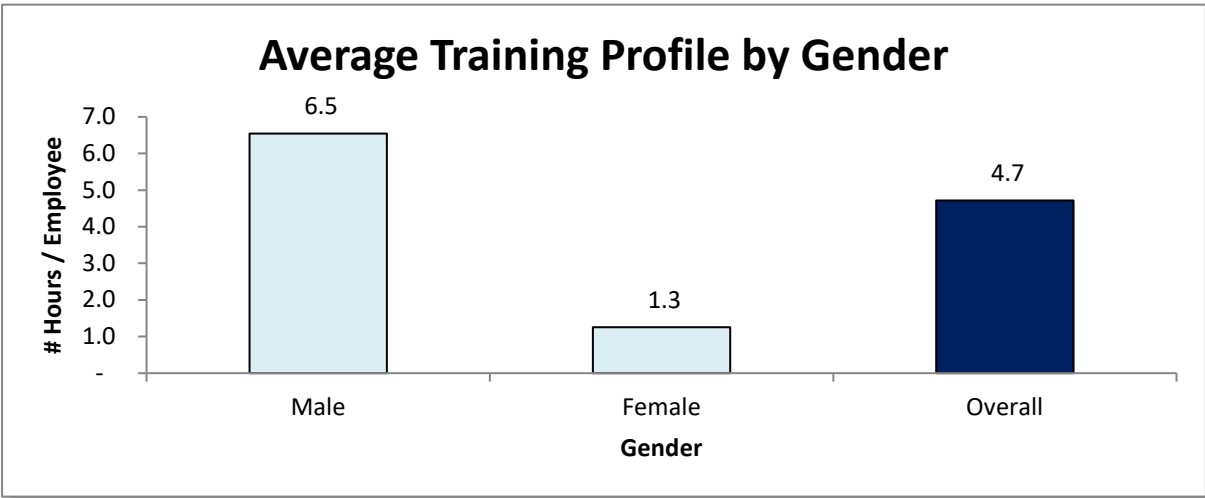


Figure 2- Group’s Average Training Profile by Gender

The Group aims to strengthen its commitment to employee development through a comprehensive training and education strategy. We communicate with our employees on the challenges they are facing and the skills they are interested in developing during the annual performance appraisal session. We will encourage them to sign up for courses that they are interested in and support them with various types of learning opportunities such as coaching and mentoring. We recognise that the training requirements vary, depending on the levels of management responsibilities.

To strengthen its commitment to employee development, the Group will conduct a training needs assessment to identify skill gaps and roll out targeted programs that address immediate competency requirements. In parallel, efforts will be made to foster a culture of continuous learning through the implementation of mentorship programs that support professional growth and facilitate knowledge transfer. Over the long term, the Group will focus on leadership development and integrate innovative

Sustainability Report

training technologies—such as e-learning platforms and virtual reality—to enhance training effectiveness and build a future-ready workforce.

Targets

Short-, mid-, and long-term target:

The Group maintains its target of 16 training hours per employee annually over short, mid- and long-term. We seek to diversify training delivery methods, with a goal of achieving 50% of training via e-learning by FY2028.

6.2.3 Workforce Diversity

Our business thrives on diversity. As such, we leverage a host of strengths and skills that can only come from a diverse workforce embracing employees from various ethnic groups, religion, age and gender.

As provided in Figure 3 below, the workforce in our marine and offshore businesses in Singapore, Europe, the Americas and Republic of Korea operations consist of 138 employees in FY2025. In FY2025, 91 of our employees were male, comprising 66% of our workforce, while 47 employees were female, comprising 34% of our workforce. In terms of management function, 3 males (50%) held senior managerial positions compared to 3 females (50%), 14 males (74%) held managerial positions compared to 5 females (26%), while 74 males (65%) and 39 females (35%) held non-managerial positions. The male to female ratio for senior managerial, managerial and non-managerial positions were 1:1, 2.85:1 and 1.86:1 respectively. From an age profile perspective, there were 31 employees (22%) below 30 years old. The number of employees between 30 and 50 years old and above 50 years old were 62 (45%) and 45 (33%) respectively.

	FY2024	FY2025
Singapore	89	90
Europe	21	26
The Americas	17	20
Republic of Korea	1	2
Total Number of Employees	128	138

Table 4: Number of Employee

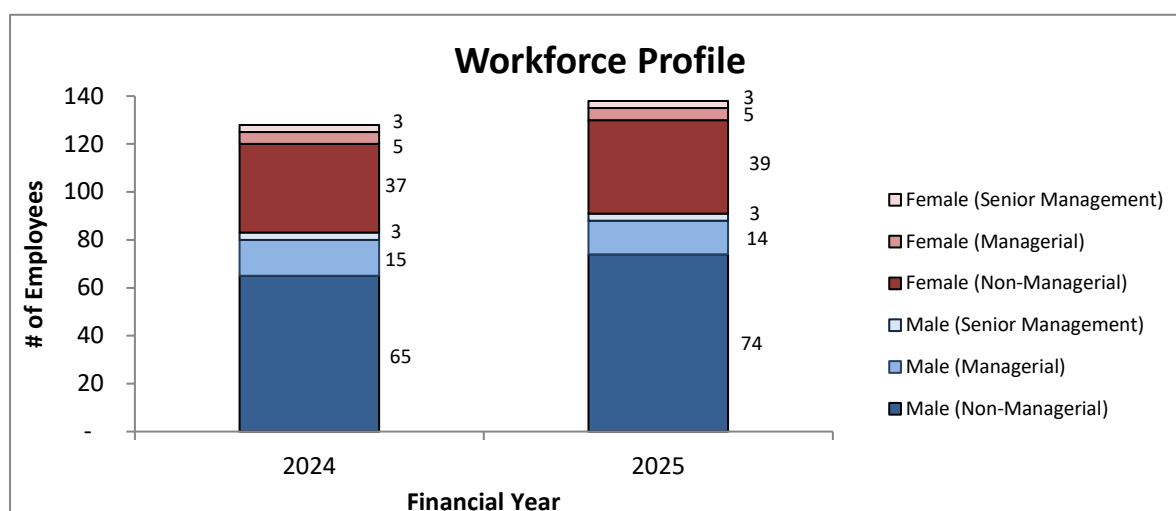
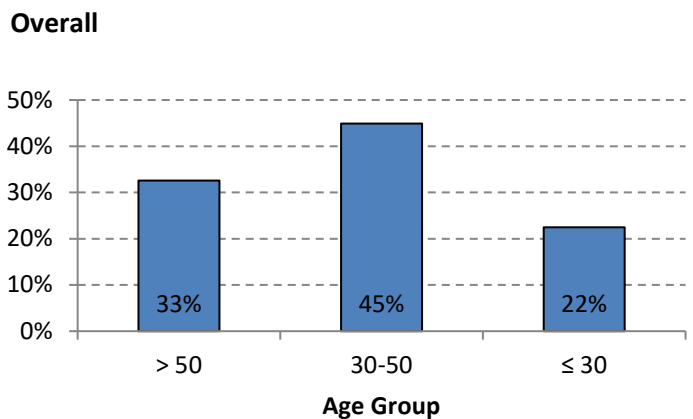
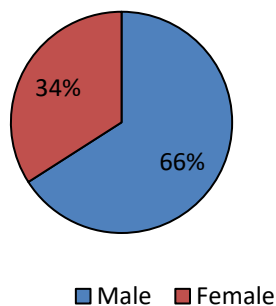
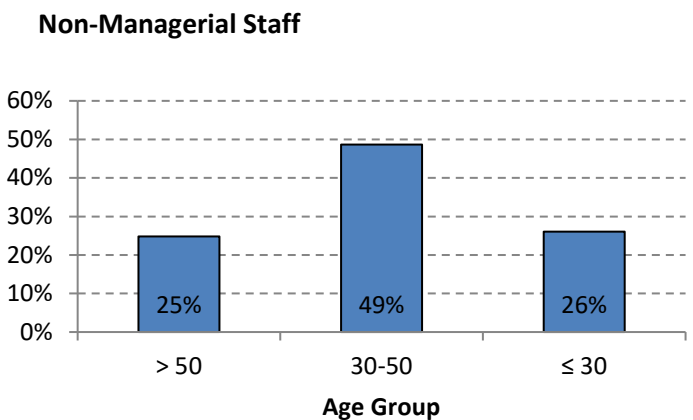
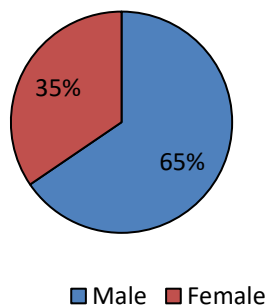
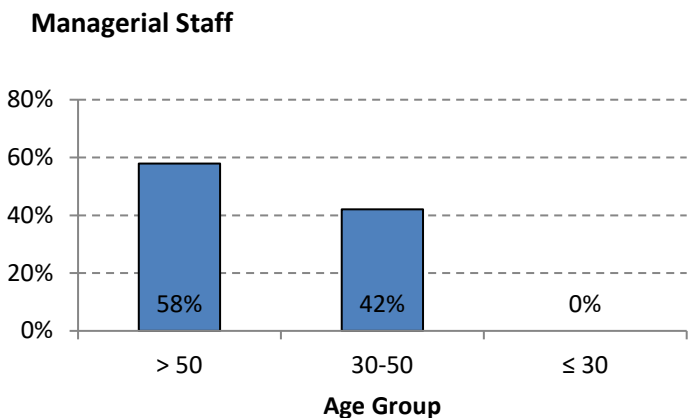
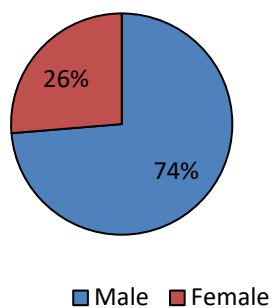
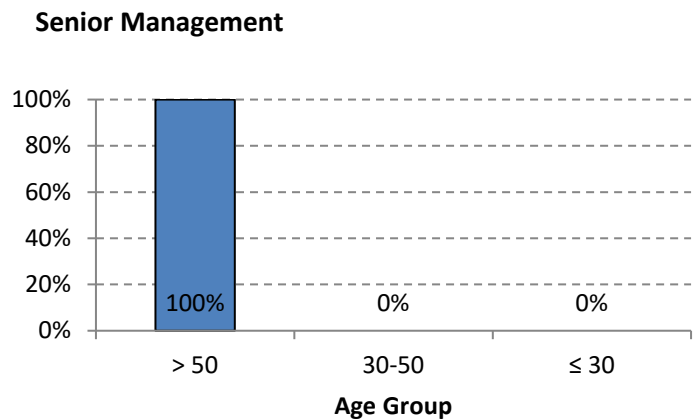
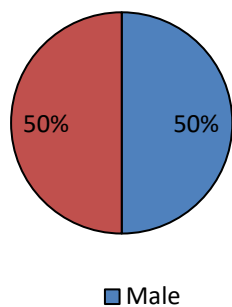


Figure 3- Group's Workforce Profile

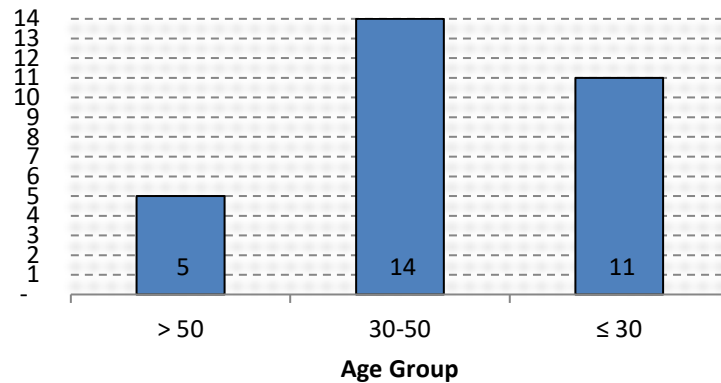
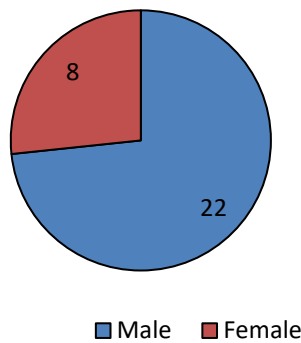
Sustainability Report



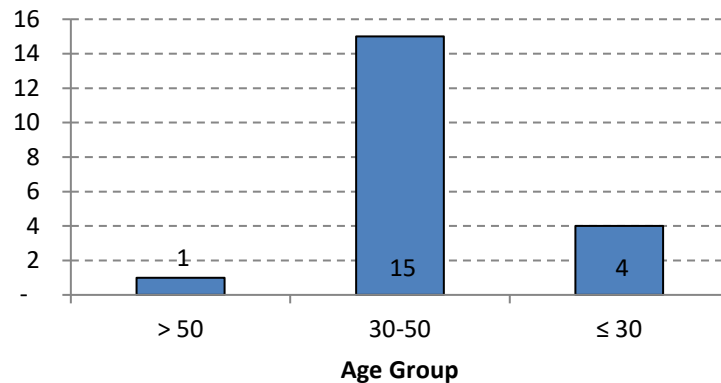
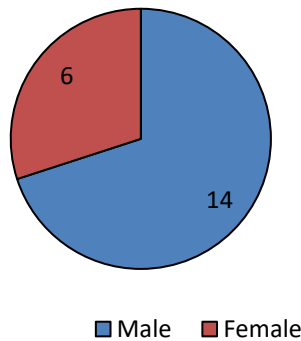
Sustainability Report

In FY2025, we hired a total of 30 (FY2024: 31) new employees, while 20 (FY2024: 24) resigned during the same period. As a result, we have a net increase of 10 (FY2024: 7) in our workforce. Out of the new hires, 37% (FY2024: 61%) of the new hires were below the age of 30, 47% (FY2024: 35%) were between 30 and 50 years old, and 17% (FY2024: 4%) were above 50 years old. The gender ratio of new hires was 2.75 males to 1 female (FY2024: 2.88:1). For the resignees, 20% (FY2024: 31%) of the resignees were below the age of 30, 75% (FY2024: 48%) were between 30 and 50 years old, and 5% (FY2024: 21%) were above 50 years old. The gender ratio of resignees was 7 males to 3 females (FY2024: 7:3). Our annual staff turnover rate in FY2025 is 15%.

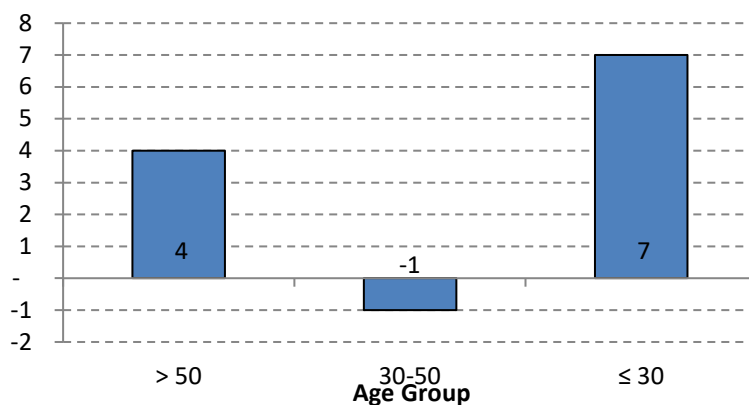
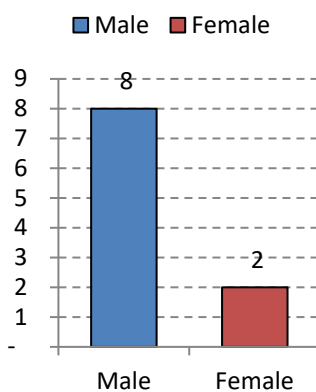
New Hires



Resignees



Net Employee Movement



Sustainability Report

In addition to the human resources which we manage under our payroll internally, we also engage one external contracted cleaner who works within our premises. The cleaner is not included in our headcount.

We expect that all the contracted companies we work with will share our core principles of HR management practices. In our vendor selection process, we take into consideration of their HR management practices as one of the key selections and performance criteria. We regularly review the performance of our vendors based on these criteria as a key basis to determine whether to continue to engage the vendors with their services.

Target

Perpetual target:
Consistently advocate fairness and equality in workplace.

6.2.4 Employee Benefits

All non-managerial employees in Singapore are covered by the Employment Act, which provides basic employment terms and working conditions including contract requirements, remuneration, hours of work, overtime, rest days and annual leave entitlement.

In addition to the statutory benefits outlined in the Employment Act, we provide beyond-compliance-level benefits to our fulltime employees. Examples of these benefits include paternity leave, extended childcare leave and compassionate leave.

In the Republic of Korea, employees are protected under the Labor Standards Act (“LSA”), which governs employment contracts, wages, working hours, leave entitlements, and occupational safety. Mandatory benefits include National Pension, National Health Insurance, Employment Insurance, and Industrial Accident Compensation Insurance. Employees are also entitled to paid annual leave, maternity/paternity leave, and severance pay. Many employers go beyond these requirements by offering private health insurance, wellness programs, and flexible working arrangements.

In the Americas, employment laws are governed by both federal and state regulations. Mandatory benefits for full-time employees typically include Social Security, Medicare, unemployment insurance, and workers’ compensation. Health insurance is required only for employers with 50 or more full-time employees under the Affordable Care Act (“ACA”).

In Europe, employment laws vary by country but are generally guided by EU directives that set minimum standards for working conditions, health and safety, equal treatment, and leave entitlements. Most European countries require written employment contracts and provide generous statutory benefits such as paid annual leave, maternity/paternity leave, sick leave, and social insurance contributions. Employers often supplement these with additional perks like flexible working hours, wellness programs, and enhanced parental leave to attract and retain talent.

Only 1 male employee (100%) from our Europe operations took parental leave in both FY2025 and FY2024, while it is recorded zero for other operations. The employees have returned to work after their parental leave ended for both FY2025 and FY2024, respectively.

6.2.4.1 Work-Life Balance

While developing the talents of our employees and providing equal opportunities for them to excel are the key drivers for our Company, we also recognise that the well-being and contentment of our employees are pivotal to the success and sustainability of our business and performance. Our employees are our most valuable asset, and we appreciate that their overall well-being need to be well looked after in order for them to sustain their performance and realise their full potential.

Sustainability Report

To support our employees in striking a work-life balance, we aim to create an environment that allows our employees to achieve harmony in their personal and professional life. We achieve this through the adoption of a flexible approach to work arrangements and offering programmes to support health and wellness.

We understand that the workplace could be at times stressful due to the competitiveness of our workforce and our business. To support our employees, we have various programmes and initiatives to balance their work, and to develop an environment and culture of mutual support.

6.2.4.2 Retirement and Healthcare

Our Group has presence in various geographic locations where there are local laws and regulations on pension and healthcare for employees. Our HR management practices comply with such laws and regulations. In Singapore, we participate in the Central Provident Fund (“CPF”) personal savings scheme, which helps employees fund their retirement, home ownership, healthcare and education. Under this scheme, monthly deductions from employees’ gross salaries are paid into their CPF savings accounts. The Group makes employer contributions to these accounts, according to rates stipulated in the CPF Act. In addition to CPF contributions, we provide comprehensive medical coverage for all employees. For more information on the CPF scheme and contribution rates, please refer to www.cpf.gov.sg.

In the Americas, we not only provide the opportunity for employees to save for their retirement, but we also contribute to their 401(k) accounts. This means that for every dollar an employee contributes, the Group matches a portion of it, up to a certain percentage. This matching contribution is a valuable benefit that helps employees grow their retirement savings faster. We believe that investing in our employees’ future is essential, and our 401(k) matching program is just one of the ways we demonstrate our commitment to their long-term financial security. In the Republic of Korea, we are dedicated to contributing to the National Pension Service. We contribute 4.5% of an employee’s salary to the pension fund, matching the employee’s own 4.5% contribution. This combined effort ensures a stable source of retirement income, as well as providing disability and survivor benefits. Similarly, in Europe, we contribute around two-thirds of the pension premium, while employees contribute the remaining one-third. This system helps secure a comprehensive retirement plan, combining state, occupational, and private pensions to provide financial stability for retirees.

6.2.5 Safety and Health in the Workplace

We are committed to Workplace Safety and Health (“WSH”), European Agency for Safety and Health Act (“EU-OSHA”) and Occupational Safety and Health Act (“OSHA”) and take every precaution to prevent occupational injuries among employees by implementing a Safe Management Plan. We believe that optimum work conditions not only improve the safety of our employees, but also boost morale. As an essential requirement, we are in compliance with the Ministry of Manpower’s WSH Act and OSHA. In addition, we have attained certification for bizSAFE. These well recognised standards provide us with the frameworks to manage risks associated with safety and health in our workplace. As part of the preventive measures, our safety officer has briefed all workers about the potential hazards. In FY2025, no workplace safety incident had been reported, meeting the target set in the prior year.

Targets

Mid-term target:

Implement comprehensive OHS training programs for all employees to ensure they understand safety protocols and preventive measures and to achieve 100% completion rate for OHS training programme by FY2027.

Perpetual target:

Sustainability Report

We aim for zero cases of workplace safety and health incidents with the implementation of these preventive measures.

6.2.6 Individual Rights

Respecting and protecting basic human rights are fundamental to all our operations and deeply ingrained in our Code of Conduct, which applies to all employees. Labour rights, the prohibition of discrimination and harassment, protection of privacy, prohibition of forced and child labour, and workplace health and safety are all strictly observed within the work environment and discrimination and harassment of any kind are not tolerated in our Group.

We also respect our employees' rights to freedom of association as well as their membership of trade unions and other professional bodies.

In FY2025, none of our workforce was covered by a collective bargaining agreement; no incidents of forced labour, child labour or young workers were identified across the organisation, and no human rights-related grievances have been reported.

Targets

Mid-term target:

Implement comprehensive training programs to educate employees about non-discrimination policies and practices and to achieve 100% completion rate for non-discrimination training programme by FY2027.

Perpetual target:

We aim to sustain zero incidents so as to create a work environment free from fear, harassment or discrimination.

Additionally, to conduct regular thorough reviews of existing policies to ensure they effectively address and prevent discrimination.

6.3 Focusing on Our Customers' Needs

6.3.1 Our Approach

Customer service, quality products and the highest level of product safety have always been our priorities, with customer satisfaction being the goal of all our corporate activities. Customer retention begins with trust, and we place utmost importance on training our employees in customer service excellence as well as in continuously striving to improve the quality and safety of our products and services.

Open and frequent communication and responsive feedback are integrated into our daily activities with customer interaction. In addition to striving for excellence in product service and support, we attach enormous importance to data privacy. We have processes and controls in place over confidential and sensitive data related to our customers such as contracts.

Since 2019, we have been certified under the [ISO 9001:2015](#) standard for quality management systems. We have passed the renewal assessment in 2022 and 2025 and have again been certified for a further three years until 2028. This certification has helped us increase the control of our internal processes and the quality of our services.

6.3.2 Customer Feedback and Satisfaction

We listen to our customers and take their feedback very seriously. We consolidate customers' feedback through a range of communication channels including our website and regular customer visits. Through our customer feedback system, we capture our customers' comments for analysis and

Sustainability Report

actions. Customers’ complaints on our services are captured and the corrective and preventive actions are proposed, implemented and recorded as part of our service improvement process. Customers’ compliments are also tracked so that we can monitor where we are getting things right and cascade positive feedback to our employees, to their superiors and to our CEO. Customer satisfaction index is computed based on the number of repeat customers for two consecutive years. In FY2025, our customer satisfaction index stands at 7.6 (FY2024: 7.7) which is a 0.7% decrease as compared to last year.

In reference to our targets, the current customer satisfaction index is 5% below the short-term target of 8, and 24% below the medium-term target of the maximum score of 10.

Targets	Short-, mid- and long-term target: We aim to achieve a Customer Satisfaction Index of 8 by FY2027, and gradually improve to reach the maximum score of 10 by FY2030, maintaining that level through FY2035 and beyond.
----------------	---

6.3.3 Service Quality and Safety

Reliability and quality of our products are of paramount importance to us. Health and safety of our customers is always our priority. To ensure product safety to our customers, we have in place a set of key quality assurance processes and standards, such as [ISO 9001:2015](#) and bizSAFE to ensure compliance with regulations and international standards. No incident of product safety was reported in FY2025.

Target	Perpetual target: We aim to sustain zero product safety incidents so as to foster a ‘Safety First’ culture through employee training and quality control.
---------------	--

6.3.4 Data Safety and Privacy

The Group has appointed a Data Protection Officer to ensure compliance with the Personal Data Protection Act (PDPA). Ensuring safety and privacy of our customers’ data is of great priority to us. We have processes and controls in place for handling and communicating sensitive and confidential information of our customers such as contracts, customer orders and service delivery orders. Our information security policies ensure our customers’ data are managed in accordance with the level of confidentiality. We strictly observe all local laws and internal regulations applicable to personal information protection.

For the collection and disposal of wastepaper, we work with our office cleaning personnel for handling and reselling of wastepaper to recovery companies for pragmatic reasons. Every individual is responsible for the shredding of all papers, including confidential documents, before disposing into paper recycling boxes situated near photocopiers and printers. Such practice established within our office provides us with the confidence that sensitive information is protected during the whole life cycle of our documents.

Target	Perpetual target: To conduct annual review and update of customer privacy policies, with internal or third-party audit of compliance and to maintain a zero-tolerance stance toward breaches of customer privacy.
---------------	--

Sustainability Report

6.4 Partnering Our Suppliers

6.4.1 Our Approach

As part of our ambition to realise sustainability throughout our value chain, we extend the application of responsible business practices to our local partners and suppliers. We recognise that we are only at the beginning of our journey to integrate sustainable business practices throughout our supply chain, and we commit in our pragmatic approach to continuous improvement. We aim to identify new opportunities for collaboration with our suppliers, gradually increase transparency and continue to build shared capacity to minimise our indirect environmental and social impacts.

The Group's commitment to ethical business and labour standards include but are not limited to, prohibition of illegal payments, bribery and gifts, being against unlawful employment of minors and forced labour, supporting anti-harassment and anti-discriminatory labour practices, refusal to participate in anti-trust, anti-competitive, price fixing, fraud, money laundering and conflict of interest activities, as well as strict compliance of local laws and regulations.

6.4.2 Supplier Selection

Our key suppliers are carefully selected through our supplier selection process. When selecting our key suppliers, we examine criteria such as financial health, quality of products and services, as well as competitiveness of pricing. In addition, we take into consideration the overall sustainability policies adopted by our suppliers. Our final decision on supplier selection is based on the overall assessment which takes a balanced view across all selection criteria.

6.4.3 Supplier Review

We regularly review the performance of our key suppliers to determine whether to extend our partnership with them. During the key supplier review process, we engage with our key suppliers to communicate our expectations and mutual feedbacks. Such review process ensures alignment of our key suppliers' services and products to our business requirements and sustainability objectives through pragmatic and continuous improvement in our partnership with our key suppliers.

Key suppliers are randomly selected for annual screening. Some of the key suppliers who have sustainability policies in place and selected for screening in prior year are not being selected for screening again in current year. The random selection basis is to ensure that all the key suppliers have an equal chance of being selected.

In FY2025, 32% of key suppliers had sustainability policies, a slight decrease from 33% in FY2024, mainly due to supplier transitions and the onboarding of new vendors still developing their sustainability frameworks. We will continue to strive for further improvements towards our goals.

Targets

Short-, Mid- and Long-term targets:

We aim to increase this figure of our key suppliers to have sustainability policies in place to 35% by FY2027, 40% by FY2030 and 60% by FY2035, through enhanced supplier engagement, capacity-building initiatives, and integration of sustainability criteria into procurement processes.

Sustainability Report

6.5 Supporting Our Community

6.5.1 Our Approach

Since 2020, we have been committed to supporting communities through meaningful donations and sponsorships. Our contributions have spanned a diverse range of causes — from healthcare for frontline workers and mental health support for migrant workers, to scholarships for students and aid for underprivileged children and families. Each year, we will monitor our community contribution and carefully select initiatives that align with our mission to uplift lives and foster stronger community bonds through education, art, and philanthropy. This ongoing commitment reflects our belief in creating lasting impact and promoting inclusive growth across the regions we serve.

6.5.2 Our Community Initiatives Highlights

Year	Event / Activity	Type of Engagement	Beneficiary	Donation Amount (\$)
2025	Roparun 2025	Donation	Support the people with cancer in communities in the Netherlands	2,560
2025	Straits Times School Pocket Money Fund	Donation	Support the fund's mission to help children from low-income families with school-related expenses and development opportunities	1,000
2024	Roparun 2024	Donation	Support the people with cancer in Netherland communities	1,150
2024	UOB CMB Heartbeat 2023	Donation	Support 26 charities around the world to improve the lives of disadvantaged children and families	1,000

Target

Perpetual target:
We aim to consistently make meaningful contributions through regular donations annually that support communities, social causes, and humanitarian efforts.

7 SGX 5 PRIMARY COMPONENTS INDEX

N.B.: AR = Annual Report, SR = Sustainability Report (i.e. this report)

SGX Reference	SGX Primary Component	Disclosed in this Report
SGX: 27 Core ESG Metrics: Certifications		
Gov-4	List all Relevant Certifications for the organisation	SR: Section 4.4
710A: Board Diversity Policy		
5	Reference to Board Diversity Policy	AR: Corporate Governance
711B: Primary Components		
1-1a	Material environmental, social and governance factors	SR: Section 6
1-1aa	TCFD climate-related disclosures	SR: Section 5
1-1b	Policies, Practices and Performance	SR: Section 6 & 7
1-1c	Targets	SR: Section 6 & 7
1-1d	Sustainability Reporting Framework	SR: Section 2.2
1-1e	Board statement and associated governance structure for sustainability practices	SR: Section 1

Sustainability Report

8 GRI CONTENT INDEX

Statement of use	Teho International Inc Ltd has reported the information cited in this Global Reporting Initiative (GRI) content index for the period 1 July 2024 to 30 June 2025 with reference to the GRI Standards.
GRI1 used	GRI 1: Foundation 2021

N.B.: AR = Annual Report, SR = Sustainability Report (i.e. this report)

Section & Number		Disclosure	Response
General Disclosures			
The organisation and its reporting practices	2-1	Organisational details	SR: Section 2
	2-2	Entities included in the organisation's sustainability reporting	SR: Section 2.1
	2-3	Reporting period, frequency and contact point	SR: Section 1, 2.1, & 2.4
	2-4	Restatements of information	No Significant Changes
	2-5	External assurance	SR: Section 2.5
Activities and workers	2-6	Activities, value chain and other business relationships	AR: Page 3 to 5 & 12, SR: Section 6.4
	2-7	Employees	SR: Section 6.2.3
	2-8	Workers who are not employees	SR: Section 6.2.3
Governance	2-9	Governance structure and composition	AR: Corporate Governance, SR: Section 3.3
	2-10	Nomination and selection of the highest governance body	AR: Corporate Governance, SR: Section 3.3
	2-11	Chair of the highest governance body	AR: Corporate Governance, SR: Section 3.3
	2-12	Role of the highest governance body in overseeing the management of impacts	AR: Corporate Governance, SR: Section 3.3
	2-13	Delegation of responsibility for managing impacts	AR: Corporate Governance, SR: Section 3.3
	2-14	Role of the highest governance body in sustainability reporting	AR: Corporate Governance, SR: Section 3.3
	2-15	Conflicts of interest	AR: Corporate Governance, SR: Section 3.3
	2-16	Communication of critical concerns	AR: Corporate Governance, SR: Section 3.3
	2-17	Collective knowledge of the highest governance body	AR: Corporate Governance, SR: Section 3.3
	2-18	Evaluation of the performance of the highest governance body	AR: Corporate Governance, SR: Section 3.3
	2-19	Remuneration policies	AR: Corporate Governance, SR: Section 3.3
	2-20	Process to determine remuneration	AR: Corporate Governance, SR: Section 3.3
	2-21	Annual total compensation ratio	AR: Corporate Governance, SR: Section 3.3
Strategy, policies and practices	2-22	Statement on sustainable development strategy	SR: Section 1
	2-23	Policy commitments	SR: Section 3, 4, 4.1, 5, 6.1.1, 6.2.1, 6.3.1, 6.4.1, 6.5.1; AR: Corporate Governance
	2-24	Embedding policy commitments	AR: Corporate Governance

Sustainability Report

Section & Number		Disclosure	Response
	2-25	Processes to remediate negative impacts	SR: Section 4.1
	2-26	Mechanisms for seeking advice and raising concerns	AR: Corporate Governance
	2-27	Compliance with laws and regulations	No incident reported
	2-28	Membership associations	SR: Section 4.4
Stakeholder Engagement	2-29	Approach to stakeholder engagement	SR: Section 4.2 & 6
	2-30	Collective bargaining agreements	SR: Section 6.2.2.1, 6.2.6
Material			
Disclosures on material topics	3-1	Process to determine material topics	SR: Section 2.1, 2.2, 2.3
	3-2	List of material topics	SR: Section 4.2
	3-3	Management of material topics	SR: Section 4.1, 4.2
Economic			
Economic Performance	201-1	Direct economic value generated and distributed	AR: Page 17
	201-2	Financial implications and other risks and opportunities due to climate change	SR: Section 6.1
	201-3	Defined benefit plan obligations and other retirement plans	SR: Section 6.2.4.2
	201-4	Financial assistance received from government	AR: Page 104
Anti-corruption	205-1	Operations assessed for risks related to corruption	SR: Section 4.2
	205-2	Communication and training about anti-corruption policies and procedures	SR: Section 3.4
	205-3	Confirmed incidents of corruption and actions taken	No incident reported
Anti-competitive Behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	No incident reported
Environment			
Materials	301-1	Material used by weight	SR: Section 6.1.4
	301-2	Recycled input materials used	This topic is not relevant to TEHO's business activities
	301-3	Reclaimed products and their packaging materials	This topic is not relevant to TEHO's business activities
Energy	302-1	Energy consumption within the organisation	SR: Section 6.1.2
	302-4	Reduction of energy consumption	SR: Section 6.1.2
	302-5	Reductions in energy requirements of products and services	SR: Section 6.1.2
Water	303-2	Management of water discharge-related impacts	This topic is not relevant to TEHO's business activities
	303-3	Water withdrawal	This topic is not relevant to TEHO's business activities
	303-4	Water discharge	This topic is not relevant to TEHO's business activities
	303-5	Water consumption	SR: Section 6.1.3
Emissions	305-1	Direct (Scope 1) GHG emissions	Not material topic
	305-2	Energy indirect (Scope 2) GHG emissions	SR Section 6.1.2

Sustainability Report

Section & Number		Disclosure	Response
	305-3	Other indirect (Scope 3) GHG emissions	SR Section 6.1.2
	305-5	Reduction of GHG emissions	SR Section 6.1.2
Social			
Employment	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR: Section 6.2.4
	401-3	Parental leave	SR: Section 6.2.4
Labor/ Management Relations	402-1	Minimum notice periods regarding operational changes	SR: Section 6.2.2.2
Occupational Health and Safety	403-1	Occupational health and safety management system	SR: Section 6.2.5
	403-2	Hazard identification, risk assessment, and incident investigation	SR: Section 6.2.5
	403-3	Occupational health services	SR: Section 6.2.5
	403-4	Worker participation, consultation, and communication on occupational health and safety	SR: Section 6.2.5
	403-5	Worker training on occupational health and safety	SR: Section 6.2.5
	403-6	Promotion of worker health	SR: Section 6.2.5
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR: Section 6.2.5
	403-8	Workers covered by an occupational health and safety management system	SR: Section 6.2.5
	403-9	Work-related injuries	SR: Section 6.2.5
	403-10	Work-related ill health	SR: Section 6.2.5
Training and Education	404-1	Average hours of training per year per employee	SR: Section 6.2.2.4
	404-2	Programs for upgrading employee skills and transition assistance programs	SR: Section 6.2.2.4
	404-3	Percentage of employees receiving regular performance and career development reviews	SR: Section 6.2.2.1, 6.2.2.4
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	SR: Section 6.2.3
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	No incident reported
Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	SR: Section 6.3.1, 6.3.3
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No incident reported

Sustainability Report

Section & Number		Disclosure	Response
Marketing and Labelling	417-1	Requirements for product and service information and labelling	<i>SR: Section 6.3.3</i>
	417-2	Incidents of non-compliance concerning product and service information and labelling	<i>No incident reported</i>
	417-3	Incidents of non-compliance concerning marketing communications	<i>No incident reported</i>
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<i>No incident reported</i>

Sustainability Report

9 GLOSSARY

Carbon dioxide equivalent ("CO₂e")	A term for describing different greenhouse gases in a common unit.
Corporate social responsibility ("CSR")	A type of international private business self-regulation that aims to contribute to societal goals of a philanthropic, activist, or charitable nature by engaging in or supporting volunteering or ethically-oriented practices.
Det Norske Veritas and Germanischer Lloyd ("DNV GL")	DNV GL is an international accredited registrar and classification society headquartered in Høvik, Norway. The company provides services for several industries including maritime, renewable energy, oil & gas, electrification, food & beverage and healthcare. It was created in 2013 as a result of a merger between two leading organisations in the field — Det Norske Veritas (Norway) and Germanischer Lloyd (Germany).
Enterprise Risk Management ("ERM")	Methods and processes used by organisations to manage risks and seize opportunities related to the achievement of their objectives. ERM provides a framework for risk management, which typically involves identifying particular events or circumstances relevant to the organisation's objectives (threats and opportunities), assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring process.
Environmental Approved Lubricant ("EAL")	Lubricants that have been demonstrated to meet standards for biodegradability, toxicity and bioaccumulation potential that minimise their likely adverse consequences in the aquatic environment, compared to conventional lubricants.
Environmental, Social, and Corporate Governance ("ESG")	Refers to the three central factors in measuring the sustainability and societal impact of an investment in a company or business. These criteria help to better determine the future financial performance of companies (return and risk).
Forest Stewardship Council ("FSC")	An international non-profit, multi-stakeholder organisation established in 1993 that claims to promote responsible management of the world's forests.
Global Reporting Initiative ("GRI")	An international independent standards organisation that helps businesses, governments and other organisations understand and communicate their impacts on issues such as climate change, human rights and corruption.
Green House Gas ("GHG")	A gas that absorbs and emits radiant energy within the thermal infrared range.

Sustainability Report

Health Promotion Board	Established in 2001, the Health Promotion Board (HPB) is a government organisation committed to promoting healthy living in Singapore.
ISO 9001	International standard for a quality management system. In order to be certified to the ISO 9001 standard, a company must follow the requirements set forth in the ISO 9001 Standard. The standard is used by organisations to demonstrate their ability to consistently provide products and services that meet customer and regulatory requirements and to demonstrate continuous improvement.
KHAN-NA	The term is Thai, and it refers to the unused space between rice paddies. Thai farmers build KHAN-NA ridges between their paddies to contain the water in these fields.
Lloyd's Register	Providers of professional services for engineering and technology – improving safety and increasing the performance of critical infrastructures worldwide.
Programme for the Endorsement of Forest Certification ("PEFC")	An international, non-profit, non-governmental organisation which promotes sustainable forest management through independent third-party certification.
Scope 1 emission	All Direct Emissions from the activities of an organisation or under their control. Including fuel combustion on site such as gas boilers, fleet vehicles and air-conditioning leaks.
Scope 2 emission	Indirect Emissions from electricity purchased and used by the organisation. Emissions are created during the production of the energy and eventually used by the organisation.
Scope 3 emission	All Other Indirect Emissions from activities of the organisation, occurring from sources that they do not own or control. These are usually the greatest share of the carbon footprint, covering emissions associated with business travel, procurement, waste and water.
Singapore Environment Council ("SEC")	Established in 1995, the SEC is an independently managed, non-profit and non-government organisation. They influence thinking on sustainability issues and coordinate environmental efforts in Singapore. They are also an approved charity and offer tax exemption to donors.
Standards, Productivity and Innovation Board ("SPRING Singapore")	SPRING Singapore was a statutory board under the Ministry of Trade and Industry of Singapore. It worked as an agency for enterprise development, and helped enterprises to enhance the competitiveness in Singapore market. It was also the national standards and conformance body. On 1 April 2018, SPRING Singapore was merged with IE Singapore to form Enterprise Singapore.

Sustainability Report

Sustainable Development Goals ("SDGs")	A collection of 17 interlinked goals designed to be a "blueprint to achieve a better and more sustainable future for all". The SDGs were set in 2015 by the United Nations General Assembly and are intended to be achieved by the year 2030.
Tripartite Alliance for Fair and Progressive Employment Practices ("TAFEP")	Set up in 2006 by the tripartite partners (Ministry of Manpower, National Trades Union Congress, and Singapore National Employers Federation), to promote the adoption of fair, responsible and progressive employment practices.
United Nations Global Compact ("UNGC")	A non-binding United Nations pact to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. The UNGC is a principle-based framework for businesses, stating ten principles in the areas of human rights, labour, the environment and anti-corruption.
Vessel General Permit ("VGP")	The VGP is a permit issued by EPA in 2008 and reissued in 2013 under the Clean Water Act National Pollutant Discharge Elimination System (NPDES) that provided authority, on a nationwide basis, for discharges incidental to the normal operation of non-military and non-recreational vessels. The 2013 VGP established effluent limits, sampling, inspection, reporting, recordkeeping, and other requirements for 27 specific types of incidental discharges from vessels.
Workplace Safety and Health (WSH) Council	Established on 1 April 2008, the WSH Council comprises leaders appointed from major industry sectors (including construction, manufacturing, marine industries, petrochemicals, and logistics), government, unions, employers as well as professionals from the legal, insurance and academic fields. The Council works closely with the Ministry of Manpower and other government agencies, the tripartite partners, the industry, and professional associations to develop strategies to raise WSH standards in Singapore.
World Environment Day	Celebrated on 5 June every year, and is the United Nations' principal vehicle for encouraging awareness and action for the protection of the environment.