



**Teckwah**  
**Sustainability Report 2023**

Logistics

# Contents

02

Chairman's Message

03

Corporate Profile

06

About This Sustainability Report

07

Sustainability Strategy Overview

09

Stakeholder Engagement and Materiality Assessment

12

Focus 1: Governance and Ethics

16

Focus 2: Business Process and Supply Chain

18

Focus 3: Climate Change & Environment

28

Focus 4: Our People

33

Appendix A: GHG Emissions Definition and Methodologies

36

Appendix B: GRI Content Index

# Chairman's Message



Dear Stakeholders,

I am delighted to share with you Teckwah Logistics Business Segment's first sustainability report, demonstrating our deep commitment to environmental stewardship and sustainable logistics practices.

In 2023, we made a significant advancement by measuring our greenhouse gas (GHG) emissions. This thorough evaluation has allowed us to identify the areas with the highest emissions, enabling us to devise targeted strategies to effectively reduce them. Moreover, we have disclosed our climate-related risks and opportunities based on the Task Force on Climate-related Financial Disclosures (TCFD) recommendations. These actions are essential for understanding and mitigating our impact on climate change. We are also actively working with stakeholders and customers to improve our accountability and transparency in environmental management. By utilizing tools such as the Carbon Disclosure Project (CDP) questionnaire, we ensure our initiatives are making meaningful progress towards our sustainability goals.

As we look to the future, we remain dedicated to enhancing our sustainable practices in collaboration with our valued business partners. We are committed to upholding the principles of Environmental, Social, and Governance (ESG) stewardship in all areas of our operations.

**“Our Business Segment is focused on identifying opportunities to advance our collective impact on the planet and society”**

Our Business Segment is focused on identifying opportunities to advance our collective impact on the planet and society, aspiring to set new standards in sustainability within the logistics industry.

I extend my heartfelt thanks to our employees, customers, suppliers, and partners for their steadfast support and dedication to sustainability. Together, we are embarking on a journey to create a more sustainable future for generations to come.

**Thomas Chua Kee Seng**  
Executive Chairman

# Corporate Profile

Teckwah Industrial Corporation Pte Ltd (“Teckwah” and “the Group”) was founded in 1968 in the Republic of Singapore. From humble beginnings as Teck Wah Seng Kee, a sole proprietor producing cardboard boxes, Teckwah has grown to become a global provider of integrated value chain management solutions.

Driven by our vision of creating and delivering best-in-class value chain solutions worldwide, Teckwah today is the preferred business partner of global brand owners. Enabling an end-to-end solution both locally and globally is the strategic edge that underpins the Segment’s unique value proposition. Our distinctive suite of packaging printing, logistics, and lifestyle solutions delivers remarkable customer experiences and improved commercial outcomes.



## Packaging Printing

- Printing & Packaging
- Turnkey Kitting & Co-packing



## Logistics

- Demand Chain Logistics
- Aftermarket Logistics



## Lifestyle

- Ad Prints + VM Display
- Design & Build + Visual Merchandising
- Digital Content + Marketing Solutions

## Our Vision

To be the preferred business partner of global companies, creating and delivering the best-in-class value chain solutions worldwide.

## Our Core Values

Our core values embody the guiding principles of our Business Segment.



### Teamwork:

Working together symbiotically and cooperatively as opposed to individually to achieve ultimate goals for the organisation.



### Initiative:

Proactively doing things when a problem, obstacle or opportunity is identified, not simply thinking that someone will take action.



### Commitment:

The passion to contribute and grow with the organisation.

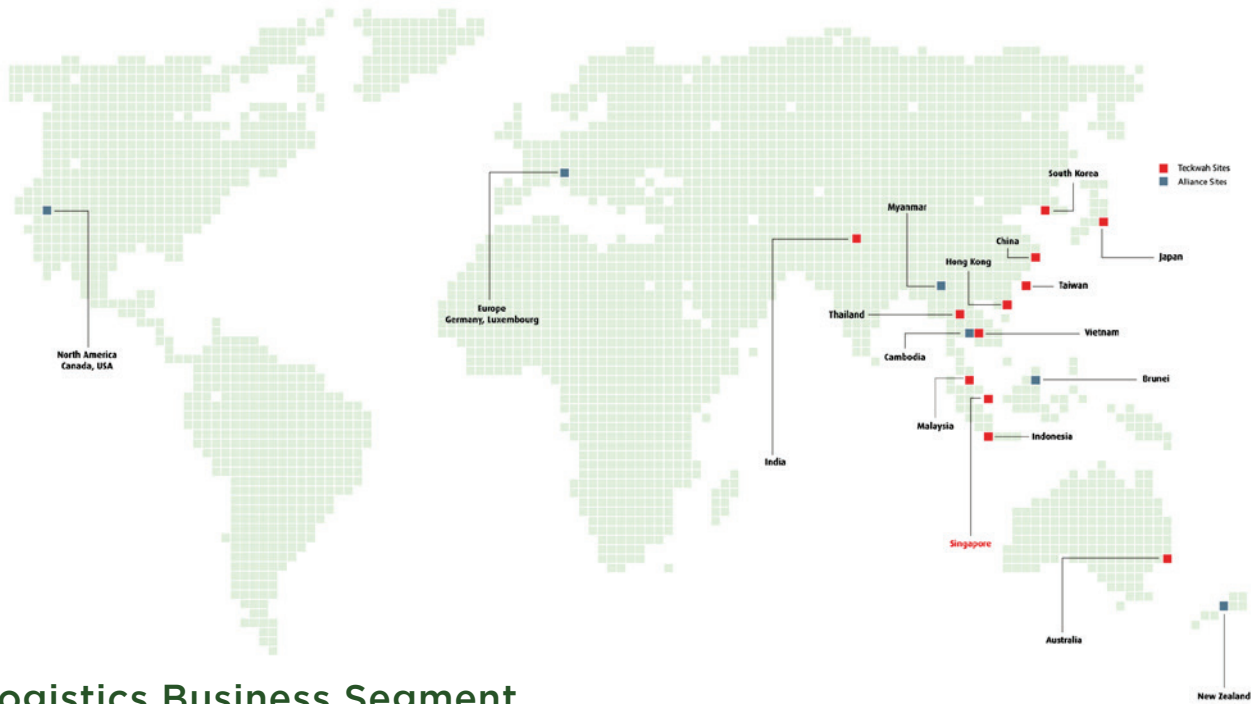


### Continuous Improvement:

A desire to surpass a standard of excellence, which includes one’s past performance, outperforming others setting challenging goals on even what anyone has ever done.

# Geographical Presence

Headquartered in Singapore, Teckwah operates across 16 countries in Asia Pacific, and together with our strategic partners, extends our reach to countries in Europe and North America.



## Logistics Business Segment

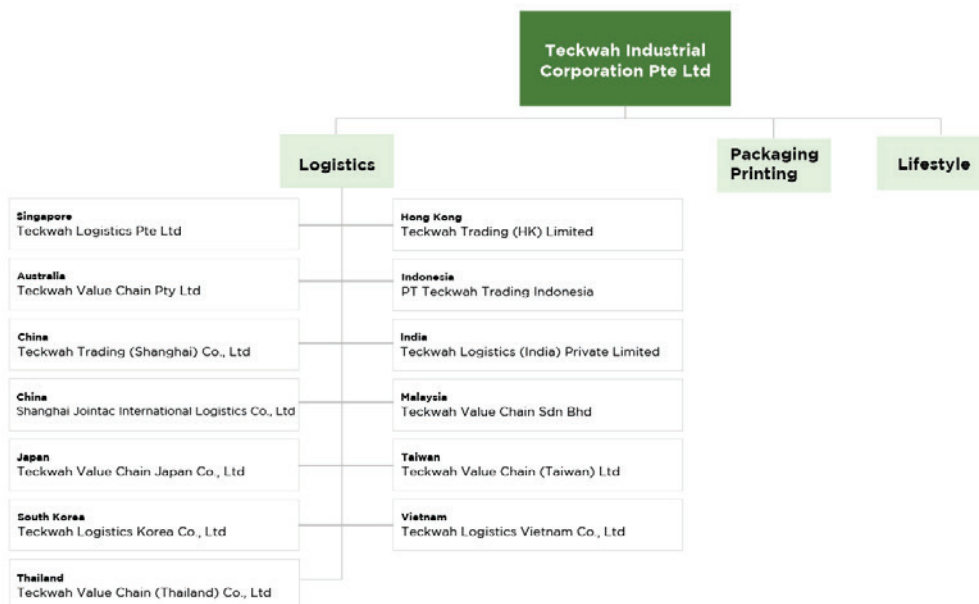
The Group’s logistics offerings are managed by its wholly owned subsidiary, Teckwah Logistics Pte Ltd (“TWL”) and its Segment of companies (collectively known as the “Business Segment”). Our integrated, yet flexible and configurable logistics offerings are designed with our customer’s sustainable goals in mind.

We deliver sustainable logistics solutions – a critical component in any modern supply chain strategy. Across Asia Pacific, the Business Segment is the trusted partner of global companies that require demand chain and aftermarket logistics.

The logistics portfolio was further expanded to serve the global demand chain requirements of target industry segments, offering global fulfilment, last-mile delivery and inventory and material management solutions.

## Corporate Structure

The Business Segment includes 13 entities spanning across the Asia Pacific region.



## Our Memberships

Collaboration is an important aspect of fostering continuous development and improvement of how we do things. We are members of the following industry organisations:

- Singapore Logistics Association
- Singapore Business Federation
- Transported Asset Protection Association (TAPA)
- Shanghai Medical Device Industry Association
- Shanghai Modern Service Industry Association
- Shanghai Pudong International Chamber of Commerce

Our memberships and certifications, including affiliations with industry associations, play a vital role in our sustainability journey. They keep us informed about best practices, ensure responsible sourcing, and enhance our environmental and quality management systems.

## Awards and Achievements

These achievements highlight our ongoing journey towards sustainability and set a solid foundation for future initiatives. Below are some key milestones we are proud to share:

- **Quantifying GHG Emissions:** Our measurement of the GHG emissions allows us to assess our current standing in emissions management within the industry, pinpoint areas where emissions are highest, and develop targeted strategies to reduce these levels effectively.
- **Driving Efficiency in Logistics:** We have enhanced our processes and practices by leveraging advanced IT solutions for supply chain visibility and efficiency. Our e-commerce logistics ensure seamless order fulfilment, supported by real-time data analytics to optimize efficiency.
- **Optimizing Resource Efficiency:** Our resource planning team helps clients minimize resource consumption by optimizing material planning and procurement, preventing overstocking and understocking, and reducing stock obsolescence.

Our operating environment also adheres to locally and internationally recognized quality standards, ensuring reliable and robust processes. This commitment to quality, workplace health and safety as well as supply chain security supports the growth of our businesses, thereby enabling the performance of our global clientele.



# About This Sustainability Report

This report covers the ESG strategy, goals, policies, initiatives, and performance that are material to our business and stakeholders. It is organised as follows:

- **The Business Segment’s sustainability strategy:** Provides an overview of our strategy in support of the UN SDGs and following the latest industry best practices.
- **Four focus Areas Supporting the Business Segment’s Sustainability Strategy:** Governance and Ethics, Business Process and Supply Chain, Climate Change & Environment, and Our People.

This report contains full-year data from 1 January to 31 December 2023 (FY2023). We welcome any feedback and suggestions for the continuous improvement of our sustainability report at: [info@teckwah.com.sg](mailto:info@teckwah.com.sg).

## Reporting Framework

This report is prepared with reference to the Global Reporting Initiative (GRI) Standards 2021, the most widely adopted global sustainability reporting standard for ESG impacts.

We have integrated our climate-related disclosures aligned with the TCFD Recommendations in the four key areas of governance, strategy, risk management, and metrics and targets. This enables us to understand the implications of climate-related risks and opportunities on our business and develop a mitigation plan.

We also aligned our strategy with the United Nations Sustainable Development Goals (UN SDGs). We concentrate our efforts on the UN SDGs where we can actively contribute through our policies and initiatives, ensuring our actions have a meaningful impact on ESG.

## Reporting Scope

The following operating entities which have significant contributions to the Logistics Business Segment revenue have been included in the sustainability reporting boundary:

1. Teckwah Logistics Pte Ltd (“TWL”) (Singapore);
2. Teckwah Value Chain Pty Ltd (“TVCA”) (Australia);
3. Teckwah Trading (Shanghai) Co., Ltd (“TWTSH”) (Shanghai, China);
4. Shanghai Jointac International Logistics Co., Ltd (“JTAC”) (Shanghai, China);
5. Teckwah Value Chain Japan Co., Ltd (“TVCJ”) (Japan);

6. Teckwah Logistics Korea Co., Ltd (“TWLKR”) (South Korea); and
7. Teckwah Value Chain (Thailand) Co Ltd (“TVCTH”) (Thailand).

## Restatements

As this is the Business Segment’s inaugural report, there are no reporting restatements.

## Assurance

We have considered the recommendations of an external ESG consultant for the selection of material topics and relevant reporting frameworks. To ensure the accuracy and credibility of the reported information, we have established robust internal control processes. Our Sustainability Taskforce Committee collaborates closely with the external ESG consultant, seeking guidance on reported information and conducting comparative studies to benchmark against industry standards.

The Managing Director, appointed by the Board, has reviewed and approved this Report. Consequently, the Managing Director has determined that independent internal and external assurance is not necessary for this period.

## Forward-Looking Statement

Certain statements in the report are forward-looking statements that reflect the Business Segment’s current views of future events and consider our present and future sustainability strategies and the environment in which the Business Segment will operate.

These views necessarily involve risks, uncertainties, and assumptions which may cause the actual performance or achievements of the Business Segment, or the industry, to be materially different from the future performance or achievements expressed or implied by such forward-looking statements and financial information.

The Business Segment expressly disclaims the obligation to publicly release any updates or revisions to any forward-looking statement to reflect any change in the Business Segment’s expectations when conditions or circumstances on which any such statement or information has changed.

# Sustainability Strategy Overview



## Business Segment's Sustainability Story

As a responsible corporate citizen, we are committed to operating in an environmentally sustainable and socially responsible manner. Considering the rapid developments to integrate sustainability factors into the business, the Business Segment will continue to incorporate sustainability into our operations and keep abreast of regulations and industry best practices related to sustainability.

## Strategic Focus Areas

We have identified four focus areas to steer our sustainability strategy:



### Focus 1: Governance and Ethics

Strong corporate governance guides the Business Segment in managing ESG-related risks and opportunities as well as ensuring full compliance with all applicable laws and regulations.



### Focus 2: Business Process and Supply Chain

Through a strategic focus on optimizing business processes, we are well-positioned to uphold its reputation as a reliable logistics partner, drive operational excellence, and meet the evolving needs of its diverse clientele in a competitive marketplace.



### Focus 3: Climate Change & Environment

We undertake precautions to limit negative impacts on the environment by managing energy, water, waste and effluents as efficiently as possible. The transition to a low-carbon economy is a global challenge that we are facing, and have been taking steps to address the relevant risks and opportunities during this transition.




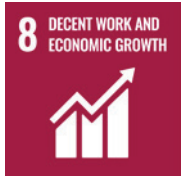



### Focus 4: Our People

We continue our efforts in talent retention and hiring innovative, dynamic and talented staff as they are our organisation's key assets. We believe it is vital to keep our staff engaged and motivated through creating a supportive work environment. The Business Segment rewards and motivates staff with a comprehensive and competitive compensation package and benefits programme.



## Contribution to the United Nations Sustainable Development Goals (UN SDGs)

The Business Segment contributes to the UN SDGs through our daily operations, strategy development and collaboration with our stakeholders. The attainment of the UN SDGs is a continuing global effort and forms part of the Business Segment's Long-term focus on sustainability. The following table highlights the Business Segment's contributions to the attainment of the relevant UN SDGs.

Material Topics	UN SDGs	The Business Segment's contribution	Relevant Stakeholders
Our People	 4 QUALITY EDUCATION Target 4.7	Equipping employees with knowledge and skills relevant to the development of society (i.e. training)	Employees
Our People	 8 DECENT WORK AND ECONOMIC GROWTH Target 8.1	Investing in local industries and fostering job creation to drive economic growth.	Employees
Climate Change & Environment	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION Target 12.2	Monitoring our emissions and materials usage	All stakeholders
Climate Change & Environment	 13 CLIMATE ACTION Target 13.1 Target 13.2	Developing robust contingency plans that ensure business continuity for various climate-related hazards.  Integrating Task Force on Climate-Related Financial Disclosures (TCFD)	All stakeholders
Governance and Ethics	 16 PEACE, JUSTICE AND STRONG INSTITUTIONS Target 16.3	Adhering to local laws wherever we operate	All stakeholders

# Stakeholder Engagement and Materiality Assessment

## Stakeholder Engagement

We value inputs from all our stakeholders and use a variety of channels to engage with them as well as receive their feedback. We identify stakeholders as Segments that have an impact or have the potential to be impacted by our business, as well as external organisations that have expertise in aspects that we consider material. The inputs that we receive form the cornerstone of our sustainability goals. This section presents the work done and the impact created based on our active stakeholder engagement process.

The inputs from stakeholders allow us to create appropriate policies and practices that govern responsible business conduct, and provide us with the opportunities to understand the views and expectations from them. Defined communication channels ensure focused engagement throughout the year, enabling us to determine our material topics and identify our focus areas:

Key Stakeholders	Engagement Methods	Areas of Concern	Our Responses	Addressed in this Report
<b>Government and Regulators</b>	<ul style="list-style-type: none"> <li>Meeting and dialogue sessions</li> <li>Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>Compliance</li> <li>Business ethics</li> <li>Industry participation</li> </ul>	Ensure full compliance with all applicable local laws and regulations	Governance and Ethics
<b>Customers</b>	<ul style="list-style-type: none"> <li>Email</li> <li>Company website</li> <li>Account Managers</li> </ul>	<ul style="list-style-type: none"> <li>Service and product quality management</li> <li>Timely delivery</li> </ul>	Maintain stringent quality control standards and frequent inspection	Climate Change & Environment
<b>Employees</b>	<ul style="list-style-type: none"> <li>Training and development programmes</li> <li>Career development and performance appraisals</li> </ul> <p><u>Singapore</u></p> <ul style="list-style-type: none"> <li>EHS committee meeting that oversees the Business Segment EHS activities</li> </ul>	<ul style="list-style-type: none"> <li>Continuous learning</li> <li>Equal opportunities and non-discrimination</li> <li>Work-life balance</li> <li>Competitive compensation</li> <li>Occupational health and safety</li> </ul>	<ul style="list-style-type: none"> <li>Provide fair employee remuneration and benefits</li> <li>Encourage employees to pursue lifelong learning opportunities</li> </ul> <p><u>Singapore</u></p> <ul style="list-style-type: none"> <li>EHS inspection</li> <li>Measure the accident rate</li> <li>EHS committee meeting</li> </ul>	Our People
<b>Suppliers</b>	Supplier socioeconomic assessment	Socioeconomic compliance	Supplier evaluation during onboarding and periodic re-assessment	Business Process and Supply Chain

## Materiality Assessment

We evaluate key ESG factors to ensure they align with our business objectives and strategy. This involves identifying material topics by assessing their actual and potential impacts on our stakeholders, changes in business operations, and the external sustainability landscape.

With the assistance of our ESG consultant, we have taken the following steps to identify and present the relevant material topics in this Report:

1. Identification: The Sustainability Task Force identifies material sustainability issues and topics relevant to stakeholders, drawing from both universal criteria and the GRI Standards.
2. Comparative Study: Comparison against competitors and peers to determine how the industry identifies and prioritises material factors.
3. Prioritisation: Material sustainability issues and topics are Segmented under the shortlisted focus areas. Each focus area is ranked based on its significance in terms of ESG impact and stakeholders' concerns.
4. Validation: The focus areas and their underlying sustainability topics are circulated to the sustainability team and Board to ensure the completeness and relevance of topics selected before report preparation.

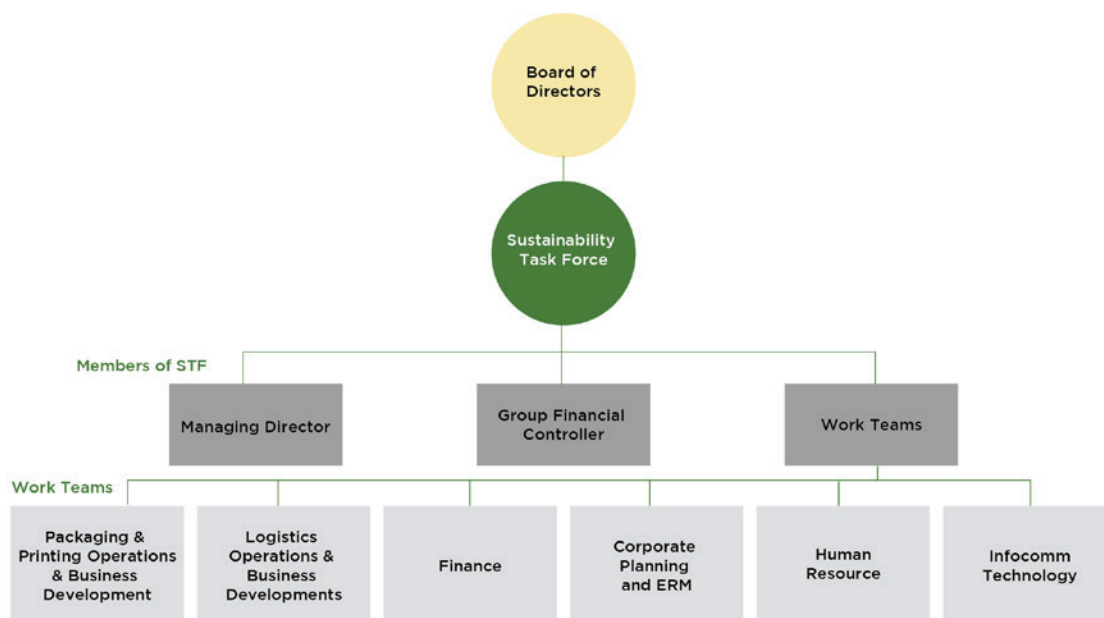
The table below summarises the material topics:

Report Sections	GRI Disclosures Addressed in this Report
<b>Focus 1: Governance and Ethics</b>	<ul style="list-style-type: none"> <li>• GRI 205 Anti-corruption 2016</li> <li>• GRI 207 Tax 2019</li> </ul>
<b>Focus 2: Business Process and Supply Chain</b>	<ul style="list-style-type: none"> <li>• GRI 204: Procurement Practices</li> <li>• GRI 308 Supplier Environmental Assessment 2016</li> <li>• GRI 414 Supplier Social Assessment 2016</li> </ul>
<b>Focus 3: Climate Change &amp; Environment</b>	<ul style="list-style-type: none"> <li>• GRI 302 Energy 2016</li> <li>• GRI 305 Emissions 2016</li> </ul>
<b>Focus 4: Our People</b>	<ul style="list-style-type: none"> <li>• GRI 401 Employment 2016</li> <li>• GRI 402 Labour/Management Relations 2016</li> <li>• GRI 403 Occupational Health and Safety 2016</li> <li>• GRI 404 Training and Education 2016</li> <li>• GRI 405 Diversity and Equal Opportunity 2016</li> <li>• GRI 406 Non-discrimination 2016</li> </ul>



# FOCUS 1: Governance and Ethics

Strong corporate governance practices are important to the Business Segment as it strives to build a viable and resilient business that can adapt to the trends and uncertainties in the industry. Such practices help the Business Segment align its operations and business activities with the interests of all key stakeholders.



The Managing Director, appointed by the Board, has considered sustainability issues in the formulation of the Business Segment’s strategy, approved the material ESG factors identified and overseen the management and monitoring of the material ESG factors.

The Managing Director provides strategic direction and oversight for the company’s sustainability agenda, ensuring alignment with the overall business strategy and long-term objectives. The Board of Directors meetings provide a forum for evaluating the Business Segment’s operational and sustainability performance, including progress against targets, to ensure the company remains on track to meet its sustainability goals.

The Sustainability Task Force (“STF”), headed by the Managing Director and supported by the Group Financial Controller and heads of different departments, is tasked with the management of the Business Segment’s sustainability initiatives, including review of material ESG factors, implementation of ESG policies, processes, and Key Performance Indicators. The Sustainability Task Force is responsible for reporting to the Board on sustainability performance, highlighting progress and areas for improvement every quarter.

Monthly deliberations encompass Top Management Meetings (“TMM”) and Top and Senior Management Meetings (“TSMM”). These sessions address critical facets of operational and sustainability matters. Critical concerns are escalated according to the reporting structure and ultimately reported during Board meetings. Decisions to address critical concerns are deliberated and approved based on the Delegation of Authority (“DOA”). No critical concerns were raised during the reporting period.

## Risk Management

The Business Segment adopts a precautionary approach in strategic decision-making by implementing a comprehensive risk management framework. The Managing Director is updated on ESG risks as part of the Enterprise Risk Management (ERM) process. These updates will provide assessments of potential ESG risks, mitigation responses and strategies, and resilience measures.

## Governing Policies

The Business Segment's policies provide guiding principles on business conduct and ethics that all management and employees should practise to support its commitment to good corporate governance. All corporate-level policies are reviewed and approved by our Board of Directors.

### Teckwah Group Policies

- Code of Conduct
- Code of Business Ethics
- Anti-bribery and Corruption Policy
- Whistleblowing Policy
- Personal Data Protection Act (PDPA) Policy
- Employee Handbook



## Code of Conduct

We have established an employee code of conduct as part of our Employee Handbook, which serves as a valuable resource to all staff members, providing clear guidance on expected standards of behaviour and ethical principles throughout their dealings.

Furthermore, new hires are briefed on the policies and standard operating procedures outlined in the Code of Conduct during their orientation program. These guidelines are reinforced annually to ensure continued understanding and adherence. Annually, employees declare their acknowledgment of having read, understood, and committed to abide by key corporate policies.

## Anti-Corruption

The Anti-bribery and Corruption Policy is applicable to all employees of the holding Business Segment, subsidiaries and associate companies of the Business Segment, whether the subsidiaries and associate companies are in or outside of Singapore.

As part of the ERM profile revisit process, the Business Segment was assessed for risk related to corruption and there were no incidents of corruption reported in FY2023.

Furthermore, this policy has been shared with our key business partners.

## Whistle-blowing

The Business Segment has a Whistle-blowing Policy which provides a mechanism for staff of the Business Segment in Singapore to raise concerns in confidence about fraud and other possible improprieties in matters of financial reporting or other matters. This Policy is shared on our website at <https://www.teckwahgroup.com/whistleblowing-policy>. Our stakeholders can raise their concerns through our whistleblowing platform, [whistleblow@teckwah.com.sg](mailto:whistleblow@teckwah.com.sg).

Corporate Planning and ERM is responsible for the administration and application of this policy. The whistle-blower's identity is kept confidential by our whistle-blowing policy unless compelled by law or with the whistle-blower's approval.

There were no reported incidents or complaints submitted during the reporting period.

## Regulatory Compliance

The Business Segment adheres to product safety and quality standards, as well as environmental and labour laws and regulations. Developments in regulations are monitored by the Business Segment and processes are in place to oversee activities and associated performance regularly. Our compliance record has remained consistently clean, with no instances of receiving administrative or judicial sanctions, fines, or restrictions imposed by authorities or public agencies since our inception.

## Corporate Tax Compliance

The Business Segment complies strictly with local tax regulations and best practices by engaging a third-party service provider to manage income tax requirements and address any tax compliance and tax-related queries. Oversight of tax affairs, encompassing compliance, submission, and reporting, falls under the purview of an Executive Director. While our Finance department bears primary responsibility for ensuring compliance, they shall seek guidance from tax consultants, in areas of concerns particularly for Corporate Tax and Transfer Pricing.

Our approach to interactions with tax authorities is tailored to the complexity of each matter. For routine submissions like Goods and Services Tax (“GST”), payroll tax, and Withholding Tax (WHT), our Finance department assumes direct responsibility. Conversely, in instances where interpretation or justification is less clear-cut, we enlist the expertise of tax consultants to ensure precision and adherence to regulations. Specifically, for Corporate Income Tax and Transfer Pricing matters, we rely on the specialized knowledge of tax consultants for both submission processes and responses to inquiries from tax authorities.

Notably, the Business Segment abstains from engaging in lobbying activities concerning tax-related issues.

## Personal Privacy

We have implemented a Personal Data Protection Policy which governs the collection, handling and protection of our employees’ personal information in a responsible manner, by the latest amendment of the Singapore Personal Data Protection Act 2012 (“PDPA”). All relevant employees are required to undergo PDPA training annually.

In any event, where we need to collect personal data from our employees, we ensure that we have obtained their consensus before collecting the data. For a detailed Personal Data Protection Policy, please refer to <https://www.teckwahgroup.com/privacy-policy>.

## Governance and Ethics Targets

	Compliance	Data Privacy and Protection
<b>Short-term (1-3 years) Targets</b>	Zero incidents of non-compliance with all relevant laws and regulations.	Zero incidents of data breach due to cyber-attack or breach of PDPA.
<b>Medium-Term (3-5 years) Targets</b>		
<b>Long-Term (&gt;5 years) Targets</b>		



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# FOCUS 2:

## Business Process and Supply Chain

Through a strategic focus on optimizing business processes, we are well-positioned to uphold our reputation as a reliable logistics partner, drive operational excellence, and meet the evolving needs of its diverse clientele in a competitive marketplace.

### Logistics Suite of Offerings

Our integrated, flexible and configurable logistics offerings deliver the advantage our customers need to empower and strengthen their business performance and value proposition. Through our extensive and growing network in Asia Pacific, we are ideally positioned to manage both the demand chain and aftermarket operations across mature and emerging markets in the region.

Our growing international track record is continually strengthened by the “Global Access, Local Supply” [“G.A.L.S.”] modus operandi. Established ground knowledge, local way of operating, as well as, local and regional distribution networks, are key components of the G.A.L.S. operating model. With replicable logistics capabilities delivered across major cities covering multiple locations, we excel in all areas of our core expertise in the demand chain and aftermarket supply chain.

### Demand Chain Logistics

Timely and agile logistics are required to support a diverse range of activities including the movement of raw material and inventory along the supply chain. Our demand chain offerings tackle essential logistics touchpoints along the customer’s supply chain vis-à-vis their products – whether pre-manufactured or finished. Be it enabling reliable final mile experiences or configuring variable racking options to address storage requirements, our solutions provide the assurance and a peace of mind clients need.

### Strategic Inventory & Material Management

From strategic planning and forecasting capabilities that complement our clients’ go-to market plan for their products, to custom racking options for raw material storage, we readily deliver a myriad of warehousing and inventory solutions to our clients. Trained personnel handle tailored requirements catered to desired warehousing and inventory needs. We strive to reduce holding costs and enhance the value of our client’s assets, ensuring their management within secured and controlled storage facilities. By providing reliable outsourced inventory management services, we enable our clients to focus their resources on enhancing the efficiency and productivity of their core operations.

### Global Fulfilment

Our global fulfillment model is mindfully designed to support clients’ go-to market strategies for their branded products, safely and efficiently distributed to desired markets worldwide anytime and anywhere. Costs are optimised as we help clients maneuver the complex terrain of Asia Pacific – a geographically dispersed region that remains a core focus in our business.

### Aftermarket Logistics

Our commitment towards contributing to environmental goals and sustainability is manifested in the delivery of sustainable urban logistics solutions that satisfy demands along the aftermarket supply chain. We address aftermarket logistics strategy and design with sound expertise and experience. Our unrivalled range of offerings coupled with collaborative technology and a growing network, drives efficiency and service levels while keeping sustainability in mind.

### Service Parts Logistics

Our service parts logistics expertise optimises inventory while strategically managing stock levels and shipments, visible across multiple warehouses in the Asia Pacific region. Ground and network connectivity with localised expertise enables our clients’ business while cost-efficient inventory management reduces overall holding costs. At every touch point along the aftermarket supply chain, our clients’ service parts are securely managed under certified and licensed storage premises and processes. Complexities are naturally eliminated as we provide full, real-time visibility of order shipments, on-the-go, while remaining carrier-neutral across Asia Pacific.

### Reverse Logistics

Proper management of a product’s End-of-Life cycle is as vital a process as managing the production and distribution logistics of the product. Our returns management, refurbishment, and recycling management services achieve our clients’ sustainable goals while aligning with broader environmental conservation efforts.

### Returns Management

Our returns management solution supports salient aftermarket care programmes from used demo equipment loans to used product returns. Collections and returns of used products and end-of-lease equipment are managed by our in-country teams that carry out multi-vendor,

multi-channel logistics coordination. All returned branded assets and used products will be securely stored in our certified storage facilities, awaiting the next instructions from the client. On the technical front, for hardware equipment like demo units, our service scope includes receiving, screening, evaluating and data wiping the returned units.

## Refurbishment

We execute various levels of equipment repair and refurbishment for our clients' branded assets. Our Asset Recovery solution tailors to your aftermarket care needs – whether it is simple product reconditioning, or a first-level component repair. All refurbished or repaired equipment strictly adheres to clients' standards prior to market re-introduction or before returning to end-user for extended use.

## Recycling Management

Apart from contributing towards a more sustainable future, asset recovery and recycling of valuable products drive incremental value and enhance brand equity for clients. Our recycling management offering involves multi-partner coordination between our logistics partners and your appointed recycling agents. Against the backdrop of rising environmental awareness and locally enforced legislations, all activities are executed in accordance with clients' disposal management policies and prevailing government regulations to ensure full compliance.

## Minimizing Customer Resource Consumption

In aiding our clients to prevent both overstocking and understocking and to mitigate stock obsolescence, our dedicated resource planning team offers material planning optimization services and aids in material procurement management. This service facilitates cross-time zone spare parts replenishment for our business partners, streamlining the replenishment planning process. As a result, operational efficiency has improved, empowering our business partners to make data-driven decisions for enhancing their business scalability. Furthermore, the customer experience has been elevated through accelerated order delivery times.

## Leveraging Technology to Boost Productivity: Digital Transformation, Process, and Service Innovation

The Business Segment is dedicated to achieving our strategic business objectives by identifying, evaluating, and tackling organizational challenges and risks through the implementation of a comprehensive enterprise risk management framework, integrating Long-term sustainability into our management systems.

Our primary tool for developing corporate strategies is the Direct, Plan, and Improve (“DPI”) Strategic Thinking Process,

which engages senior management in discussions and assessments of both internal and external environments. This involvement enables senior management to take ownership of the strategy, ensuring clearer communication of the Business Segment's strategic direction to all employees.

Recognizing the importance of staying ahead of customer and market needs, we have developed Listening and Learning methodologies to understand and anticipate future customer and market requirements by engaging closely with key stakeholders and incorporating their feedback into our strategic plans.

This process enables us to effectively identify significant trends that will influence our competitive landscape and ensure our relevance and competitiveness in an era characterized by continuous technological disruption and innovation.

## Supplier Assessment

The Business Segment works with a diverse range of suppliers and vendors ranging from multinationals to small local businesses. They each add value in supporting the delivery of high-quality logistics solutions to the Business Segment's customers.

The Business Segment is committed to only working with suppliers that can uphold its high standards of sustainable and ethical business practice. Our Business Partner contracts outline the expected commitment from suppliers in terms of integrity in business conduct, human rights and labour practices, environmental stewardship and employee health and safety. The Business Segment requires contracted suppliers to adhere to its business contracts, which set out the responsibility for suppliers to carry out their business with integrity and honesty.

During the reporting year, all new suppliers have declared and acknowledged their responsibilities in ensuring compliance with local regulations. In addition, there were no recorded incidents of any significant environmental, social, or labour concerns related to our suppliers.

## Business Process and Supply Chain Targets

	Supplier Assessment
<b>Short-term (1-3 years) Targets</b>	No recorded incidents of any significant environmental, social, or labour concerns related to our suppliers.
<b>Medium-Term (3-5 years) Targets</b>	
<b>Long-Term (&gt;5 years) Targets</b>	

# FOCUS 3:

## Climate Change & Environment



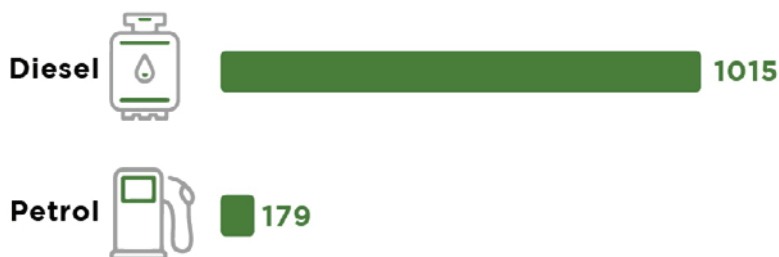
The Business Segment is committed to strengthening its operational resilience and to becoming a positive force in the fight against climate change. This strategy includes adopting initiatives, like monitoring of our energy and emissions, waste management protocols, and the promotion of sustainable practices among our staff.

### Energy Management

As a responsible corporate citizen in the logistics industry, the Business Segment recognises the impact of our Greenhouse gas contribution to perpetuating the effects of climate change and its role in addressing these growing global concerns.

Since 2021, our Singapore facility is Green Mark Building certified by the Building and Construction Authority, meeting stringent sustainability and environmental performance criteria. This certification underscores our commitment to energy efficiency, water efficiency, environmental protection, indoor environmental quality, and other sustainable building practices.

Within our office, we have implemented energy-saving measures to reduce consumption, including installing LED lighting and energy-efficient air-cooling systems throughout all our buildings. Our highest fuel consumption is primarily due to Diesel usage for our warehouse transportation vehicles. We endeavour to improve our data to consider metrics to best measure our fuel consumption intensity. The table below summarises the fuel consumption of the Business Segment<sup>1</sup>:



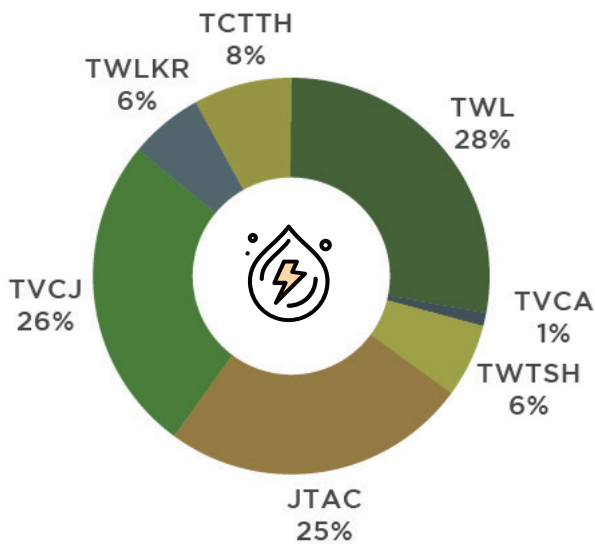
In addition to fuel consumption, we also rely on purchasing electricity from power plants to power our buildings and facilities. The consumption of electricity is closely tied to our warehousing operations such as lighting, heating, ventilation, and air conditioning (“HVAC”) systems. The table below summarises the energy consumption of the Business Segment<sup>2</sup>

<sup>1</sup>Methodologies: Multiplied the activity data by emission factors from the UK Department for Environment Food & Rural Affairs (UK DEFRA) data.

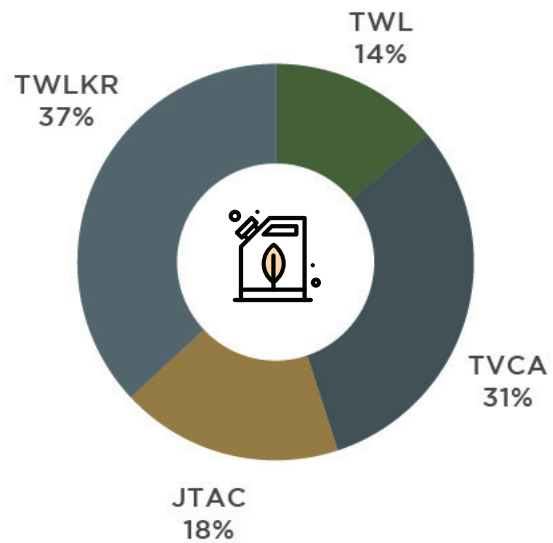
<sup>2</sup>Methodologies: Multiplied electricity consumption by the country-specific emission factors consolidated by Carbon Footprint Ltd.

Entity	Electricity (KWh) '000	Electricity (GJ)	KWh/sqm	Floor Space (sqm)
TWL	444	1,599	11.18	39,724
TVCA	14	51	15.06	942
TWTSH	99	355	26.98	3,659
JTAC	395	1,421	27.53	14,339
TVCJ	419	1,509	300	1,397
TWLKR	92	330	25.2	3,636
TVCTH	123	444	62.25	1,979
<b>Total</b>	1586	5709	468.2	65,676

### Electricity consumed in FY2023



### Fuel consumed in FY2023



We have implemented measures to enhance efficiency and reduce our environmental footprint by utilizing ISO-certified warehouses equipped with an Inventory Management system. Moving forward, we will assess our energy data and explore steps to further improve our energy consumption and efficiency levels.

## GHG Emissions Management

As part of our ongoing sustainability efforts, we have conducted a comprehensive value chain mapping exercise to identify the sources of emissions across our operating jurisdictions. This meticulous process involves careful consideration of all processes, from material sourcing to end-of-life disposal, within our value chain.

To provide a clear understanding of our emissions, we have summarized the relevant data in the table below, outlining key categories such as purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, and end-of-life treatment of sold products.

## GHG Emission Inventory and Approach

The Business Segment utilised the consolidation approach under the GHG Protocol, specifically employing the Operational Control Approach to determine our organisational boundary. This method involves accounting for the GHG emissions from operations over which the Business Segment has control, focusing on areas where we can influence policies and procedures that drive emissions.

Entities within the Business Segment beyond those reported in the following section are excluded from our organisational boundary due to their insignificant GHG emissions output. Our determination of significance is based on assessments of entities with similar operations and revenue proportions. In addition, including these entities is immaterial and will not change the total emissions of the Business Segment. Refer to Appendix A for more details on the GHG Emissions Exclusion List, Definition and Methodologies.

### GHG Emission Scope 1, 2 & 3

Entity	Scope 1 (tCO <sub>2</sub> e)	Scope 2 (tCO <sub>2</sub> e)	Scope 3 (tCO <sub>2</sub> e)	Total GHG emissions (tCO <sub>2</sub> e)	Scope 1+2 tCO <sub>2</sub> e/Revenue SGD'000 <sup>3</sup>
TWL	11	185	951	1,148	0.01
TVCA	25	11	38	74	0.01
TWTSH	-	55	241	296	0.02
JTAC	15	220	394	629	0.01
TVCJ	-	193	49	242	0.03
TWLKR	30	38	56	124	0.01
TVCTH	-	55	67	122	0.02
<b>Total</b>	<b>81</b>	<b>757</b>	<b>1,796</b>	<b>2,634</b>	<b>0.01</b>

#1 Consumed packaging material and services



271.61

#3 Fuel and energy related activities



99.06

#4 Upstream transportation & distribution



1056.07

#6 Business travel



77.41

#7 Employee commuting



292.36

<sup>3</sup>The Business Segment uses external revenue as a denominator to measure emission intensity and uses total internal and external revenue for the respective entities.

## Climate Change and Environment Targets

Through our GHG emission accounting, we have identified several stress points that require targeted intervention. With the facilitation of our consultants, we have developed strategies to manage and decarbonize these areas, and have established preliminary targets. We will review and refine these strategies and targets as more accurate data becomes available in the coming years, ensuring continuous improvement and alignment with our sustainability goals.

	<b>Emission Reduction Target</b>
<b>Short-term (by 2027)</b>	Maintain Business Segment emission intensity (Scope 1 & 2 / Revenue)
<b>Medium-Term (By 2030)</b>	Explore opportunities to reduce emissions
<b>Long-Term (By 2050)</b>	Achieve Carbon Neutrality

We are committed to managing greenhouse gas emissions and achieving our milestone targets through two strategic initiatives as follows:

### Sustainable Transportation Initiatives

Promote the adoption of lower-emission transport modes whenever feasible, contributing to reduced air pollution and enhanced environmental sustainability. This includes encouraging the adoption of vehicles that are more fuel-efficient and have lower emissions to reduce environmental impact and operational costs.

### Improved Data Management

Enhanced data management capabilities are critical to our efforts in managing greenhouse gas emissions. We are streamlining data tracking and collection processes to ensure accurate reporting of emissions across all operations. This improved data accuracy allows us to identify key areas for emission reductions and measure the effectiveness of our initiatives.



# TCFD Climate Risk and Opportunity

This report outlines our climate-related risks and opportunities, as well as our strategies for managing them in a rapidly evolving environment.

TCFD Pillar	Recommended Disclosures	FY2023 Status	Approach/ Action
Governance	Describe the board’s oversight of climate-related risks and opportunities	Met	<p>The Board considers climate-related issues when reviewing the business strategy and risk management policies. Climate-related considerations are incorporated into the setting of the organization’s performance objectives, ensuring alignment with broader climate-related goals and targets.</p> <p>The Board maintains oversight of climate-related issues to ensure accountability and continuous improvement in the company’s response to climate change. The Board receives periodic reports on climate-related issues from management, which include updates on climate risk assessments, mitigation strategies, regulatory developments, and progress against targets.</p>
	Describe management’s role in assessing and managing climate-related risks and opportunities.	Met	<p>The identification and assessment of climate-related risks and opportunities was undertaken by the STF which comprises the Business Segment’s senior management. The STF is supporting the Board to implement the identified climate-related strategies from the ground up together with the support of the operational leadership teams.</p> <p>The operational leaders and the STF regularly review the progress and strategies within their operational sites to ensure that the strategies are implemented accordingly.</p> <p>For critical decisions on sustainability, the STF and operational leaders will agree and implement the changes accordingly.</p>
	Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	Met	We enlisted the support of external ESG consultants to facilitate a discussion with the Sustainability Committee for the identification of climate-related risks and opportunities that may act as barriers or enablers to achieving business goals across the short, medium, and long-term horizon.
Strategy	Describe the impact of climate-related risks and opportunities on the organisation’s business, strategy and financial planning.	Met	Refer to the “Climate-related Risks and Opportunities” section.
	Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	In progress	In line with SGX’s phased implementation approach for TCFD adoption, the Business Segment will incorporate scenario analysis in our subsequent sustainability reports.

TCFD Pillar	Recommended Disclosures	FY2023 Status	Approach/ Action
Risk Management	Describe the organisation’s processes for identifying and assessing climate-related risks.	Met	The STF has approached this with the help of an external consultant by considering factors such as physical, transition, and reputational risks. Once identified, climate-related risks are prioritized based on their potential impact on the organization’s objectives, stakeholders, and Long-term sustainability.
	Describe the organisation’s processes for managing climate-related risks	Met	<p>Mitigation strategies are tailored to the specific nature of each risk and may include measures such as investing in resilient infrastructure or diversifying supply chains.</p> <p>The risk register is periodically reviewed and updated to reflect changes in environmental conditions, regulatory landscapes, and market dynamics. This process ensures that climate-related risks are continuously monitored and managed in line with evolving circumstances.</p>
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation’s overall risk management	Met	The Board will be updated on climate risks as part of the Enterprise Risk Management (“ERM”) process. These updates will provide comprehensive assessments of potential climate-related risks, mitigation strategies, and resilience measures. This ensures that climate-related risks are treated with the same rigour and attention as other business risks.
Metrics and Targets	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Met	The Business Segment employs robust metrics to assess climate-related risks and opportunities as part of its comprehensive strategy and risk management framework. Key metrics include quantifying greenhouse gas (“GHG”) emissions across operations and supply chains, and tracking energy consumption and efficiency improvements.
	Disclose Scope 1 <sup>4</sup> , Scope 2 <sup>5</sup> , and if appropriate, Scope 3 <sup>6</sup> GHG emissions, and the related risks.	Met	The Business Segment has disclosed Scope 1, 2 and 3 emissions in the section “GHG Emissions Management.”
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Met	Refer to Focus 3: Climate Change & Environment for more information.

<sup>4</sup>Scope 1 GHG emissions which are emissions resulting from the sources owned or controlled by the Business Segment

<sup>5</sup>Scope 2 GHG emissions resulted from the generation of purchased electricity consumed by the Business Segment

<sup>6</sup>Scope 3 emissions are emissions from sources not owned or controlled by the Business Segment such as the Business Segment’s value chain



## Climate-related Risks

In line with our commitment to align with the Recommendations, our identification and assessment of climate risks consider:

- Transition risks: include changes to policy and legal obligations, technological innovation, changing market demand for products, and changing stakeholder expectations
- Physical risks: risks relating to the physical impacts of climate change (both acute and chronic)

The table below reflects our understanding of the Business Segment's most significant climate-related risks that are relevant to our business by considering inputs from senior management with the assistance of an external consultant. We recognise that the list is not exhaustive, and we will continue to enhance our understanding and responses to these risks.

Risk	Description	Risk Mitigation
<b>Transition Risk</b>		
<p><b>Policy and Legal: Increasing the carbon tax rate leads to higher operational expenses in Singapore</b></p>	<p><u>Office &amp; warehouse facility</u> We may face higher operational expenses in the form of carbon tax being passed on to consumers by the power-generating companies.</p> <p><u>Upstream Transport</u> Upstream transport companies may pass on the increased costs, resulting in higher costs.</p> <p><b>Period</b><sup>7</sup>: Short, Medium, Long</p> <p><b>Likelihood</b><sup>8</sup>: Certain</p> <p><b>Financial Impact:</b> Increase the cost for electricity and cost from upstream transportation</p> <p><b>Impact Area(s):</b> Singapore operation</p>	<p><u>Warehouse Facility</u> Scope 1: Consider the use of EV Scope 2: To monitor energy intensity; Implement energy efficiency measures in operations, such as upgrading equipment and facilities to more energy-efficient technologies.</p> <p><u>Upstream Transport</u> Scope 3: Consider selecting a transport provider that uses Electricity Vehicles. Implement advanced logistics planning to optimize routes, reduce transit times, and enhance overall efficiency.</p>
<p><b>Policy and Legal: Countries may introduce regulations mandating the use of green aviation fuel leading to higher freight cost.</b></p>	<p>Countries might implement regulations requiring the utilization of green aviation fuel, resulting in increased freight expenses, given that green aviation fuel is pricier compared to conventional aviation fuel.</p> <p><b>Period:</b> Short, Medium, Long</p> <p><b>Likelihood:</b> Singapore: Certain Other countries: Likely</p> <p><b>Financial Impact:</b> Increased cost from upstream transportation</p> <p><b>Impact Area(s):</b> Segment-wide</p>	<p>Continuously monitor market trends, regulations, and technological advancements to adapt strategies accordingly.</p> <p>Implement advanced logistics planning to optimize routes, reduce transit times, and enhance overall efficiency.</p>

<sup>7</sup>Definition of Period used in this Report:

- **Short:** 1-3 years
- **Medium:** 3-5 years
- **Long:** More than 5 years

<sup>8</sup>Three categories of likelihood have been used in this Report (in decreasing order of likelihood):

- (a) Certain
- (b) Likely
- (c) Possible

Risk	Description	Risk Mitigation
<p><b>Reputational:</b>  <b>The inability to meet the requirement by key customers to reduce GHG emissions may lead to lower revenue.</b></p>	<p>The demand from key customers signifies a shift in expectations within the market. Customers are increasingly recognizing the importance of sustainability and are incorporating environmental considerations into their decision-making processes.</p> <p><b>Period:</b> Short, medium, long</p> <p><b>Likelihood:</b> Certain</p> <p><b>Financial Impact:</b> Reduced revenue due to a shift of customer preference</p> <p><b>Impact Area(s):</b> Segment-wide</p>	<p>Use metrics/intensity to track performance. Establish targets aligned with customer's expectations.</p>
<b>Physical Risk</b>		
<p><b>Acute:</b>  <b>An increase in the frequency and intensity of extreme weather events leads to delays, disruptions, and increases in insurance and operational costs.</b></p>	<p>Extreme rainfall and increased flooding events may cause extensive flooding, property and infrastructure damage (road transport and electricity supply), and service disruption (transportation and delivery), which can lead to significant economic impacts.</p> <p><b>Period:</b> Medium, Long</p> <p><b>Likelihood:</b> Likely</p> <p><b>Financial Impact:</b> Increased operational costs, lower revenue due to disruption in operations</p> <p><b>Impact Area(s):</b> Segment-wide</p>	<p>We will review and ensure there is adequate insurance coverage.</p>
<p><b>Chronic:</b>  <b>Sustained higher temperatures over time may result in delays and disruptions.</b></p>	<p>High temperatures can cause the tracks, roads and runways to buckle, which can cause delays and other disruptions to transportation services.</p> <p><b>Period:</b> Medium, Long</p> <p><b>Likelihood:</b> Likely</p> <p><b>Financial Impact:</b>  Increased operational costs, lower revenue due to disruption in operations</p> <p><b>Impact Area(s):</b> Segment-wide</p>	<p>The Business Segment has developed contingency plans for operations to address the above-mentioned risks.</p>



## Climate-related Opportunities

Although the Business Segment faces significant exposure to climate-related risks in the medium to long term, opportunities in a low-carbon economy because of a successful economic transition are likely to surface.

Opportunities	Description	Management's Response
<p><b>Reputation and Market Preference: Developing carbon-neutral logistic products and services may improve an organisation's competitive position.</b></p>	<p>With the increased focus on climate change and environmental protection, many customers are looking for environmentally friendly logistics solutions. This presents an opportunity for companies to capitalize on this trend by providing different green logistics solutions.</p> <p><b>Period:</b> Short, Medium, Long</p> <p><b>Likelihood:</b> Likely</p> <p><b>Financial Impact:</b> New revenue stream due to shift in market demand</p> <p><b>Impact Area(s):</b> Segment-wide</p>	<p>Innovation to make key stages of the value chain (e.g.: green raw materials and green manufacturing measures ) more climate resilient.</p>
<p><b>Reputation and Market Preference: Ability to meet customers' demands in the transition to a lower carbon economy as an early adopter of sustainable supply chain solutions.</b></p>	<p>As an early adopter of sustainable supply chain solutions, the Business Segment will gain a competitive advantage by becoming the preferred supplier in the market. Meeting the transition demands of key customers towards a lower carbon economy will lead to increased customer demand for the Business Segment's products/ services.</p> <p><b>Period:</b> Short, Medium, Long</p> <p><b>Likelihood:</b> Likely</p> <p><b>Financial Impact:</b> Increased revenue as the Business Segment becomes customers' preferred choice</p> <p><b>Impact Area(s):</b> Segment-wide</p>	<p>Continuing to monitor and reduce our emissions, and actively pursuing decarbonisation initiatives are essential steps in meeting our customers' expectations and gaining a competitive advantage over our competitors.</p>



# FOCUS 4: Our People

The Business Segment prioritizes its people, offering fulfilling careers, quality workplaces, and balanced lifestyles. We champion diversity and equal opportunities, fostering an inclusive environment where ideas thrive, and concerns are addressed. Additionally, we prioritize Occupational Health and Safety (“OHS”) aspects, ensuring the well-being of our employees.

## Occupational Health and Safety

The Business Segment’s commitment is established in our management philosophy and system, known as QuESH (Quality, Environment, Safety, and Health). Our QuESH Management System (“QuESHMS”) effectively and responsibly identifies, assesses, and treats all QuESH-related risks associated with our business activities, products, and services. Operational objectives are established to prevent workplace pollution, injury, and ill health.

The QuESHMS is overseen by our dedicated Environmental, Safety, and Health (“ESH”) Committee. This committee actively monitors and improves our occupational health and safety standards.

Aligned with ISO 45001:2018 and the RBA Standard, our Safety and Health Management System (“SHMS”) Policy is accessible to all employees. Internal and external audits ensure that our system continuously evolves to meet the highest standards of OHS performance.

Furthermore, we adhere to best practices in occupational health and management. TVCA aligns with the best practices outlined by the State of New South Wales (“NSW”). Please find more information on these practices at: <https://www.safework.nsw.gov.au/your-industry/transport,-postal-and-warehousing>

Our ESH members play a vital role in fostering awareness of environmental and occupational health and safety. They provide valuable guidance on implementing our SHMS throughout the organisation. Regular quarterly meetings of the Safety and Health Committee ensure that important information is shared and acted upon promptly.

Furthermore, we provide various work-related training programs. These include training in risk assessment training, handling chemical spillage, firefighting techniques, general awareness, special equipment safety education and training, third-level safety education, and training on unloading pallets from two-tier racks.

Regular risk assessments help us identify and address potential hazards, with control measures implemented to minimize risks. We also seek external expertise from qualified safety consultants to ensure the effectiveness of our prevention initiatives.

In the event of any workplace health risks or incidents, we encourage open communication, with employees reporting concerns to their supervisors for investigation. Root cause analysis is conducted to prevent recurrence, ensuring that our commitment to regulatory compliance and employee well-being remains unwavering.

OHS Performance for Employees and Non-Employees	2023
Work-related ill health/accidents resulting in fatalities, high consequences, and permanent injuries	-
Recordable work-related injuries and ill-health	-
Incidents of non-compliance with OHS laws resulting in fines or stoppage of work	-
Total working hours contributed by employees	892,371

## Training & Education

Although our employees possess a wide range of experience and expertise, we believe in continuous learning and development, which is in line with the ever-changing landscape of the industry and economy. The Business Segment encourages employees to take charge of their learning and to actively develop their technical and leadership skills by participating in a range of different internal and external training.

We adopt a systematic approach of identifying the training needs of employees through Training Needs Analysis (“TNA”) and aligning with the corporate direction, the Business Segment has developed a Total Learning Plan (“TLP”) for employees. The TLP includes the Business Segment’s training and development strategy which is updated annually based on the future needs of knowledge, skills and abilities for the Business Segment’s growth and sustainability identified in the TNA.



To equip the Business Segment for the shifting competitive terrain of the digital age, the Business Segment has intensified its endeavours to establish a structured method that identifies and enhances the skill sets of its employees. Staff members will have access to both internal and external training initiatives, enabling them to upskill and reskill effectively. Among the training programs offered in the Business Segment are:

- Data analytics using Power BI and PowerPoint Advanced
- Leadership workshop
- Forklift course
- Training on EVE SOPs
- Training on SOPs
- Cybersecurity Education and Training
- Medical device operation supervision and management measures and GSP practical training
- Special equipment safety education and training
- Level 3 Safety Education and Fire Safety Education Drills
- 4S Warehouse Management Training
- Financial Education and Training
- The Essentials of PDPA Training

In addition to conducting training sessions, we introduced a peer-to-peer learning approach to enhance employee engagement and facilitate the sharing of knowledge. Teams exchanged experiences and best practices, enabling them to better comprehend the challenges their colleagues were encountering and identify shared opportunities for improvement.

Aside from developing the skills of our employees, we actively stepped up on managing our workforce performance, such as providing career development opportunities, strengthening employee engagement and conducting annual performance reviews for all employees.

We conduct performance reviews for all staff each year, to monitor their progress and reward their achievements. In FY2023, 93% (411) of our employees received an annual performance review.

In FY2023, total training hours amounted to 1750.5 hours. On average, each employee attended on average 3.96 hours of training. By employee category, the average training hours per employee by gender and by employee category are as follows:

By Gender	Male	Female
Average training hours per employee (hours)	3.59	4.41

By Employee Category	Senior Management	Middle Management	Executives and Non-Executives
Average training hours per employee (hours)	9.8	7.86	3.36

## Employment

We work to ensure that our people feel motivated, safe and secure as well as empowered to carry out their work in the best manner possible. The Business Segment emphasizes ensuring the well-being of our employees. In any instances of changes in operations, we will inform employees in accordance with the minimum notice period as indicated in the employee handbook.

All employees of the Business Segment are entitled to a range of benefits including Segment Personal Accident and Segment Hospitalisation & Surgical insurance coverage. Our employees are covered under the Work Injury Compensation Act.

In addition to offering employees legally mandated benefits, TWL (Singapore) instituted a Staff Wellbeing Committee to execute our employee engagement strategy. We believe that engaged, healthy and happy employees contribute to a progressive and productive workforce and are fundamental to the continuity and growth of our operations.

Our commitment to employee welfare extends beyond benefits to include Chairman’s sharing session, social events, and health & wellness programs such as beach cleaning, tree planting, movie night, hiking at Botanic Gardens and Bowling Day.

Furthermore, the Business Segment actively supports government pro-family policies and strictly adheres to Ministry of Manpower guidelines on parental leave. To enhance employee welfare and attract top talent, parental and childcare leave is extended to all employees, irrespective of gender.

<b>Parental leave metrics in FY2023</b>	<b>Male</b>	<b>Female</b>
Employees who are eligible for parental leave	241	201
Employees who took parental leave	27	16

## **Our Workforce and Diversity**

The Business Segment upholds a policy of non-discrimination based on age or gender in staff employment, ensuring a steady influx of highly skilled professionals.

Our commitment to embracing employee diversity catalyses driving positive change and continuous improvement within the Business Segment.

Our Handbook and Terms and Conditions of Employment are meticulously crafted to offer employees clear guidance on policies, procedures, terms, and competitive compensation and benefits packages. Employment decisions are merit-based, and we do not enforce mandatory retirement, welcoming individuals beyond the national retirement age.

Moreover, we prioritize diversity in our workforce, recognizing its role in fostering innovation and growth through the exchange of diverse perspectives. Our commitment to diversity encompasses age and gender representation, as depicted in the following graphs. Our workforce comprises permanent, temporary, full-time, and part-time employees, with no hires made for non-guaranteed hours roles.

<b>Breakdown by Region</b>	<b>Permanent/ Full-time employees</b>	<b>Other types of employees</b>	<b>Total Employee Strength</b>
TWL	131	1	132
TVCA	10	3	13
TWTSH	29	0	29
JTAC	174	0	174
TVCJ	30	0	30
TWLKR	11	0	11
TVCTH	40	13	53
Total	395	17	442

<b>Breakdown by gender</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Breakdown by types of workers:</b>			
Permanent employees	238	187	425
Temporary employees	3	14	17
<b>Breakdown by employment category:</b>			
Senior Management	8	2	10
Middle Management	26	19	45
Other employees	208	179	387
<b>Total Employee Strength</b>	<b>242</b>	<b>200</b>	<b>442</b>

<b>Breakdown by Age and Employee Category</b>	<b>&lt;30 years old</b>	<b>30-50 years old</b>	<b>&gt;50 years old</b>	<b>Total</b>
Senior Management	0	2	8	10
Middle Management	1	37	7	45
Other employees	98	260	29	387
<b>Total Employee Strength</b>	<b>99</b>	<b>299</b>	<b>44</b>	<b>442</b>

As of 31 December 2023, our total employee strength stood at 442 of which 201 are female, equivalent to 45% of total headcount. During the year, we hired 105 new employees and saw 117 employees leave, resulting in a new hire rate of 23.7% and a turnover rate of 26.5%.

Apart from our employees, we recognize the importance of having a Board that embodies essential elements such as gender diversity and a wide range of experiences to ensure effective governance. The Business Segment Board consists of 6 members in total. Two (33%) of our Board members are female. Additionally, 2 (33%) of our Board members are between 30-50 years old, while the remaining 4 members are over 50 years old.

## **Human Rights (Non-Discrimination/ Child Labour/ Forced or Compulsory Labour)**

We strive to nurture a working environment where our employees feel valued and respected. We have developed, and formalised policies that promote the values of diversity and equal opportunity. These policies are geared towards creating a transparent, non-discriminatory and inclusive working environment that promotes employee well-being and satisfaction.

Furthermore, our operations strictly comply with regulations set forth by the Ministry of Manpower, Labour Law, Singapore Employment Act, and the Tripartite Alliance for Fair and Progressive Employment Practices.





Additionally, we take some measures to ensure that we do not hire child labour. We comply with labour restrictions which are available in the country (i.e. China) and our HR department will verify with candidates to ensure they are at least 16 years of age.

There were no reported incidents of discrimination nor incidents of non-compliance with labour laws and regulations in all countries of operation during the period.

## Our People Targets

	Occupational Health and Safety	Training and Education	Employment	Diversity and Inclusion	Human Rights
<b>Short-Term (1-3 years) Targets</b>	Maintain injury rate within the industry standard.	3 average training hours per employee.	85% retention rate.	Employ based on qualifications and merit, disregarding religion, ethnicity, gender, and other personal characteristics.	Zero reported discrimination incidents and non-compliance with labour laws and regulations.
<b>Medium-Term (3-5 years) Targets</b>		4 average training hours per employee.	86% retention rate.		
<b>Long-Term (&gt;5 years) Targets</b>		5 average training hours per employee.	87% retention rate.		

# Appendix A: GHG Emissions Definition and Methodologies

Scope 3	Relevance
Category 1, 3 – 4, 6, 7	Yes
Category 2, 5, 8-15	Not Relevant

## GHG Exclusion List

Excluded Category	Category 2	Category 5	Category 8	Category 9	Category 10	Category 11	Category 13	Category 14	Category 15
Name of Category	Purchase of capital expenditure	Waste generated from operations	Upstream Leased Assets	Downstream Transportation and Distribution	Processing of Sold Products	Use of sold Products	Downstream Leased Assets	Franchises	Investments
Reason for exclusion	Due to the fluctuating nature of capex expenditure year-on-year, we will not account for this.	Business Segment's waste is immaterial.	Business Segment's leased assets (i.e. leased PPE) were included in Scope 1 and 2.	Business Segment pays for the transportation of sold products which have been accounted for under Category 4.	Business Segment does not sell raw or intermediary products that require processing by end-users.	The finished goods sold by Business Segment do not directly consume energy during use.	Business Segment does not lease assets to other entities.	Business Segment does not lease assets to other entities	Business Segment does not lease assets to other entities

## Definition and Methodologies

GHG emissions	Data Source for Each Entity	Emission Calculation Methodology
Scope 1: Direct emissions produced by owned or controlled sources	<ul style="list-style-type: none"> <li>Fuel consumed in litres</li> <li>Vehicle distance travelled</li> </ul>	<ol style="list-style-type: none"> <li>Applied average data-based method from GHG Standards Protocol</li> <li>Multiplied the activity data by emission factors from the UK Department for Environment Food &amp; Rural Affairs (“UK DEFRA”) data</li> <li>Where the data for fuel consumed is unavailable, we approximated the consumption either based on distance travelled or amount spent</li> </ol>
Scope 2: Indirect emissions generated from purchased electricity, heating, or cooling sources used	Electricity consumption in kWh	<ol style="list-style-type: none"> <li>Applied <b>average data-based method</b> from GHG Standards Protocol</li> <li>Multiplied electricity consumption by the country-specific emission factors consolidated by Carbon Footprint Ltd</li> </ol>
Scope 3 Category 1: Purchased Goods and Services	Expenditure in US Dollars on purchased goods	<ol style="list-style-type: none"> <li>Applied spend-based method from GHG Standards Protocol</li> <li>Multiplied the activity data by emission factors from US GHG Emission Factors (“EF”) Hub</li> <li>Selected major purchases of at least 85% and extrapolated the amount to 100%<sup>9</sup></li> </ol>
Scope 3 Category 3: Fuel- and Energy-Related Activities not Included in Scope 1 or Scope 2	Energy consumption data from Scope 1 and Scope 2	<ol style="list-style-type: none"> <li>Applied average data-based method from GHG Standards Protocol</li> <li>Multiplied the activity data by emission factors from the UK Department for Environment Food &amp; Rural Affairs (“UK DEFRA”) data</li> </ol>
Scope 3 Category 4: Upstream Transportation and Distribution	For incoming-outbound deliveries: <ul style="list-style-type: none"> <li>Weight of goods transported and distributed in kg</li> <li>Origin and destination points</li> <li>Mode of transport</li> </ul>	<ol style="list-style-type: none"> <li>Applied distance-based method from GHG Standards Protocol</li> <li>Calculated the tonne.km by multiplying the weight of goods transported by the distance travelled</li> <li>Multiplied the tonne.km data by the emission factors (based on mode of transport) from the EF Hub</li> </ol>
Scope 3 Category 5: Waste Generated in Operations	Weight of waste generated in kg and Waste disposal/treatment method	<ol style="list-style-type: none"> <li>Applied waste-type-specific method from GHG Standards Protocol</li> <li>Multiplied the weight of waste generated data by the emission factors (based on mode of waste treatment) from UK DEFRA data</li> </ol>

<sup>9</sup> We will evaluate the material threshold for inclusion of items under Category 1 in subsequent sustainability reports.

GHG emissions	Data Source for Each Entity	Emission Calculation Methodology
Scope 3 Category 6: Business travel	<ul style="list-style-type: none"> <li>• Frequency of travel</li> <li>• Number of employees</li> <li>• Average travel distance in km/ Mode of travel</li> </ul>	<ol style="list-style-type: none"> <li>1. Applied distance-based method from GHG Standards Protocol</li> <li>2. Multiplied the total distance travelled by the emission factors (based on mode of travel) from UK DEFRA data</li> </ol>
Scope 3 Category 7: Employee Commuting	<ul style="list-style-type: none"> <li>• Frequency of commute</li> <li>• Number of employees</li> <li>• Average commute distance in km/ Mode of commute</li> <li>• Weight of products sold in kg</li> </ul>	<ol style="list-style-type: none"> <li>1. Applied distance-based method from GHG Standards Protocol</li> <li>2. Multiplied the total distance travelled by the emission factors (based on mode of commute) from EF Hub data</li> </ol>
Scope 3 Category 12: End-of-Life Treatment of Sold Products	<ul style="list-style-type: none"> <li>• Weight of products sold in kg</li> </ul>	<ol style="list-style-type: none"> <li>1. Applied waste-type-specific method from GHG Standards Protocol</li> <li>2. Multiplied the weight of waste generated data by the emission factors (based on mode of waste treatment) from UK DEFRA data</li> <li>3. It is assumed that the products sold were disposed of in the same reporting period (due to one-off usage) and we used Singapore's national waste treatment rates to proxy for the mode of disposal (i.e. 55% recycled, 42% incinerated and 3% sent to landfill).</li> </ol>

# Appendix B: GRI Content Index

<b>Statement of use</b>	Teckwah Logistics Business Segment has reported with reference to the GRI Standards for the period from 1 January 2023 to 31 December 2023
<b>GRI 1 used</b>	GRI 1: Foundation 2021

<b>GRI standards</b>	<b>Disclosure Content</b>	<b>Section Reference</b>
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	Corporate Profile About This Sustainability Report
	2-2 Entities included in the organization's sustainability reporting	Reporting Scope
	2-3 Reporting period, frequency and contact point	About This Sustainability Report
	2-4 Restatements of information	Restatements
	2-5 External Assurance	Assurance
	2-6 Activities, value chain and other business relationships	NA
	2-7 Employees	NA
	2-8 Workers who are not employees	NA
	2-9 Governance structure and composition	Board Statement and Governance Structure
	2-10 Nomination and selection of the highest governance body	NA
	2-11 Chair of the highest governance body	NA
	2-12 Role of the highest governance body in overseeing the management of impacts	Board Statement and Governance Structure
	2-13 Delegation of responsibility for managing impacts	Board Statement and Governance Structure
	2-14 Role of the highest governance body in sustainability reporting	Board Statement and Governance Structure
	2-15 Conflicts of interest	NA
	2-16 Communication of critical concerns	Governing Policies
	2-17 Collective knowledge of the highest governance body	Board Statement and Governance Structure
	2-18 Evaluation of the performance of the highest governance body	NA

GRI standards	Disclosure Content	Section Reference
<b>GRI 2: General Disclosures 2021</b>	2-19 Remuneration policies	NA
	2-20 Process to determine remuneration	NA
	2-21 Annual total compensation ratio	NA
	2-22 Statement on sustainable development strategy	NA
	2-23 Policy commitments	Governing Policies
	2-24 Embedding policy commitments	Governing Policies
	2-25 Processes to remediate negative impacts	NA
	2-26 Mechanisms for seeking advice and raising concerns	Whistle-blowing
	2-27 Compliance with laws and regulations	Regulatory Compliance
	2-28 Membership associations	Our Memberships
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Materiality Assessment
2-30 Collective bargaining agreements	NA	
<b>Material Topics</b>		
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Materiality Assessment
	3-2 List of material topics	Materiality Assessment
	3-3 Management of material topics	Focus 1: Governance and Ethics Focus 2: Business Process and Supply Chain Focus 3: Climate Change & Environment Focus 4: Our People
<b>Topic: Economic Performance</b>		
3-3	3-3 Management of material topics	Climate-related Risks
201-2	Financial implications and other risks and opportunities due to climate change	Climate-related Risks
<b>Topic: Anti-Corruption</b>		
3-3	3-3 Management of material topics	Anti-Corruption
205-1	Operations assessed for risks related to corruption	Anti-Corruption
205-2	Communication and training about anti-corruption policies and procedures	Anti-Corruption
205-3	Confirmed incidents of corruption and actions taken	Anti-Corruption

<b>Topic: Tax</b>		
3-3	3-3 Management of material topics	Corporate Tax Compliance
207-1	Approach to tax	Corporate Tax Compliance
207-2	Tax governance, control, and risk management	Corporate Tax Compliance
207-3	Stakeholder engagement and management of concerns related to tax	Corporate Tax Compliance
<b>Topic: Energy</b>		
3-3	3-3 Management of material topics	Energy Management
302-1	Energy consumption within the organization	Energy Management
302-2	Energy consumption outside of the organization	Energy Management
302-3	Energy intensity	Energy Management
302-4	Reduction of energy consumption	Energy Management
<b>Topic: Emissions</b>		
3-3	3-3 Management of material topics	Energy Management
305-1	Direct (“Scope 1”) GHG emissions	Energy Management GHG Emissions Management
305-2	Energy indirect (“Scope 2”) GHG emissions	GHG Emissions Management
305-3	Other indirect (“Scope 3”) GHG emissions	Energy Management GHG Emissions Management
305-4	GHG emissions intensity	GHG Emissions Management
305-5	Reduction of GHG emissions	Energy Management GHG Emissions Management
<b>Topic: Supplier Environmental Assessment</b>		
3-3	3-3 Management of material topics	Supplier Assessment
308-1	New suppliers that were screened using environmental criteria	Supplier Assessment
308-2	Negative environmental impacts in the supply chain and actions taken	Supplier Assessment
<b>Topic: Employment</b>		
3-3	3-3 Management of material topics	Employment Our Workforce and Diversity
401-1	New employee hires and employee turnover	Our Workforce and Diversity
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our Workforce and Diversity
401-3	Parental leave	Employment

<b>Topic: Occupational Health and Safety</b>		
3-3	3-3 Management of material topics	Occupational Health & Safety
403-1	Occupational health and safety management system	Occupational Health & Safety
403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health & Safety
403-3	Occupational health services	Occupational Health & Safety
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health & Safety
403-5	Worker training on occupational health and safety	Occupational Health & Safety
403-6	Promotion of worker health	Occupational Health & Safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health & Safety
403-8	Workers covered by an occupational health and safety management system	Occupational Health & Safety
403-9	Work-related injuries	Occupational Health & Safety
403-10	Work-related ill health	Occupational Health & Safety
<b>Topic: Training and Education</b>		
3-3	3-3 Management of material topics	Training & Education
404-1	Average hours of training per year per employee	Training & Education
404-2	Programs for upgrading employee skills and transition assistance programs	Training & Education
404-3	Percentage of employees receiving regular performance and career development reviews	Training & Education
<b>Topic: Diversity and Equal Opportunity</b>		
3-3	3-3 Management of material topics	Our Workforce and Diversity
405-1	Diversity of governance bodies and employees	Our Workforce and Diversity
405-2	Ratio of basic salary and remuneration of women to men	Our Workforce and Diversity
<b>Topic: Non-discrimination</b>		
3-3	3-3 Management of material topics	Human Right (Non-Discrimination/ Child Labour/ Forced or Compulsory Labour)
406-1	Incidents of discrimination and corrective actions taken	Human Right (Non-Discrimination/ Child Labour/ Forced or Compulsory Labour)



<b>Topic: Child Labour</b>		
3-3	3-3 Management of material topics	Human Right (Non-Discrimination/ Child Labour/ Forced or Compulsory Labour)
408-1	Operations and suppliers at significant risk for incidents of child Labour	Human Right (Non-Discrimination/ Child Labour/ Forced or Compulsory Labour)
<b>Topic: Forced or Compulsory Labour</b>		
3-3	3-3 Management of material topics	Human Right (Non-Discrimination/ Child Labour/ Forced or Compulsory Labour)
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory Labour	Human Right (Non-Discrimination/ Child Labour/ Forced or Compulsory Labour)
<b>Topic: Supplier Social Assessment</b>		
3-3	3-3 Management of material topics	Supplier Assessment
414-1	New suppliers that were screened using social criteria	Supplier Assessment
414-2	Negative social impacts in the supply chain and actions taken	Supplier Assessment

