



NORDIC
Group Limited



Forging Ahead with Strength and Confidence

SUSTAINABILITY REPORT 2025

SUSTAINABILITY REPORT

- 01** CORPORATE PROFILE
- 02** MESSAGE TO STAKEHOLDERS
- 03** SCOPE OF SUSTAINABILITY REPORT
- 04** OUR APPROACH TO SUSTAINABILITY
- 06** OUR PERFORMANCE
- 16** SUSTAINABILITY SCORECARD
- 17** CONSULTING OUR STAKEHOLDERS
- 18** GRI CONTENT INDEX

Listed on the Singapore Exchange Mainboard in 2010, Nordic Group Limited (“**Nordic**”, or together with its subsidiaries, the “**Group**”) is a lifecycle engineering solutions provider with strong presence in marine, semiconductor, and defence industries.

Building on its proven engineering and execution capabilities, the Group primarily operates two complementary business segments, Engineering Solutions for turnkey project delivery and Engineering Services for long-term maintenance and operational support.

The Engineering Solutions Group is an engineering-led recurring moat, offering turnkey end-to-end project-based solutions from bespoke solution design to engineering, procurement, construction, and commissioning (“**EPCC**”). Our core offerings under the Engineering Solutions Group include 1) precision engineering, 2) cleanroom, air, water engineering solutions and facility management, 3) automation, electrical and instrumentation, and 4) structural engineering and construction services. The high degree of customisation and technical sophistication embedded in these solutions positions the Group favourably to secure follow-on lifecycle maintenance contracts upon project completion.

The Engineering Services Group provides execution-led lifecycle maintenance and operational support, delivered in accordance with client-defined designs or specifications. Our key offerings include 1) scaffolding, insulation, and painting, and 2) chemical cleaning, waste management, and rental of equipment.

Collectively, these two segments form a strong earnings base, with recurring maintenance contracts enhancing earnings stability and resilience, while project-based engineering solutions provide incremental earnings uplift and continuously expand the Group’s long-term maintenance service base.

PROVEN ENGINEERING SOLUTIONS TRACK RECORDS

Marine and Petrochemical

Our Offerings

Nordic supports shipyards and offshore operators by delivering automation and flow-control systems for vessels and oil & gas platforms, as well as petrochemical and environmental engineering services for offshore marine operations.

Our Track Record

- Over 2 decades of experience in marine offshore.
- Mid-to-late cycle beneficiary of shipbuilding uptrend.
- Capable of supporting all major vessel types, including containerhips, tankers, bulk carriers, gas carriers, Floating Production, Storage, and Offloading (“**FPSO**”) units, etc.
- Over 1,000 vessels in installed base.

Semiconductor

Our Offerings

- Nordic provides essential precision and process engineering services for semiconductor manufacturing environments that require contamination control and high reliability, and offers turnkey cleanroom and facility projects, core infrastructure for water fabrication and advanced packaging plants.

Our Track Record

- Over 45 years’ experience in environmental engineering and solutions.
- An extensive installed base of over 150 systems & solutions deployed across multiple industries in Asia, the Middle East and Africa.
- Over 4 decades of long-term partnerships with key memory players.
- Established a subsidiary in India to support semiconductor supply chain diversification across Asia.

Defence

Our Offerings

The Group delivers mission-critical defence infrastructure with advanced ballistic protection systems, tactical training mock-ups and engineered fuel dispensing systems with full EPCC capabilities.

Our Track Record

- More than 2 decades of defence-focused EPCC execution
- 20+ installations across Singapore & Middle East.
- Trusted by repeat government & defence
- Modification of sliding doors for Singapore Prison Service

Others

Leveraging its proven and core engineering capabilities, Nordic has also fostered cross-collaboration opportunities to establish presence in diverse industries, including electronic manufacturing systems, analytical instrumentation, medical equipment / industrial / manufacturing, pharmaceutical, aerospace, optical imaging, and green energy.

MESSAGE TO STAKEHOLDERS

On behalf of our Board of Directors, it is our pleasure to present our Sustainability Report for the financial year 2025.

Nordic's success is driven by our unwavering commitment to delivering engineering solutions of the highest quality, backed by our extensive experience and expertise. This dedication has enabled the Group to consistently produce top-notch products and services while also prioritizing the well-being of society and the environment.

While providing excellent quality solutions worldwide, the Group also emphasises on building a sustainable business model. Our management understands that to determine the performance of the Group, one has to look beyond the financial results. Thus, our management implemented several initiatives to ensure the Group contributes to the society and environment.

Being involved in engineering works, it is unavoidable that our daily operations generate solid wastes, chemical wastes and wastewater. Hence, the management has implemented strict operating procedures to handle the treatment and disposal of these wastes. Reusable wastes are identified, separately stored and recycled.

Non-reusable wastes such as chemical wastes and wastewaters are treated with special care and disposed through proper channels as per the requirements.

The Group has zero tolerance toward workplace hazards and has over the years integrated workplace safety into the corporate culture.

From formal trainings to monitoring practices, the Group has a strict set of policies to create a safe and healthy working environment for our employees. Notably, the Group has received several occupational safety and health related awards in year 2025 such as Workplace Safety and Health Council bizSAFE Enterprise Exemplary (Gold) Award for Envipure Pte Ltd and Austin Energy (Asia) Pte Ltd. We also received awards from our customers such as Chevron, Exxonmobil, Global Foundries and Pfizer.

The Sustainability Report summarises the sustainability initiatives the Group has taken to ensure a sustainable business model and a brighter future for our society and environment.

Lastly, we affirm that the Board has incorporated sustainability considerations into its strategic planning, identified the material environmental, social, and governance (ESG) factors, and overseen their management and monitoring.

On behalf of the Board of Directors

CHANG YEH HONG

Executive Chairman

31 May 2026

SCOPE OF SUSTAINABILITY REPORT

The sustainability report covers information on material sustainability aspects which identify the elements of Environmental, Social and Governance of Nordic.

This report only covers significant subsidiaries, with the reporting period covering 1 January 2025 to 31 December 2025. Subsidiaries are considered significant when their revenue is 15% or more of the Group's revenue. Therefore, this report only covers Avitools (Suzhou) Co. Ltd, Eratech Pte Ltd, Starburst Engineering Pte Ltd and Avon Industries Pte Ltd (collectively known as the **"Significant Subsidiaries"**) which were identified to be the significant subsidiaries in FY2025.

Avitools (Suzhou) Co. Ltd received a "committed sustainability badge" from EcoVadis, a global provider of sustainability ratings that evaluates companies based on their environmental, social and governance (ESG) performance across key pillars: Environment, Labour and Human Rights, Ethics, and Sustainable Procurement.

This reporting boundary responds to stakeholders' concerns regarding sustainability issues stemming from the Group's primary business operations.

The disclosures below have been crafted in accordance with Rule 711B(1) of the SGX-ST Listing Manual and guidance provided by GRI Standards. The report encompasses both quantitative and qualitative indicators derived from our activities and impacts. The report is also aligned to significant expectations and interests of our stakeholders.

The reporting framework is referenced to the Global Reporting Initiative (GRI) Standards. In addition, we have appointed an independent third party, TÜV SÜD PSB Pte Ltd, an assurance company specialising in business sustainability, to provide independent assurance for this report. The assurance covers the entire report and is focused on all figures, statements and claims related to sustainability during the reporting period of 1 January to 31 December 2025. The accuracy and reliability of the report's statements and figures are also validated.

The assurance engagement was conducted in accordance with the International Standard on Assurance Engagements 3000 (ISAE 3000). The assurance included the evaluation of the Group's sustainability behaviour and performance. All underlying systems and processes that support the Group's sustainability framework were reviewed. The assurance also covers the report's overall compliance to the Singapore Exchange's principles and rules on sustainability reporting.

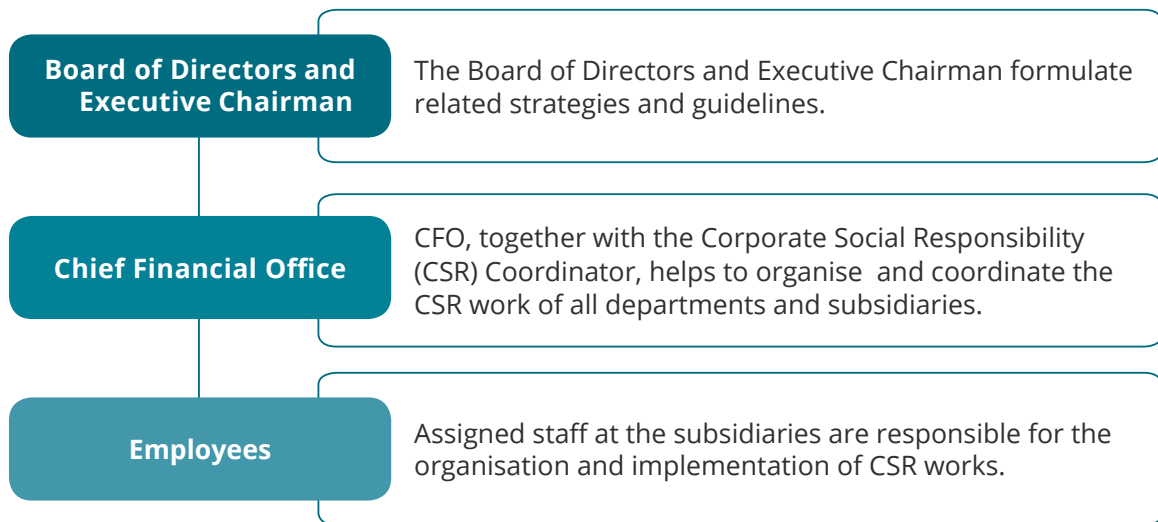
Sustainability contact

We welcome your views and feedback on our sustainability practices and reporting at sr@nordicgrouplimited.com.

OUR APPROACH TO SUSTAINABILITY

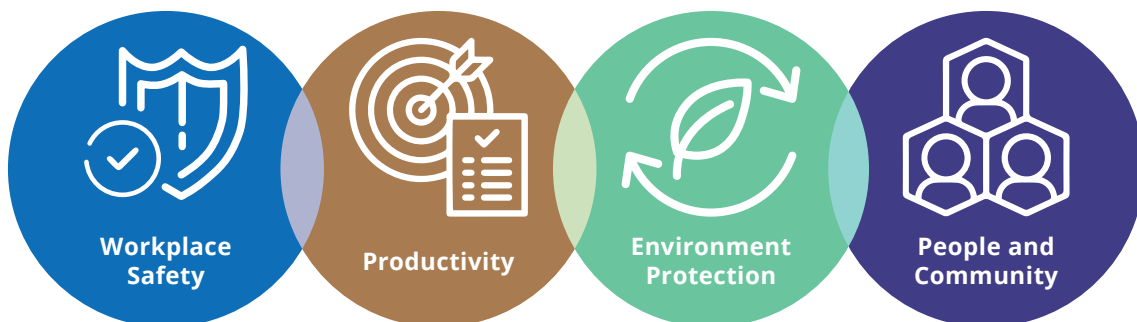
Sustainability organisational structure

Sustainability is a vital part of our corporate strategy for achieving long-term growth. The values we create for our people, the environment and society at large very much determine our financial performance. We developed a sustainability organisational structure to move things forward:



Sustainability strategy

Our sustainability strategy aims to create integrated values. Together with disciplined execution of our strategy and a commitment to doing business responsibly, we commit to deliver value to all our stakeholders through the following:



Our sustainable strategy is underpinned by our comprehensive and extensive internal policies that cover the areas above such as performance monitoring, employee training, waste reduction and management, employee welfare and occupational safety and health.

The strategy is also guided by external sources, including AS 9100:D, ISO 9001:2015, ISO 45001:2018, ISO 14001:2015, WSH bizSAFE Star certificate, S3 Accredited Structural Steel Fabricator by the Singapore Structural Steel Society, Singapore's Code of Corporate Governance, GRI Standards and Sustainability Reporting Guide in Rule 711B(1) of the SGX-ST Listing Manual.

We are also recognised members of the Association of Process Industry, Singapore Water Association, Singapore Structural Steel Society, and Singapore Business Federation.

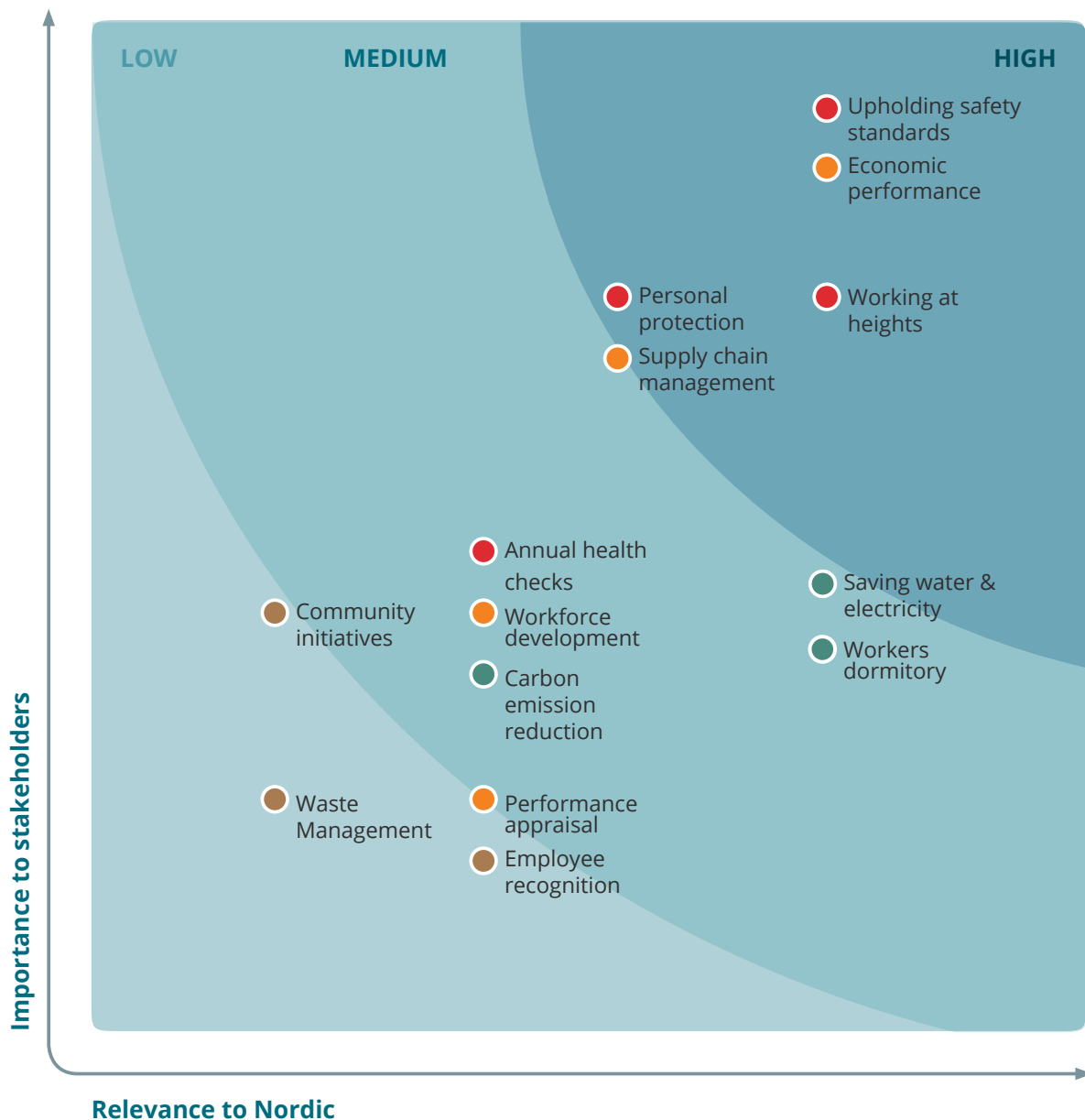
OUR APPROACH TO SUSTAINABILITY

Sustainability materiality matrix

Recognising the need to continuously develop our responsible business approach in order to address growing stakeholder expectations around our impact on the economy, environment and society. We continuously consult with our stakeholders to determine the issues that are most relevant to them and Nordic. Some of our stakeholder's comments can be found on Page 17.

Taking the feedback into consideration, we used a materiality index, aligning our responsible business priorities with our principal business and operational risks, as illustrated in the diagram below.

The developed metrics allow us to measure our progress, as indicated in our sustainability scorecard on Page 16. The matrix is adjusted and reviewed yearly to ensure our business is aligned to our stakeholders' requirements to ensure our business is sustainable.



OUR PERFORMANCE

HOW WE MEASURE OUR PERFORMANCE

Our sustainability strategy is embedded into the appropriate parts of our business, with dedicated teams for each focus area, and coordination by our relevant departmental managers. Progress will be tracked in two key areas: measuring performance against metrics and targets, and evaluating how well the programs have advanced, through a series of 'commitments'.

Metrics and targets

We have established key performance indicators for each of the four focus areas outlined in our sustainability strategy since we adopted sustainability reporting in 2017. Periodically, we plan to introduce new metrics and update targets to ensure alignment with our strategy.

ESG criteria	ISO standards	2026 Targets/Objectives
Governance 	ISO45001:2018 Occupational Health and Safety Management System	<ul style="list-style-type: none"> • Zero fatal accident rate • Zero occupational disease • Zero non-compliance of legal Acts and Regulations
Environmental 	ISO14001:2015 Environmental Management System	<ul style="list-style-type: none"> • To achieve zero non-compliance of environmental regulations • To achieve zero environmental incidence • Water consumption per employee: < 8.0 cubic meters/ month • Electricity consumption per employee: < 350kWh/ month
Social 	CSR Diversity	<ul style="list-style-type: none"> • At least 1 CSR activity • Board diversity

Commitments

To ensure we have a robust sustainability program in place, we publish the key initiatives we plan to implement within the next year.



Workplace Safety

0

Fatalities

1

Workplace serious /
major incident

6

Workplace minor injuries

Overview

Working in a highly regulated and hazardous industry, we adopt a culture where health and safety are of paramount importance. We have set a policy that demands us to adhere to relevant legal and regulatory requirements and adopt recognised industry and international standards. We place high emphasis on safety and believe strongly in ensuring zero occupational injuries, and minimising environmental damage over the course of our work.

We constantly review and improve our internal processes; ie. conduct proper training and planning to uphold our safety standards. Our Group also highlights that people are our most important assets and we strive continuously to create a safe and healthy working environment for all our internal and external stakeholders to thrive in.

Upholding Safety Standards

We have a set of policies that require all employees to adhere to the relevant safety laws and regulations, industry standards as well as customer's requirements (e.g. ISO 45001:2018).

We understand that preventative measures are crucial when it comes to managing safety in the workplace. Each business unit has a designated Health, Safety and Environment (HSE) representative responsible to educate employees on the importance of safety in the workplace.

Given the rising global temperatures, our Group is cognizant of the need to ensure our employees' health and safety, especially for those who work on site. We monitor the temperature of the work environment and implement adequate rest periods. We also include heat stress elements into our HSE Safety Campaigns during which we will distribute isotonic drinks to our employees on site to encourage them to drink more fluids.

Monthly and yearly HSE meetings are conducted and attended by employees with the aim to increase the awareness of employees toward safety in the workplace, including the sharing of preferred safety practices and behaviours, and safety incidents during the period.

Other functions of the HSE representatives include the investigation of safety incidents and breaches. Investigations are carried out to identify the root cause and the findings are tabled during HSE meetings for sharing.

In addition, employee performance appraisals include safety performance. Breaches of safety requirements will be reflected in the annual performance appraisal as demerit points.

OUR PERFORMANCE



While we believe that incident prevention is key, we also prepare our employees to handle and respond to emergencies. This is important to reduce and limit the impact and casualty as a result of the incidents.

In 2025, the Significant Subsidiaries achieved 0 fatalities and 1 serious/major incident and 6 workplace minor injuries. The increase was attributed to several projects reaching their peak activity phases, resulting in higher operational exposure and risk.

Going forward, we will continue to concentrate our efforts and work on upholding our safety standards to achieve the following:

- Ensure employees' compliance with the relevant safety regulations (internal and external);
- Utilise effective communication channels and HSE training programs that helps enhance the overall safety awareness of employees; and
- Minimise and reduce serious incidents and workplace injuries and Achieve zero fatalities.

Working at heights

Our Group's engineering works will unavoidably expose employees to working at heights (WAH), particularly in our engineering repair and scaffolding businesses.

WAH is a major concern for the Group over the years as these incidents account for more than half of the workplace fatalities in Singapore. We strictly abide to the recommendations issued by the National WAH Taskforce to help reduce WAH accidents. From these initiatives, our workers will better understand the regulations and comply with the law while working safely at heights. Our businesses have also received other quality certifications such as the ISO 45001:2018 which focuses on the scope of Erection & Dismantling of Metal Scaffolding, and were also awarded BizSAFE Star awards. These are testament to our achievements in meeting stringent quality and safety requirements over the years.

Personal protection

Our Group has strict requirements on the use of Personnel Protective Equipment (PPE) in the worksites. Periodical inspection is conducted by the HSE department to ensure the proper use of PPEs by workers.

Workers who were found to be in breach of PPE requirements at the worksites will be subjected to strict internal penalties.

The PPEs provided to workers are carefully selected to ensure they are of high quality and comply with safety standards, while also meeting the specific protection needs of different engineering tasks.





Annual health checks

Working in hazardous environment can subject workers to health issues. To minimise the impact, our Group ensures high quality and adequate PPEs are used by workers at all times.

In addition, worksites are subjected to periodical internal as well as external inspections to ensure the worksites hazards are removed or controlled.

As required by ISO 45001:2018, our Group also provides periodical health checks for the employees to ensure the employees' health is properly monitored. Other than pre-employment health checks, special work positions depending on the exposure-level to hazards, such as chemicals, will be subject to additional in-depth health checks such as:

- manganese contamination test for welders
- blood test for benzene and lead for employees
- hearing test for employees exposed to hearing risks

Safety award accreditation

Our Group has received various safety awards and over the years and these awards are testament to our Group's internal methodologies and processes which were thoroughly reviewed as part of the evaluation process for the award.

Safety awareness and best practices begin with individual employee and transcend into our Group's overall safety culture. Our Group is delighted to receive these awards as they reflect our perseverance in promoting a safe work culture. Such awards also serve as an encouragement for our businesses and stakeholders to hold a certain confidence in our company.

One of our Significant Subsidiaries also received a quality excellence award from a customer as follows:



Quality excellence from a customer, ASMPT SMT Singapore Pte Ltd

OUR PERFORMANCE



Productivity

Overview

Productivity is the key to the economic growth of a nation. Singapore has always emphasised on the productivity of the nation's work force to sustain economic growth. To contribute to the nation's economy, our Group keeps track of the productivity in every aspect of the businesses that includes securing new projects, exploring new business opportunities, value creation to the customers and their feedback, skills competency of employee and workers as well as resources acquisition and optimisation in the individual projects.

Economic performance

Our Group strives to deliver utmost satisfaction to its customers by understanding their needs and meeting them through deliverables of the highest quality. This is reflected in our Group's safety and quality track records and various awards given by the customers. In addition, our Group has established a set of internal controls and process manuals to adhere to closely. The controls and process manuals ensure that our work is completed to specification and of high quality. The system is also audited and supported by ISO 9001:2015, ISO 45001:2018, ISO14001:2015 and BizSAFE Star.

In addition to these, we constantly seek for new solutions through innovation to keep abreast with the latest technology and processes in the industry and perform regular reviews of our quality policy requirements so as to adhere to and constantly abide by stringent product and service consistency and legal requirements.

\$74.5M

Revenue

92.2%

Purchase from local suppliers

Supply chain management

To contribute to the local economy, our Group has close business relationship with reliable local suppliers. In 2025, 92.2% of the Significant Subsidiaries purchases were spent on local suppliers. This is higher than the local purchases made in 2024 as we have to purchase from local vendors who are our customers' approved vendors for the major projects. Purchasing from local suppliers improve cost efficiency, shorten procurement lead times, and enhance operational responsiveness.

Localised supply chains help us to develop closer relationships with our suppliers to ensure the proper alignment of our policies that will help us maintain a high level of quality and integrity in the procurement of goods and services for the Group. It also benefits the local economy, by economic value and job creation to the local communities.

Our Group has also implemented comprehensive procurement policies and procedures to effectively manage our supply chain. These implementations help us to achieve our goals by optimising the resources available.

Our suppliers are also required to abide by the general Terms and Conditions of our Purchase Contract or Purchase Order. The Group encourages fair competition between potential suppliers and fair purchase practices that achieve constructive business relationship.

Performance appraisal

To increase productivity, our Group has a comprehensive performance appraisal programme and rewards system based on the result of the appraisal. The performance appraisal programme is essential to our Group to understand the skills level of the employees and appropriate training programmes can be designed to fill up the skill gaps.

Our employee annual performance appraisal has at least 70% of quantifiable evaluation criteria. Furthermore, our Group actively collects the information of the performance throughout the year such as inputs from direct supervisors, client scoring and feedback, mentor and mentee system for new employees, as well as periodical employee communication sessions.

This collected information allows our Group to understand the performance and skills development needs of each team and individual employee from multiple aspects. This is crucial for the Group to develop annual training programs for employees that are designed to enhance the skills of the employee and aims to improve the overall productivity.

In 2025, all our employees were subjected to an annual performance appraisal by their superiors except blue-collared workers even though they are part of NGL employee. Blue-collared workers are not subjected to the annual appraisal unless they are proposed to be promoted to be site coordinators, supervisors or manager. We seek to continue this practice in the coming year and will continue to reward staff based on their performance.

Workforce development

We believe in providing our employees a safe environment to work in, both from an internal control and industry standard perspective. We remain committed to providing equal and ample opportunities for employees to upgrade and hone their skill sets in order for them to excel. To achieve this, the management builds several two-way communication channels (e.g. one-on-one meeting or self appraisal) to ensure the career development needs of the employee are taken into consideration whenever possible.

We also identified that opportunities for continuous learning in the workplace are very important.

100%

Employees subject to regular performance appraisal

1.8

Training hours per staff

We ensure that every employee has equal opportunities to upgrade and sharpen their skill sets through the well-planned training programs.

In 2025, each employee in the Significant Subsidiaries received an average of 1.8 training hours compared to 6.2 hours in 2024. The decrease was mainly due to decrease in Significant Subsidiaries. Nonetheless, the Group continued to support employee development through on-the-job training, coaching and practical project exposure.

We also identified that hiring skilled workers is a key strategy to be adopted as repeated projects require specific skillsets to ensure quality work is executed. In 2024, our group set up an ITE approved workplace training center (WTC). We develop skills in the Process, Construction, and Maintenance (PCM) sector through the Certificate of Competency (CoC) programme. We train and assess workers in Thermal Insulation and Metal Scaffolding using industry-standard materials and tools. We have plans to include pipe fitting as an approved course in the future. Our goal is to improve skills, boost productivity, and ensure safety in the industry.

OUR PERFORMANCE



Environment Protection

26.3kg
Carbon emission intensity
per square meter of total
operation floor area

Overview

We are committed to environmental protection, reducing carbon emissions, preventing pollution, minimising wastage and utilising our resources efficiently. We set in place strict operating procedures to handle the treatment and disposal of waste, and take pride in adopting greener solutions constantly in our daily operations to reduce environmental pollution.

Comprehensive policies are developed to ensure the Group's commitment towards environmental protection, reducing carbon emissions, preventing pollution, minimising waste and maximising efficiency of resources utilisation can be achieved during our daily operations and in every project that we undertake.

Carbon emission reduction

The corporate culture of protecting the environment is reflected in every operation and project undertaken by Nordic Group.

We are committed to positive action on climate change and are dedicated to reducing the carbon emission in our engineering projects. Our employees are constantly trained and reminded to reduce the use of electricity and diesel on a yearly basis through the HSE training program.

We also implemented policies and procedures to guide employees to reduce energy consumption while ensuring the quality of work. One of our subsidiaries has solar panels installed on the roof of its factory, and we are exploring installation of solar roofs for the other buildings that we own.

To determine the carbon emissions, we also collect different data from each of our businesses and then calculate our total annual greenhouse gas emissions.

In 2025, the Significant Subsidiaries generated 481.2 tonnes of carbon dioxide emission (tCO₂e) with the emission intensity of 26.3 kgCO₂e per square meter of total operation floor area.

The intensity's increase was mainly attributable to the Significant Subsidiaries increased business activities with the increased revenue where the factories operate 24 hours often.

The method of reporting is also in line with Greenhouse Gas Protocol established by the World Resources Institute and the World Business Council for Sustainable Development, which is the standard guidance for measuring corporate greenhouse gas emissions. Factors are sourced from "[https:// www.gov.uk/government/ publications/ greenhouse-gas-reporting- conversion factors- 2024](https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2024)" for Scope 1 emissions and "Singapore's EMA operating margin grid emission factor for Scope 2 emissions.

Using the approach of “Operation control”, we include 100% of the emissions associated with businesses which we have direct control over. Our carbon emissions include:

- All fuels used directly by our companies (Scope 1 emissions)
- All purchased electricity used in our facilities (Scope 2 emissions)

The Group will continue its efforts and monitor the performance of our carbon emission reduction.

Waste management

Waste disposal is a significant environmental challenge to engineering projects. Our Group adopts the procedures of reuse, treatment and dispose to handle the wastes created during the operation of engineering works.

As part of our on-going efforts to protect the environment, our Group implemented a waste recycling programme which involves the installation of separate bins to collect reusable waste for reuse.

In 2025, our Significant Subsidiaries recycled 120.9 tonnes of waste. The increase is due to more projects reaching its peak during the year.

Saving water

Water scarcity is a growing concern around the world and a serious global challenge that we must work together to address. Water consumption in the engineering industries is intensive. Hence, we have adopted a wide range of measures to reduce water consumption at the project sites including water recycling system and HSE training program that reminds employees to save and recycle water.

In 2025, total water consumption was 4,784 Cubic Metres with a water consumption intensity of 0.3 Cubic Metres per square meter of total operation floor area. The reduction in water consumption and water consumption intensity was due to the change in Significant Subsidiaries. Total electricity consumption was 68MWh across a headcount of 361 employees, translating to an average of approximately 188kWh per employee. This is significantly below the KPI of 350kWh per employee, demonstrating strong energy consumption efficiency performance and effective electricity management across operations.

The Group will continue its efforts and monitor the performance on the water consumption. Progress and performance on the reduction on water consumption will be reported in the following year.

120.9t
Recycle waste

0.3cum/m²
Water consumption
intensity per square meter
of total operation floor area



OUR PERFORMANCE



People and Community

28.5%

Employee turnover rate

Overview

Our people are our most important asset. We strive to create an enjoyable working environment for our employees. We have various employee events and awards conducted to appreciate the efforts of our employees and recognise their accomplishments.

Through our people, we are also committed in making positive contributions to our community by giving back to the society and helping the less privileged.

Employee recognition

To recognise the efforts of our employees, we implemented various recognition awards to serve as encouragement for the employees to excel and grow together with us. These include long services award (for e.g, 5, 10, 15, 20 years etc.) and safe performance self-assessment award (e.g. good behavioural approach towards safety in working and meeting productivity KPI).

We recognize that a positive working environment fosters optimal performance among employees.

The total headcount as at 31 December 2025 is 361, comprising 220 males and 20 females in Singapore, and 99 males and 22 females in China. Our employees are contract and full-time employees.

In 2025, Significant Subsidiaries has an employee turnover rate of 28.5%. This increase from 2024's rate of 26.8% mainly due to the change in Significant Subsidiaries. We will continue to listen to our employees and seek to identify ways to improve their working environment and ensure that their needs are met.

Community initiatives

At Nordic Group, we pride ourselves on steady initiatives to engage the community as part of our Corporate Social Responsibility (CSR) framework. Guided by our core values of Nurture, Ownership, Respect, Discipline, Integrity, and Collaboration, our CSR framework evolved organically, drawing insights from real-world experiences and feedback gathered throughout the year.

Our commitment to CSR remains the cornerstone of our actions, ensuring that we not only fulfil our corporate responsibilities but also make a meaningful and lasting impact on society and the environment.

INTERNAL INITIATIVES

In 2025, our focus on CSR was mainly for internal staff welfare events. We recognize that a supportive and inclusive workplace culture is essential for the wellbeing and growth of our employees. By prioritizing their welfare and fostering an environment where everyone feels valued and supported, we aim to cultivate a workplace where individuals can thrive and contribute their best.

OUR PERFORMANCE



Staff Dinner & Dance (“D&D”): The Denim & Diamonds

Our annual 2025 D&D was held on 30 January 2026 at Singapore Recreation Club. More than 200 staff across all subsidiaries gathered for a night of networking, team building, fun, food and camaraderie.

The event served as a platform to honour achievements, including the presentation of “Long Service Awards” to loyal employees. Adding to the excitement were the interactive team building activities, where there was no distinction between superiors and subordinates. Everyone who attended had a lucky draw prize.



Annual Fruit Party

Our annual fruit party is a beloved tradition that unites more than 200 management and staff from all subsidiaries, coming together to celebrate their shared love for the King of Fruits – Durian. Subsidiaries collaborated to prepare for the festivities, showcasing their expertise in scaffolding and tentage skills and electrical works for the PA system and fans to facilitate ventilation which made the event a success.

The highlight of the event was the “live” opening of durians by a skilled vendor, who shared insights into the different varieties and other interesting facts about the King of Fruits.

SUSTAINABILITY SCORECARD

Workplace safety

Performance indicators	Units	2021	2022	2023	2024	2025
No. of fatalities	Number	0	0	0	0	0
No. of serious incident/major incidents	Number	1	2	0	1	1
No. of workplace minor injuries	Number	12	5	0	4	6

Productivity

Performance indicators	Units	2021	2022	2023	2024	2025
Revenue	S\$000	55,116	79,317	50,300	93,094	74,487
Purchases from local supplier (%)	Percentage	83.5	89.0	99.9	85.5	92.2
Employees subject to regular performance appraisal	Percentage	100	100	100	100	100
Training hours per staff	Hours	9.3	10.6	6.1	6.2	1.8

Environmental Protection

Performance indicators	Units	2021	2022	2023	2024	2025
Carbon emission	tCO ₂ e	763.0	201.0	28.7	323.9	481.2
Carbon emission intensity	kgCO ₂ e/ m ²	137.8	18.2	15.6	18.3	26.3
Recycled waste	Tonnes	139	39	0	90.3	120.9
Water consumption	Cu m	56,811	18,796	1,391	8,693	4,784
Water consumption intensity	Cu m/m ²	10.3	1.4	0.8	0.5	0.3

People and community

Performance indicators	Units	2021	2022	2023	2024	2025
Employee turnover rate	Percentage	30.3	31.8	24.1	26.8	28.5
Investment in community projects	S\$'000	0	0	3	3	0

Footnote: The entities covered for each year reflected in the data

2021: Multiheight Scaffolding Pte Ltd, Nordic Flow Control Pte Ltd, Envipure Pte Ltd

2022: Avitools (Suzhou) Co.Ltd, Envipure Pte Ltd, Starburst Engineering Pte Ltd

2023: Envipure Pte Ltd, Envipure Sdn Bhd

2024: Envipure Pte Ltd, Envipure Sdn Bhd, Avitools (Suzhou) Co. Ltd, Eratech Pte Ltd, Starburst Engineering Pte Ltd, Avon Industries Pte Ltd

2025: Avitools(Suzhou) Co. Ltd, Eratech Pte Ltd, Starburst Engineering Pte Ltd, Avon Industries Pte Ltd

CONSULTING OUR STAKEHOLDERS

We continue to listen to our stakeholders and engage with them on an ongoing and ad hoc basis. An overview of our approach and rationale is set out below (with stakeholders listed in alphabetical order), together with the feedback we have received.

Stakeholders	How we listen	Why we do it	What you've told us
Customers	<ul style="list-style-type: none"> Daily operations meetings Site walks/ safety walks Meetings with customer's procurement department Project tenders 	<ul style="list-style-type: none"> Adhere to safety concerns Adhere to health concerns Adhere to environmental concerns for raw materials (insulation mat, diesel pump, chemicals) 	<ul style="list-style-type: none"> Provision of services required Adhere to customers standards Ability to meet customers delivery timelines
Employees	<ul style="list-style-type: none"> Internal updates and communication Events and functions Company retreats Project celebrations 	<ul style="list-style-type: none"> Training programme Employee training People developer Proper upkeep of dormitories 	<ul style="list-style-type: none"> Equal opportunities Career progression Benefits and rewards External courses
Regulatory authorities (SGX, MOM, IRAS, ACRA)	<ul style="list-style-type: none"> Regular updates and communication Reports and compliance Periodical meetings 	<ul style="list-style-type: none"> Good relationship between SGX and Company Dialogue with SGX Active participation in SGX events to increase visibility and transparency 	<ul style="list-style-type: none"> Compliance with relevant rules and regulations
Shareholder and investors	<ul style="list-style-type: none"> SGX Announcements Shareholder's meeting Annual reports Company's website Regular updates and communication 	<ul style="list-style-type: none"> Committed to delivering economic value to our capital providers through a strong financial performance and our methods of engagement with them. 	<ul style="list-style-type: none"> Long-term profitability Sustainability matters Group's performance against targets Compliance with all relevant requireme
Suppliers	<ul style="list-style-type: none"> Supplier's meetings Negotiation of special price for big projects 	<ul style="list-style-type: none"> Adhere to safety concerns 	<ul style="list-style-type: none"> Ability to meet Company's standards (e.g. BizSafe or ISO)

GRI

CONTENT INDEX

The GRI Content Index references the Nordic Group Limited Sustainability Report 2025 (SR), the Annual Report 2025 (AR) and the Nordic Group Website (Web).

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE REFERENCE AND REMARKS	
GRI 2: GENERAL DISCLOSURES			
GRI 2: General Disclosures 2021	2-1	Name of organisation	• Annual Report (AR): Corporate profile (Page 1)
	2-2	Entities included in the organisation's sustainability reporting	• Sustainability Report (SR) (Page 3)
	2-3	Reporting period, frequency and contact point	• SR (Page 3)
	2-5	External assurance	• SR (Page 3)
	2-6	Activities, value chain and other business relationships	• SR (Page 17)
	2-7	Employees	• SR (Pages 11, 14, 15)
	2-9	Governance structure and composition	• Corporate Governance Report (CGR) Principle 1 (AR Page 27)
	2-10	Nomination and selection of the highest governance body	• CGR Principle 4 (AR Page 31)
	2-11	Chair of the highest governance body	• CGR Principle 1 (AR Page 27)
	2-12	Role of the highest governance body in overseeing the management of impacts	• CGR Principle 1 (AR Page 27)
	2-13	Delegation of responsibility for managing impacts	• SR (Page 4)
	2-14	Role of the highest governance body in sustainability reporting	• SR (Page 4)
	2-16	Communication of critical concerns	• CGR Speaking Up Policy (AR Page 41)
	2-17	Collective knowledge of the highest governance body	• CGR Principle 1 (AR Page 27)
	2-18	Evaluation of the performance of the highest governance body	• CGR Principle 5 (AR Page 33)
	2-19	Remuneration policies	• CGR Principle 6 (AR Page 33)
	2-20	Process to determine remuneration	• CGR Principle 7 (AR Page 34)
	2-21	Annual total compensation ratio	• CGR Principle 7 (AR Page 34)
	2-22	Statement on sustainable development strategy	• SR Section 2.2 (Page 4)
	2-23	Policy commitments	• SR (Page 6)

GRI CONTENT INDEX

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE REFERENCE AND REMARKS	
GRI 2: General Disclosures 2021 (cont'd)	2-24	Embedding policy commitments	• SR (Pages 7 – 15)
	2-25	Processes to remediate negative impacts	• SR (Pages 7 – 15)
	2-26	Mechanisms for seeking advice and raising concerns	• SR Sustainability Contact (Page 3)
	2-27	Compliance with laws and regulations	• CGR Principle 1 (Page 27) • AR Directors Report and Auditors Report (Page 46, 47)
	2-28	Membership associations	• SR (Page 4)
	2-29	Approach to stakeholder engagement	• SR (Page 17)
MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	• SR (Page 4)
	3-2	List of material topics	• SR (Page 4) and (Page 5)
	3-3	Management of material topics	• SR (Page 6)
ECONOMIC DISCLOSURES			
	201-1	Direct economic value generated and distributed	• SR: Sustainability scorecard (Page 16)
	201-3	Defined benefit plan obligations and other retirement plans	• AR (Page 61)
	201-4	Financial assistance received from government	• AR (Page 76)
	204-1	Proportion of spending on local suppliers	• SR: Productivity (Page 10)
OTHER DISCLOSURES			
	301-2	Recycled input materials used	• SR: Environmental protection (Pages 12-13)
	302-1	Energy consumption within the organisation	• SR: Environmental protection (Pages 12-13)
	305-1	Direct (Scope 1) GHG emissions	• SR: Environmental protection (Pages 12-13) • SR: Sustainability scorecard (Page 16)
	305-2	Energy indirect (Scope 2) GHG emissions	• SR: Environmental protection (Pages 12-13) • SR: Sustainability scorecard (Page 16)
	305-4	GHG emissions intensity	• SR: Environmental protection (Pages 12-13) • SR: Sustainability scorecard (Page 16)
	306-2	Management of significant waste-related impacts	• SR: Environmental protection (Pages 12-13)
	306-3	Waste generated	• SR: Environmental protection (Pages 12-13)
	306-4	Waste diverted from disposal	• SR: Environmental protection (Page 13)

GRI

CONTENT INDEX

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE REFERENCE AND REMARKS
GRI 400: SOCIAL DISCLOSURES		
401-1	New employee hires and employee turnover	<ul style="list-style-type: none"> SR: People and community (Pages 14-15) SR: Sustainability scorecard (Page 16)
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<ul style="list-style-type: none"> SR: Workplace safety (Pages 11) SR: Sustainability scorecard (Page 16)
403-1	Occupational health and safety management system	<ul style="list-style-type: none"> SR: Workplace safety (Page 7-9)
403-2	Hazard identification, risk assessment, and incident investigation	<ul style="list-style-type: none"> SR: Workplace safety (Pages 7-9) SR: Sustainability scorecard (Page 16)
404-1	Average hours of training per year per employee	<ul style="list-style-type: none"> SR: Productivity (Pages 11) SR: Sustainability scorecard (Page 16)
404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> SR: Productivity (Pages 11)
404-3	Percentage of employees receiving regular performance and career development reviews	<ul style="list-style-type: none"> SR: Productivity (Pages 11)
405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> CGR Principle 2 (Page 30)
413-1	Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> SR: People and community (Pages 10-15)



NORDIC
Group Limited

(Incorporated in the Republic of Singapore on 8 April 2010)

Company Registration
Number: 201007399N