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### **PURPOSE**

Bringing joy to people's life

### **VISION**

To be the most admired company with the most loved lifestyle brands in Asia

### **MISSION**

We create innovative, beautifully designed lifestyle products, that are premium quality, user-friendly and bring joy to people's lives.





















### **ABOUT US**

Since 1976, Casa Holdings Limited and its Subsidiaries ("the Group") has forged partnerships with some exclusive brand names for home appliances, consumer electronics and bathroom fixtures from Europe. We will continue to bring in new products to further expand our product range and reaching to different consumer segments.

Listed on the Mainboard of Singapore Exchange Securities Trading Limited, the Group's core strength is to market and distribute our products, and provide after-sales services/technical supports to our customer. In Singapore, the Group has established a wide network of dealers including electrical retailers, interior designers, chain stores and property developers. In addition, we also offer our products directly to consumers via our online store at https://shop.casa.sg and our showroom at 15 Kian Teck Crescent.

## ABOUT THIS REPORT

This Sustainability Report ("Report") address only the Group's distribution activities for the financial year from 1 October 2021 to 30 September 2022 ("FY2022"), as property development and construction activities were minimal. Associated company and joint venture activities were excluded from this Report as the operational controls are held outside the Group.

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The Report has been prepared in accordance with the Global Reporting Initiative ("GRI") Standards: Core Option. We chosen the GRI Standards as it provides a set of extensive framework that is largely recognised as a global standard for sustainability reporting.

Information contained in this Report has not been verified by an independent third party. The Group will continue to incorporate sustainability initiatives in its business process to enhance its sustainability journey in the areas of environmental, social and governance aspects. We will share more in our subsequent reports on an annual basis. An electronic edition of this Report is made available for download on our website at https://casa.sg and the website of the SGX-ST at www.sgx.com.We welcome stakeholders to provide us with feedback and suggestions on this Report. You may contact us at corporate@casa.com.sg.

## **ABOUT THIS REPORT**

### CASA VALUES

A company's core values help to create a moral compass and sense of commitment in the workplace. It shapes and creates a company culture that unifies the team and brand image.

### **CARE**

To place oneself in the shoes of customers to relate to the problems they faced

### **ACCOUNTABILITY**

To be accountable for solving customer issues, which in turn, nurtures trusting relationship

### **SUPPORT**

To commit to bringing the best experience to customers

### **AMBITION**

To continually drive industry innovation so as to transform and lead the wider market

## MESSAGE FROM THE BOARD OF DIRECTORS

#### Dear Shareholders,

The Board of Directors ("Board") is pleased to present the Group's Sustainability Report ("Report") for the financial year ended 30 September 2022 ("FY2022"). Sustainability governance of the Group is led by the Board of Directors and supported by all levels in the Organisation.

In March 2022, the Board underwent a renewal process. New board members are Mr. Lai Hock Meng who is our Board and Nominating Committee Chairman, and Dr. Wee Chow Hou who is our Audit and Remuneration Committee Chairman.

During the reporting period, we saw the easing of COVID-19 safe management measures in Singapore as the Coronavirus disease situation improves. This drives sales as customers returned to the malls. The reopening of the economy also boosted delivery of new homes which increase demand for our home appliances and bathroom products.

Together with our rebrand, was the makeover of our showroom which we are proud that it has won a Design of the Year 2022 by Singapore Institute of Architects. Our newly renovated showroom innovatively translates ordinary and salvaged common building material such as cement bricks, plywood and cut-off stones, into a new retail experience. Our customers can now purchase Casa products from various channels, online to offline retail. We are also heartened that ELBA won a Trusted Brand Gold Award by the Reader's Digest, signifying consumer's trust in the ELBA brand.

Though the pandemic has gradually eased, our operating environment are impacted from a myriad of factors, such as rising materials costs and wages, hikes in interest rates and volatility in foreign exchange. Despite the challenges, our business volumes have surpassed our pre-pandemic level, using the momentum built from the previous year. We remain resilient and adaptive to the changing environment, committed to our purpose in effort to emerge stronger from these adversities.

We would like to express our appreciation to all our valued shareholders, dealers, suppliers, service providers, bankers, business associates, as well as our staff, for their continued support of the Group. We will continually enhance our sustainability practices to ensure business continuity and profitability in this challenging post-pandemic high cost period.

#### STAKEHOLDER ENGAGEMENT

We identify our key stakeholders based on their dependence and influence on our business.

Casa adopts both formal and informal channels of communication, online and offline, to understand the needs of our key stakeholders. The following table highlights our key stakeholders, their key concerns and mode of engagement:

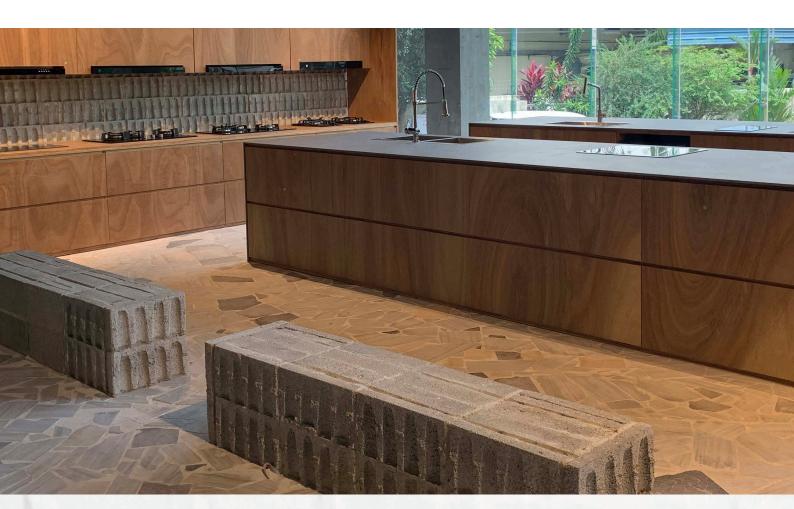




## MATERIALITY ASSESSMENT

We did an assessment of our material Environmental, Social and Governance ("ESG") factors and identified the following ESG aspects to be material for the Group to build a sustainable business and are the focus of this Report.

STAKEHOLDER TOPICS OF CONCERN	Environmental	Social	Governance
MATERIAL FACTORS	<ul> <li>Energy, Water         Consumption and Waste         Management</li> <li>Energy and Water Efficient         Products</li> <li>Disposing E-Waste         responsibly and consumer         outreach relating to         packaging 3Rs (Reduce,         Reuse and Recycle)</li> </ul>	<ul> <li>Diversity and Equal Opportunities</li> <li>Talent Attraction and Retention</li> <li>Training and Education</li> <li>Safe and Healthy Workplace</li> <li>Employee Engagement</li> <li>Engaging Our Suppliers</li> <li>Customer Satisfaction and Privacy</li> <li>Product Health Management</li> <li>Supporting the Local Community</li> </ul>	<ul> <li>Anti-corruption and Corporate Governance</li> <li>Risk Management</li> </ul>



#### **ENVIRONMENTAL INITIATIVES**

#### **ENERGY, WATER CONSUMPTION AND WASTE MANAGEMENT**

We promote energy saving, water conserving and waste reducing practices. The Group adopt the following measures.



- Regular servicing of machinery & equipment to maintain energy efficiency and maximise their useful life spans
- Reminders to switch off any idle facilities or equipment that are powered by energy
- Using energy efficient LED lights
- Switching off lights and aircon in offices or common areas when not in use



- Frequent servicing of water fittings to reduce risk of leakage
- Encourage employees to report to HR Department in the event of any water leakage



- Promote double-sided printing
- Reuse paper with single side printing
- Implement paperless initiatives
- Recycle used toner cartridge
- Encourage use of sustainable items to reduce our carbon footprint

FY2021 Performance	FY2022 Performance	FY2023 Target
716,790 kWh of energy was consumed with energy consumption intensity of 0.038 kWh per S\$ of revenue	740,765 kWh of energy was consumed with energy consumption intensity of 0.034 kWh per S\$ of revenue	Improve on energy consumption and water usage and intensity
2,036 m³ of water was used with a usage intensity of 0.000107 m³ per S\$ revenue	1,941 m³ of water was used with a usage intensity of 0.000090 m³ per S\$ revenue	

#### **ENERGY AND WATER EFFICIENT PRODUCTS**

The Group strive to bring in products that are energy efficient, water efficient and use recyclable materials. We aim to introduce products with improved designs to reduce carbon footprint that can be distributed at a competitive price.

During the year, we brought in more products that are of higher grading in terms of energy and water efficiency. Our refrigerator products brought in during the year are majorly 5 ticks energy efficiency while our water related products, such as faucets, washing machines, dishwashers etc., are of mostly 3 ticks or minimally 2 ticks water efficiency.

### DISPOSING E-WASTE RESPONSIBLY AND CONSUMER OUTREACH RELATED TO PACKAGING 3RS (REDUCE, REUSE, AND RECYCLE)

Casa is proud to be part of the E-Waste Producer Responsibility Scheme.

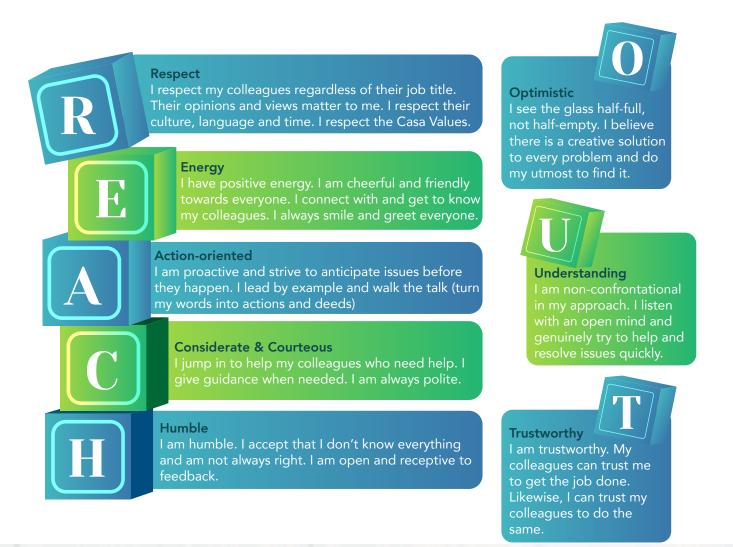
We offer free take-back service on a one-for-one basis upon delivery of a new appliance. Old appliances that were collected back are disposed of by licensed collectors.

In addition, we are progressively adding the 3Rs icon on our packaging to inform our customers that our packaging is recyclable. Simultaneously, we have also imprinted the 3Rs icon on the delivery orders to advise our customers to dispose of our packaging properly.

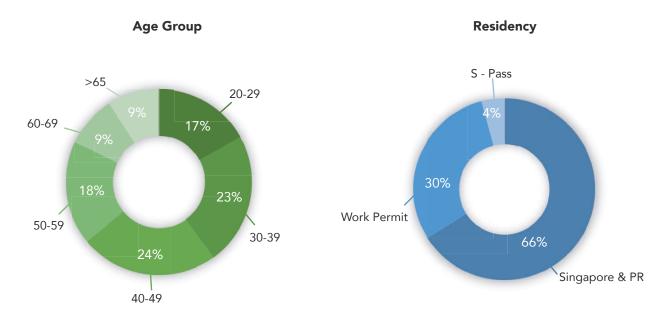
#### **SOCIAL - OUR PEOPLE**

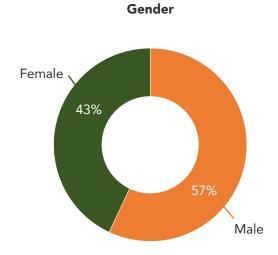
We believe our people are the key drivers in our pursuit to achieve the Group's purpose, vision and mission.

The Group continue to embrace the Casa Employee Code which sets out our expectations for employee behaviour and underpins a positive Casa culture.



The Group maintain a diverse workforce in terms of age and nationalities, with different skills and experiences. The profile of our employees as at 30 September 2022 is as follow:





#### **DIVERSITY AND EQUAL OPPORTUNITIES**

As our people are our key drivers, the Group ensures a good diversity in its work-force and that they are provided with an equal opportunity. The Group is committed to ensure that all employees are treated fairly, with respect and dignity, regardless of nationality, gender, race, religion or rank.

Our hiring procedures are fair, merit-based and non-discriminative. We employ our people based on skills, experience and ability to perform the job.

Any staff who feels unfairly treated against can approach our Human Resource Department for assistance. In FY2022, we did not receive any complaint on discriminatory practices in workplace.

FY2021 Performance	FY2022 Performance	FY2023 Targets
91 employees	94 employees	Sustain gender and age diversity of our workforce
Gender ratio of 43% female to 57% male	Gender ratio of 43% female to 57% male	
38% of workforce were aged 50 and above	36% of workforce were aged 50 and above	
5 employees (6% of staff strength) were promoted	11 employees (12% of staff strength) were promoted	Promote staff who are ready for additional responsibilities

#### TALENT ATTRACTION AND RETENTION

We reward employees based on attributes such as performance, competency and experience. Staff remuneration is determined based on performance, responsibilities, as well as the Group's performance.

In addition to government regulated leaves, the Group also provides family care leave, compassionate leave and birthday leave for employees.

We commend and reward our staff whenever their great service received customers' compliment. During the year, two of our employees received 5 stars rating under Casa's Google Review. In appreciation of their efforts, we have award them for their current performance and to encourage continuous performance.

We conduct annual appraisal to review and ensure that our compensation package remains competitive.

#### TRAINING AND EDUCATION

Our people are key to the Group's success.

We acknowledge the importance of upgrading the skillsets of our employees is key to remain relevant in current competitive environment.

We endeavour to develop our employee training programs to improve our workforce's functional and technical skills to meet our business objectives. This year, our training focused on forklift driver training, workplace health and safety, sustainability, digital marketing analytics, social media marketing, and tax updates.

We have an orientation programme to give new recruits an introduction to their jobs, their colleagues, and the company.

FY2021	FY2022	FY2023
Performance	Performance	Target
Average 6.0 hours of training for staff in various roles	Average 3.7 hours of training for staff in various roles	Provide timely and effective training to improve staff competency

#### SAFE AND HEALTHY WORKPLACE

Workplace safety is of top priority for the Group. Our approach to workplace safety is underpinned by legislative requirements and industry safety standards.

We are BizSafe Level 3 certified and we have a Bizsafe Committee, in place as an oversight to monitor the establishment and maintenance of safety practices and policies of the Group.

Our employees are trained in workplace safety, first aid and Automated External Defibrillator (AED).

We procure masks, sanitizers and Antigen Rapid Test ("ART") kits to our staff to ensure their well-being are taken care of while performing their tasks.

FY2021	FY2022	FY2023
Performance	Performance	Target
Zero incident of work injuries that resulted in work injury insurance claims	Zero incident of work injuries that resulted in work injury insurance claims	Reduce the risk of workplace safety incidents and maintain zero incident of work injuries that resulted in work injury claim insurance

#### **EMPLOYEE ENGAGEMENT**

At Casa, we practice and inculcate a harmonious relation in workplace. We have procedure in place for the handling of any employee's grievances.

Our management team engage with the staff through meetings, emails and mobile chat group. We believe that this practice fosters communication, cooperation, mutual trust and respect among employees.

With the country promoting, "living with COVID-19", our staff are able to return to workplace, this allow us to be able to organise gatherings to promote camaraderie among the staff and also allow the staff to enjoy social lunch together. The Group have also organised activities such as the National Day Celebration to gather the staff to promote patriotism and also cultivate Casa spirit. Also, the ease in the COVID-19 restriction allows the Group to place more focus on the health of the staff to stay committed to maintaining the health of each employee. Since then, the Group introduced, "Fruity Day" where fruits are distributed among staff to promote a healthy lifestyle at work.

#### **SOCIAL – SUPPLY CHAIN MANAGEMENT**

#### **Engaging Our Suppliers**

We engage with our suppliers on a regular basis through factory visits, online virtual meetings and/or through emails, exchanging feedback to better formulate action plans which contribute to the enhancement of the sustainability of our partnership.

Our supplier selection process are based on the supplier's past track record, ability to deliver consistent quality products and services on time, competitive pricing, environmentally sustainable and high ethical standards that adhere to our sustainability practices.

In the efforts of introducing new product offerings to the customers, the Group is continuously on the lookout for new business collaboration.

#### **Customers Satisfaction and Privacy**

Customer satisfaction is one of our key priorities as it is the key determinant of our success. We ensure a team of well-trained customer service officers and technicians to assist customers requiring an after-sales service.

Customers can contact us through our service messaging platform or emails to request service appointment or submit their feedback. We strive to follow up on customer feedback on a timely basis and will continue to improve our service standards through customers' feedback and using technology. In 2022, we launched Casa Live Chat to facilitate our customer service team to better serve our customers. The Live Chat aims to provide a faster and more convenient channel for the customer to approach our customer service officers with any product and service-related matters to general inquiries with regards to Casa.

We have a Personal Data Protection Policy that defines our approach to personal data management. We collect personal data in the furtherance of our business activities, but we do not sell, rent, or give away personal data of our customers to third parties for commercial purposes. There were no instances on breaches of customer confidential information during the reporting period.

#### **Product Health Management**

At Casa, we place great importance on product safety. We ensure that we carry only home appliances that comply with mandatory requirements prescribed by the respective agencies. With our customer's safety being our top priority and we act timely and responsibly when incidents are envisaged to happen to protect our customers from unnecessary harm.

To ensure economic sustainability of the Group, we hold our suppliers liable for product defects whenever practicable whereby costs associated with defective product are claimed from suppliers to the extent possible. Also, we are covered by product liability insurance, in the event of cases of claims from customers pertaining to damage to properties owing to products defect.

FY2021	FY2022	FY2023
Performance	Performance	Target
Zero incident of product defects that resulted in product liability insurance claims	Zero incident of product defects that resulted in product liability insurance claims	Maintain zero product liability insurance claim

#### SOCIAL - SUPPORTING THE LOCAL COMMUNITY

#### **Contributing to Our Community**

Casa social responsibility also extend to our involvement in the communities in which our employees resides and work. Together with our employees, we contribute our resources and efforts to support local non-profit groups and communities.

During the year, we have donated to the Singapore Red Cross Society, raising funds for the project Grateful Hearts 2022, to help the severely disabled, the isolated elderly and the low-income skipped-generation / single parent families<sup>[1]</sup>.

Additionally, we made cash contributions, and also donated groceries to the Melrose Home to help alleviate the Home's expenses. Melrose Home is a residential home for vulnerable children and youth who are experiencing adverse family circumstances or child protection issues<sup>[2]</sup>.

#### **GOVERNANCE**

#### **Anti-corruption and Corporate Governance**

The Group is committed to ensuring and maintaining good corporate governance to safeguard the interest of our stakeholders.

We endeavour to strengthen the ethical environment and promote professional conduct within the Group. We have a Code of Conduct that is communicated to all employees. It provides detailed guidelines to ensure that employees' business conduct is consistent with ethical standards. The Policy also requires all employees to declare any direct or indirect interest in, or relationship with other businesses and organisations where potential conflicts of interest may arise. In addition, all employees are required to return a nil declaration at least once a year. In FY2022, there were no reported case of corruption.

#### **Whistle Blowing Policy**

A whistle blowing policy is in place to aid in the deterrence and reporting of corporate malpractice and misconducts. The policy sets the framework to encourage the employees of the Group, in good faith and in confidence, to submit incident or concern about possible corporate malpractices and misconducts or other matters directly to the Chairman of Audit Committee.

Details of the whistle blowing policy have been made available to all employees. Through a well-defined procedure, all reported incident or concern will be duly and independently investigated and handled with appropriate measures. The Chairman of Audit Committee will ensure the confidentiality and anonymity of the employee reporting the incident or concern to the fullest extent reasonably practicable within the requirements of the law.

Due to confidentiality, the Chairman of Audit Committee shall table to the Audit Committee during its half yearly meetings only the number of reported cases. The full report will be submitted under confidential cover to the Audit Committee. For serious reported incidents or concerns, the Chairman of Audit Committee shall submit its report under confidential cover to the Audit Committee via circulation or through a special Audit Committee meeting arranged as soon as possible.

<sup>[1]</sup>Singapore Red Cross Society, (2022) Paint the City Red, with Love, with Grateful Hearts, GIVING.SG [Online]. Available at: https://www.giving.sg/singapore-red-cross-society/ghd2022.

<sup>[2]</sup> Children's Aid Society (2018) Melrose Home, Children's Aid Society [Online]. Available at https://childrensaidsociety.org.sg/cas/melrose-home/

The Audit Committee shall review the report, advise, and authorise the Chairman of Audit Committee of an appropriate action to be taken against the investigated incident or concern. Where appropriate or required, we will file a formal report with the relevant government authorities for further investigation or action.

In FY2022, we received a complaint case which had be dealt with successfully with the necessary changes made.

#### **Dealings in Securities**

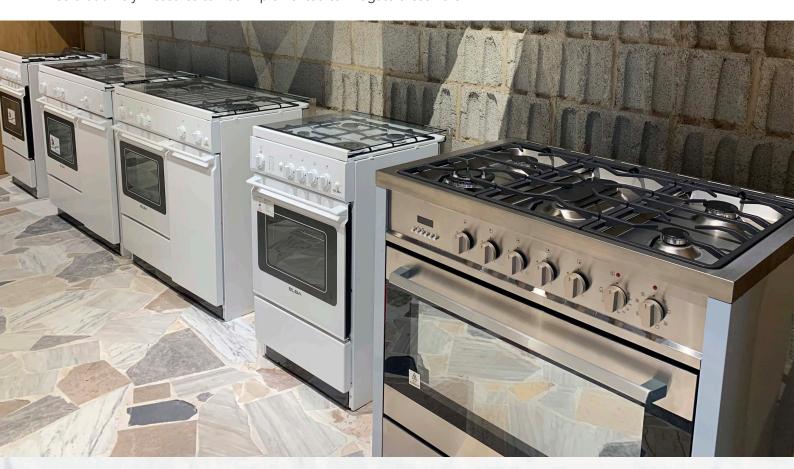
The Company has adopted an internal code on dealings in securities. Directors and employees are not allowed to deal in the Company's shares during the periods commencing one month before the announcement of the Group's half yearly and full year results and ending on the date of announcement of such result, or when they are in possession of unpublished price-sensitive information on the Group. In addition, the employees of the Company are advised not to deal in the Company's securities on short term considerations and are expected to always observe the insider trading rules, even when dealing in the Company's securities within the permitted trading periods.

For more details of the Group's corporate governance practices, please refer to Corporate Governance Report from page 11 to 27 of the Annual Report.

#### **Risk Management**

The Group has an Enterprise Risk Management Framework ("Framework") in place. The Framework has been reviewed by the Audit Committee and approved by the Board of Directors.

The Group conducts regular review of its business and operational activities to identify significant areas of risks so that timely measures can be implemented to mitigate these risks.



# GRI STANDARDS CONTENT INDEX

GRI STANDARDS 2016	GRI STANDARD TITLE	REPORT REFERENCE	PAGE
GRI 102: Gene	eral Disclosures		
102-1	Name of the organization	About Us	1
102-2	Activities, brands, products, and services	Corporate website, About Us	1
102-3	Location of headquarters	Corporate website, Annual Report 2022	
102-4	Location of operations	Corporate website, Annual Report 2022	
102-5	Ownership and legal form	Annual Report 2022	
102-6	Markets served	Corporate website, Annual Report 2022	
102-7	Scale of the organisation	Corporate website, Annual Report 2022	
102-8	Information on employees and other workers	Diversity and Equal Opportunities	9
102-9	Supply chain	About Us, Supply Chain Management	1, 11
102-10	Significant changes to organisation and its supply chain	Nil	
102-11	Precautionary principle or approach	Risk Management	14
102-12	External initiatives	Not applicable, no such initiatives	
102-13	Membership of associations	Nil	
102-14	Statement from senior decision maker	Message from the Board of Directors	4
102-16	Values, principles, standards, and norms of behaviour	Casa Values, REACHOUT	3,8
102-18	Governance structure	Message from the Board of Directors	4
102-40	List of stakeholder groups	Stakeholder Engagement	5
102-42	Identifying and selecting stakeholders	Stakeholder Engagement	5
102-43	Approach to stakeholder engagement	Stakeholder Engagement	5
102-44	Key topics and concerns raised	Stakeholder Engagement	5
102-45	Entities included in the consolidated financial statements	Annual Report 2022	

# GRI STANDARDS CONTENT INDEX

GRI STANDARDS 2016	GRI STANDARD TITLE	REPORT REFERENCE	PAGE	
102-46	Defining report content and topic boundaries	About this Report	2	
102-47	List of material topics	Materiality Assessment	6	
102-48	Restatements of information	Nil		
102-49	Changes in reporting	Nil		
102-50	Reporting period	About this Report	2	
102-51	Date of most recent report	February 2022		
102-52	Reporting cycle	Annual		
102-53	Contact point for questions regarding the report	Enquiries can be emailed to: corporate@ casa.com.sg		
102-54	Claims of reporting in accordance with GRI Standards	About this Report	2	
102-55	GRI content index	GRI Standards Content Index	15	
102-56	External assurance	Nil		
	TOPIC-SPECI	FIC STANDARDS		
	Corporate Profile and	Sustainability Governance		
GRI 404: Train	ning and Education			
404-1	Average hours of training per year per employee	Training and Education	10	
404-2	Programs for upgrading employee skills and transition assistance programs	Training and Education	10	
GRI 405: Dive	rsity and Equal Opportunity			
405-1	Diversity of governance bodies and employees	Diversity and Equal Opportunities	9	
GRI 406: Non-Discrimination				
406-1	Incidents of discrimination and corrective actions taken	Diversity and Equal Opportunities	9	
GRI 205: Anti-Corruption				
205-1	Operations assessed for risks related to corruption	Anti-Corruption and Corporate Governance	13	
205-2	Communication and training about anti-corruption policies and procedures	Anti-Corruption and Corporate Governance	13	

# GRI STANDARDS CONTENT INDEX

GRI STANDARDS 2016	GRI STANDARD TITLE	REPORT REFERENCE	PAGE	
	HEALTH	AND SAFETY		
GRI 403: Occi	upational Health and Safety			
403-1	Occupational health and safety management system	Safe and Healthy Workplace	11	
403-5	Worker training on occupational health and safety	Safe and Healthy Workplace	11	
403-6	Promotion of worker health	Safe and Healthy Workplace	11	
GRI 416: Cust	omer Health and Safety			
416-1	Assessment of the health and safety impacts of product and service categories	Product Health Management	12	
MINIMISING ENVIRONMENTAL IMPACT				
GRI 302: Energy				
302-4	Reduction of energy consumption	Energy, Water Consumption and Waste Management	7	
302-5	Reduction in energy requirements of products and services	Energy and Water Efficient Products	7	



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