Pacific Radiance


# NAVIGATING HORIZONS

SUSTAINABILITY REPORT 2025

# ABOUT THIS REPORT

This document is Pacific Radiance Ltd's sustainability report for the financial year ending 31 December 2025. It covers the Company and its subsidiaries (the "**Group**") and follows sustainability reporting guidelines set by The Singapore Exchange Ltd ("**SGX**"), referencing Global Reporting Initiative ("**GRI**") standards. The Group has also started to align with the IFRS S2 Climate-related Disclosures from the International Sustainability Standards Board ("**ISSB**"), aiming for full compliance by 2030 as required by SGX regulations.

Stakeholders are encouraged to review the Company's Annual Report FY2025 ("**Annual Report FY2025**") for comprehensive information about the Group, available at https://pacificradiance.listedcompany.com/sr.html.

The Group publishes its sustainability report annually. Since FY2022, these reports have been prepared and disseminated via the SGX ESGenome disclosure platform. Accordingly, the Sustainability Report FY2025 adopts the reporting structure generated by SGX ESGenome and reflects the Group's responses as submitted through the platform. The Group has addressed all items related to the SGX Core and ISSB environmental, social, and governance ("**ESG**") metrics. All responses are fully included in this report and correspond to the relevant GRI Standards, as indicated in the GRI Content Index table. Please note that there may be some duplication between the SGX Core and ISSB ESG metrics; therefore, similar questions and answers may appear in multiple sections of the report.

We welcome your feedback. For any comments or inquiries regarding this report, please contact IR@pacificradiance.com.

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# SGX CORE

# SGX CORE

## BOARD STATEMENT

The Board of Directors ("**Board**") of Pacific Radiance Ltd ("**PRL**" or the "**Company**") reiterates its commitment to sustainability as a fundamental aspect of our business strategy and corporate responsibility. The Company acknowledges that promoting sustainable practices is crucial not only for organisational success but also for the well-being of the wider community and environment. In our capacity as stewards of environmental, social, and economic interests, we are dedicated to creating a positive legacy for future generations.

Our strategy prioritises sustainability by emphasising carbon footprint reduction, protection of natural resources, adherence to responsible business conduct, and contributions to the communities we serve. The Company recognises the operational impacts on the environment and remains committed to minimising these effects through continuous policy updates and procedural improvements. By collaborating with stakeholders, including suppliers and customers, we aim to advance sustainable practices throughout our value chain. Our goals include a 30% reduction in net emission intensity and ensuring that 50% of revenue is generated from low-carbon or renewable energy activities by 2030.

We recognise that integrating sustainability within our operations is an evolving process requiring ongoing commitment and adaptability. Working closely with the Audit and Sustainability Committee ("**ASC**") and the Management Executive Committee ("**Management**"), the Board will regularly review our sustainability initiatives, seek stakeholder input, and utilise organisational expertise to further improve our performance.

## IDENTIFICATION OF MATERIAL ESG FACTORS

In 2017, the Board, in collaboration with an external consultant, undertook a materiality assessment in accordance with GRI standards to identify key ESG factors and set reporting objectives consistent with the Group's operations and business partnerships. During this process, the Board first carried out a high-level review of a comprehensive range of ESG factors, selecting those considered to have the greatest long-term relevance to the Group's activities and relationships. Following this, feedback from Management and employees was incorporated, and the results were validated to determine the principal ESG factors outlined below:

- **ENVIRONMENTAL MANAGEMENT**
- **RESOURCE MANAGEMENT**
- **HUMAN CAPITAL MANAGEMENT**
- **HEALTH AND SAFETY MANAGEMENT**
- **ECONOMIC SUSTAINABILITY**

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A comprehensive assessment of the material ESG factors, including related risks and opportunities, was completed in FY2025. The Board has concluded that the following key ESG factors continue to be pertinent:

- **ENVIRONMENTAL MANAGEMENT**

  The regulation of carbon and other greenhouse gas emissions is essential for mitigating the negative effects of climate change. It is recognized that the increasing frequency and severity of extreme weather events can disrupt offshore operations, cause asset damage, and compromise workplace safety. Conducting offshore operations responsibly helps minimize air pollution and mitigate harm to the marine environment, consistent with our commitment to environmental stewardship.

- **RESOURCE MANAGEMENT**

  Enhancing fuel efficiency within our operations and implementing low-carbon alternative energy sources are essential measures for reducing our carbon footprint. We remain committed to pursuing economically and operationally feasible solutions in support of our sustainability objectives. The integration of sustainable practices not only addresses environmental risk mitigation but also contributes to greater operational efficiency and resilience.

- **HUMAN CAPITAL MANAGEMENT**

  Our workforce represents a fundamental asset, with employee quality and well-being directly influencing organisational performance and success. We are dedicated to cultivating an inclusive and supportive workplace that places emphasis on the holistic well-being of our team members. Through strategic investment in our people, we seek to improve satisfaction, productivity, and retention, thereby supporting sustainable value creation over the long term.

- **HEALTH AND SAFETY MANAGEMENT**

  Workplace safety for both employees and customers is our highest priority. Recognizing that safety failures can result in significant economic loss, environmental harm, and personal injury or death, we have established comprehensive health and safety protocols. We consistently monitor and address potential risks to minimize the chance of incidents and injuries. By emphasizing health and safety, we support our workforce, protect environmental resources, and maintain our standing as a conscientious corporate entity.

- **ECONOMIC SUSTAINABILITY**

  Economic sustainability is essential to our organisation's enduring success and value creation for all stakeholders. We acknowledge that responsible business practices enable us to support employment, foster opportunities for local suppliers, deliver high-quality services to customers, generate returns for capital providers, and contribute meaningfully to social initiatives over the long term.

# SGX CORE

## STAKEHOLDER ENGAGEMENT

We collaborate with both internal and external stakeholders to oversee the rollout of climate-related policies, monitor our progress toward climate goals, and keep abreast of changes that could impact the Group. Recognising that stakeholder engagement is fundamental to sustainable business, we are dedicated to deepening stakeholder participation in our sustainability efforts to foster collaboration, drive innovation, and encourage shared responsibility. This strategy allows us to tackle sustainability challenges with more robust and inclusive solutions, ultimately creating long-term value for all involved stakeholders. Management partners with stakeholders inside and outside the organisation to put climate strategies into action, track climate objectives, and remain informed about issues affecting the Group.

| | |
|---|---|
| **Employees** | • One-to-one employee goal setting, performance review, and feedback sessions<br>• Weekly/monthly department meetings<br>• Monthly management and department heads meetings<br>• Town hall meetings<br>• Employee survey<br>• Training programmes |
| **Customers** | • Customer survey<br>• Regular dialogues, meetings, and site visits |
| **Suppliers** | • Supplier survey<br>• Regular dialogues, meetings, and site visits |
| **Capital providers** | • Feedback through dedicated investor email (IR@pacificradiance.com)<br>• Public communication via corporate website and SGXNet<br>• Shareholder meetings |
| **Governments and regulators** | • Periodic visits and meetings<br>• Industry forums<br>• Support for government initiative |

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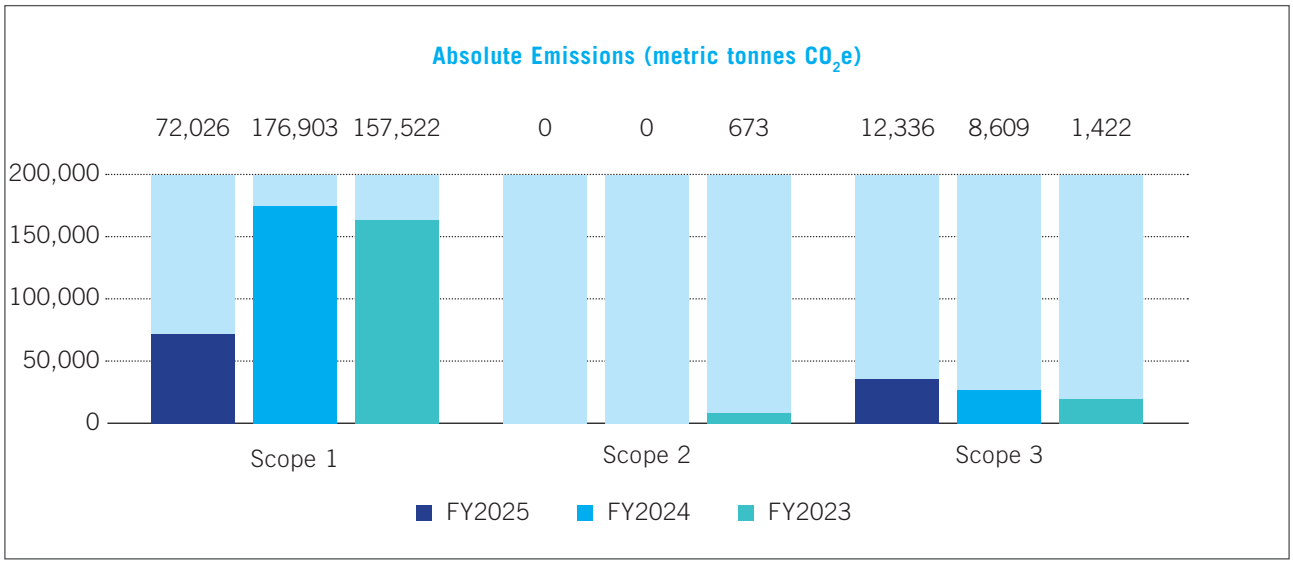
## SGX CORE ENVIRONMENTAL

*SGX Core 1 - Greenhouse Gas Absolute Emissions*

Greenhouse gas emissions resulting from human activities are a primary driver of the greenhouse effect and climate change. Over 70% of these emissions consist of carbon dioxide, predominantly produced through the combustion of fossil fuels such as oil and natural gas. Scope 1 covers direct emissions generated by the Group's own vessels, machinery, and equipment. Scope 2 relates to indirect emissions arising from the consumption of purchased electricity. For FY2024 and FY2025, all electricity was sourced from renewable energy, resulting in zero carbon emissions. Scope 3 encompasses emissions associated with third-party vessels for which the Group provides ship management or repair and maintenance services.

The Group applied an equity-share consolidation approach for its Scope 1 and 2 emissions calculations, covering assets over which it maintains majority financial and operational control. Scope 1 emissions for both years were calculated using fuel consumption data from vessels, machinery, and equipment owned and operated by the Group, multiplied by the applicable IMO or NEA emission factors. The Group's base year for Scope 1 emissions is FY2022, selected because it marks the shift in business focus from ship ownership and operation to ship management. Scope 1 emissions in that base year totalled 2,234 $tCO_2e$ (metric tonnes $CO_2$ equivalent), with no significant changes that required any recalculation of the baseline.

In FY2025, PRL's absolute greenhouse gas emissions saw significant shifts across scopes, reflecting changes in operational activity. Scope 1 emissions rose sharply to 12,336 $tCO_2e$, driven primarily by increased vessel deployment and operational expansion. The most notable movement occurred in Scope 3 emissions, which fell substantially to 72,026 $tCO_2e$, largely reflecting reduced activity from managed and third-party vessels compared with the prior year. Overall, total emissions declined to 84,362 $tCO_2e$, indicating a significant contraction in the Group's aggregated emissions footprint in FY2025.



# SGX CORE

*SGX Core 1A - GHG ($CO_2$) Absolute Emissions - Total*[1]

| FY2024 | FY2025 |
|---|---|
| 185,511 metric tonnes | 84,362 metric tonnes |

*SGX Core 1B - GHG ($CO_2$) Absolute Emissions - Scope 1*[2]

| FY2024 | FY2025 |
|---|---|
| 8,609 metric tonnes | 12,336 metric tonnes |

*SGX Core 1C - GHG ($CO_2$) Absolute Emissions - Scope 2 (Location-based calculation)*[3]

| FY2024[4] | FY2025 |
|---|---|
| 702 metric tonnes | 833 metric tonnes |

*SGX Core 1D - GHG ($CO_2$) Absolute Emissions - Scope 2 (Market-based calculation)*

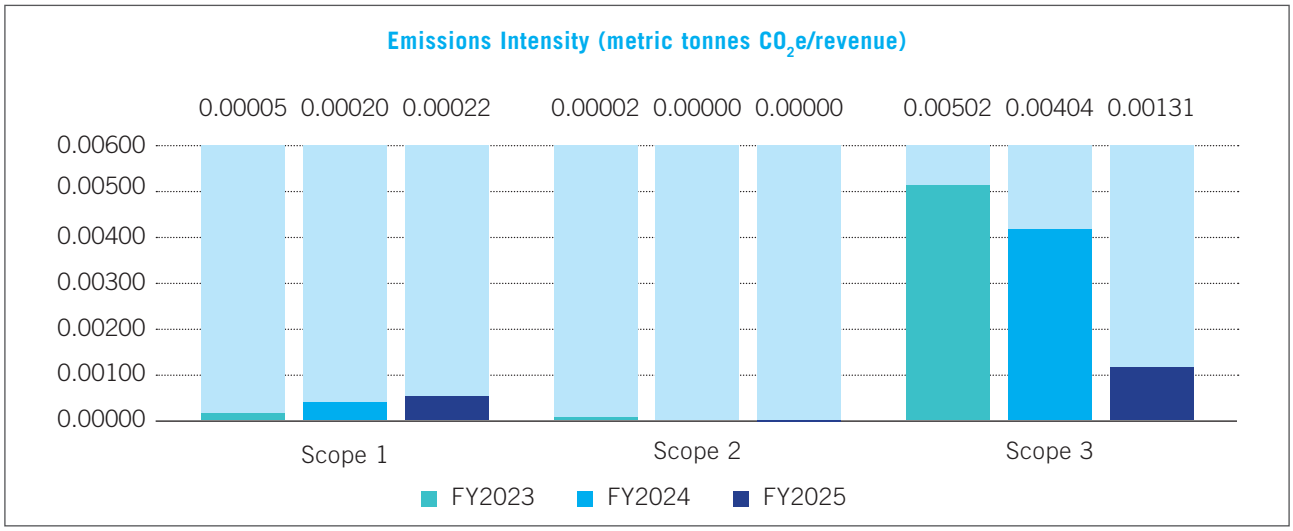
| FY2024 | FY2025 |
|---|---|
| 0 metric tonnes | 0 metric tonnes |

*SGX Core 1E - GHG ($CO_2$) Absolute Emissions - Scope 3*

| FY2024 | FY2025 |
|---|---|
| 176,903 metric tonnes | 72,026 metric tonnes |

*SGX Core 2 - Emission Intensity*[5]

Emission intensity refers to the amount of emissions produced for each unit of revenue generated. A decrease in emission intensity indicates that less pollution is emitted per unit of revenue, while an increase suggests the opposite.




[1] Total absolute emissions refer to the combined Scope 1, 2 and 3 emissions.
[2] Scope 1 emission factors are based on emission factors published by International Maritime Organisation (IMO) and National Environment Agency of Singapore (NEA).
[3] Grid Emissions Factor of 0.402 kg$CO_2$e/kWh taken from Energy Market Authority
[4] FY2024 location-based Scope 2 emissions have been restated to correct a prior methodology error.
[5] Emission intensity (metric tonnes per unit of revenue) = Total emissions (Scope 1, 2 and/or 3) (metric tonnes)/Revenue (USD)

# SGX CORE

## *SGX Core 2A – GHG ($CO_2$) Emissions Intensity – Total*

| Total GHG ($CO_2$) Emissions | Organisational Metric Used to Calculate Intensity | Total Revenue | Total Emissions Intensity (by Revenue) | What is the Organisational Metric Being Used as the Denominator to Calculate Emissions Intensity? |
|---|---|---|---|---|
| **FY2024** | | | | |
| 185,511 metric tonnes | Revenue | 43,842,000 USD | 0.0042 | Revenue |
| **FY2025** | | | | |
| 84,362 | Revenue | 55,187,000 USD | 0.0015 | Revenue |

## *SGX Core 2B - GHG ($CO_2$) Emissions Intensity - Scope 1*

| Total GHG ($CO_2$) Emissions | Organisational Metric Used to Calculate Intensity | Total Revenue | Total Emissions Intensity (by Revenue) | What is the Organisational Metric Being Used as the Denominator to Calculate Emissions Intensity? |
|---|---|---|---|---|
| **FY2024** | | | | |
| 8,609 metric tonnes | Revenue | 43,842,000 USD | 0.000196 | Revenue |
| **FY2025** | | | | |
| 12,336 metric tonnes | Revenue | 55,187,000 USD | 0.000224 | Revenue |

## *SGX Core 2C - GHG ($CO_2$) Emissions Intensity - Scope 2*

| Total GHG ($CO_2$) Emissions | Organisational Metric Used to Calculate Intensity | Total Revenue | Total Emissions Intensity (by Revenue) | What is the Organisational Metric Being Used as the Denominator to Calculate Emissions Intensity? |
|---|---|---|---|---|
| **FY2024** | | | | |
| 0 metric tonnes | Revenue | 43,842,000 USD | 0 | Revenue |
| **FY2025** | | | | |
| 0 metric tonnes | Revenue | 55,187,000 USD | 0 | Revenue |

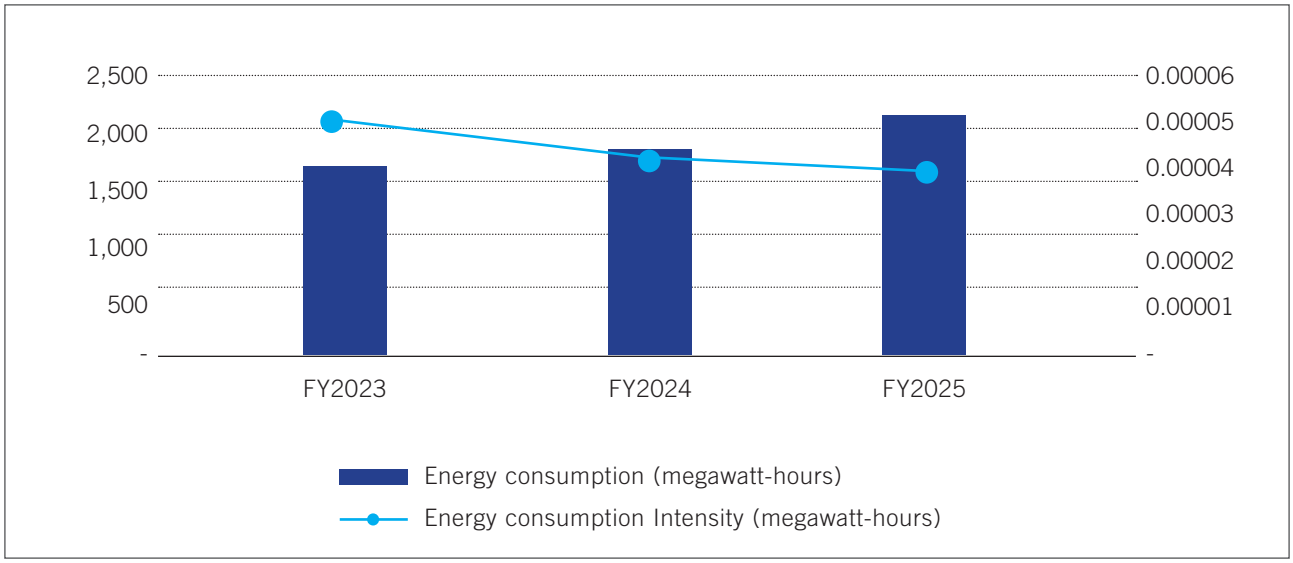
## *SGX Core 2D - GHG ($CO_2$) Emissions Intensity - Scope 3*

| Total GHG ($CO_2$) Emissions | Organisational Metric Used to Calculate Intensity | Total Revenue | Total Emissions Intensity (by Revenue) | What is the Organisational Metric Being Used as the Denominator to Calculate Emissions Intensity? |
|---|---|---|---|---|
| **FY2024** | | | | |
| 176,903 metric tonnes | Revenue | 43,842,000 USD | 0.004000 | Revenue |
| **FY2025** | | | | |
| 72,026 metric tonnes | Revenue | 55,187,000 USD | 0.001305 | Revenue |

# SGX CORE

*Energy Consumption and Intensity*

Energy consumption refers to the quantity of energy or power utilized. Energy consumption intensity[6] is assessed by the amount of energy needed to produce each unit of revenue, indicating that lower energy usage in generating revenue results in reduced intensity. For FY2025, the Group's energy consumption was 2,071 megawatt-hours and it comprised electricity purchased by and used within the Group.




*SGX Core 3 - Total Energy Consumption*

| FY2024 | FY2025 |
|---|---|
| 1,748 megawatt-hours | 2,071 megawatt-hours |

*SGX Core 4 - Energy Consumption Intensity*[7]

| FY2024 | FY2025 |
|---|---|
| 0.00004 | 0.000038 |

[6] Energy consumption intensity (megawatt-hours per unit of revenue) = Total energy consumption (megawatt-hours)/Revenue (USD)

[7] Energy consumption intensity (megawatt-hours per unit of revenue) = Total energy consumption (megawatt-hours)/Revenue (USD)

SGX CORE

*Water Consumption and Intensity*

Water consumption denotes the volume of water utilized without being returned to its original source, while water consumption intensity quantifies the amount of water consumed per unit of revenue generated. Consequently, achieving higher revenue with lower water usage results in reduced intensity. During FY2025, the Group employed potable water and NEWater (recycled wastewater) across office and shipyard facilities. Water sources included local catchments, imported supplies, treated wastewater, and desalinated seawater. Potable water was primarily allocated for daily activities before discharge into the national sewer system, whereas NEWater was chiefly used in shipyard operations and subsequently released into the sea.

*SGX Core 5 - Total Water Consumption*[8]

| FY2024 | FY2025 |
|---|---|
| 0 cubic meters | 0 cubic meters |

*SGX Core 6 - Water Consumption Intensity*[9]

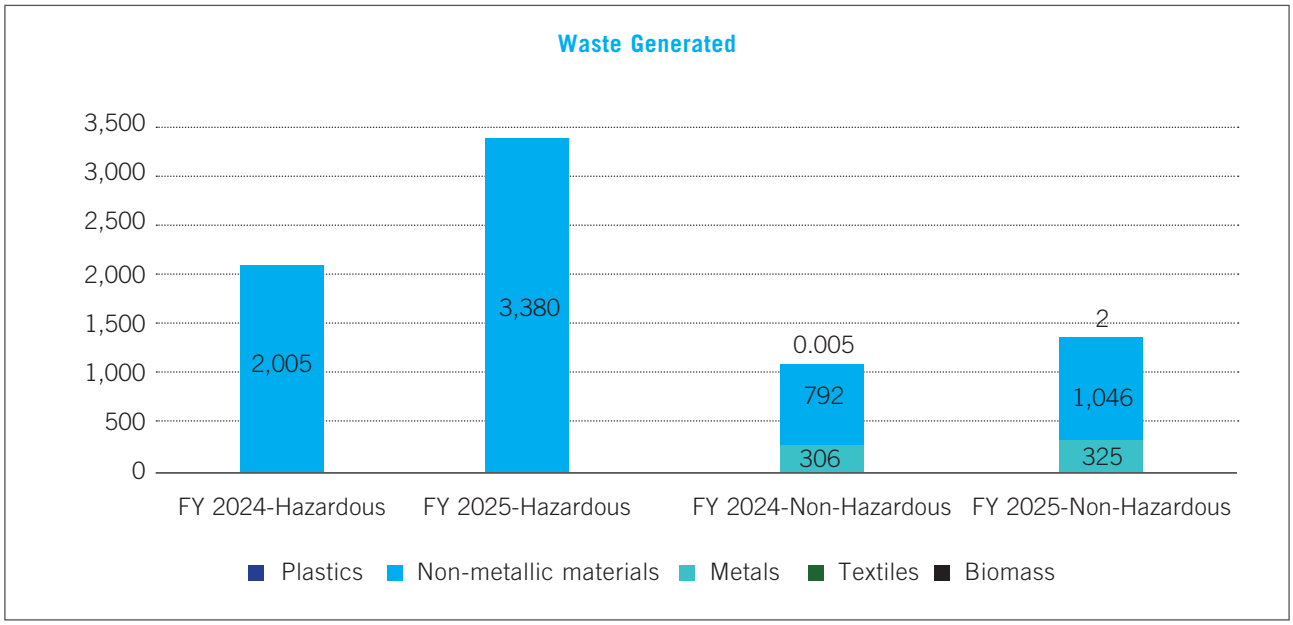
| FY2024 | FY2025 |
|---|---|
| 0 | 0 |

*SGX Core 7 - Total Waste Generated*

| Waste Composition | Hazardous Waste Generated[10] | Non-hazardous Waste Generated[11] |
|---|---|---|
| **FY2024** | | |
| Biomass | 0 metric tonnes | 0 metric tonnes |
| Textiles | 0 metric tonnes | 0 metric tonnes |
| Metals | 0 metric tonnes | 306 metric tonnes |
| Non-metallic minerals | 2,005 metric tonnes | 792 metric tonnes |
| Plastics | 0 metric tonnes | 0.005 metric tonnes |
| **FY2025** | | |
| Biomass | 0 metric tonnes | 0 metric tonnes |
| Textiles | 0 metric tonnes | 0 metric tonnes |
| Metals | 0 metric tonnes | 325 metric tonnes |
| Non-metallic minerals | 3,380 metric tonnes | 1,046 metric tonnes |
| Plastics | 0 metric tonnes | 2 metric tonnes |

[8] Total water consumption = Total water withdrawal – Total water discharge
[9] Water consumption intensity (cubic meters per unit of revenue) = Total water consumption (cubic meters)/Revenue (USD)
[10] Hazardous wastes include blasting grit and sludge generated from shipyard operations
[11] Non-hazardous wastes include metal, wood, paper, glass, plastic and other general wastes generated from shipyard operations and corporate activities. 396 metric tonnes of metal, wood, paper, glass and plastic are sent to recyclers.

# SGX CORE




## SGX CORE SOCIAL

*Gender Diversity*

Gender diversity in the workplace refers to the equitable hiring of both men and women, with fair compensation and equal access to professional opportunities and advancement. For FY2025, women account for approximately 26% of the workforce of the Group.

*SGX Core 8, 10 and 22 – Current Employees by Employee Category, Gender and Age Group*

| Employee Category | Number of Employees per Selected Employee Category | Percentage Male | Percentage Female | Total Percentage of Employees by Gender | Percentage Under 30 Years Old | Percentage 30-50 Years Old | Percentage Over 50 Years Old | Total Percentage of Employees by Age Group |
|---|---|---|---|---|---|---|---|---|
| **FY2024** | | | | | | | | |
| Technical | 14 | 8 | 1 | 9 | 1 | 7 | 1 | 9 |
| Non-management | 42 | 5 | 23 | 28 | 6 | 17 | 5 | 28 |
| Senior management | 7 | 4 | 1 | 5 | 0 | 1 | 4 | 5 |
| Administrative | 6 | 1 | 3 | 4 | 0 | 0 | 4 | 4 |
| Production | 58 | 39 | 0 | 39 | 10 | 24 | 5 | 39 |
| Middle management | 23 | 12 | 3 | 15 | 0 | 7 | 8 | 15 |
| **FY2025** | | | | | | | | |
| Technical | 10 | 6 | 1 | 7 | 0 | 5 | 2 | 7 |
| Non-management | 36 | 4 | 20 | 24 | 2 | 17 | 5 | 24 |
| Senior management | 5 | 2 | 1 | 3 | 0 | 1 | 2 | 3 |
| Administrative | 5 | 1 | 2 | 3 | 0 | 0 | 3 | 3 |
| Production | 70 | 46 | 0 | 46 | 12 | 8 | 6 | 46 |
| Middle management | 25 | 13 | 4 | 17 | 0 | 8 | 9 | 17 |

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*SGX Core 9 and 11 - New Hires by Gender and Age Group*

| Region | Gender | Total Number of New Employee Hires Under 30 Years Old | Total Number of New Employee Hires 30-50 Years Old | Total Number of New Employee Hires Over 50 Years Old | Rate of New Employee Hires Under 30 Years Old | Rate of New Employee Hires 30-50 Years Old | Rate of New Employee Hires Over 50 Years Old | Total Number of New Hires |
|---|---|---|---|---|---|---|---|---|
| **FY2024** | | | | | | | | |
| Asia (except Japan) | Male | 8 | 11 | 4 | 35 | 48 | 17 | 23 |
| Asia (except Japan) | Female | 5 | 5 | 1 | 46 | 46 | 9 | 11 |
| **FY2025** | | | | | | | | |
| Asia (except Japan) | Male | 5 | 13 | 2 | 25 | 65 | 10 | 20 |
| Asia (except Japan) | Female | 0 | 5 | 1 | 0 | 83 | 17 | 6 |

*SGX Core 9, 11 and 12 – Employee Turnover by Gender, Age Group and Total Turnover*

| Region | Gender | Total Employee Turnover Under 30 Years Old | Total Employee Turnover 30-50 Years Old | Total Employee Turnover Over 50 Years Old | Rate of Employee Turnover Under 30 Years | Rate of Employee Turnover 30-50 Years Old | Rate of Employee Turnover Over 50 Years Old | Total Turnover Number |
|---|---|---|---|---|---|---|---|---|
| **FY2024** | | | | | | | | |
| Asia (except Japan) | Male | 1 | 9 | 2 | 8 | 75 | 17 | 12 |
| Asia (except Japan) | Female | 2 | 9 | 1 | 17 | 75 | 8 | 12 |
| **FY2025** | | | | | | | | |
| Asia (except Japan) | Male | 0 | 12 | 3 | 0 | 80 | 20 | 15 |
| Asia (except Japan) | Female | 3 | 5 | 2 | 30 | 50 | 20 | 10 |

*SGX Core 13 - Total Number of Employees*

| Gender | Permanent | Temporary |
|---|---|---|
| **FY2024** | | |
| Male | 106 | 0 |
| Female | 44 | 0 |
| **FY2025** | | |
| Male | 111 | 0 |
| Female | 40 | 0 |

# SGX CORE

*SGX Core 14 and 15 - Average Training Hours Per Employee*

| Average hours of training undertaken per male employee | Average hours of training undertaken per female employee | Average hours of training undertaken per senior management employee | Average hours of training undertaken by middle management employees | Average hours of training undertaken by non-management employees | Average hours of training undertaken by technical employees | Average hours of training undertaken by administrative employees | Average hours of training undertaken by production employee |
|---|---|---|---|---|---|---|---|
| **FY2024** | | | | | | | |
| 13 hours | 6 hours | 7 hours | 21 hours | 6 hours | 16 hours | 3 hours | 19 hours |
| **FY2025** | | | | | | | |
| 24 hours | 5 hours | 1.5 hours | 3 hours | 4 hours | 116 hours | 1.5 hours | 15 hours |

*SGX Core 16, 17 and 18 - Work-related Injuries and Fatalities*

| The Number of Fatalities as a Result of Work-related Injury | The Rate of Fatalities as a Result of Work-related Injury | The Number of High-consequence Work-related Injuries (Excluding Fatalities) | The Rate of High-consequence Work-related Injuries (Excluding Fatalities) | The Number of Recordable Work-related Injuries | The Rate of Recordable Work-related Injuries[12] | The Main Types of Work-related Injury | The Number of Hours Worked |
|---|---|---|---|---|---|---|---|
| **FY2024** | | | | | | | |
| 0 | 0 | 0 | 0 | 6 | 0.63 | Medical treatment case | 1,889,825 hours |
| **FY2025** | | | | | | | |
| 0 | 0 | 0 | 0 | 9 | 0.99 | Medical treatment cases | 1,820,271 hours |

*SGX Core 19 - Work-related Ill Health Cases*

| The Number of Fatalities as a Result of Work-related Ill Health | The Number of Cases of Recordable Work-related Ill Health | The Main Types of Work-related Ill Health |
|---|---|---|
| **FY2024** | | |
| 0 | 5 | Medical treatment cases |
| **FY2025** | | |
| 0 | 2 | Restricted work and medical treatment cases |

[12] Rate of recordable work-related injuries = Number of recordable work-related injuries ÷ Number of hours worked x 200,000. Rate is calculated based on 200,000 hours worked and it indicates the number of work-related injuries per 100 full-time workers over a one-year timeframe, based on the assumption that one full-time worker works 2,000 hours per year.

SGX CORE

## SGX CORE GOVERNANCE

*Board Independence*

| | |
|---|---|
| Is Independence a Primary Consideration During the Selection Process for New Board Members of the Company? | Yes |
| How Many Board Members Does the Company Have? | 5 |
| How Many of Those Members are Independent Directors? | 3 |
| The Percentage of Directors Who Are Independent Board Members | 60% |

*SGX Core 20A - Board Independence*

| Is Independence a Primary Consideration During the Selection Process for New Board Members of the Company? | How Many Board Members Does the Company Have? | How Many of Those Members are Independent Directors? | The Percentage of Directors Who Are Independent Board Members |
|---|---|---|---|
| **FY2024** | | | |
| Yes | 5 | 3 | 60 |
| **FY2025** | | | |
| Yes | 5 | 3 | 60 |

*Female Board Members*

Board diversity aims to cultivate a broad spectrum of demographic attributes and skills within the boardroom. A commonly adopted method for increasing heterogeneity, particularly regarding gender diversity, is to promote female representation on the board. At present, the Company does not have any female directors. As outlined on page 17 of the Annual Report FY2025, an important priority for the nominating committee is to identify and recommend qualified female candidates for directorships in the near term. This initiative is intended to expand the Board's range of expertise.

# SGX CORE

*SGX Core 20B - Board Composition*

| Member | Executive or Non-executive | Independence | Tenure on the Governance Body | Gender | Membership of Under-represented Social Groups | Competencies Relating to Economic, Environmental, and Social Topics | Stakeholder Representation |
|---|---|---|---|---|---|---|---|
| Pang Yoke Min | Executive | No | 19 | Male | Not applicable | Attended ESG course conducted by Singapore Institute of Directors and sessions conducted by external consultant. | Not applicable |
| Pang Wei Meng | Executive | No | 19 | Male | Not applicable | Attended ESG course conducted by Singapore Institute of Directors and sessions conducted by external consultant. | Not applicable |
| Lum Wai Meng | Non-executive | Yes | 2 | Male | Not applicable | Attended ESG course conducted by Singapore Institute of Directors and sessions conducted by external consultant. | Not applicable |
| Lim Kee Way, Irwin | Non-executive | Yes | 2 | Male | Not applicable | Attended ESG course conducted by Singapore Institute of Directors and sessions conducted by external consultant. | Not applicable |
| Aris Sunarko | Non-executive | Yes | 2 | Male | Not applicable | Attended ESG course conducted by Singapore Institute of Directors and sessions conducted by external consultant. | Not applicable |

The number and nature of each director's other significant positions and commitments are provided in section Board of Directors and Executive Officers of Annual Report FY2024 and FY2025.

*SGX Core 21 – Women on the Board*

| Number of Individuals in the Organization's Governance Body | Percentage Male | Percentage Female | Total Percentage of Employees by Gender | Percentage Under 30 Years Old | Percentage 30-50 Years Old | Percentage Over 50 Years Old | Total Percentage of Employees by Age Group | Percentage defined within a Disability Group | Percentage defined as a Minority Group |
|---|---|---|---|---|---|---|---|---|---|
| **FY2024** | | | | | | | | | |
| 5 | 100% | 0% | 100% | 0% | 20% | 80% | 100% | 0% | 0% |
| **FY2025** | | | | | | | | | |
| 5 | 100% | 0% | 100% | 0% | 20% | 80% | 100% | 0% | 0% |

SGX CORE

*Assurance of Sustainability Report*

| Level of Assurance - Internal assurance |
|---|
| An internal assurance review was conducted for FY2023. The scope of the assurance covers the review of the following:<br>• established policies and procedures;<br>• completeness of the primary components of sustainability report as set out in SGX Listing Manual Section 711B(1);<br>• reporting scope and boundaries;<br>• identification and selection of material ESG factors, including its relevancy to the industry and business of the Group;<br>• selection and approval of sustainability reporting framework;<br>• performance information collation process, including responsibilities of each data provider; and<br>• review of disclosure against SGX Core ESG Metrics. |
| **Reference to External Assurance Report, Statements, or Opinions** |
| Not applicable |
| **Relationship to Assurer** |
| RSM is an independent third party not related to the Group. |
| **Involvement of Senior Executives in External Assurance** |
| Not applicable |

*SGX Core 23 - Anti-corruption Disclosures*

*SGX Core 23A - Operations Assessed for Risks-related to Corruption*

The Group maintains a robust system of internal controls and risk management, incorporating comprehensive policies and procedures to identify and address operational risks, including those related to corruption. Oversight of these controls is provided by the Board, with support from the ASC, which accepts responsibility for ensuring their efficacy. The Board acknowledges, however, that no cost-effective framework can eliminate all errors or irregularities; accordingly, internal controls and risk management provide reasonable, though not absolute, assurance against material misstatements, losses, errors, fraud, corruption, or other issues.

Management is accountable to the Board for the design, implementation, and ongoing monitoring of these systems. Risk assessments are conducted at both the corporate and business unit levels to identify principal risks that may impact the Group's strategic objectives. These evaluations inform the Board's determination of appropriate risk tolerance levels and policy direction.

The internal auditor independently evaluates the reliability, adequacy, and effectiveness of the Group's internal control and risk management frameworks, with the goal of safeguarding Group assets. This function also ensures compliance with established procedures, assesses operational efficiency and effectiveness, and identifies opportunities for enhancement of control processes. Internal audit schedules are developed in consultation with Management, but retain independence, and require approval by the ASC prior to commencement. The ASC oversees the activities of the internal auditor, reviews recommendations for strengthening internal controls, and monitors the implementation of improvements arising from audit findings. The Board and ASC work collaboratively with internal and external auditors, as well as with Management, to address any enhancements to the control environment suggested by audit outcomes.

Annually, Management provides assurance to the Board that the Group's financial records are properly maintained, that the financial statements accurately reflect the Group's operations and finances, and that the internal control and risk management systems remain adequate and effective.

# SGX CORE

*SGX Core 23B - Anti-corruption Disclosures - Communication about Anti-corruption Policies and Procedures*

| Region | Employee Category | Total Number of Employees | Total Number of Employees That the Organization's Anti-corruption Policies and Procedures Have Been Communicated | Percentage of Employees That the Organization's Anti-corruption Policies and Procedures Have Been Communicated |
|---|---|---|---|---|
| **FY2024** | | | | |
| Asia (except Japan) | Administrative | 6 | 6 | 100 |
| Asia (except Japan) | Production | 58 | 58 | 100 |
| Asia (except Japan) | Middle management | 23 | 23 | 100 |
| Asia (except Japan) | Senior management | 7 | 7 | 100 |
| Asia (except Japan) | Non-management | 42 | 42 | 100 |
| Asia (except Japan) | Technical | 14 | 14 | 100 |
| **FY2025** | | | | |
| Asia (except Japan) | Administrative | 5 | 5 | 100 |
| Asia (except Japan) | Production | 70 | 70 | 100 |
| Asia (except Japan) | Middle management | 25 | 25 | 100 |
| Asia (except Japan) | Senior management | 5 | 5 | 100 |
| Asia (except Japan) | Non-management | 36 | 36 | 100 |
| Asia (except Japan) | Technical | 10 | 10 | 100 |

Anti-corruption policies and procedures are included in the Employee Handbook of the Group and communicated during employee induction.

*SGX Core 23C - Anti-corruption Disclosures - Confirmed Incidents of Corruption and Actions Taken*

| Number of Incidents of Corruption | Nature of Incidents of Corruption |
|---|---|
| 0 | Not applicable |

SGX CORE

*SGX Core 24 - Anti-corruption Training for Employees*

| Region | Employee Category | Total Number of Employees That Have Received Training on Anti-Corruption? | Percentage of Employees That Have Received Training on Anti-Corruption? |
|---|---|---|---|
| **FY2024** | | | |
| Asia (except Japan) | Administrative | 1 | 1 |
| Asia (except Japan) | Senior management | 0 | 0 |
| Asia (except Japan) | Middle management | 19 | 25 |
| Asia (except Japan) | Production | 11 | 14 |
| Asia (except Japan) | Technical | 11 | 14 |
| Asia (except Japan) | Non-management | 36 | 46 |
| **FY2025** | | | |
| Asia (except Japan) | Administrative | 1 | 2 |
| Asia (except Japan) | Senior management | 2 | 3 |
| Asia (except Japan) | Middle management | 15 | 26 |
| Asia (except Japan) | Production | 11 | 19 |
| Asia (except Japan) | Technical | 7 | 12 |
| Asia (except Japan) | Non-management | 22 | 38 |

*SGX Core 25 - List of Relevant Certifications*

| Certification Name | Certification Period | Certification Body |
|---|---|---|
| ISO 9001 | 9 Oct 2023 to 8 Oct 2026 | ABS Quality Evaluation |
| ISO14001 | 9 Oct 2023 to 10 Oct 2026 | ABS Quality Evaluation |
| BizSAFE Level 3 | 8 Dec 2023 to 11 Jan 2027 | Workplace Safety and Health (WSH) Council, Ministry of Manpower |
| MARPOL - International Convention for the Prevention of Pollution from Ships | Ongoing regulatory compliance (no expiry) | International Maritime Organization (IMO) |
| BWM Convention - Ballast Water Management | Ongoing regulatory compliance (no expiry) | International Maritime Organization (IMO) |
| SOLAS - Safety of Life at Sea Certification / Compliance | Ongoing regulatory compliance (no expiry) | International Maritime Organization (IMO) |
| OPRC - Oil Pollution Preparedness, Response and Co-operation (IMO Training) | Ongoing (training-based requirement) | International Maritime Organization (IMO) |
| STCW - Standards of Training, Certification and Watchkeeping | Ongoing (training-based requirement) | International Maritime Organization (IMO) |
| SEEMP - Ship Energy Efficiency Management Plan | Ongoing compliance requirement | International Maritime Organization (IMO) |

# SGX CORE

*SGX Core 26 - Alignment with Frameworks and Disclosure Practices*

This report complies with the sustainability reporting guidelines of SGX. It also references the GRI standards which the Group has adopted since 2017.

*SGX Core 27 - Assurance of Sustainability Report*

*SGX Core 27A - Level of Assurance of Sustainability Report*

| Level of Assurance | Describe Scope of Assurance |
|---|---|
| Internal assurance | An internal assurance review was conducted for FY2023. The scope of the internal audit covers the review of the following:<br>• Established policies and procedures;<br>• Completeness of the primary components of sustainability report as set out in SGX listing manual section 711B(1);<br>• Reporting scope and boundaries;<br>• Identification and selection of material ESG factors, including its relevancy to the industry and business of the group;<br>• Selection and approval of sustainability reporting framework;<br>• Performance information collation process, including responsibilities of each data provider; and<br>• Review of disclosure against SGX core ESG metrics. |

*SGX Core 27B – Report Has Been Externally Assured*

No. RSM was appointed to conduct an internal assurance of this report for FY2023.

*SGX Core 28 - Description of Organisation's Sustainability Practices*

*SGX Core 28A - Identification of Material ESG Factors*

Please refer to Identification of Material ESG Factors section on page 4 of this report for details.

SGX CORE

*SGX Core 28B - Description of Organisation's Sustainability Practices - Material ESG factors*[13]

| Material ESG Factors | Policies, Practices and Performance | Targets | Risks and Opportunities |
|---|---|---|---|
| **Environmental management** | We are committed to minimising the environmental impact of our operations and supporting global efforts to reduce carbon emissions, in line with the Singapore Government's target of achieving net-zero emissions by 2050. Our overarching objective is to reduce our carbon footprint across all aspects of our operations. In relation to vessel operations, we adhere to ISO 14001 environmental management system requirements and comply with relevant International Maritime Organization ("**IMO**") regulations and conventions governing environmental protection.<br><br>**(i) Greenhouse gas management**<br><br>Our vessel operations are conducted in accordance with the International Convention for the Prevention of Pollution from Ships ("**MARPOL**"), which regulates air emissions from ships. To reduce sulphur oxide emissions, we procure fuel oil that complies with the IMO 2020 requirement limiting sulphur content to a maximum of 0.5%.<br><br>**(ii) Effluents and waste management**<br><br>We comply with MARPOL requirements aimed at preventing pollution of the marine environment arising from both operational and accidental discharges. In addition, we follow the International Convention for the Control and Management of Ships' Ballast Water and Sediments ("**BWM Convention**") to mitigate the risk of introducing harmful aquatic organisms and pathogens through ballast water discharge. | • Net 30% reduction in emission intensity by 2030.<br><br>• Achieve 50% waste recovery.<br><br>• Zero oil pollution incident. | Effective control of carbon and other greenhouse gas emissions is essential to mitigating the adverse impacts of climate change on our operations and the broader environment.<br><br>The increasing frequency and severity of extreme weather events pose risks to offshore operations, including potential asset damage and heightened workplace safety concerns. Such disruptions may result in higher capital and operating expenditures arising from asset repair or replacement, downtime, insurance costs, and additional training requirements. These risks can be mitigated by strengthening workforce preparedness through enhanced training in workplace safety, incident prevention, and emergency response.<br><br>Rising temperatures also affect working conditions and may lead to increased energy consumption to maintain safe and comfortable operating environments. This, in turn, can drive higher operating and overhead costs related to energy and electricity usage. To address this, we will continue to improve the energy efficiency of our operations and progressively evaluate the adoption of renewable or lower-carbon energy sources as they become technically feasible and commercially viable.<br><br>In addition, evolving regulations aimed at reducing carbon emissions and addressing climate change are expected to increase compliance costs, including carbon taxes, carbon credits, and the resources required for regulatory monitoring and reporting. In response, we will enhance stakeholder engagement and collaborate closely with partners across our value chain to identify opportunities to reduce emissions and manage climate-related risks in a cost-effective and sustainable manner. |

[13] The risk, opportunity and impact assessment in the table above is based on a 5-year horizon from FY2022.

# SGX CORE

| Material ESG Factors | Policies, Practices and Performance | Targets | Risks and Opportunities |
|---|---|---|---|
| | **(ii) Spill management**<br><br>Our crew members undergo Oil Pollution Preparedness, Response and Co-operation ("**OPRC**") training programmes developed by the IMO to ensure effective response to pollution incidents. For shipyard and other corporate activities, we are committed to minimising waste generation across our operations through the adoption of lean practices. Hazardous and non-hazardous waste is appropriately sorted, labelled, and stored, and we engage licensed waste management contractors to ensure waste is recycled, treated, or disposed of in a responsible and compliant manner. | | |
| **Resource management** | **Energy efficiency**<br><br>We strive to improve energy efficiency in our operations. We follow IMO regulations and conventions in our vessel operations. We adopt the Ship Energy Efficiency Management Plan ("**SEEMP**") to improve energy efficiency of vessels. Our best practices adopted for fuel efficiency include:<br><br>• Fuel efficient operations<br>  • vessels with electric propulsion<br>  • improved voyage planning<br>  • weather routing<br>  • just-in-time arrival<br>  • speed optimization<br>• Optimised ship handling<br>  • optimum trim<br>  • optimum ballast<br>  • optimum use of rudder and control systems<br><br>We create environmental awareness at workplace and make conscious efforts to reduce electricity consumption to lower our carbon footprint.<br><br>We support the use of low-carbon alternative energy sources to fuel oil as they become operationally and economically viable. We are increasing our stakeholders' engagement, in particular with our ship management customers, on this front. We are also stepping up efforts to diversify into low-carbon or renewable energy activities. | 50% reduction in energy consumption intensity by 2030. | The gradual transition from fossil fuels to cleaner energy sources is expected to result in a long-term decline in demand for fossil fuels. Any potential reduction in revenue from oil and gas-related activities can be mitigated through the diversification of revenue streams, including opportunities arising from renewable energy and the broader energy transition. These include activities such as the decommissioning of oil and gas infrastructure and the installation of renewable energy assets.<br><br>As cleaner energy solutions become increasingly economically and operationally viable-driven by technological advancements such as improved battery storage-the pace of the energy transition may accelerate. While this could shorten the transition period, the expansion of renewable energy and related services is expected to create new and sustainable revenue opportunities.<br><br>At the same time, greater availability of cost-effective alternative energy sources may help offset rising operating and overhead costs associated with increased energy and electricity consumption, particularly as higher temperatures drive greater demand for cooling and other energy-intensive activities.<br><br>Operational resilience will be further strengthened through the integration of measures aimed at improving fuel efficiency across our operations, supporting both cost management and emissions reduction objectives. |

SGX CORE

| Material ESG Factors | Policies, Practices and Performance | Targets | Risks and Opportunities |
|---|---|---|---|
| **Human capital management** | Our people are our most valuable asset and play a critical role in the Group's performance and long-term success. We aim to be an employer of choice by fostering a high-quality workforce, supporting employee engagement, and maintaining strong employee retention.<br>We adhere to the guidelines issued by the Tripartite Alliance for Fair and Progressive Employment Practices ("**TAFEP**"), a tripartite body established by the Ministry of Manpower, the National Trades Union Congress, and the Singapore National Employers Federation to promote fair, responsible, and progressive employment practices. Our human resource policies emphasise training and continuous development, support talent attraction and retention, and provide competitive benefits and flexible work arrangements that promote the overall well-being of our employees. | Less than 20% in employee turnover. | Public perception linking offshore operations primarily with oil and gas activities may pose challenges in attracting and retaining talent, as well as in accessing capital, as we advance our energy transition towards a lower-carbon business model. To address this, we will strengthen stakeholder engagement efforts to clearly communicate the Group's sustainability vision, strategic direction, and transition plans, and to reinforce our commitment to responsible and sustainable operations. |
| **Health and safety management** | The safety of our employees and customers is our highest priority. We are committed to being a responsible industry participant by delivering high-quality services while striving towards zero incidents, fatalities, and injuries across our operations.<br><br>Our vessel management practices comply with the International Convention for the Safety of Life at Sea ("**SOLAS**"), and all vessels are equipped with adequate medical supplies and safety equipment in accordance with the applicable standards. A dedicated Safety Risk Management Committee meets regularly to review safety incidents and near-misses, and to ensure that appropriate corrective and preventive actions are implemented in a timely manner.<br><br>Our crew members undergo comprehensive health and safety training, including all relevant Standards of Training, Certification and Watchkeeping for Seafarers ("**STCW**") requirements. In addition, ongoing onboard safety coaching is conducted, covering topics such as safe work practices, housekeeping, hygiene, and environmental awareness. At the Group level, regular safety briefings are held to familiarise employees with the Workplace Safety and Health (Risk Management) Regulations and the Group's Risk Assessment Management System.<br>Reflecting our strong commitment to workplace safety, the Group currently holds BizSAFE Level 3 certification issued by the Workplace Safety and Health Council, a statutory board under the Ministry of Manpower. | Zero incident and fatality. | The increasing frequency and severity of extreme weather events, together with rising temperatures, pose heightened health and safety risks that may result in incidents, injuries, or fatalities. Such events can also give rise to higher capital and operating costs related to asset repair or replacement, operational downtime, insurance, and additional training requirements. To address these risks, we continuously review and enhance our health and safety protocols. In parallel, we strengthen employee capabilities through targeted training in workplace safety and incident management, enabling our workforce to better prevent, manage, and respond to potential incidents. |

# SGX CORE

| Material ESG Factors | Policies, Practices and Performance | Targets | Risks and Opportunities |
|---|---|---|---|
| **Economic Sustainability** | We are committed to achieving economic sustainability to ensure the long-term viability of our business. This enables us to continue providing stable employment for our employees, create business opportunities for local suppliers, deliver high-quality services to our customers, generate sustainable returns for our capital providers, and contribute meaningfully to broader social initiatives over the long term. | 50% of revenue derived from renewable or low-carbon energy activities by 2030.<br>Positive economic value added. | Offshore oil and gas activities are operating within an evolving business landscape as the global economy transitions towards lower-carbon energy systems. While demand for fossil fuels is expected to decline over the longer term, it is likely to remain resilient in the near to medium term. Against this backdrop, the Group remains focused on delivering high-quality services that enhance operational efficiency and help our offshore oil and gas customers manage costs effectively.<br><br>Concurrently, the Group intends to capitalise on opportunities arising from the energy transition by expanding its service offerings to support the decommissioning of ageing oil and gas infrastructure, as well as the installation of renewable energy assets.<br><br>Over the longer term, beyond the five-year horizon, the Group is committed to leveraging its offshore operational experience and technical capabilities to progressively transform into a business with a lower carbon footprint, aligned with the evolving energy landscape. |

SGX CORE

*SGX Core 28C - Description of Organisation's Sustainability Practices - Stakeholder Engagement*

Please refer to Stakeholder Engagement section on page 6 of this report for more details

*SGX Core 28D - Description of Organisation's Sustainability Practices - Board Statement*

The Board provides overall oversight and strategic direction for the Group's sustainability agenda, underscoring its strong commitment to responsible and sustainable corporate practices. It ensures that sustainability considerations, including climate-related matters, are embedded into the Group's strategy, policies, and the formulation of objectives. Working closely with the ASC and Management, the Board establishes the Group's sustainability framework, identifies material ESG factors with potential long-term impacts arising from the Group's activities and relationships, and approves relevant goals and targets.

The Group's sustainability framework focuses on integrating environmental initiatives into daily operations, incorporating employee considerations into planning and decision-making processes, and supporting local communities in order to promote long-term economic sustainability for stakeholders.

In November 2022, the scope of the Audit Committee was expanded, and the committee was renamed the Audit and Sustainability Committee, strengthening Board-level oversight of sustainability matters.

The ASC is responsible for reviewing and assessing material ESG issues and making recommendations to the Board, overseeing the identification and management of climate-related risks and opportunities, establishing robust governance and monitoring mechanisms for sustainability objectives, and ensuring compliance with applicable ESG-related laws, regulations, and standards. The ASC also reviews the sustainability report prior to submitting it to the Board for approval, among other responsibilities.

Management is responsible for driving sustainability initiatives and translating the Group's sustainability objectives into operational actions to achieve established targets. Close collaboration with department heads supports effective implementation, monitoring, and reporting of sustainability performance.

The Board, ASC, and Management meet on a quarterly basis, while Management and department heads convene monthly. Sustainability matters are formally reviewed annually and addressed on an ad hoc basis as material issues arise.

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ADDITIONAL SCOPE PACK SUBMISSIONS

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## GOVERNANCE

### Governance Bodies Responsible for Climate-Related Oversight and Their Mandates

The Board has ultimate oversight of the Group's climate-related risks and opportunities and integrates climate considerations into the Group's overarching strategic direction. Its responsibilities relating to climate matters are defined in its terms of reference and governance policies.

The ASC supports the Board by overseeing the implementation, monitoring and reporting of sustainability practices, including climate-related issues. Its remit includes evaluating and managing identified climate risks and opportunities, establishing robust governance and monitoring frameworks for achieving climate objectives, and ensuring adherence to applicable laws and regulations. Furthermore, the ASC conducts a comprehensive review of the climate report prior to submitting it to the Board for approval, among other responsibilities. The ASC reviews Management's assessment of climate-related risks and opportunities, evaluates the adequacy of governance structures, and makes recommendations to the Board for approval. Together, the Board and ASC ensure that climate considerations are embedded in strategic planning, risk management and performance oversight. The Board, in conjunction with the ASC, reviews the sustainability report. Upon the ASC's recommendation, the Board grants its approval of the report

*Details on the board's oversight of climate-related issues*

| Frequency with which climate-related issues are a scheduled agenda item | Governance mechanisms into which climate-related issues are integrated |
|---|---|
| Scheduled - some meetings | • Reviewing and guiding strategy<br>• Reviewing and guiding major plans of action<br>• Reviewing and guiding risk management policies<br>• Reviewing and guiding annual budgets<br>• Reviewing and guiding business plans |

### Processes for Ensuring Relevant Skills and Competencies

To ensure the availability of appropriate skills and competencies for effective oversight of climate-related matters, the Board, ASC, Management and senior departmental leaders participate in climate and ESG-related training. In recent years, they attended seminars and workshops organised by SGX, the Singapore Institute of Directors and independent consultants.

These training efforts support continuous enhancement of climate-related knowledge, enabling informed governance and decision-making.

### Frequency and Method of Information Flow to Governance Bodies

Climate-related matters are communicated to the Board and ASC through regular governance processes. The Board and ASC meet quarterly, and Management and departmental heads meet monthly. Climate-related risks and opportunities are addressed in these meetings when material, and at least annually.

These structured reporting mechanisms ensure that governance bodies remain informed of climate-related developments, performance against targets and emerging issues.

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## How Climate-Related Risks and Opportunities Are Considered in Strategy, Major Decisions and Risk Management

The Board and ASC integrate climate considerations into strategic oversight by applying the following approach:

- **Annual budgets and business plans:** Climate-related risks and opportunities are assessed and incorporated into forward-looking financial and operational plans.
- **Major capital expenditures:** Investment decisions prioritise climate-related opportunities and risk mitigation based on impact assessments and long-term value considerations.
- **Acquisitions and divestitures:** Strategic investments are evaluated for alignment with the Group's climate goals and transition pathways.
- **Performance objectives:** Climate-related performance targets are incorporated into organisational objectives to foster environmental responsibility.

The Board and ASC evaluate trade-offs across time horizons, balancing short-term financial implications with long-term business resilience, regulatory readiness and strategic positioning in a lower-carbon economy. Trade-off considerations include capital allocation between climate and non-climate initiatives, operational efficiency versus emissions reduction and risk mitigation versus climate-related growth opportunities.

The Board and ASC incorporate climate-related concerns into their strategic planning and risk management processes through several key actions:

- They regularly review how climate change may affect the Group's long-term business sustainability and its strategic aims.
- The Group evaluates the effects of climate-related risks on its operations, finances, and overall business activities.
- Both bodies offer guidance to help develop robust and flexible strategies that address climate-related challenges and opportunities.
- Climate considerations are integrated into company policies to ensure alignment with sustainable practices and compliance with legal and regulatory standards.
- The Board, ASC, and Management convene every quarter, addressing sustainability topics annually or whenever significant issues demand attention within these meetings.

## Governance Oversight of Climate-Related Targets and Progress Monitoring

The Board oversees the establishment of climate-related goals and ensures such goals are integrated into Group strategy and performance planning. Climate-related considerations are embedded in performance objectives to align the Group's goals with environmental stewardship and long-term sustainability.

The ASC reviews Management's assessments of climate-related risks and opportunities, evaluates proposed goals and targets, and ensures that they are supported by appropriate metrics, data and monitoring processes. It provides recommendations to the Board on the approval of climate-related targets and associated governance mechanisms.

Progress against climate-related goals is monitored through regular updates from Management and the ASC. The ASC reviews implementation progress, evaluates the adequacy of controls and resources, monitors compliance with relevant climate-related laws and regulations and reviews climate-related disclosures before recommending them to the Board.

## Management's Role in Climate Governance

*Delegation of Climate Responsibilities to Management-Level Positions or Committees*

Management, including the Executive Chairman, CFO, CCO and COO, is responsible for monitoring climate-related risks and opportunities and reporting them to the Board and ASC on an annual basis or more frequently when needed.

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The ASC evaluates material ESG and climate-related factors identified by Management, oversees the assessment and management of climate-related risks and opportunities and ensures that appropriate governance mechanisms are in place. Management operationalises sustainability goals by working with departmental heads to implement, monitor and report progress against climate-related targets.

Oversight of Management's climate responsibilities is exercised through quarterly governance meetings and an annual review of climate-related risks, opportunities, targets and strategic alignment.

The Board and ASC integrate climate considerations into strategic planning and risk management through strategic assessments, climate-related risk evaluations, guidance on adaptive strategies and ensuring that climate considerations are embedded in key policies.

Currently, the Group does not have a dedicated sustainability or climate subject matter expert. Instead, climate responsibilities are integrated across Management and departmental leadership roles, with overall coordination performed by the CFO's office, which consolidates climate-related information and initiatives across the Group.

Management actively collaborates with both internal and external stakeholders in the development and execution of climate-related policies and processes, as well as in monitoring progress toward climate objectives and targets. This engagement also ensures the Group remains informed about climate-related developments that may affect its operations.

The Management and heads of departments meet monthly. Sustainability matters are addressed annually and when critical issues arise in these forums. For further information regarding engagement methods, please refer to the Stakeholder Engagement section.

*Highest management-level position(s) or committee(s)*

| Name of the position(s) and/or committee(s) | Responsibility | Frequency of reporting to the board on climate-related issues |
|---|---|---|
| Executive Chairman | Both assessing and managing climate-related risks and opportunities | Annually and as important matters arise |
| Chief Financial Officer (CFO) | Both assessing and managing climate-related risks and opportunities | Annually and as important matters arise |
| Chief Commercial Officer (CCO) | Both assessing and managing climate-related risks and opportunities | Annually and as important matters arise |
| Chief Operating Officer (COO) | Both assessing and managing climate-related risks and opportunities | Annually and as important matters arise |

*Use of Controls and Procedures to Support Oversight of Climate-Related Risks and Opportunities*

Management uses existing operational controls and procedures, integrated within the Group's internal control and risk management framework, to oversee climate-related risks and opportunities. These controls are applied across operational functions to ensure that climate-related matters are identified, assessed and managed consistently with other business risks.

Where necessary, existing controls and procedures are enhanced to address climate-specific considerations, particularly where climate-related risks or opportunities intersect with operational, financial or regulatory requirements.

Management may also engage external experts to support assessments of climate-related risks and opportunities, supplementing internal capabilities when specialised knowledge is required.

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## STRATEGY

### Statement on sustainable development strategy

Please refer to Board Statement section on page 4 of this report.

### Time Horizons

The Group defines planning horizons as follows, aligned to strategic decision-making cycles and asset lifecycles:

- Short term: 1-2 years
- Medium term: 3-5 years
- Long term: 5-10 years

These timeframes underpin budgeting, business planning, capital allocation and strategy reviews.

### Effects on Strategy and Transition Plan

*Strategic Context and Transition Plan*

Offshore oil and gas activities are operating within a changing energy landscape. While fossil fuel demand is expected to remain relatively resilient in the near term, the Group recognises that it may decline over time as the global economy transitions to lower-carbon energy sources. Within this context, the Group's strategy focuses on:

- **Operational excellence for customers:** Delivering high-quality services that enhance efficiency and reduce operating costs in offshore operations.
- **Transition opportunities:** Building capabilities and services for decommissioning of aging oil and gas infrastructure and for the installation and support of renewable energy infrastructure (including offshore wind).
- **Longer-term pivot:** Over a >5-year horizon, leveraging offshore operational expertise to progressively transform into a lower-carbon-footprint business.

*Transition Plan*

Costs of actions associated with managing the risks and opportunities have **not been included** at this time. The Group will consider such disclosure in future periods as processes and data mature.

*How the Group Plans to Achieve Climate-Related Targets*

- Embed climate considerations into business and operational plans.
- Drive efficiency and reliability in offshore operations.
- Support customers in managing transition risks (e.g., through decommissioning and renewables-related services).

As the Group's strategy and targets evolve, it will continue to assess appropriate actions and measures to support achievement of future climate-related objectives.

### Resourcing the Strategy

Mitigation and adaptation activities are resourced primarily through existing operational budgets and capital allocation processes, subject to financial discipline and business priorities. Resource needs are assessed case-by-case; resources may be enhanced or reallocated where necessary and practical to support climate-related initiatives.

### Current Financial Effects

To date, climate-related issues have not had a material impact on the Group's financial performance or financial position. The Group recognises that climate factors may influence demand, operating costs and asset utilisation over the medium to long term and monitors these within risk management and strategy processes.

## Anticipated Financial Effects (Short, Medium and Long Term)

*Risk of Material Adjustments to Carrying Amounts*
Based on current assessments, the Group has not identified climate-related risks or opportunities expected to cause a significant risk of material adjustment to asset or liability carrying amounts within the next annual reporting period. This assessment is reviewed periodically and updated as climate-related risks evolve and as regulatory, market or operational conditions change.

The Group also considers implications for joint ventures, innovation initiatives and emerging business areas, noting potential growth from renewable energy-related opportunities.

*Expected Changes to Financial Position and Investment Plans*
Climate-related factors are incorporated in:

- Annual budgets and business plans (short to medium term), and
- Strategic reviews (long term).

These inputs influence capital allocation and risk prioritisation. Current decision-making integrates climate-related considerations through operational, risk and investment evaluation processes, including assumptions on demand outlook, regulatory developments and asset utilisation.

As at the reporting date, the Group does not have uncommitted capital expenditures, asset retirements, business transformations or acquisitions expected to materially affect its financial outlook due to climate-related factors.

Recent actions:

- FY2023: Increased investment in a joint venture providing offshore support services to the offshore wind sector.
- FY2024: Began constructing offshore vessels to service the offshore wind sector as part of ongoing expansion.

*Planned Sources of Funding*
The Group funds strategy implementation primarily through internally generated cash flows, existing financial resources and, where appropriate, external financing, subject to financial discipline, liquidity and risk management considerations.

*Expected Effects on Financial Performance and Cash Flows*

- Short term: No material effects expected.
- Medium to long term: Climate-related risks and opportunities may influence demand, operating costs and capital requirements. The strategy to enhance operational efficiency and diversify into offshore wind/ renewables services is expected to support longer-term financial resilience and cash-flow sustainability, subject to market conditions and execution.

## Industry-Based Guidance

In identifying climate-related risks and opportunities, the Group is considering the Industry-based Guidance on Implementing IFRS S2, with relevance to offshore oil and gas and offshore wind activities. The Group aims to incorporate relevant industry-based disclosures in future reports.

## Quantitative Financial Effects

The Group has not quantified combined financial effects of climate-related risks/opportunities with other factors. Climate-related risks are integrated into the broader risk framework and considered alongside strategic and operational risks. Separate quantitative aggregation is not yet meaningful due to data limitations and uncertainty; this will be revisited as data quality improves.

Current and anticipated financial effects are subject to uncertainty and not yet reasonably estimable. The Group is enhancing data, methodologies and processes and will consider quantitative disclosures as capabilities mature.

# ISSB V2

## Risks and Opportunities Posed by Climate Change

*Climate-related Risks*

The risk, opportunity, and impact assessment outlined herein covers a five-year horizon commencing in FY2022. Offshore oil and gas operations are undergoing significant changes as global energy markets transition towards a low-carbon economy. Although demand for fossil fuels is anticipated to decline gradually, it is projected to remain robust in the near term. The Group remains committed to delivering high-quality services that enhance efficiency and reduce operating costs for offshore oil and gas clients. Concurrently, the Group aims to leverage opportunities arising from the ongoing energy transition by providing decommissioning solutions for aging oil and gas facilities and supporting the development of new renewable energy infrastructure.

Looking beyond the next five years, the Group is committed to leveraging its offshore expertise to transition into an organisation with a reduced carbon footprint. While costs associated with managing these risks and opportunities have not yet been disclosed, the Group intends to consider providing this information in the future as it advances its approach to addressing climate change impacts.

| Type of Risk | Responsibility | Description of Risk | Scope of operations covered | Timeframe | Impacts of risk | Direct mitigation actions taken |
|---|---|---|---|---|---|---|
| **Physical - Chronic** | Increase frequency and intensity of extreme weather events. | Disrupt offshore operations, damage assets, and threaten workplace safety. | Direct Operations | Long-term, anticipated. | Higher capital expenses and operating expenses associated with asset replacement and repair, lost work time, workplace insurance and training. | Adequate insurance cover. Mandatory training course related to workplace safety and incident management. Crew can be better equipped to avoid or respond to incidents and injuries to mitigate such risks. |
| **Physical - Chronic** | Higher temperatures affecting working conditions. | Increase in energy consumption to moderate temperature at workplace. | Direct Operations | Long-term, anticipated. | Higher operating expenses and overheads in relation to energy and electricity costs. | Improve energy efficiency of our operations. Use of renewable or low-carbon energy sources as they become operationally and economically more viable. |
| **Market** | Shift from fossil fuels to cleaner energy sources | Decrease in demand for fossil fuel over time | Direct Operations | Long-term, anticipated. | Decrease in revenue derived from oil and gas activities | Diversify revenue sources to include renewable energy and energy transition opportunities. Seek opportunities in renewable energy sector, such as offshore wind. Seek energy transition opportunities, such as decommissioning of oil and gas infrastructure and installation of renewable energy infrastructure. |
| **Policy and Legal** | Regulations aimed at reducing carbon emissions and mitigating the effects of climate change | Increase in compliance costs | Direct Operations | Long-term, anticipated. | Higher regulatory compliance costs in the form of carbon taxes and carbon credits, as well as costs associated with managing and reporting of regulatory compliance matters | Increase stakeholder engagement and work in collaboration with stakeholders to reduce carbon footprint across the value chain. |

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| Type of Risk | Responsibility | Description of Risk | Scope of operations covered | Timeframe | Impacts of risk | Direct mitigation actions taken |
|---|---|---|---|---|---|---|
| **Technology** | Cleaner energy sources becoming economically and operationally viable due to emerging new technologies, such as improved battery storage, accelerating the shift from fossil fuels. | Shorter energy transition period. Availability of more economically viable alternatives to fossil fuel. | Direct Operations | Long-term, anticipated. | Decline in revenue from oil and gas related activities. Mitigate higher operating expenses and overheads in relation to energy and electricity costs as consumption increases due to rising temperatures. | Seek opportunities in renewable energy sector. Consider operationally and economically viable low-carbon energy sources. |
| **Reputation** | Public perception/ Reputation building | Ability to attract and retain talent. Ability to access capital. | Direct Operations | Long-term, anticipated. | Ability to implement energy transition plan may be constrained by public perception of climate impact caused by oil and gas activities. | Increase stakeholder engagement to communicate the sustainability vision, strategy and plans of the Group. |

| **Does your organisation have internal programs to raise awareness about the institutional issues regarding climate change?** |
|---|
| Yes |

*Climate-related Opportunities*

| Type of Opportunity | Description of Opportunity | Scope of operations covered | Timeframe | Impacts of opportunity (strategy, business model and financial) | Direct management actions taken |
|---|---|---|---|---|---|
| **Products and Services** | Products and services: development and/ or expansion of low emission goods and services | Direct Operations | Long-term | Increased revenues through access to new and emerging markets | Diversify revenue sources to include renewable energy and energy transition opportunities. Seek opportunities in renewable energy sector, such as offshore wind. Seek energy transition opportunities, such as decommissioning of oil and gas infrastructure and installation of renewable energy infrastructure. |
| **Resource Efficiency** | Resource efficiency: use of more efficient production and distribution processes | Direct Operations | Medium-term | Reduced direct costs | Implement process changes to improve energy efficiency of our operations |
| **Energy source** | Energy source: use of lower emission sources of energy | Direct Operations | Medium-term | Reduced direct costs | Use of renewable or low-carbon energy sources as they become operationally and economically more viable. |

# ISSB V2

*Risk and Opportunities Influencing Strategy*

| Business Area | Have Climate-Related Risks And Opportunities Influenced Your Strategy In This Area? | Description Of Influence |
|---|---|---|
| Products and services | In progress | Our growth strategy includes diversifying revenue into renewable energy or low-carbon energy sector, as well as other energy transition opportunities. |
| Supply chain and/or value chain | In progress | Our procurement practices aim to prioritize partners committed to climate-friendly practices, wherever operationally and economically feasible, to bolster the resilience and sustainability of our supply chain. |
| Operations | In progress | • Our operational processes incorporate measures aimed at enhancing the energy efficiency of our vessel operations.<br>• Low-carbon energy sources are considered for use in our operations, wherever operationally and economically feasible. |

*Risk and Opportunities Influencing Financial Planning*

| Financial Planning Elements That Have Been Influenced | Description Of Influence |
|---|---|
| Revenue | • Diversify revenue sources to encompass renewable energy and energy transition opportunities.<br>• Mitigate potential revenue impact from loss of work time. |
| Direct and Indirect Costs | • Incorporate renewable or low-carbon energy sources into operational costs.<br>• Implement process changes to improve energy efficiency of our operations.<br>• Evaluate cost of asset repair, workplace insurance, training, and regulatory compliance.<br>• Evaluate cost impact in relation to changing work time arrangements. |
| Capital Allocation and Expenditures | Allocate capital to upgrade or replace assets to incorporate energy-efficient technology. |
| Acquisition and Divestment | Increase investment in renewable energy sector. |
| Access to Capital | Explore green finance as a viable capital source for eligible investments and projects. |
| Assets and Liabilities | Integrate sustainability or green elements into the composition of both assets and liabilities over time. |

## Climate-related Scenario Analysis

We acknowledge the importance of conducting comprehensive climate-related scenario analysis and its critical role in informing our approach to environmental challenges. At the same time, we are aware of the significant resources required to address the complexities inherent in this process. Key challenges include:

- Uncertainty: Climate change presents intricate issues, and scenario analysis necessitates assumptions about future developments that are inherently uncertain.
- Difficulties in quantifying impacts: Assessing the effects of various climate scenarios on business operations, assets, and liabilities is challenging due to complex interactions among multiple factors and inherent uncertainties.
- Data limitations: Scenario analysis depends significantly on historical data and future projections, which may not always be readily accessible.
- Resource constraints: Thorough climate-related scenario analysis entails evaluating numerous potential futures, each with distinct variables and assumptions. This process is both intricate and resource-intensive, often requiring specialized expertise and substantial commitments of time and effort.

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Our overall approach to climate-related scenario analysis is carefully tailored to reflect our current exposure, organisational size, and available resources. At this stage, we employ a proportional strategy, relying on qualitative and deterministic scenarios rather than probabilistic modelling or quantitative stress testing. The scenarios are developed in-house, drawing on the collective expertise of our teams in finance, operations, risk, and sustainability. To ensure relevance and rigour, we utilise publicly available information on climate and energy transition and do not engage external advisors or employ proprietary models during the current reporting period.

Climate-related scenario analysis is currently conducted on a qualitative basis, as seen in the Strategy – Risks and Opportunities section. The Group recognises the importance of progressively enhancing the depth and robustness of this analysis. However, challenges remain, including high levels of uncertainty, difficulties in quantifying financial impacts, data limitations, and resource constraints. The Group intends to strengthen its approach over time as data quality improves and internal capabilities mature.

Once developed, these scenarios undergo thorough internal review by Management. The scenario analysis has been conducted in the current reporting period to inform risk assessment and strategic planning. The findings and methodology are then discussed at both the ASC and the Board, ensuring oversight and alignment with our strategic objectives. This process allows us to integrate climate considerations into our business planning, while remaining mindful of the practical limits imposed by our resources and current organisational context.

*Inputs used*

- **Scenarios and sources:** A range of qualitative energy transition pathways, including a gradual transition and a more accelerated transition aligned with global decarbonisation efforts; based on widely referenced, publicly available sources and industry practices.
- **Diversity of scenarios:** Scenarios cover key transition and physical risk drivers (policy, regulation, technology, markets, customer behaviour, and exposure to extreme weather and changing climate patterns affecting offshore operations).
- **Transition vs physical risks:** Both are incorporated.
- **Relevance:** The scenarios represent a reasonable range of plausible futures for the Group's activities and geographies and are designed to inform resilience assessment, not precise forecasts.
- **Time horizons:** 1-2 years (short); 3-5 years (medium); 5-10 years (long).
- **Scope of operations:** Core offshore operations and business units, including offshore oil and gas support services and offshore wind-related activities across the Group's operating regions.

*Key Assumptions*

- **Policies & regulation:** The Group operates in jurisdictions where climate-related regulations and policy frameworks are at different stages of development. These include environmental protection laws, emissions and energy efficiency requirements, marine and offshore environmental regulations, and national policies supporting energy transition and sustainability initiatives. The Group monitors and complies with applicable climate-related laws, regulations and guidelines in each jurisdiction where it operates, and considers relevant policy developments—such as evolving emissions standards, reporting requirements and energy transition policies—as part of its risk management and strategic planning processes.
- **Macroeconomic trends:** Macroeconomic trends considered include global economic growth, energy supply and demand dynamics, inflation and interest rate movements, capital availability, technological developments, and the pace of the global energy transition. These factors are considered alongside climate-related developments when assessing strategic and financial implications.
- **National/regional variables:** The scenario analysis considers national and regional variables relevant to the Group's operating regions, including local weather patterns and exposure to extreme weather events, offshore and port infrastructure availability, marine conditions, regulatory environments, energy infrastructure, and access to skilled labour. Differences in policy development and infrastructure maturity in different jurisdictions are also considered where relevant.

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- **Energy usage and mix:** The Group's energy usage primarily relates to the operation of offshore vessel and related onshore support activities, as well as shipyard operations for vessel repairs, maintenance and the construction of crew transfer vessels. Energy consumption for offshore operations is largely dependent on marine fuels used by the fleet, while shipyard and other onshore activities primarily consume electricity, which is sourced mainly from solar and hydroelectric power. Overall energy usage varies based on fleet deployment, operating conditions and project requirements. The Group continues to monitor energy usage as part of its operational management processes.
- **Technology developments:** The scenario analysis considers developments in offshore and marine technologies, including improvements in vessel efficiency, fuel efficiency, emissions reduction technologies, renewable energy infrastructure, digitalisation and automation, and technologies supporting offshore wind installation activities.

*Resilience Assessment and Implications*

Insights from climate-related scenario analysis are applied on a qualitative basis to inform strategic discussions, enterprise risk assessments, and long-term business planning.

At this stage, the assessment does not indicate the need for immediate changes to the Group's business model or strategy. The analysis reinforces existing strategic priorities, including enhancing operational efficiency, proactively managing transition risks, and advancing diversification into offshore wind and renewable energy-related services.

The assessment is subject to several material uncertainties, including the pace and scale of the global energy transition, future demand for offshore oil and gas services, regulatory and policy developments, technological advancements, carbon pricing mechanisms, and customer investment decisions.

*Capacity to Adjust*

- **Financial resources:** The Group's existing internal cash flows and financing arrangements are assessed to be sufficient to manage identified climate-related risks and pursue relevant opportunities, subject to continued financial discipline.
- **Assets:** The Group has the capability to redeploy, repurpose, or upgrade certain offshore assets, including adapting them for offshore wind-related activities where appropriate.
- **Investments:** Current and planned investments are expected to improve operational efficiency, support strategic diversification, and enhance overall business resilience during the energy transition. The financial impacts of these investments have not yet been quantitatively assessed.

*Overall Resilience Statement*

Based on current assessments, the Group's business model and strategy are considered reasonably resilient to climate-related risks and opportunities. This resilience is supported by operational efficiency, prudent financial management, and ongoing strategic diversification into offshore wind and renewable energy-related services. The Group will continue to monitor external developments and refine its strategy as necessary.

*Value Chain Climate-related Engagement Strategy*

The Group maintains close engagement with key customers and suppliers through regular surveys, discussions, meetings, and site visits to exchange information and align efforts on climate-related matters. Over time, we aim to progressively integrate environmentally responsible practices across our value chain, supporting collective action towards climate resilience and sustainability.

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## RISK MANAGEMENT

### Processes and Policies for Identifying, Assessing and Monitoring Climate-Related Risks

*Inputs, Parameters and Data Sources*

The Group identifies and assesses climate-related risks using both internal data and external reference sources. Internal data includes operational and financial information such as fleet profiles, vessel deployment, operating locations, maintenance records, asset characteristics, and historical performance trends. External information includes publicly available climate datasets, industry and market outlook reports, regulatory developments and global and regional energy transition projections.

The Group does not currently use proprietary climate models. Instead, it relies on qualitative assessment supported by internal operational knowledge and external industry sources.

The scope of assessment covers direct operations, where climate-related impacts are most relevant to offshore activities and vessel-based operations. The company embeds the assessment of its direct operations within a multidisciplinary, enterprise-wide risk management framework. This process occurs annually, with additional reviews triggered whenever significant developments arise. It evaluates potential impacts over a period of up to five years. More detail on the identification, analysis, and prioritisation of climate-related risks and opportunities is provided in the Strategy – Risk and Opportunities section.

*Role of Scenario Analysis in Risk Identification*

Climate-related scenario analysis is used on a qualitative basis to support identification of climate-related risks. Using multiple plausible climate and energy transition pathways, Management assesses how different transition dynamics and physical climate outcomes could affect offshore operations, market demand, regulatory exposure and long-term strategic positioning.

Scenario analysis does not yet provide quantitative risk estimates but enhances Management's understanding of transition risks and physical risks that could become material over time.

The Group's process for identifying and assessing climate-related risks remains largely consistent with prior years. However, enhancements have been made to broaden coverage of climate-related considerations and strengthen governance oversight.

*Consideration of Regulatory, Physical and Transition Risks*

| Risk Type | Relevance & Inclusion | Please Explain |
|---|---|---|
| Physical (Chronic) | Relevant, always included | Increased frequency and intensity of extreme weather events can cause disruption to offshore operations, damage to assets, and threaten workplace safety. This will lead to higher capital expenses and operating expenses associated with asset replacement and repair, lost work time, and workplace insurance.<br>Higher temperatures will lead to increase in energy consumption to moderate temperature at workplace. This will result in higher operating expenses and overheads related to energy and electricity costs. |
| Market | Relevant, always included | Shift from fossil fuels to cleaner energy sources will lead to a decrease in demand for fossil fuel over time. |
| Current and Emerging Regulation | Relevant, always included | Regulations aimed at reducing carbon emissions and mitigating the effects of climate change will increase compliance costs in the form of carbon taxes and carbon credits, as well as costs associated with managing and reporting of regulatory compliance matters. |

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| Risk Type | Relevance & Inclusion | Please Explain |
|---|---|---|
| Technology | Relevant, always included | As cleaner energy sources becoming economically and operationally viable due to emerging new technologies, such as improved battery storage, the shift from fossil fuels may accelerate. While this may shorten the energy transition period, the growth in renewable energy activities will present new revenue opportunities. Conversely, the availability of more economically viable alternative energy sources will mitigate higher operating expenses and overheads related to energy and electricity costs, as consumption increases due to rising temperatures. |
| Reputation | Relevant, always included | Public perception of associating offshore operations with oil and gas activities may constrain our ability to attract and retain talent and access capital as we pursue our energy transition plan to transform into a low-carbon footprint business. We will increase our stakeholder engagement to communicate the sustainability vision, strategy and plans of the Group. |

The Group evaluates the full spectrum of climate-related risks:

- **Regulatory risks:** The Group monitors evolving climate-related regulatory requirements across its operating jurisdictions, including environmental regulations, emissions standards and sustainability reporting obligations. These are integrated into compliance and strategic planning processes.

- **Physical risks:** Both acute and chronic physical risks are assessed—particularly extreme weather, intensifying storm events and changing marine conditions that may disrupt offshore operations, damage assets or affect workplace safety. These risks are managed through operational controls, planned maintenance, safety standards, emergency readiness and scheduling flexibility.

- **Transition risks:** The Group assesses risks arising from shifts in market demand, regulation, carbon pricing, technology advancements and customer expectations. Mitigation approaches include enhancing operational efficiency, maintaining financial discipline, and diversifying into offshore wind, renewable energy-related services and decommissioning activities.

*Assessing Nature, Likelihood and Magnitude of Climate-related Risks*

The Group assesses potential climate-related risks by evaluating:

- **Nature of exposure** (e.g., operational disruption, regulatory compliance, market risk)
- **Likelihood** (based on current and emerging trends)
- **Magnitude of financial and operational impact** (including effects on revenue, asset utilisation, costs, and cash flows)
- **Time horizons** (including the speed at which risks may materialise)
- **Effectiveness of existing mitigation measures**

These factors are assessed qualitatively within the Group's enterprise risk management (ERM) framework. Where quantitative information is available, it is incorporated, but climate risk assessment is currently primarily qualitative due to data limitations. Climate-related risk assessments are performed utilizing qualitative methodologies to determine the potential scale and impact of such risks. As climate issues evolve, we will regularly evaluate and update our risk and opportunity assessments, making any necessary adjustments to our strategic direction, risk management practices, and financial planning.

Climate-related risks and other ESG factors are reviewed **annually** through the ERM process, or more frequently when significant issues arise. Material factors undergo risk rating, which informs strategic adjustment and financial planning.

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*Prioritisation of Climate-Related Risks (S2.25(a)(iv))*
Climate-related risks are prioritised using the same classification and rating criteria applied to other risks—strategic, operational, financial, compliance and reputational. This ensures consistent evaluation and integration into the Group's overall risk governance. We conduct annual assessments of climate-related risks and other significant ESG factors in conjunction with the Group's enterprise risk evaluation, and also whenever critical issues arise. Material factors identified through this process are rated according to their associated risks. Based on these ratings, we make appropriate adjustments to our strategy, risk management framework, and financial planning.

*1.6 Monitoring Climate-Related Risks (S2.25(a)(v))*
Monitoring occurs through ongoing operational and risk reporting processes. Management assesses climate-related risks as part of routine reviews, with findings reported to the ASC and the Board when necessary. Key risk themes are also revisited during strategic planning and budgeting cycles.

*1.7 Changes in Risk Processes vs. Prior Year (S2.25(a)(vi))*
There have been no significant changes to the Group's approach to monitoring climate-related risks compared with the previous year. Enhancements are focused on improving qualitative assessment, strengthening governance involvement and aligning disclosure with evolving regulatory expectations.

*2. Processes for Identifying, Assessing and Monitoring Climate-Related Opportunities*
Climate-related opportunities are identified through **strategic planning, business development**, and **investment evaluation** processes. These opportunities include:

- Offshore wind support services
- Renewable energy-related marine infrastructure
- Decommissioning of offshore oil and gas assets
- Operational efficiency and emissions reduction opportunities

Scenario analysis is used **qualitatively** to identify potential areas of growth under different energy transition pathways and to support strategic discussions.

Decisions on managing climate-related risks—whether to mitigate, accept, transfer or control them—follow the Group's risk appetite and risk management policies. Management evaluates cost-effectiveness, alignment with strategy and overall impact, escalating issues to senior leadership, the ASC, or the Board where appropriate.

Climate-related risks are managed through **existing internal controls**, such as operational procedures, vessel maintenance, safety and environmental management systems, and compliance frameworks. These controls are enhanced where practical to respond to climate-related developments.

*3. Integration with Overall Risk Management Framework*
Climate-related risks and opportunities are integrated into the Group's broader ERM framework and are evaluated using the same governance structures, terminology, processes and reporting lines as other material business risks. This ensures consistent assessment and facilitates alignment with strategic planning, capital allocation and long-term business resilience.

Climate-related risk information is subject to internal controls and review, although it does not currently undergo external assurance to the same extent as financial risk information. The Group continues to strengthen internal governance and data quality as processes mature.

Insights from climate-related risk assessments inform:

- Long-term strategy and diversification
- Operational planning
- Asset management
- Compliance and sustainability planning
- Investment evaluation and capital allocation

This integration helps ensure the Group's strategy remains resilient and aligned with its transition objectives.

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## Water Risk Assessment

Water is not currently a material factor affecting the Group's business or operations, and as such the Group does not conduct water-related risk assessments incorporating the current status of local ecosystems and habitats, future potential changes, or scenario analysis of ecosystem conditions at the local level.

## Organizations Interactions with Water

Water was not considered a material factor influencing the Group's business or operations. As a result, no specific water-related impacts were identified or addressed, and there were no water-related goals or minimum standards for effluent discharge applicable during these years.

The Group receives potable water and NEWater (treated wastewater) at its office and shipyard premises drawn from local catchment, imported water, NEWater (treated wastewater), and desalinated seawater. Potable water is used for general consumption and is discharged to the national sewerage system. NEWater is used for shipyard operations and is discharged to the sea. Vessel operations extract sea water to cool the vessels and then discharge it back to the sea.

*Total Water Withdrawn from Source*

| Source | FY2024 | FY2025 |
|---|---|---|
| Surface water | 0 cubic meters | 0 cubic meters |
| Ground water | 0 cubic meters | 0 cubic meters |
| Sea water | 0 cubic meters | 0 cubic meters |
| Produced water | 0 cubic meters | 0 cubic meters |
| Third-party water | 35,267 cubic meters | 32,370 cubic meters |

*Total Stressed Water Withdrawn from Source*

| Source | FY2024 | FY2025 |
|---|---|---|
| Surface water | 0 cubic meters | 0 cubic meters |
| Ground water | 0 cubic meters | 0 cubic meters |
| Sea water | 0 cubic meters | 0 cubic meters |
| Produced water | 0 cubic meters | 0 cubic meters |
| Third-party water | 0 cubic meters | 0 cubic meters |

*Total Water Discharge*

| Source | FY2024 | FY2025 |
|---|---|---|
| Surface water | 0 cubic meters | 0 cubic meters |
| Ground water | 0 cubic meters | 0 cubic meters |
| Sea water | 28,136 cubic meters | 33,910 cubic meters |
| Third-party water | 7,131 cubic meters | 11,455 cubic meters |

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NEWater, which is treated wastewater produced from shipyard operations, and seawater used for vessel cooling are discharged into the ocean, while potable water consumed onsite is directed to the national sewerage system. There were no discharges to areas under water stress, nor were there any priority substances of concern requiring treatment prior to discharge. Consequently, no specific standards, methodologies, assumptions, or calculation tools were applied in these contexts. For both reporting periods, total water consumption was reported as zero cubic meters, calculated by subtracting total water discharge from total water withdrawal. No incidents of water stress or significant changes in water storage resulting in material water-related impacts were detected. Additionally, the Group did not monitor pollutants from stormwater runoff or other land-based sources that may have entered waterways during this time frame.

*Total Water Discharge to All Areas by Categories*

| Year | Freshwater (≤1,000 mg/L Total Dissolved Solids) | Other water (>1,000 mg/L Total Dissolved Solids) |
|---|---|---|
| **FY2024** | 35,267 cubic meters | 32,370 cubic meters |
| **FY2025** | 0 cubic meters | 0 cubic meters |

## Asset Exposure to Climate-related Risks

The Group's shipyard operations are conducted in outdoor settings in Singapore, where hot and humid weather prevails year-round. The high relative humidity can induce heat stress, which poses a risk of heat-related illnesses for personnel. No proportion of assets was identified as being exposed to flooding or water stress, and no revenue was associated with water consumption in regions of high or extremely high baseline water stress.

## Land Cover and Agricultural Practices

The Group did not report any land cover data, annual changes in cover type, or land use for agriculture, tillage, grazing, or conservation practices. No locations within coastal zones were applicable for reporting during these years.

## Policies, Commitments and Actions to Mitigate Impacts

| Material Topic | Policies | Commitments | Goals and targets | Responsibilities | Grievance mechanisms | Specific actions, such as processes, projects, programs, and initiatives of the management approach |
|---|---|---|---|---|---|---|
| Environmental management | Adhere to IMO regulations and conventions.<br>Various internal policies and procedures relating to vessel and shipyard operations. | Reduce carbon and GHG emission.<br>Increase waste recovery.<br>Avoid oil pollution incident. | Net 30% reduction in emission intensity by 2030.<br>Achieve 50% of waste recovery.<br>Zero oil pollution incident. | Vessel and shipyard operations teams.<br>Facilities management team. | Whistle blowing channel<br>Employee survey<br>Customer survey | Operations are required to comply with regulations (ongoing).<br>Review of operational processes to enhance and integrate measures that align with goals and targets (ongoing). |
| Resource management | Adhere to IMO regulations and conventions.<br>Various internal policies and procedures relating to vessel and shipyard operations. | Improve energy efficiency.<br>Diversify into low-carbon and renewable energy sources. | 50% reduction in energy consumption intensity by 2030. | Vessel and shipyard operations teams.<br>Commercial team.<br>Procurement team. | Whistle blowing channel<br>Employee survey<br>Customer survey<br>Supplier survey | Operations are required to comply with regulations (ongoing).<br>Review of operational processes to enhance and integrate measures that align with goals and targets (ongoing). |

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| Material Topic | Policies | Commitments | Goals and targets | Responsibilities | Grievance mechanisms | Specific actions, such as processes, projects, programs, and initiatives of the management approach |
|---|---|---|---|---|---|---|
| Human capital management | Adopt TAFEP guidelines on fair, responsible and progressive employment practices.<br>Various internal human resource policies and practices on training and development, talent attraction and retention, and benefits and flexible work arrangement. | Achieve high employee retention | Less than 20% in employee turnover. | Management and department heads.<br>Human resource team. | Grievance and corrective action channel<br>Whistle blowing channel<br>Employee survey | Review of human resource practices to align with goals and targets (ongoing). |
| Health and safety management | Adhere to IMO regulations and conventions.<br>Security, safety, and health policy. | Avoid incident, fatality, and injury. | Zero incident and fatality. | Vessel and shipyard operations teams.<br>Facilities management team. | Whistle blowing channel<br>Employee survey<br>Customer survey<br>Supplier survey | Operations are required to comply with regulations (ongoing).<br>Review of operational processes to enhance and integrate measures that align with goals and targets (ongoing). |
| Economic sustainability | Various internal policies relating to commercial, operations, procurement, human resource, and finance activities. | Diversify into renewable or low-carbon energy activities. | 50% of revenue derived from renewable or low-carbon energy activities by 2030.<br>Positive economic value added. | Management and non-management teams | Whistle blowing channel<br>Employee survey<br>Customer survey<br>Supplier survey | Review of strategy, risk management approach, financial planning, policies, and processes to align with goals and targets (ongoing). |

## METRICS AND TARGETS

The Group's approach to climate-related metrics and targets is evolving as it builds capability, improves data quality, and strengthens its understanding of climate-related impacts within its operations. Current disclosures focus on emissions, energy use and other areas where the Group faces the most significant climate-related risks and opportunities.

### Internal Carbon Pricing

The Group has not adopted an internal carbon price. Although carbon-related costs may be indirectly embedded in electricity tariffs or third-party charges, these are determined externally and not set or managed by the Group. At present, no standalone carbon price is used in financial planning, investment decision-making, operational management or scenario analysis. As regulatory frameworks develop and the Group's climate-related processes mature, the potential use of internal carbon pricing will be reassessed.

The Group is not currently subject to any carbon pricing systems and does not anticipate being regulated under such systems within the next three years. Consequently, no carbon pricing regulations currently impact its operations.

### Climate Considerations in Remuneration

Climate-related performance metrics are not currently incorporated into executive remuneration. The Group recognises that linking remuneration and climate performance can strengthen accountability and may explore this in the future as its climate strategy becomes more advanced, and as targets, data and monitoring practices become more robust.

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In FY2024, the Group started including climate-related objectives partially within its corporate balanced scorecard, which is used to evaluate management performance. However, no portion of employees' annual discretionary bonuses are linked to climate-related investments.

Similarly, climate goals carried a 0% weighting on long-term incentive scorecards, and performance against operational emissions targets held a 0% weighting on remuneration scorecards for Executive Directors.

## Time Horizons and Value Chain Coverage

The Group assesses climate-related metrics and targets over short, medium and long-term horizons. Short-term considerations typically span one to three years, medium-term impacts extend across three to five years, and long-term effects cover a period of five to ten years. These horizons align with the Group's operational planning cycles, asset lifespans and capital investment frameworks.

Climate-related risks and opportunities are most concentrated within the Group's operational activities—particularly vessel operations, fleet deployment, fuel consumption, on-board machinery and equipment use, and electricity consumption at shore-based facilities. These areas account for the majority of greenhouse gas emissions and represent key points of exposure to regulatory changes, physical weather-related impacts and transition-related risks. Opportunities are also emerging in offshore wind and renewable-energy-related services, which, although currently modest contributors to revenue, are expected to grow in importance over the medium to long term.

Material metrics are identified through a qualitative assessment of the Group's operations, value chain and emerging business activities. The current focus is on operational emissions and energy use, reflecting areas with the greatest relevance to financial performance, regulatory exposure and long-term strategic positioning.

## Gross Direct Scope 1 Emissions

Please refer to SGX Core 1 – Greenhouse Gas Absolute Emissions for more details of the Groups emissions.

## Indirect Scope 2 Emissions

Please refer to SGX Core 1 – Greenhouse Gas Absolute Emissions for more details of the Groups emissions.

## Gross Other Indirect Scope 3 Emissions

Please refer to SGX Core 1 – Greenhouse Gas Absolute Emissions for more details of the Groups emissions.

## GHG Emissions Intensity (Scope 1 and 2)

Please refer to SGX Core 1 – Greenhouse Gas Absolute Emissions for more details of the Groups emissions.

## GHG Emissions Reduced[14] Due to Reduction Initiatives

The Group targets only $CO_2$ in its emissions reduction initiatives. FY2022 is used as the base year for tracking, as it reflects the Group's move from owning and operating ships to managing them. In that year, combined Scope 1 and Scope 2 emissions amounted to 3,357 metric tonnes, and no major changes have occurred that would need recalculating these figures.

The efforts include both direct (Scope 1) and indirect (Scope 2) emissions. For Scope 1, reductions are determined by monitoring fuel usage in the Group's vessels, machinery, and equipment, using emission factors from IMO or NEA. Scope 2 reductions rely on the Group's energy use, calculated with the EMA electricity grid emission factor.

| FY2024 | FY2025 |
|---|---|
| 0 metric tonnes | 101,149 metric tonnes |

[14] Emissions reduction for FY2024/FY2025 (Scope 1 and 2) = Base year emissions (Scope 1 and 2) (metric tonnes) – Emissions for FY2024/FY2025 (Scope 1 and 2) (metric tonnes)

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In FY2025, there was a reduction in absolute GHG emissions, driven primarily by lower Scope 3 emissions. Total emissions fell from 185,511 $tCO_2e$ in FY2024 to 84,362 $tCO_2e$ in FY2025, representing a 101,149 $tCO_2e$ decrease, or a 54.5% year-on-year reduction.

The Group will continue to improve on emissions monitoring and operational practices to support longer-term climate-related objectives.

## Production, Imports and Exports of Ozone-depleting Substances ("ODS")

The Group did not produce, import, or export any ODS, and no substances were included in any related calculations. Consequently, there were no emission factors applied, no significant air emissions reported, and no standards were used for managing such emissions during these years.

## Energy Consumption

The Group acquired fuel from third-party suppliers and purchased electricity from electricity retailers in Singapore. Energy consumption data was sourced from these suppliers and retailers, while emission conversion factors were determined using values published by the IMO, NEA, and EMA.

*Non-renewable Fuel Sources*

| Year | Total fuel consumption within the organization from non-renewable sources | Fuel types used |
|---|---|---|
| FY2024 | 2,686 metric tonnes | Bunker for vessels (owned and operated by the Group)<br>Diesel for machinery and equipment (owned and operated by the Group) |
| FY2025 | 3,848 metric tonnes | Bunker for vessels (owned and operated by the Group)<br>Diesel for machinery and equipment (owned and operated by the Group) |

*Renewable Fuel Sources*

| Year | Total fuel consumption within the organization from renewable sources[15] | Fuel types used |
|---|---|---|
| FY2024 | 1,748 megawatt-hours | Hydroelectric power for electricity consumption (office and shipyard premises owned by the Group) |
| FY2025 | 2,071 megawatt-hours | Hydroelectric power for electricity consumption (office and shipyard premises owned by the Group) |

*Total Energy Consumption*

| Year | Fuel consumption (Direct) | Electricity consumption (Indirect) | Fuel consumption (Indirect) |
|---|---|---|---|
| FY2024 | 2,686 metric tonnes | 2,768 megawatt-hours | 27,590 metric tonnes |
| FY2025 | 3,848 metric tonnes | 3,208 megawatt-hours | 22,467 metric tonnes |

[15] From I-REC renewable electricity certificates redeemed by CRESTSA MARINE & OFFSHORE PTE LTD. All RECs originated from hydropower facilities located in Vietnam, covering both run-of-river and dam-based technologies, each certified with zero carbon intensity (0 $tCO_2$/megawatt-hours).

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*Total Energy Sold*

| Year | Fuel sold (Direct) | Electricity sold (Indirect) | Fuel sold (Indirect) |
|---|---|---|---|
| FY2024 | 0 metric tonnes | 1,020 megawatt-hours | 27,590 metric tonnes |
| FY2025 | 0 metric tonnes | 1,137 megawatt-hours | 22,467 metric tonnes |

*Total Energy Consumption[16] within the Organization*

| Year | Fuel consumption within the organization (Direct) | Electricity consumption within the organization (Indirect) |
|---|---|---|
| FY2024 | 2,686 metric tonnes | 1,748 megawatt-hours |
| FY2025 | 3,848 metric tonnes | 2,071 megawatt-hours |

## Total Energy Consumption Outside of the Organization

Energy consumption outside of the organisation relates to fuel consumption by and electricity onsold to third-party vessels that the Group provides ship management or ship repair and maintenance services to, respectively. The energy consumption data is obtained from fuel suppliers and electricity retailers. Emission conversion factors are based on emission factors published by IMO, NEA, and EMA.

| Year | Electricity sold (Indirect) | Fuel consumption (Indirect) |
|---|---|---|
| FY2024 | 1,020 megawatt-hours | 27,590 metric tonnes |
| FY2025 | 1,137 megawatt-hours | 22,467 metric tonnes |

## Energy Intensity Ratio[17]

The intensity ratios are based on an organisation's energy consumption. This includes fuel used directly, classified as Scope 1, and electricity consumed indirectly, classified as Scope 2.

| Year | Direct consumption intensity |
|---|---|
| FY2024 | 0.00004 |
| FY2025 | 0.000038 |

## Energy Reduction[18] Due to Conservation

| Year | Fuel (Direct) | Electricity (Indirect) | Fuel (Indirect) |
|---|---|---|---|
| FY2024 | 0 metric tonnes | 0 megawatt-hours | 0 metric tonnes |
| FY2025 | 0 metric tonnes | 399 megawatt-hours | 0 metric tonnes |

[16] Total energy consumption within the organization = Total energy consumption – Total energy sold.

[17] Intensity ratio refers to the intensity ratio as disclosed under section TCFD V2 – GHG Emissions Intensity

[18] Energy reduction for FY2024/FY2025 = Base year energy consumption - Energy consumption for FY2024/2025

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Due to higher operational activities during the year, fuel consumption (direct) increased by 43.3%, rising from 2,686 metric tonnes in FY2024 to 3,848 metric tonnes in FY2025, and electricity consumption (indirect) increased by 15.9%, rising from 2,768 megawatt-hours in FY2024 to 3,208 megawatt-hours in FY2025. Fuel consumption (indirect) declined by 18.6%, decreasing from 27,590 metric tonnes in FY2024 to 22,467 metric tonnes in FY2025, driven by reduced fuel usage associated with activities outside the organisation.

The Group has selected FY2022 as its base year, marking the point at which it shifted its primary business from owning and operating ships to managing them. Energy consumption figures are sourced from fuel suppliers and electricity providers.

## Energy Reduction of Sold Products and Services[19]

The Group has identified FY2022 as its base year, marking the transition of its core business from ship ownership and operation to ship management. Fuel consumption figures are sourced directly from fuel suppliers.

| Year | Electricity (Indirect) | Fuel (Indirect) |
|---|---|---|
| FY2024 | 0 megawatt-hours | 0 metric tonnes |
| FY2025 | 0 megawatt-hours | 0 metric tonnes |

## Investment in Renewable Energy

*Percentage of investment (CAPEX) in energy that is dedicated to renewable or sustainable energy*

| FY2024 | FY2025 |
|---|---|
| 5% | 8% |

In FY2023, the Group increased its investment in a joint venture that provides offshore support services to the offshore wind sector. The Group also began constructing offshore vessels to service the offshore wind sector in FY2024 as part of its ongoing expansion in this sector. These investments accounted for 5% and 8% of the Group's non-current assets as of 31 December 2024 and 31 December 2025, respectively.

*Revenue from Low-carbon Products[20]*

| FY2024 | FY2025 |
|---|---|
| USD 783,000 (rounded to the nearest thousand) | USD1,734,000 (rounded to the nearest thousand) |

*R&D in Low-carbon Technology[21]*

| FY2024 | FY2025 |
|---|---|
| 0 | 0 |

[19] Energy reduction is based on electricity consumption (indirect) onsold to and fuel consumption (Indirect) by third-party vessels that the Group provides ship repair and maintenance services and ship management services to respectively.

[20] Low-carbon products or initiatives are defined as products that cause or result in only a relatively small net release of carbon dioxide into the atmosphere. This includes initiatives undertaken by the company that do not result in a product or service being sold. Low-carbon products and services also enable a third party to avoid GHG emissions and environmental impacts.

[21] This refers to the total R&D invested in the deployment of low-carbon technology, energy efficiencies or resilience capabilities. This includes water efficiency measures, renewable energy, battery storage, carbon capture and storage etc

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*Revenue Generated from Products and/or Services Providing Low-carbon Energy Services*

| Year | Level of Aggregation | Description of product | Revenue from low-carbon product(s) in the reporting year |
|---|---|---|---|
| **FY2024** | Company-wide | Investment in joint venture that provides offshore support services to offshore wind sector | USD783,000 (rounded to the nearest thousand) |
| **FY2025** | Company-wide | Investment in joint venture that provides offshore support services to offshore wind sector | USD1,734,000 (rounded to the nearest thousand) |

*Financial Exposure and Green Investments*
The Group had no financial exposure to carbon-related assets. Similarly, net premiums related to energy efficiency and low-carbon technology were not applicable.

*Investment in Climate Adaptation Measures*
The Group's investments toward climate adaptation measures was USD6.2 million and USD11.6 million as at 31 December 2024 and 31 December 2025 respectively. These investments include the Group's expansion into the offshore wind sector through joint ventures and the construction of offshore wind vessels.

## Climate-Related Targets

The Group has introduced its first climate-related target: A commitment to achieve a **net 30% reduction in emissions intensity by 2030**, using **2022 as the baseline yea**r. This target applies to the holding company and all subsidiaries, covering a five-year period. The target is measured using emissions intensity and is currently based on absolute reductions in emissions per unit of operational output.

No interim milestones have been established at this stage. The Group is building the foundational data, systems and capabilities that will support more detailed targets in the future, including the potential adoption of absolute emissions targets or longer-term aspirations beyond 2030.

This target currently incorporates Scope 1 and Scope 2 emissions, with partial coverage of Scope 3 emissions where data is reasonably available. As Scope 3 data improves, the Group expects to expand its approach.

Targets and methodologies have not yet undergone external validation. As internal processes strengthen and industry standards evolve, the Group may explore third-party review to enhance credibility and alignment with emerging best practices.

Monitoring of progress focuses on annual tracking of greenhouse gas emissions, energy consumption and operational efficiency initiatives. These insights inform operational decisions, maintenance practices, and ongoing efforts to enhance vessel and facility performance. The Group's approach to progress monitoring will continue to evolve as systems mature and as climate-related considerations become more deeply embedded into strategic and operational planning.

# ISSB V2

*Absolute Emissions Targets*

| | |
|---|---|
| **Year target was set** | 2022 |
| **Target coverage** | Company-wide |
| **Scope(s)** | Scope 1, 2 and 3 |
| **Scope 2 accounting method** | Location-based |
| **Scope 3 category(ies)** | Category 11: Use of sold products |
| **Base year** | 2022 |
| **Base year Scope 1 emissions covered by target (metric tons $CO_2e$)** | 2,234 metric tonnes |
| **Base year Scope 2 emissions covered by target (metric tons $CO_2e$)** | 1,123 metric tonnes |
| **Base year Scope 3 emissions covered by target (metric tons $CO_2e$)** | 86,987 metric tonnes |
| **Total base year emissions covered by target in all selected Scopes (metric tons $CO_2e$)** | 90,344 metric tonnes |
| **Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1** | 100% |
| **Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2** | 100% |
| **Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)** | 100% |
| **Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes** | 100% |
| **Target year** | 2030 |
| **Targeted reduction from base year (%)[22]** | Net 30% reduction in emission intensity. |
| **Total emissions in target year covered by target in all selected Scopes (metric tons $CO_2e$)** | Target set is based on emission intensity. We will review the setting of target by absolute emissions. |
| **Scope 1 emissions in reporting year covered by target (metric tons $CO_2e$)** | 8,609 metric tonnes |

[22] Target emissions reduction of the Group does not include Scope 3.

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| | |
|---|---|
| **Scope 2 emissions in reporting year covered by target (metric tons $CO_2e$)** | 0 metric tonnes |
| **Scope 3 emissions in reporting year covered by target (metric tons $CO_2e$)** | 176,903 metric tonnes |
| **Total emissions in reporting year covered by target in all selected scopes (metric tons $CO_2e$)** | 185,511 metric tonnes |
| **% of target achieved relative to base year** | Target set is based on emission intensity. We will review the setting of target by absolute emissions. |
| **Target status in reporting year** | Underway |
| **Is this a science-based target?** | Yes |
| **If Yes, Target ambition** | Others |
| **Please explain target coverage and identify any exclusions** | Scope 1 coverage: Emissions from vessels, machines and equipment owned and operated by the Group.<br><br>Scope 2 coverage: Energy consumed within the organisation.<br><br>Scope 3 coverage: Emissions from third-party vessels managed and serviced by the Group. |
| **Plan for achieving target, and progress made to the end of the reporting year** | Refer to section Strategy - Risks and Opportunities Posed by Climate Change. |
| **List the emissions reduction initiatives which contributed most to achieving this target** | Refer to section Strategy - Risks and Opportunities Posed by Climate Change. |

*Other Climate-related Targets (including methane)*
Not applicable

*Percentage Spending/Revenue Aligned with 1.5°C World.*

| FY2024 | FY2025 |
|---|---|
| 15% of cash flow from operating activities and 2% of revenue | 39% of cash flow from operating activities and 14% of revenue |

# ISSB V2

*Paris Aligned Climate Targets*

| Does the company set science-based targets in line with the goals of the Paris Agreement? | Company's progress towards its long-term Paris Aligned renewable energy consumption target? | Please provide details of your target such as base year and absolute number | Company's progress towards its Paris Aligned renewable energy production target? | Please provide details of your target such as base year and absolute number |
|---|---|---|---|---|
| **FY2024** | | | | |
| **Yes** | Vessel operations: 0%<br>Shipyard operations and office premise: 100% | The Group is still at exploratory stage for low-carbon energy sources that are operationally and economically viable for vessel operations.<br><br>In FY2024, electricity consumption was sourced entirely from renewable energy. In addition, installation of solar panels has commenced and is expected to complete in first half of 2025. | Not applicable | Increasing investment in offshore wind is part of the strategic objectives of the Group.<br><br>Investment is through a joint venture that provides offshore support services to offshore wind farm. The joint venture is not directly involved in the ownership and production of renewable energy. |
| **FY2025** | | | | |
| **Yes** | Vessel operations: 20%<br>Shipyard operations and office premise: 100% | The Group is still at exploratory stage for low-carbon energy sources that are operationally and economically viable for vessel operations.<br><br>In FY2025, installation of solar panels was completed. Electricity consumption was sourced entirely from solar and other renewable energy. | Not applicable | Increasing investment in offshore wind is part of the strategic objectives of the Group.<br><br>Investment is through a joint venture that provides offshore support services to offshore wind farm. The joint venture is not directly involved in the ownership and production of renewable energy.<br><br>The Group has also expanded into the construction of crew transfer vessels to support the offshore wind sector. |

# GRI CONTENT INDEX

# GRI CONTENT INDEX

| | |
|---|---|
| **Statement of use** | Pacific Radiance Ltd has reported the information cited in this GRI content index for the period from 1 January 2025 to 31 December 2025 with reference to the GRI Standards. |
| **GRI 1 used** | GRI 1: Foundation 2021 |

| GRI STANDARD | DISCLOSURE | LOCATION (PAGE NUMBERS) |
|---|---|---|
| **GRI 2: General Disclosures 2021** | 2-1 Organizational details | 1 |
| | 2-2 Entities included in the organization's sustainability reporting | 1 |
| | 2-3 Reporting period, frequency and contact point | 1 |
| | 2-4 Restatements of information | 8 |
| | 2-5 External assurance | 17, 20 |
| | 2-6 Activities, value chain, and other business relationships | **Annual Report 2025:**<br>• Corporate Profile |
| | 2-7 Employees | 12-13 |
| | 2-8 Workers who are not employees | Not applicable |
| | 2-9 Governance structure and composition | 27-29 |
| | 2-10 Nomination and selection of the highest governance body | **Annual Report 2025:**<br>• Corporate Governance |
| | 2-11 Chair of the highest governance body | |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | 27-29 |
| | 2-13 Delegation of responsibility for managing impacts | 27-29 |
| | 2-14 Role of the highest governance body in sustainability reporting | 27-29 |
| | 2-15 Conflicts of interest | **Annual Report 2025:**<br>• Corporate Governance |
| | 2-16 Communication of critical concerns | |
| | 2-17 Collective knowledge of the highest governance body | |
| | 2-18 Evaluation of the performance of the highest governance body | |
| | 2-19 Remuneration policies | |
| | 2-20 Process to determine remuneration | |
| | 2-21 Annual total compensation ratio | |
| | 2-22 Statement on sustainable development strategy | 4 |
| | 2-23 Policy commitments | **Annual Report 2025**<br>• Corporate Governance Report<br><br>**Sustainability Report 2025**<br>• SGX Core 23, 24, 26, 27, 28<br>• ISSB V2 Governance<br>• ISSB V2 Strategy |
| | 2-24 Embedding policy commitments | |
| | 2-25 Processes to remediate negative impacts | |
| | 2-26 Mechanisms for seeking advice and raising concerns | |
| | 2-27 Compliance with laws and regulations | |
| | 2-28 Membership associations | Not applicable |
| | 2-29 Approach to stakeholder engagement | 6 |
| | 2-30 Collective bargaining agreements | Not applicable |

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| GRI STANDARD | DISCLOSURE | LOCATION (PAGE NUMBERS) |
|---|---|---|
| **GRI 3: Material Topics 2021** | 3-1 Process to determine material topics | 4-5 |
| | 3-2 List of material topics | 4-5 |
| **GRI 201: Economic Performance 2016** | 3-3 Management of material topics | **Annual Report:**<br>• Financial Statements Report<br><br>**Sustainability Report:**<br>• ISSB V2 Strategy<br>• ISSB V2 Risk Management |
| | 201-1 Direct economic value generated and distributed | |
| | 201-2 Financial implications and other risks and opportunities due to climate change | |
| | 201-3 Defined benefit plan obligations and other retirement plans | |
| | 201-4 Financial assistance received from government | |
| **GRI 205: Anti-corruption 2016** | 3-3 Management of material topics | 17-19 |
| | 205-1 Operations assessed for risks related to corruption | |
| | 205-2 Communication and training about anti-corruption policies and procedures | |
| | 205-3 Confirmed incidents of corruption and actions taken | |
| **GRI 302: Energy 2016** | 3-3 Management of material topics | 7-10, 21-22, 44-46 |
| | 302-1 Energy consumption within the organization | |
| | 302-2 Energy consumption outside of the organization | |
| | 302-3 Energy intensity | |
| | 302-4 Reduction of energy consumption | |
| | 302-5 Reductions in energy requirements of products and services | |
| **GRI 303: Water and Effluents 2018** | 3-3 Management of material topics | 11, 40-41 |
| | 303-1 Interactions with water as a shared resource | |
| | 303-2 Management of water discharge-related impacts | |
| | 303-3 Water withdrawal | |
| | 303-4 Water discharge | |
| | 303-5 Water consumption | |

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| GRI STANDARD | DISCLOSURE | LOCATION (PAGE NUMBERS) |
|---|---|---|
| **GRI 305: Emissions 2016** | 3-3 Management of material topics | 7-10, 43, 21-22, 48-49 |
| | 305-1 Direct (Scope 1) GHG emissions | |
| | 305-2 Energy indirect (Scope 2) GHG emissions | |
| | 305-3 Other indirect (Scope 3) GHG emissions | |
| | 305-4 GHG emissions intensity | |
| | 305-5 Reduction of GHG emissions | |
| | 305-6 Emissions of ozone-depleting substances (ODS) | |
| | 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | |
| **GRI 306: Waste 2020** | 3-3 Management of material topics | 11-12, 21-22 |
| | 306-1 Waste generation and significant waste- related impacts | |
| | 306-2 Management of significant waste-related impacts | |
| | 306-3 Waste generated | |
| | 306-4 Waste diverted from disposal | |
| | 306-5 Waste directed to disposal | |
| **GRI 401: Employment 2016** | 3-3 Management of material topics | 12-14, 23 |
| | 401-1 New employee hires and employee turnover | |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | |
| | 401-3 Parental leave | |
| **GRI 403: Occupational Health and Safety 2018** | 3-3 Management of material topics | 14, 23 |
| | 403-1 Occupational health and safety management system | |
| | 403-2 Hazard identification, risk assessment, and incident investigation | |
| | 403-3 Occupational health services | |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | |
| | 403-5 Worker training on occupational health and safety | |
| | 403-6 Promotion of worker health | |
| | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | |
| | 403-8 Workers covered by an occupational health and safety management system | |
| | 403-9 Work-related injuries | |
| | 403-10 Work-related ill health | |

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| GRI STANDARD | DISCLOSURE | LOCATION (PAGE NUMBERS) |
|---|---|---|
| **GRI 404: Training and Education 2016** | 3-3 Management of material topics | 14 |
| | 404-1 Average hours of training per year per employee | |
| | 404-2 Programs for upgrading employee skills and transition assistance programs | |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | |
| **GRI 405: Diversity and Equal Opportunity 2016** | 3-3 Management of material topics | 15-16 |
| | 405-1 Diversity of governance bodies and employees | |
| | 405-2 Ratio of basic salary and remuneration of women to men | Not disclosed |
| **GRI 416: Customer Health and Safety 2016** | 3-3 Management of material topics | 23 |
| | 416-1 Assessment of the health and safety impacts of product and service categories | |
| | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | |

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