



CASA HOLDINGS LIMITED

PURSuing A VIABLE FUTURE

SUSTAINABILITY REPORT 2020



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PURPOSE

Bringing joy to people's lives.

VISION

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

MISSION

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

ABOUT US

The Group had its beginnings in 1976 when Casa (S) Pte. Ltd. was set up to market and distribute Faber Cooker hoods. Since then, the Group has forged partnerships with some exclusive brand names for home appliances, consumer electronics and bathroom fixtures from Europe. During the year, we brought in cookware products under the Westinghouse brand, and launched a new brand, Kith, as our part of our strategy to expand our product range and extend our reach to a different consumer segment. Rubine also added ceiling fan to its product line this year.

Listed on 20 September 1995 on SGX Mainboard, the Group's core strength is to market, distribute and provide after-sales services/technical supports. In Singapore, the Group has established a wide network of dealers including electrical retailers, interior designers, chain stores and property developers. During the year, we launched our online store to create a touchpoint in the digital space for consumers to know CASA and our products and services. We are delighted to invite you to our online shop at <https://shop.casa.sg>.



Connect with us now!

Seventh Cove

Rubine™

CHATEAU

ELBA

ferroli



beko

KITH
BY CASA

Westinghouse

ABOUT THIS REPORT

This is the third Sustainability Report ("Report") of Casa Holdings Limited ("The Group"). The Report addresses the Group's distribution activities for the financial year from 1 October 2019 to 30 September 2020 ("FY2020"), as property development and construction activities were minimal. Associated companies and joint venture activities were excluded from this Report as the operational controls are held by different management teams.

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

Information contained in this Report has not been verified by an independent third party.

The Group will continue to incorporate sustainability initiatives in its business process to enhance its sustainability journey in the areas of environmental, social and governance aspects. We will share more in our subsequent reports on an annually basis.

An electronic edition of this Report is made available for download on our website at www.casaholdings.com.sg and the website of the SGX-ST at www.sgx.com.

We welcome stakeholders to provide us with feedback and suggestions on this Report. You may contact us at corporate@casa.com.sg.

ABOUT THIS REPORT

OUR CORE VALUES

**C**

Customer obsessed

We care about our customers deeply. Everything we do, we do with the intention of bringing joy to our customer's lives.

**A**

Aspiring to learn

We believe in continual self-improvement. We are open to learning new things and finding new ways to improve ourselves and our company.

**S**

Speaking up

We believe in open, honest and direct communication. We encourage people to speak up and share ideas and opinions across departments to drive innovation and resolve issues quickly.

**A**

Aligned

We put aside our differences and work together as a cohesive team. We are aligned by our purpose; to bring joy to people's lives.

**C**

Committed to helping each other

We believe that our people are the source of our strength. We overcome internal and external obstacles together. We help each other achieve our tasks in the larger interest of making our customers joyful and our company successful.

**O**

Owning it

We are accountable for the results of the projects we work on. We proactively step in to take ownership of and solve customers issues and problems.

**D**

Daring & bold

We dare to experiment and to take bold and calculated risks. We challenge ourselves to find creative solutions to problems. We believe that failure is the stepping stone to success.

**E**

Empathy

Our empathy helps us understand the problems faced by our colleagues and our customers. We put ourselves in their shoes, listen and do our utmost to help them.

MESSAGE FROM THE BOARD OF DIRECTORS

Dear Stakeholders,

The Board of Directors ("Board") is pleased to present the Group's Sustainability Report ("Report") for the financial year ended 30 September 2020 ("FY2020").

This year, we announced a successor to CEO Mr Lim Soo Kong: Mr Stefan Lim has been appointed as Deputy CEO of the Group on 15 January 2020 to assist the CEO in managing all aspects of the Group's business. With Mr Stefan Lim we found an excellent successor for the position of CEO in bringing the Group to the next level.

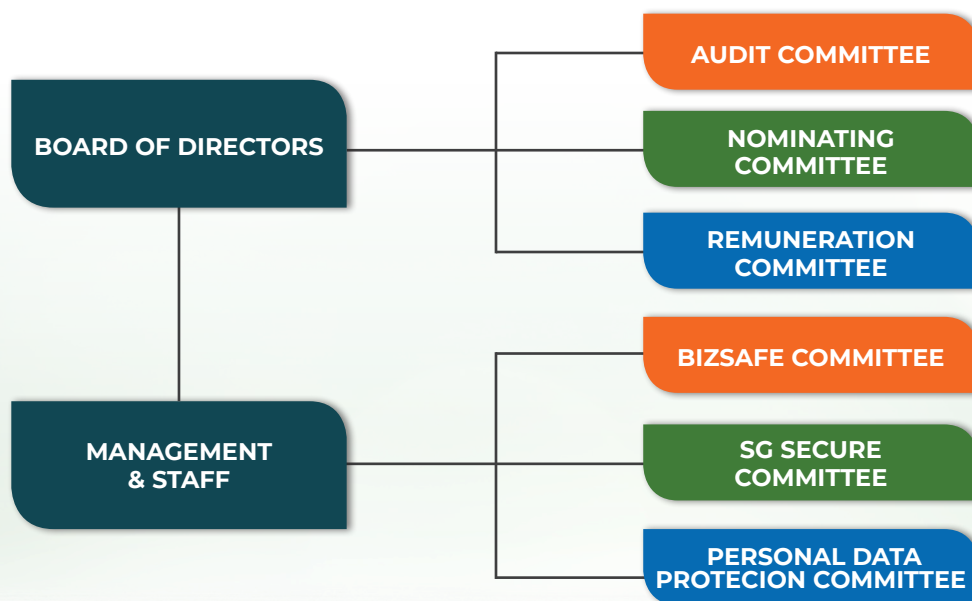
FY2020 had been an unprecedented year filled with many unexpected events. The COVID-19 pandemic had created many unforeseen challenges around the world. Lockdowns, closed borders, safe distancing measures had caused demand and supply chain disruption to businesses. Many businesses, especially retail and tourism sectors, were unfavourably hit.

Our businesses were affected during the April 2020 to June 2020 Circuit Breaker ("CB") period when our dealers had to suspend operations of their physical stores. Fortunately for Casa, we are considered as one of the essential service providers during CB fulfilling goods delivery for online retailers and providing after sales repair service for our products.

We would like to thank our valued shareholders, dealers, suppliers, service providers, bankers, business associates, as well as our staff, for their continued support of the Group in the challenging times of COVID-19. We strive to continue to enhance our sustainability efforts to emerging stronger in the new normal.

GOVERNANCE STRUCTURE

Sustainability governance of the Group is led by the Board of Directors and supported by all levels in the Organisation.



We believe that strong governance is vital to a sustainable business. We are committed to continuously strengthening our governance structure to deliver sustainable values to our stakeholders.

STAKEHOLDER ENGAGEMENT







The pandemic has redefined how the Group engage with our stakeholders. We turn to technology to continue our operation of essential services during the Circuit Breaker period where we engage our employees using virtual meeting platforms and other telecommuting tools.

The closed borders had made air travel almost impossible, as such we attended virtual trade shows and also used online portals to continue to engage with our suppliers.

The unexpected emergence and development of COVID-19 had impacted consumers buying behaviour, promoting online trade when physical stores were forced to shut down during Circuit Breaker. Recognising that online engagement is key to create a sustainable business, the Group conclude that we need to create touchpoints in the digital space to engage consumers directly. With that, we begin to conceive the setup of an online store and social media channel to reach out to consumers.

Key stakeholders are identified based on their dependence and influence on our business.

The Group adopt both formal and informal channels of communication to understand the needs of our key stakeholders. We observed safe-distancing measures while engaging with our stakeholders. This year, we used more virtual tools to engage our stakeholders and the following table highlights our key stakeholders, their key concerns and mode of engagement:

| STAKEHOLDER | TOPICS OF CONCERN | METHOD OF ENGAGEMENT |
|--|--|---|
|  <p>Employees</p> | <ul style="list-style-type: none"> - Employee engagement - Talent retention and attraction - Employee safety and well-being - Employee training - Safe work environment | <ul style="list-style-type: none"> - Regular dialogues (online and offline) - Regular floor walks - Performance appraisal & staff recognition - Whistle-blowing mechanism - Casa's newsletters and notice board - Employee feedback box - Employee bonding room - Regular product update - Regular updates on COVID-19 and safe-distancing measures |
|  <p>Shareholders</p> | <ul style="list-style-type: none"> - Financial performance - Corporate governance - Sustainability efforts | <ul style="list-style-type: none"> - Half-yearly financial results announcements - Annual General Meeting (AGM) - Public announcement Via SGXNET - Annual Sustainability Report - Corporate website |
|  <p>Customers</p> | <ul style="list-style-type: none"> - Customer satisfaction - Quality products and services - Available feedback platforms | <ul style="list-style-type: none"> - Customer/dealers feedback/ satisfaction survey - Regular dealers engagement (online and offline) - Product testing & certification - Our Brands' websites and Casa eShop - CASA brands' social media platforms e.g. Facebook, Instagram - Feedback handling through email / phone calls - Concept Corners at major retailers' store |
|  <p>Suppliers</p> | <ul style="list-style-type: none"> - Product quality assurance - Product pipeline - Supply chain management | <ul style="list-style-type: none"> - Regular interaction (online) - Suppliers selection - Thirty party certification - Virtual trade shows |
|  <p>Community</p> | <ul style="list-style-type: none"> - Clean and safe environment - Well-being of our community | <ul style="list-style-type: none"> - Reduce consumption of resources and expand recycling initiatives - Employee community programmes and initiatives |
|  <p>Regulator</p> | <ul style="list-style-type: none"> - Compliance | <ul style="list-style-type: none"> - Government publication/written communication - Code of conduct for employees |

MATERIALITY ASSESSMENT

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

SUSTAINABILITY CATEGORIES

MATERIAL FACTORS



Environmental

1. Energy, Water Consumption and Waste Management
2. Energy and Water Efficient Products



Social

3. Diversity and Equal Opportunities
4. Talent Attraction and Retention
5. Training and Education
6. Safe and Healthy Workplace
7. Employee Engagement
8. Engaging Our Suppliers
9. Customer Satisfaction and Privacy
10. Product Health Management



Governance

11. Anti-corruption and Corporate Governance
12. Risk Management



*All photos were taken during pre-COVID period

POLICIES, PRACTICES AND PERFORMANCE IN RELATION TO THE MATERIAL ESG TOPICS

ENVIRONMENTAL INITIATIVES

ENERGY, WATER CONSUMPTION AND WASTE MANAGEMENT

We are committed to protect the environment by promoting environmentally friendly practices. The Group encourage energy saving, water conserving and waste reducing practices through its 3Rs awareness and education initiatives. 3Rs are Reduce, Reuse and Recycle. Our environmentally friendly initiatives:



Energy Saving

- Regular servicing of machinery & equipment to maintain energy efficiency and maximise their useful life spans
- Reminders to switch off any idle facilities or equipment that are powered by energy
- Replacing warehouse lights with energy efficient LED lights



Water Conserving

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



Waste Reducing

- Reduce paper usage through double-sided printing
- Reuse paper with single side printing
- Implement paperless initiatives e.g. e-invoice and e-statement to customers and e-payment to suppliers
- Recycle used toner cartridge
- Encourage use of sustainable items to reduce plastic waste, such as carry a reusable bottle, take a reusable coffee cup, carry a reusable cutlery and carry a shopping bag.

ENERGY AND WATER EFFICIENT PRODUCTS

The Group strive to bring in products that are energy and water efficient.

We are conscientiously working with suppliers to increase the range of more energy and water efficient products for distribution at competitive prices. The ProSmart Inverter Motor in our laundry washers and dryers offers energy efficiency. AutoDosing technology and CoolClean Programme of our washers helps to save water and energy. We also offer faucets with water saving aerator. Our new ceiling fan product line which are powered by DC motor consumed less energy too.

We endeavour to bring more products which are of higher grading in terms of energy and water efficiency.

POLICIES, PRACTICES AND PERFORMANCE IN RELATION TO THE MATERIAL ESG TOPICS

SOCIAL – OUR PEOPLE

Our employees are the key drivers in our pursuit to steer the Group towards Bringing Joy to People's Lives.

Human resources are the foundation that support the Group's business initiatives and day-to-day activities. We believe that a happy workforce will infuse a positive vibes that will energise all around them, including our stakeholders.

CASA Employee Code below outlines our expectations regarding our workforce behaviour towards colleagues, supervisors and all in the organisation.



Respect

I respect my colleagues regardless of their job title. Their opinions and views matter to me. I respect their culture, language and time. I respect the CASACODE.



Energy

I have positive energy. I am cheerful and friendly towards everyone. I connect with and get to know my colleagues. I always smile and greet everyone.



Action-oriented

I am proactive and strive to anticipate issues before they happen. I lead by example and walk the talk (turn my words into actions and deeds)



Considerate & Courteous

I jump in to help my colleagues who need help. I give guidance when needed. I am always polite.



Humble

I am humble. I accept that I don't know everything and am not always right. I am open and receptive to feedback.



Optimistic

I see the glass half-full, not half-empty. I believe there is a creative solution to every problem and do my utmost to find it.



Understanding

I am non-confrontational in my approach. I listen with an open mind and genuinely try to help and resolve issues quickly.

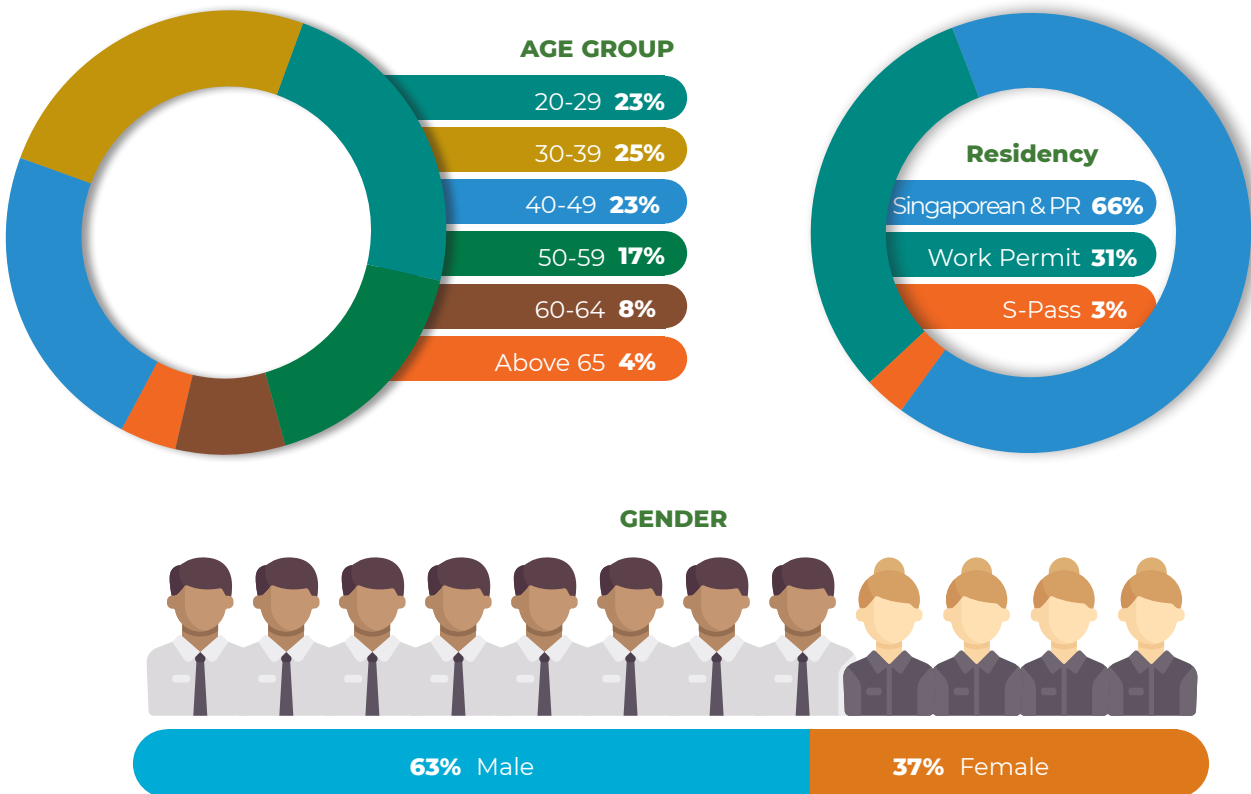


Trustworthy

I am trustworthy. My colleagues can trust me to get the job done. Likewise, I can trust my colleagues to do the same.

POLICIES, PRACTICES AND PERFORMANCE IN RELATION TO THE MATERIAL ESG TOPICS

As at 30 September 2020, the Group has 91 employees. We maintain a diverse workforce in terms of age and nationalities, with different skills and experiences. The profile of our employees as at 30 September 2020 is as follows:



DIVERSITY AND EQUAL OPPORTUNITIES

The Group is committed to ensure that all employees are treated fairly, with respect and dignity, regardless of nationality, gender, race, religion or rank.

Our hiring procedures are fair, merit-based and non-discriminative. We recruit and select employees based on skills, experience and ability to perform the job.

We provide equal opportunities for existing and new employees in order to maintain a diverse and robust work-force.

Any staff who feels unfairly treated against can approach our Human Resource Department for assistance. In FY2020, we did not receive any complaint on discriminatory practices in workplace.

TALENT ATTRACTION AND RETENTION

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

We commend and reward our staff whenever their great service received customers’ compliment.

Annual appraisal is conducted to ensure that our compensation package remains competitive.

POLICIES, PRACTICES AND PERFORMANCE IN RELATION TO THE MATERIAL ESG TOPICS

TRAINING AND EDUCATION

Our employees play a vital role in the Group's journey to sustainability.

The Group encourage employees to upgrade their knowledge and skillset by providing various training and development programme to update them with the right skills and technical know-how for us to remain relevant in the future.

In FY2020, our staff received on average 12.7 hours of training per employee. Amid a pandemic, we launched our home-based learning programme. This year, our training programmes focused on personal development, technology, customer service, workplace safety and Personal Data Protection Act. We will continue to develop our employee training programs to improve our workforce functional and technical skills to meet our business objectives.

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

SAFE AND HEALTHY WORKPLACE

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

Being BizSafe Level 3 certified, we have established a Bizsafe Committee to oversee and monitor the establishment and maintenance of safety practices and policies of the Group.

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

We train our employees on fire safety hazard processes at workplace by holding regular fire and evacuation exercise.



*Photo was taken during pre-COVID period



*Photo was taken during pre-COVID period



*Photo was taken during pre-COVID period

POLICIES, PRACTICES AND PERFORMANCE IN RELATION TO THE MATERIAL ESG TOPICS

We promote healthy lifestyles among employees through organizing health screening and health talks for our workforce, circulating of health tips, such as infection control and good personal hygiene, at conspicuous spaces in the office and regular health food distribution to encourage a fit and healthy workforce.

We procure masks, sanitizers and distribute health care packs to our staff to ensure their well-being are taken care of while performing essential tasks during these difficult times. We also bought masks for our employees' young ones as our way to care for the welfare of the family of our employees during the COVID-19.

The Company has set up alternate work teams of employees to make sure that staff of each team is physically separated to prevent risk of infection between teams. We also cross-train our workforce and have in place covering arrangement to reduce disruptions. The above is made possible by our IT department, who were swift to respond to ensure our workforce are equipped with the necessary hardwares and softwares to allow them to perform their tasks while working from home.

We have developed procedures related to visitor and staff temperature screening and follow-up responses. The Company will monitor closely the COVID-19 related developments and follow advisories on the Ministry of Health and other government agencies' websites.

EMPLOYEE ENGAGEMENT

To build a stronger working relationship across all levels, the Group ensure that ready channels, such as an employee feedback box, are available for employees to communicate with us.

We recognise the importance of discussions in clearing up misunderstandings and preserving harmonious relations. We have procedure in place for the handling of any employee's grievances.

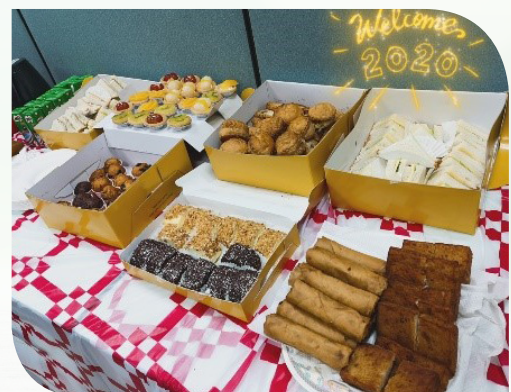
Our management team regularly engage with the staff through periodic meetings. This practice fosters communication, cooperation, mutual trust and respect among employees.

We organise regular get-together sessions for our staff. This year we had a BBQ party for our December 2019 'Glow in the Dark' year end dinner with our staff. We also handed out long service awards to our long serving employees as our appreciation of their support for the past years. We also had a 'Welcome Year 2020 Breakfast' to reiterate CASACODE and our employee code REACHOUT to promote the culture of working together and keeping employee focused on the Group's priority in putting our customers first.

With social distancing in place, we are unable to physically gather. However, the Group is committed to continue to engage our workforce through newsletters, our notice board, emails, and digital workspace that we have set up. We had a different National Day celebration this year to commemorate Singapore's 55th Birthday. Food tarts and kuih bahulu were distributed to staff along with care packs containing hand sanitizers and masks.



*Photo was taken during pre-COVID period



*Photo was taken during pre-COVID period

POLICIES, PRACTICES AND PERFORMANCE IN RELATION TO THE MATERIAL ESG TOPICS

SOCIAL – SUPPLY CHAIN MANAGEMENT

ENGAGING OUR SUPPLIERS

Given the border closures, we are unable to visit our suppliers' factories. However, we continue to engage with our suppliers by holding regular online meetings to give feedback and take on their feedback and formulate action plans where possible to enhance the sustainability of our partnership.

Our suppliers are expected to meet our required specifications and reliably and safely deliver products that are of consistent quality.

Our major suppliers are selected based on track record, their ability to deliver quality products and services on time, competitive pricing, environmentally sustainable and high ethical standards that adhere to our sustainability practices.

The Group is on constant lookout for new products to add to our product range. We attend relevant online trade shows to seek collaboration with new business partners to broaden our product offering to customers.

CUSTOMERS SATISFACTION AND PRIVACY

Our future is dependent on our ability to maintain a strong customer relationship with our dealers and consumers. We strive to supply quality products and provide reliable services, both pre and after sales services to our customers.

Our after-sales service centre is staffed with trained customer service officers and technicians to assist customers who require after-sales service. Customers can make inquiries through CASA's Service Hotline and request service appointment via our website.

We value feedback from our customers and customers can submit their feedback via our website. We follow up on customer feedback on a timely basis. The Group will continue to improve our service standards through customers' feedback.

The Group protects the privacy of our customers' information. Our Personal Data Protection Policy clearly defines our approach to personal data management. The privacy of our customers is of paramount importance. While we collect personal data in the furtherance of our business activities, we do not sell, rent, or give away personal data of our customers to third parties for commercial purposes. There were no instances on breaches of customer confidential information during the reporting period.

During the period of circuit breaker, we recognised the importance of having a channel to directly engage with our consumers. We launched our CASA E-shop to create a new touchpoint to reach out to our consumers directly, where consumers can view the products and brands we offer, find relevant product information, and above all, get to know CASA.

PRODUCT HEALTH MANAGEMENT

Product safety is our utmost priority. To ensure that the Group remains at the forefront of quality assurance, we are committed to conform to well-recognised industry standards and regulatory requirements.

We carry only home appliances that comply with mandatory requirements prescribed by the respective agencies. Furthermore, we take customers' safety as a top priority; we act timely and responsibly when incidents are envisaged to happen to protect our customers from unnecessary harm.

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

POLICIES, PRACTICES AND PERFORMANCE IN RELATION TO THE MATERIAL ESG TOPICS

GOVERNANCE

ANTI-CORRUPTION AND CORPORATE GOVERNANCE

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

We endeavour to strengthen the ethical environment and promote professional conduct within the Group. We have a Code of Conduct that is communicated to all employees. It provides detailed guidelines to ensure that employees' business conduct is consistent with ethical standards. The Policy also requires all employees to declare any direct or indirect interest in, or relationship with other businesses and organisations where potential conflicts of interest may arise. In addition, all employees are required to return a nil declaration at least once a year.

In FY2020, there were no reported case of corruption.

Whistle Blowing Policy

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

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

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

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

In FY2020, we are not aware of any incident or concern, confirmed or suspected.

POLICIES, PRACTICES AND PERFORMANCE IN RELATION TO THE MATERIAL ESG TOPICS

Dealings in Securities

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

For more details of the Group's corporate governance practices, please refer to Corporate Governance Report from page 9 to 23 of the Annual Report.

RISK MANAGEMENT

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

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



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| 102-3 | Location of headquarters | Corporate website, Annual Report 2020 | |
| 102-4 | Location of operations | Corporate website, Annual Report 2020 | |
| 102-5 | Ownership and legal form | Annual Report 2020 | |
| 102-6 | Markets served | Corporate website, Annual Report 2020 | |
| 102-7 | Scale of the organisation | Corporate website, Annual Report 2020 | |
| 102-8 | Information on employees and other workers | Diversity and Equal Opportunities | 8 |
| 102-9 | Supply chain | About Us, Supply Chain Management | 1, 11 |
| 102-10 | Significant changes to organisation and its supply chain | Nil | |
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| 102-13 | Membership of associations | Nil | |
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| 102-16 | Values, principles, standards, and norms of behaviour | CASACODE, REACHOUT | 2, 7 |
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| 102-44 | Key topics and concerns raised | Stakeholder Engagement | 4 |
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| 102-49 | Changes in reporting | Nil | |
| 102-50 | Reporting period | About this Report | 1 |
| 102-51 | Date of most recent report | February 2020 | |
| 102-52 | Reporting cycle | Annual | |
| 102-53 | Contact point for questions regarding the report | Enquiries can be emailed to: corporate@casa.com.sg | |
| 102-54 | Claims of reporting in accordance with GRI Standards | About this Report | 1 |
| 102-55 | GRI content index | GRI Standards Content Index | 14 |
| 102-56 | External assurance | Nil | |

TOPIC-SPECIFIC STANDARDS

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| | | | |
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| | | | |
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| 405-1 | Diversity of governance bodies and employees | Diversity and Equal Opportunities | 8 |
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GRI 406: Non-Discrimination

| | | | |
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| 406-1 | Incidents of discrimination and corrective actions taken | Diversity and Equal Opportunities | 8 |
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| 302-5 | Reduction in energy requirements of products and services | Energy and Water Efficient Products | 6 |



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