2025 Sustainability Report

Advanced Systems Automation Limited

# Building our **sustainable** future

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# Statement from the **Board of Directors**

We are pleased to present the Sustainability Report of Advanced Systems Automation Limited (the "Company", and together with its subsidiaries, the "Group" or "ASA"), which contains information about the sustainability performance and practices of our business during the financial year ended 31 December 2025 ("FY2025"). As we grow and expand our business, we will continue to commit ourselves to good sustainability practices as we believe it is vital to the success of our business.

The prevailing business landscape continues to be mired by the uncertainty of the global economy, particularly the escalating geopolitical and trade tensions. The Group's core business segment is our equipment contract manufacturing services ("ECMS"), which specialises in the manufacturing of automated front-end and back-end equipment for the semiconductor assembly process— including UV tape curing systems, automolding systems, water processing systems, strip mounting, detaping systems — as well as die-casting, plastic injection.

To balance our risk exposure amid rising trade tensions in the technology sector, we diversified into aquaculture through the acquisition of LSO Organization Holding Pte. Ltd. ("LSO") in August 2024. This strategic move, backed by our new management team's expertise, strengthens our foothold in hatcheries, aquaculture farming technology, farm asset development, seafood processing, and global distribution of seafood. As geopolitical tensions and food security concerns continue to shape global markets, we believe that our strategic pivot to aquaculture will position us for long-term, sustainable growth.

We have assessed that the 15 material factors identified in the financial year which ended on 31 December 2024 ("FY2024") continue to play a relevant role in our business. These factors have helped shaped our sustainability strategy and set time-based targets.

The Board continually seeks to incorporate sustainability considerations into its strategic planning process in order to identify the material ESG factors relevant to the Group, and oversee the management and monitoring of these key ESG matters.

We seek to grow our role in sustainability and are confident that this will help enhance our quality of life while protecting our planet. We look forward to working with you and welcome you on our journey to sustainability.

# About this **Report**

## Reporting Scope and Period

This report covers the Company's policies, practices, initiatives, performance, and goals in relation to material Environmental, Social and Governance ("ESG") factors for the period of 1 January 2025 to 31 December 2025, and includes data and information from said period relating to the Company, its subsidiaries and their services and products. The Environmental, Health and Safety Data provided in this report covers only the operations of Emerald Precision Engineering Sdn Bhd ("Emerald") as this subsidiary produces the bulk of our products and services and is the most material entity to ASA. As the new entity, LSO Organization Holdings Pte Ltd was acquired in the second half of FY2024 and did not contribute significantly for FY2025, it has been excluded from this report.

Pursuant to Rule 711B(3) of the Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Manual Section B: Rules of Catalist ("Catalist Rules"), the Group's sustainability process has been reviewed by the Company's internal auditor, as well as being subjected to internal review.

No restatements were made from the previous report.

## Framework

This report is prepared in compliance with the requirements on sustainability reporting under Rule 711B and Practice Note 7F of the Catalist Rules, and has been prepared with reference to the Global Reporting Initiative ("GRI") Standards. The GRI Standards were selected as it is an internationally recognised reporting framework that covers a comprehensive range of ESG disclosures. More information is available in the GRI Content Index provided at the end of this report.

We have implemented a phased approach to address climate-related risks since FY2022. This report includes ASA's climate-related disclosures in accordance with the recommendation of the Task Force on Climate-related Financial Disclosures ("TCFD") based on our efforts to date. Further details regarding the alignment of ASA's climate-related disclosures with TCFD recommendations can be found in the TCFD Content Index on page 21-23 of this report.

We have reviewed SGX Core ESG Metrics and included the metrics relating to the material topics identified wherever relevant.

## Feedback

For any enquires, comments or feedback regarding both our sustainability performance and sustainability report, please send them to ***general@asa.sg***.

*Note: The Sustainability Report 2025 is issued as a standalone report. The Company's Annual Report for FY 2025 will be released separately in due course.*

# Sustainability **Governance**

## Sustainability Strategy

We strive to continually deliver world-class services to our customers, aiding them in optimizing their resource utilization. Therefore, it is crucial for us to integrate sustainability into our strategic choices, given the escalating expectations for sustainable development.

## Sustainability Governance Structure

**Board of Directors (the "Board")**

For FY2025, the Board oversees the sustainability performance of ASA, with support from the Audit and Risk Committee ("ARC"). It monitors and evaluates sustainability performance against peer companies in order to improve performance and to identify areas of improvement. The Board also conducts reviews of the Company's approach to sustainability from the identified gaps as compared to peer companies so that ASA will be in a better position to execute targeted actions to address the gaps.

**Audit and Risk Committee**

Our sustainability strategy is headed by our ARC. The ARC provides strong direction coupled with an effective sustainability governance framework to identify, assess and manage the ESG issues that are important to us and our stakeholders.

The ARC's efforts in sustainability reporting is led by the Chairman and he is assisted by senior management personnel. They provide advice and assistance to the Board in ensuring that policies and procedures related to ESG issues are aligned with ASA's business strategy.

In addition, the ARC is also responsible for driving sustainability initiatives and programmes across ASA, together with the collaboration of management personnel involved in various divisions including Admin, Human Resource, Finance and Information Technology.

**Sustainability Task Force ("STF")**

For the financial year ending 31 December 2026 ("FY2026"), the ARC will be supported by a newly formed STF, comprising a member of the Board and senior management personnel within the Group. The STF will adopt a structured approach, guided by industry best practices and aligned with frameworks — such as the Global Reporting Initiative ("GRI"), Sustainability Accounting Standards Board ("SASB") and the Task Force on Climate-related Financial Disclosures (TCFD")" — and internal risk assessments to identify, assess and prioritise the Group's material ESG factors.

The identified ESG factors will be evaluated by the STF based on defined risk-ranking criteria, including its likelihood of occurrence, severity of impact on the Group's financial performance, operations and reputation, as well as its significance to key stakeholders. Their assessment will also consider both the potential financial implications to the Group and the broader environmental and social impacts, consistent with the principle of double materiality. The results of the STF's assessment will be consolidated and mapped onto a materiality matrix to facilitate prioritisation, with higher-ranked ESG factors identified as material. The outcome, together with the targets set by the STF for the short, medium and long term, will be subsequently reviewed and validated by the ARC and the Board to ensure alignment with the Group's strategic priorities and risk management framework, as well as compliance with the sustainability reporting requirements of the Singapore Exchange.

## Stakeholder Engagement

We hold a firm belief that stakeholders play a crucial role in our sustainability endeavours. Therefore, it is important for us to actively involve them in meaningful dialogues to glean insights and grasp the EGS matters that matter most to them. This interaction guides the formulation of our sustainability strategy and ensures our business grows in a sustainable manner. Our approach to stakeholder engagement is as follows:

| Key Stakeholders | Key Topics Of Concern | Mode of Engagement | Frequency of Engagement |
|---|---|---|---|
| **Investors and Shareholders** | • Business financial performance<br>• Operational efficiency<br>• Sustainable value of shareholding<br>• Return of investments | - Media releases<br>- SGX's announcements<br>- Annual General Meeting ("AGM") for shareholders<br>- Annual Report<br>- Company's website http://www.asa.sg | Ad-hoc<br>Ad-hoc<br>Annually<br>Annually<br>Ad-hoc |
| Employees | • Career development<br>• Teambuilding activities<br>• Training opportunities<br>• Developing an open workforce to engage staff<br>• Providing a safe and conducive environment | - New employee orientation<br>- Training<br>- Whistle blowing policy | First week of work<br>Ad-hoc<br>Ad-hoc. Whistle blower identities will be kept confidential. |
| **Customers** | • Quality products<br>• Value of money<br>• Good service | - Customer visits<br>- Factory visits by customers<br>- Participation in trade shows<br>- Customers' material safety compliance requirements | Ad-hoc tour of premises for customers<br>Ad-hoc tour of factories for customers<br>Ad-hoc<br>Ad-hoc when informed by customers |
| **Suppliers** | • Tender shortlisting and award criteria<br>• Business financial performance | Supplier assessment | As and when products are received |

## Materiality Assessment

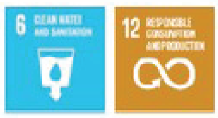
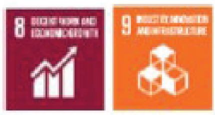
Annually, the Board, in collaboration with ASA's senior management team, conducts a review to assess the relevance of ASA's material factors. This process helps identify any shifts in stakeholder priorities and examine emerging areas of concern.

The identification of material issues involves research on global and local industry trends, bench-marking against material topics identified by our peers, and aligning with industry best practices. For FY2025, we remain focused on the 15 material topics that guide our business direction.

We will continue to assess these material topics regularly to ensure their ongoing relevance and importance to our business.

## Overview of Material Factors

For each material topic, the table below shows that corresponding topic specific GRI standards and relevant United Nations Sustainable Development Goals ("UN SDGs").

| | Material Factors | Relevant Topic-Specific GRI Standards | Relevant UN SDGs |
|---|---|---|---|
| Environmental | Energy and Emissions | **GRI 302**: Energy 2016<br>**GRI 305**: Emissions 2016 |  |
| | Water and Effluents | **GRI 303**: Water and Effluents 2018 |  |
| | Waste | **GRI 2-27**: Compliance with Laws and Regulations<br>**GRI 306**: Waste 2020 |  |
| Economic | Economic Performance | **GRI 201**: Economic Performance 2016 |  |

# Overview of Material Factors (continued)

| | Material Factors | Relevant Topic-Specific GRI Standards | Relevant UN SDGs |
|---|---|---|---|
| Social | Talent Attraction and Retention | **GRI 401**: Employment 2016 | 5, 8 |
| | Diversity and Equal Opportunity | **GRI 405**: Diversity and Equal Opportunities 2016 | 5, 8, 10 |
| | Training and Education | **GRI 404**: Training and Education 2016 | 5, 8 |
| | Occupational Health and Safety | **GRI 403**: Occupational Health and Safety 2018 | 3, 8, 16 |
| | Customer Health and Safety | **GRI 416**: Customer Health and Safety 2016 | 3 |
| | Supplier Assessment | **GRI 414**: Supplier Social Assessment 2016 | 8, 12 |
| | Compliance with Law and Regulations | **GRI 2-27**: Compliance with Laws and Regulations | 16 |
| | Environmental Compliance | | |
| | Cybersecurity | **GRI 418**: Customer Privacy 2016 | 16 |
| Governance | Anti-corruption | **GRI 205**: Anti-corruption 2016 | 16 |
| | Corporate Governance | | |

# Energy and **Emissions**

A significant portion of our operational costs stems from electricity usage and petrol consumption in the manufacturing process, both of which contribute to our greenhouse gas ("GHG") emissions. We recognise that improving energy efficiency and reducing emissions not only supports environmental stewardship but also offers operational benefits by optimising energy use and lowering overall costs. In line with our ongoing commitment to sustainability, we have taken further steps this year by expanding our GHG data collection efforts. Notably, we have begun measuring our Scope 1 emissions to gain a clearer understanding of our direct environmental impact.

We acknowledge our responsibility to mitigate the environmental effects of our operations and remain committed to minimising our environmental footprint through the implementation of sustainable practices and continuous improvement initiatives.

## Management Approach

ASA places great emphasis on improving energy and emissions performance in place. Management encourages staff through regular reminders to conserve electricity consumption and educates them on the importance of environmental sustainability during the staff's onboarding programme.

## Performance Data

In FY2025, our energy consumption increased by 1.31% compared to FY2024. This was primarily due to higher sales during the year, which led to extended business operating hours. Although the Company did not meet its target to reduce energy consumption by 5% in FY2025, in the coming year, we will continue to explore solutions to reduce our energy consumption.

| Actual Performance | | | | |
|---|---|---|---|---|
| | | FY2025 | FY2024 | % Change |
| Energy | Energy Consumption (KWh) | 1,071,241 | 1,057,441 | 1.31 |
| | Energy Intensity (KWh/m2) | 360 | 356 | 1.12 |
| Emissions | Scope 1 (tCO2e) | 37,662 | 40,491 | -6.99 |
| | Scope 1 Intensity (tCO2e/m2) | 0.013 | 0.014 | -7.14 |
| Emissions | Scope 2 (tCO2e) | 962 | 802 | 19.95 |
| | Scope 2 Intensity (tCO2e/m2) | 0.32 | 0.27 | 18.51% |

*Note: Scope 1 and 2 emissions are direct and indirect greenhouse gas emissions ("GHG") produced by an organization, classified by the GHG Protocol. Scope 1 covers direct emissions from owned/controlled sources (e.g., fuel combustion, company vehicles). Scope 2 covers indirect emissions from purchased electricity, steam, heat, or cooling.*

**Chart 1a:** Annual energy consumption and year-on-year percentage change of energy consumption

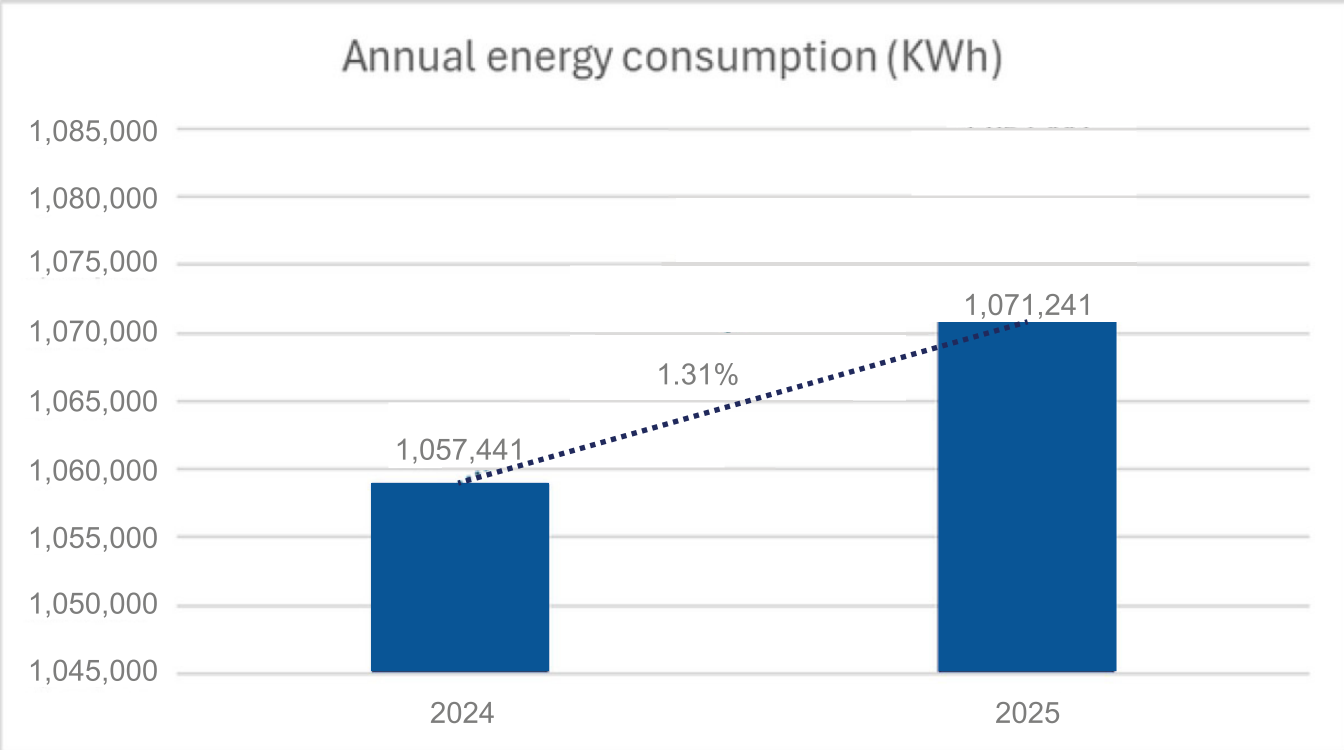
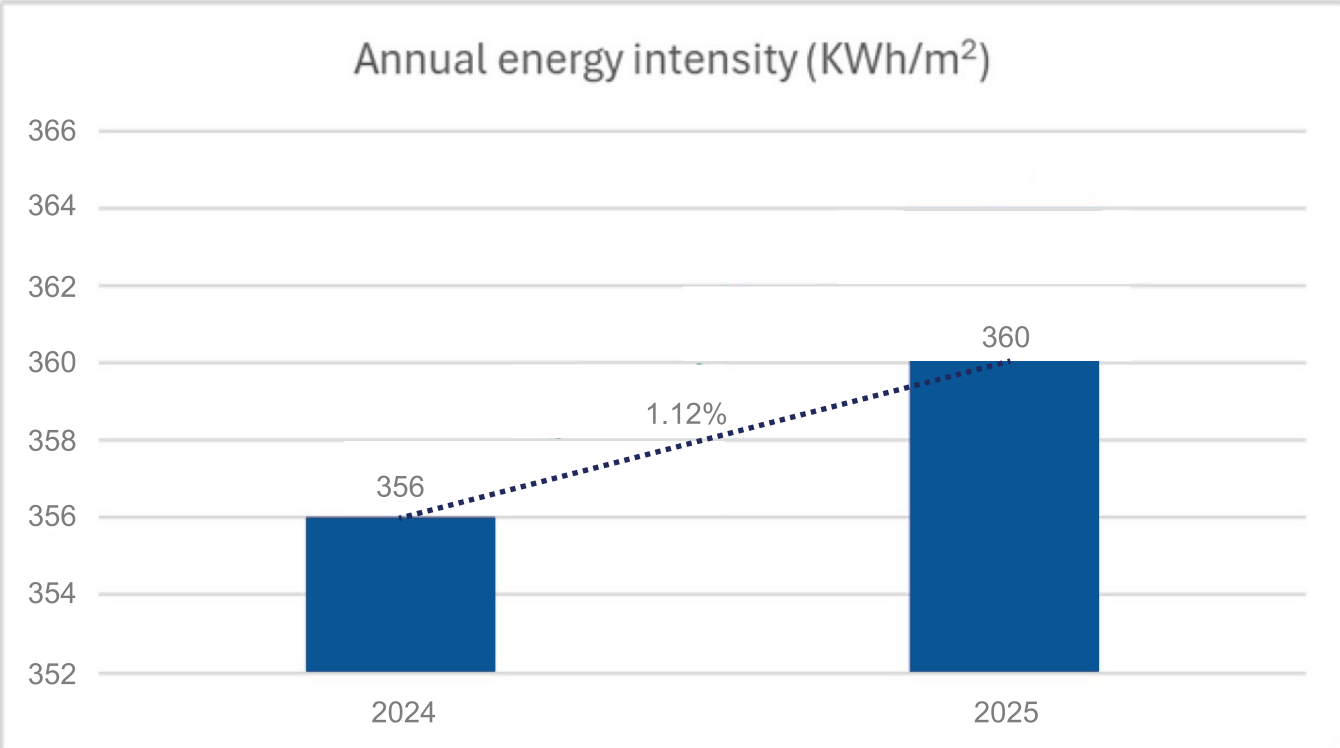



**Chart 1b** Annual energy intensity and year-on-year percentage change of energy intensity




## Targets

We will continue to explore greener and more efficient methods and target to reduce energy consumption by 2% and emissions by 5% from FY2025's level. The new STF, when constituted in FY2026 will make their formal assessment and set the targets for the Company in the medium and long term.

# Water and **Effluents**

## Management Approach

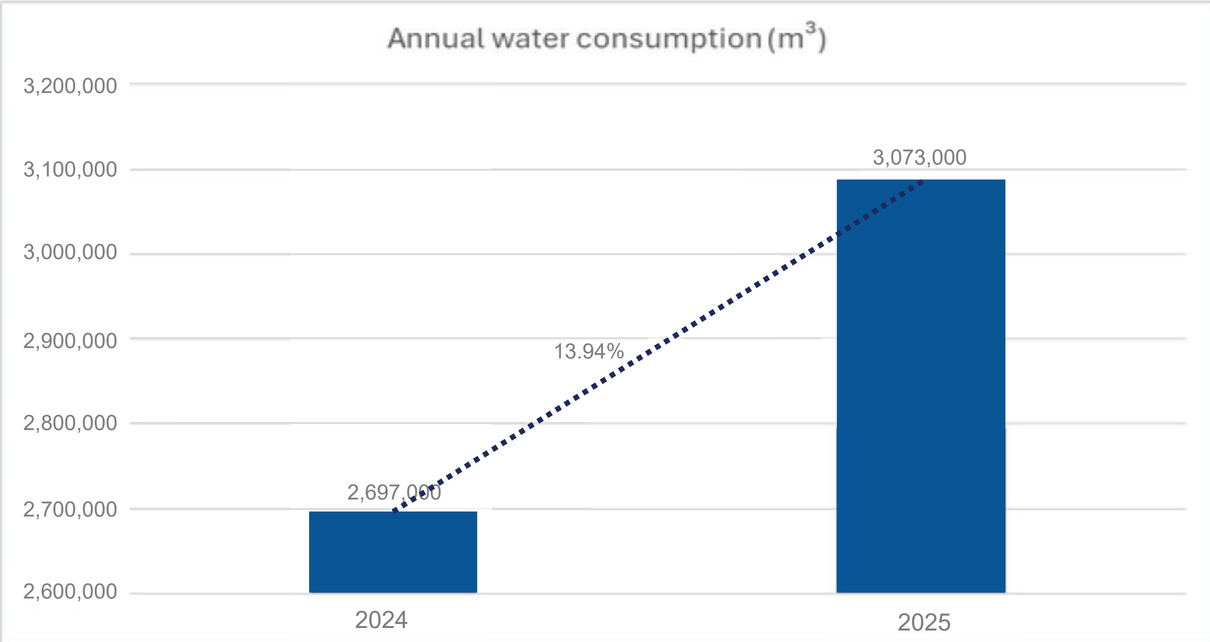
ASA is supportive of the international emphasis towards conserving water resources and strongly encourages all employees to be judicious with water consumption, and even reduce its water consumption by decreasing operational hours, for example.

## Performance Data

In FY2025, the water consumption increased by 13.94% as compared to FY2024. This increase was primarily due to increased sales and operational hours. Although we did not achieve our target of 10% reduction set in FY2024, we remain committed to exploring additional solutions for further conserve water, such as replacing outdated machines with more efficient models that consume less energy and water.

| Actual Performance | | | | |
|---|---|---|---|---|
| | | FY2025 | FY2024 | % Change |
| Water | Water Consumption (m3) | 3,073,000 | 2,697,000 | 13.94 |

**Chart 2a** Annual water consumption and year-on-year percentage change of water consumption




## Targets

In FY2026, we will continue to explore greener and more efficient methods and target to reduce water consumption by 2% from FY2025's level. The new STF, when constituted in FY2026 will make their formal assessment and set the targets for the Company in the medium and long term.

# Waste

At ASA, we recognize waste management as a critical issue, driven by the increasing interest of our stakeholders and communities in how we handle waste from our operations. We acknowledge the responsibility companies bear for the proper and ethical disposal of waste. More importantly, we understand that unregulated disposal methods can lead to significant environmental pollution, posing risks to communities, ecosystems, and public health.

## Management Approach

ASA fully adheres to environmental regulations and goes beyond compliance to enhance the management of both hazardous and non-hazardous waste across all operations.

We ensure that all waste generated is processed through approved disposal methods such as incineration and landfilling, in strict accordance with local regulations.

At ASA, on-site waste burning is strictly prohibited. General waste and toxic industrial waste are systematically segregated and disposed of safely. We are committed to maximizing the recycling and reuse of general waste. Additionally, we ensure that waste oils are securely collected and stored in properly labeled drums at designated areas to prevent leaks or spills. All waste oils and solid waste are entrusted to licensed third-party contractors for safe disposal.

## Performance Data

In FY2025, there were zero incidents of non-compliance with laws and regulations concerning waste management and disposal.

## Targets

We endeavour to maintain zero incidents of non-compliance with laws and regulations concerning waste management and disposal in FY2026 This goal will remain the Company's targets in the medium and long term.

## Economic Performance

We firmly believe that in order to create value for all our stakeholders, we have to focus on maintaining a strong financial position by carrying out our operations in a responsible manner and building resilience throughout our business operations for long-term sustainable growth.

Please refer to the Group's latest audited financial statements for FY2024 ("FY2024 Audited Financial Statements") and the unaudited financial statements for FY2025 ("FY2025 Unaudited Financial Statements") for information on the Group's financial performance for FY2024. The FY2025 Audited Financial Statements will be found in the Company's Annual Report for FY2025, which will be released in due course.

# Talent Attraction and **Retention**

At ASA, we deeply value and respect every individual within our organisation, striving to foster an inclusive environment where every employee feels a sense of belonging. We are committed to provide equal and fair employment opportunities as we believe diversity is key to growth and innovation in our business.

## Management Approach

We are committed to foster a transparent talent acquisition process. We offer our employees competitive compensation and a range of other benefits, such as healthcare coverage, parental leave and annual leave entitlements. We prioritise recruiting and retaining top talent to support the Group's strategic growth.

## Performance Data

In FY2025, ASA's turnover rate increased by 112.5% compared to FY2024 following the departure of 34 employees. This increase was primarily driven by a downsizing of the workforce at one of the subsidiaries. ASA remains committed to monitoring hiring and turnover trends, adapting to evolving labour market conditions, and ensuring adequate workforce capacity to meet our business needs.

| Year | FY2025 | FY2024 |
|---|---|---|
| **New employees hired, during the year** | 5 | 11 |
| By gender:<br>• Female<br>• Male | <br>2<br>3 | <br>8<br>3 |
| By age:<br>• Below 30 years old<br>• Between 30 and 50 years old<br>• Above 50 years old | <br>2<br>3<br>0 | <br>7<br>3<br>1 |
| **Employee turnover, during the year** | 34 | 16 |
| By gender:<br>• Female<br>• Male | <br>10<br>24 | <br>5<br>11 |
| By age:<br>• Below 30 years old<br>• Between 30 and 50 years old<br>• Above 50 years old | <br>3<br>30<br>1 | <br>5<br>10<br>1 |

## Targets

For FY2026, we target to bring down the turnover rate to 15%, compared with 18% for FY2025. The new STF, when constituted in FY2026, will make their formal assessment and set the targets for the Company in the medium and long term.

# Diversity and **Equal Opportunities**

## Management Approach

ASA is committed to fostering an inclusive and supportive workplace where all employees are valued and respected. Our human resource policies are guided by principles of equality, integrity and empathy. As part of these policies, ASA has established a robust whistleblowing mechanism that enhances transparency while promoting employee well-being and satisfaction.

The Group's Terms and Conditions of Employment are aligned with these principles, ensuring an inclusive work environment. We uphold fair and non-discriminatory hiring practices, providing equal opportunities and competitive remuneration in line with market standards for all candidates, including individuals with disabilities. In FY2024, no incidents of discrimination were reported.

Diversity continues to be a key priority for ASA, recognized as a catalyst for continuous innovation. We are committed to fostering diversity across age and gender, as outlined in Chart 3a and Chart 3b.

Our diversity policy sets out formal principles to guide the Nominating Committee, the Board, and the Company in assessing the complementarity of the Board's attributes and core competencies, thereby enhancing the Board's overall effectiveness through annual evaluations.

## Performance Data

| Year | FY2025 | FY2024 |
|---|---|---|
| Total employees, by year end | 209 | 238 |
| By gender: | | |
| • Female | 60 | 69 |
| • Male | 149 | 169 |
| By age: | | |
| • Below 30 years old | 51 | 59 |
| • Between 30 and 50 years old | 137 | 154 |
| • Above 50 years old | 21 | 25 |

## Diversity and Equal Opportunities (continued)

| Year | FY2025 | | FY2024 | |
|---|---|---|---|---|
| | Headcount | Percentage | Headcount | Percentage |
| Within the Board of Directors of ASA – by age group | | | | |
| Below 30 years old | 0 | 0% | 0 | 0% |
| Between 30 to 50 years old | 2 | 40% | 1 | 14% |
| Above 50 years old | 3 | 60% | 6 | 86% |
| **Total** | 5 | 100% | 7 | 100% |
| Within the Board of Directors of ASA – by gender | | | | |
| Female | 1 | 20% | 0 | 0% |
| Male | 4 | 80% | 7 | 100% |
| **Total** | 5 | 100% | 7 | 100% |

**Chart 3a:** Percentage of individuals within the employees by age group

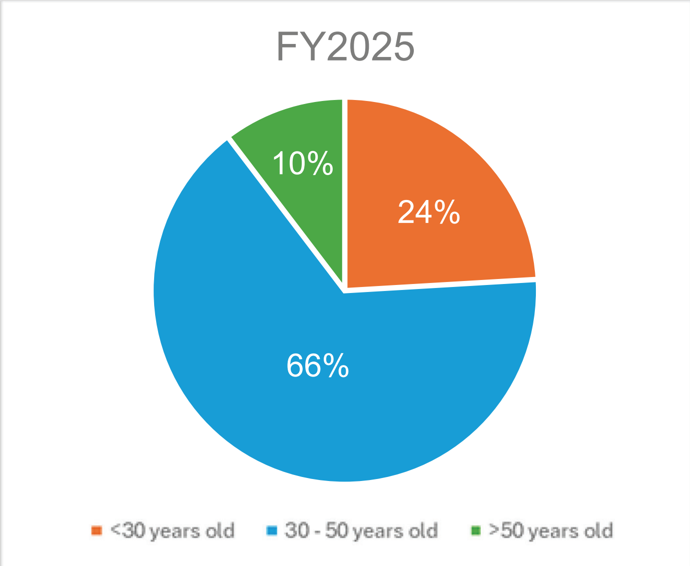
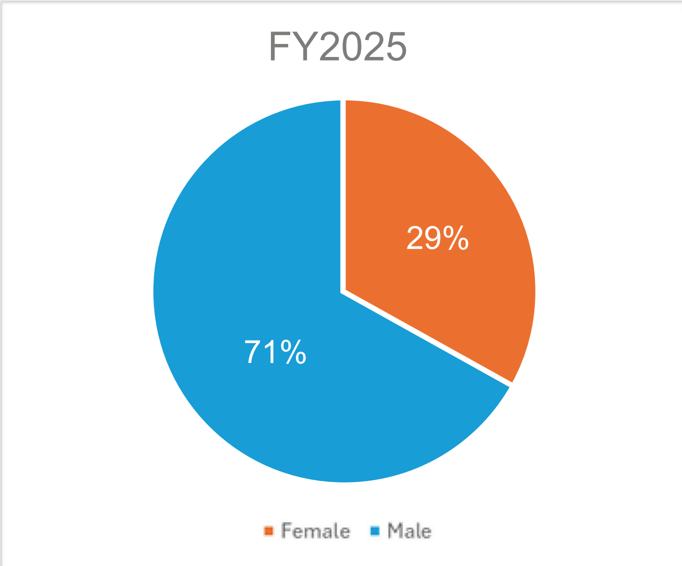



**Chart 3b:** Percentage of individuals within the employees by gender




## Targets

Wecontinue to aim to provide fair and competitive remuneration that is benchmarked to industry standards andbased on merit in the coming years. In doing so, we believe this will encourage diversity in the work place

# Training and Education

ASA's success hinges on its talented workforce. Therefore, we aim to cultivate a dynamic pool of individuals who are continuously updated on industry trends, poised for the future, and committed to collective organizational success. We believe we can accomplish this goal with the blend of on-site and off-site training and education.

## Management Approach

The Human Resource departments of the Group's entities first assess the current and future skills requirements necessary to support our business operations, and then design learning and development programmes to meet these requirements. These programmes are tailored to meet the needs of employees and enhance their personal and professional development. In FY2025, the training that we have provided to our employees include Emergency Preparedness and Response Plan, Indus-trial First Aid and CPR/AED, and Chemical handing and management training.

## Performance Data

In FY2025, a total of 250 training hours were provided to our staff, averaging 1.20 hours per employee. This represents a 58% reduction from FY2024, during which a total of 252 training hours were provided to staff, averaging 2.83 hours per employee. The reasons for the decline was that there was a change in the Board and the management in the second half of FY2025, and the focus of the new Board and management was on stabilizing the operations in the Group. While our result for FY2025 fell short of our target of 3.2 hours per employee, we remain committed to strengthening our training initiatives by expanding learning opportunities, enhancing skill development programs, and fostering a culture of continuous growth to empower our employees in the years ahead. To highlight our effort during the year, we conducted in-house training led by our own staff instead of outsourcing to external trainers. This approach allowed us to better tailor the training to the specific needs of each department while also optimizing costs. Moving forward, we plan to collaborate with external trainers to customize training programs further, ensuring they are more meaningful and aligned with departmental requirements.

## Targets

For FY2026, we continue to target to provide an average of 3.2 hours of training per employee. The new STF, when constituted in FY2026, will make their formal assessment and set the targets for the Company in the medium and long term.

# Occupational Health and **Safety**

Keeping our employees safe is our top priority as we are dedicated to provide a safe working environment for all employees. We remain committed to the health and safety, and welfare of our employees and aim to uphold the highest global and industry standards, ensuring a positive and safe atmosphere for all.

## Management Approach

ASA implements safe work practices employing standardized operating procedures and emergency response training to mitigate risks of accidents, injuries, and health hazards for both employees and contractors. Employees and contractors are also required to follow the Company's safety handbook which outlines the standard safety practices and requirements.

On-site inspections and regular maintenance are conducted to ensure that all equipment in ASA premises is safe for employees to work with. Emergency plans and procedures are provided on signage for employees and ASA building occupants to read in the case of an emergency.

## Performance Data

We have achieved our target with zero reported workplace fatalities and zero major accidents among our employees in FY2025.

## Targets

Our FY2026 goal is to maintain zero workplace fatalities and zero high-consequence work-related injuries.This goal will apply to the Company's targets for the medium to long term.

# Customer Health and **Safety**

## Management Approach

ASA is committed to a customer-centric approach as a key driver of success. At the heart of our operations is a dedication to building trust and loyalty by prioritizing customer needs and responding to them promptly. To uphold the highest standards, ASA conducts rigorous quality assurance checks, with a strong focus on customer health and safety, especially given the potential risks associated with heavy machinery. By placing customers at the forefront, we ensure the delivery of high-quality products and a safe, reliable experience.

## Performance Data

Our FY2026 goal is to maintain zero incidents of non-compliance concerning the health and safety impacts of our products and servicesThis goal will apply to the Company's targets for the medium and long term.

## Targets

Our FY2026 goal is to maintain zero incidents of non-compliance concerning the health and safety impacts of our products and services.

## Supplier Assessment

Our suppliers play a vital role in our value chain, supporting both our sustainability objectives and overall business success. Therefore, the sourcing of our materials directly impacts our reputation and our commitment to being a sustainable organization.

## Management Approach

Our suppliers are required to adhere to our values and standards by conducting their operations ethically, legally, and sustainably, while ensuring compliance with all applicable laws and regulations.

## Performance Data

In FY2025, there were no reported instances of supplier non-compliance with relevant laws and regulations.

## Targets

Our FY2026 goal and beyond is to continue monitoring our suppliers to maintain zero non-compliance with the relevant laws and regulations

# Compliance with Laws and **Regulations**

Compliance with relevant laws and regulations is essential for sustainable development and a key pillar of corporate governance in all organizations. Our reputation reflects our commitment to legal adherence, ensuring that our employees uphold our core values of integrity and the highest ethical standards in all business activities. We proactively monitor regulatory changes to ensure continuous compliance with applicable laws and regulations.

## Management Approach

ASA constantly keeps abreast with changes in the evolving regulatory landscape. We ensure that all our employees consistently upholds the Company's values, demonstrating integrity and conduct business in accordance with the highest ethical standards.

## Performance Data

The Company had failed to convene its AGM for FY2024, to issue its interim financial results for the six months of the financial year ending 30 June 2025, and to issue its unaudited full year financial results for FY2025 by the stipulated deadlines. Accordingly, the Company breached the Catalist Rules 705(1), 705(3)(b)(ii) and 707(1) in FY2025. The Company has since rectified the non-compliances.
There will also be a breach by the Company for not conducting the AGM for FY2025 and issuing the Annual Report for FY2025 by the mandated deadline. The Company is striving to rectify this non-compliance as soon as possible.

There were no incidents of non-compliance with relevant laws and regulations resulting in significant fines and/or non-momentary sanctions reported in FY2025.

## Targets

We aim to maintain zero incidents of non-compliance with relevant laws and regulations that results in significant fines and/or non-momentary sanctions in FY2026.

## Environmental Compliance

ASA strives for full legal and regulatory compliance, which includes not only socioeconomic regulations, but also environmental laws.

## Management Approach

ASA is committed towards providing quality service in a manner that minimises potential impact on the environment. We keep ourselves updated with any new regulations on environmental compliance which is applicable to our business, so that we identify and manage our regulatory risks beforehand.

## Performance Data

We achieved our target of zero incidents of non-compliance with relevant environmental laws and regulations resulting in significant fines and/or non-momentary sanctions reported in FY2025.

## Targets

We aim to maintain zero incidents of non-compliance with relevant environmental laws and regulations that results in significant fines and/or non-momentary sanctions in FY2025.

# Cybersecurity

As cybersecurity continues to emerge as a significant threat in Singapore, we are committed to bolstering our defences to safeguard the interests of both the Group and our stakeholders.

## Management Approach

Starting from 2024, ASA has outsourced its cybersecurity operations to a professional third-party service provider. The service provider provides technical support services related to ASA's information technology systems and ensure protection for the Group's database servers. ASA has implemented stringent password controls for all users to thwart unauthorized access to laptops and company systems. Access to specific data folders on the database server is meticulously controlled, granting permissions solely to authorized personnel. Access to ASA's servers is limited to selected employees with the appropriate authority. To further strengthen our cybersecurity posture, we will continue to leverage the expertise of external specialists with the relevant information technology capabilities.

## Performance Data

There were no cybersecurity breaches reported in FY2025.

## Targets

We target to maintain zero cybersecurity breaches in FY2026 and in the medium and long term

# Anti-Corruption

In ASA, we uphold a strict policy of zero tolerance towards bribery and corruption, which can result in unethical business conduct, including conflicts of interest, acceptance of gifts, insider information, etc.

## Management Approach

All employees are required to comply with the Group's code of conduct and anti-corruption policy embodied in their employment contracts. As part of their onboarding process, employees participate in a mandatory induction program that covers workplace ethics and whistle-blowing procedures.

We foster a culture of integrity by encouraging employees to report any suspected fraud, corruption, or unethical behavior to the Head of Human Resources ("HR") or any member of the Executive Committee in a fair, respectful, and timely manner. Any employee found guilty of fraud, dishonesty, or criminal conduct is subject to disciplinary action.

## Performance Data

.In June 2025, the Company uncovered some unauthorized withdrawals of money by the former Executive Chaiman and CEO, Seah Chong Hoe. A police report has been lodged and the case is pending police investigations.

Save for the aforementioned issue, there were no other corruption cases and incidents pertaining to whistleblowing in FY2025.

## Targets

We aim to maintain zero cases of corruption, fraud, dishonesty and criminal conduct for FY2026 and in the medium and long term.

# Corporate **Governance**

We are committed to maintaining high corporate governance standards to ensure transparency and accountability across our organisation. Adhering to these standards is fundamental to safeguarding and enhancing value for our stakeholders. Strong corporate governance is integral to reinforcing corporate sustainability. To uphold ethical conduct, our employees are required to comply with the Group's policies and procedures. Further details on our corporate governance framework will be available in the Corporate Governance Report section of the Company's Annual Report for FY2025, which will be published on SGXNet in due course.

## Management Approach

We continuously assess and enhance our corporate governance framework to strengthen our structure and operations.

Our commitment to continuous improvement includes refining board composition, enhancing diversity and independence, and ensuring transparency in interested person transactions and conflict-of-interest management. We also strive to elevate our governance practices and disclosures. Any deviations from the recommended guidelines set forth in the Code of Corporate Governance are disclosed in our Annual Report.

## Performance Data

We achieved our target as there were zero incidents of non-compliance with relevant laws and regulations relating to corporate governance issues reported in FY2025.

## Targets

We will continue to work on our corporate governance practices and strive to maintain zero incidents of non-compliance with relevant laws and regulations relating to corporate governance matters in FY2026. We will target to uphold this good practice in the medium and long term.

# TCFD **Content Index**

Our climate-related disclosure based on the four pillars of the Task Force on Climate-related Financial Disclosure ("TCFD") is set out below:

| **TCFD Disclosure** | | **Page Reference** |
|---|---|---|
| Governance | | |
| a) Describe the Board's oversight of climate-related risks and opportunities | ASA recognizes that na effective corporate governance culture is critical to ASA's performance and reputation. The Board and management are aware of the importance of sustainability and climate-related issues in ASA's business operations. ASA adopts a three-layered approach for sustainability and climate-related issues, as outlined below.<br><br>The Board oversees the sustainability performance of ASA, with support from the Audit and Risk Committee ("ARC"). The Board also conducts reviews of the Company's approach to sustainability from the identified gaps as compared to peer companies so that ASA will be in a better position to execute targeted ations to address the gaps. It considers sustainability matters including the oversight of climate related risks and opportunities as it reviews the strategic plans for the Group in the longer term. On an annual basis, the Board and management reviews the performance of the in-scope entity against the targets set.<br><br>The Board equips itself with knowledge on sustainability issues by undergoing training as prescribed by the SGX-ST, demonstrating its commitment to incorporating sustainability and climate-related issues to ASA's strategy. | Sustainability Governance Structure, Page 3 |
| b) Describe management's rule in assessing the managing climate-related risks and opportunities. | The ARC is led by the Chairman and he is assisted by senior management personnel. They provide advice and assistance to the Board in ensuring that policies and procedures related to ESG issues are aligned with ASA's business strategy. | Sustainability Governance Structure, Page 3 |

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| **Strategy** | | |
| a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term. | ASA adopts a phased approach to managing climate-related risks and opportunities.<br><br>Annually, the Board together with management reviews the relevance of ASA's identified material factors to identify any shift in priorities amongst stakeholders and examine any emerging areas of concern. As oart of the review, performance against the targets set is also reviewed. | Materiality Assessment, Page 5 |
| **Risk Management** | | |
| a) Describe the organization's processes for identifying and assessing climate-related risks.<br><br>b) Describe the organisation's processes for managing climate-related risks.<br><br>c) Describe how processes for identifying, assessing, ad managing climate-related risks are integrated into the organization's overall risk management. | The Board, with the assistance from the Audit Committee ("AC"), is responsible for determining nature and extent of the significant risks which the Group is willing to take in achieving its strategic objectives by ensuring that the Group has put in place internal controls systems to manage its significant business risks, so as to safeguard Shareholders' interests and the Company's assets.<br><br>The AC is responsible for overseeing the Group's risk management framework and policies, as well as assessing the level of adequacy and effectiveness of the Group's risk management and internal controls systems, including financial, operating, compliance and information technology controls, and risk management policies and systems established by the management. In relation to the risk management function, the AC is guided by the following terms of reference which assist the Board to:<br><br>• Determine the Group's levels of risk tolerance and risk policies;<br>• Oversee the management in the formulation, update and maintenance of an adequate and effective risk management framework in addressing material risks including material financial, operational, compliance and information technology risks;<br>• Make the necessary recommendation to the Board such that an opinion regarding the adequacy and effectiveness of the risk management and internal control systems can be made by the Board in the annual report in accordance to the Catalist Rules | |

| Metrics and Targets | | |
|---|---|---|
| a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities inline with its strategy and risk management process<br><br>b) Disclose Scope 1, Scope2 and if appropriate Scope3 greenhouse gas ("GHG")emissions and the related risks<br><br>c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets. | ASA recognizes that electricity consumption forms a significant portion of its operational costs and the Group reports on the following metrics:<br><br>Energy consumption and intensity<br>Scope 1 emissions and intensity<br>Scope 2 emissions and intensity<br><br>Water is another resource that ASA relies on as part of its operations and the Group reports on the total water consumption for the year.<br><br>ASA also reports on its non-compliances with laws and regulations concerning waste management/ disposal.<br><br>ASA has set the following targets for the in-scope entity and performance against these targets are reviewed at least once annually:<br>• Reduce energy intensity and GHG emissions intensity by 5% from prior year levels.<br>• Maintain water consumption reduction within 10% of prior year levels.<br>• Zero incidents of non-compliance with laws and regulations concerning waste management / disposal. | Energy and Emissions, Pages7 and 8<br><br>Water and Effluents, Page 9<br><br>Waste, Page 10 |

# GRI **Content Index**

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| Statement of Use | ASA has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards. |
| GRI 1 Used | GRI 1: Foundation 2021 |
| Applicable GRI Sector Standard(s) | Not applicable. A GRI sector standard is not available for industry. |

| GRI Standard | Disclosure | Location |
|---|---|---|
| GRI 2: General Disclosures 2021 | 2-1 Organizational details<br>2-2 Entities included in the organization's sustainability reporting | Reporting Scope and Period, Page 2 |
| | 2-3 Reporting period, frequency and contact point | Reporting Scope and Period, Page 2<br>Feedback, Page 2 |
| | 2-4 Restatements of information<br>2-5 External assurance | Not applicable |
| | 2-6 Activities, value chain and other business relationships | Reporting Scope and Period, Page 2 |
| | 2-7 Employees | Social, Page 11-13 |
| | 2-8 Workers who are not employees | Not applicable |
| | 2-9 Governance structure and composition | Sustainability Governance Structure, Page 3<br>Also refer to the Corporate Governance Report in the Annual Report 2025 which will be released in due course. |
| | 2-10 Nomination and selection of the highest governance body<br>2-11 Chair of the highest governance body<br>2-12 Role of the highest governance body in overseeing the management of impacts<br>2-13 Delegation of responsibility for managing impacts | Refer to the Corporate Governance Report in the Annual Report 2025. |

*Note: The Company's Annual Report for FY2025 will be released separately in due course.*

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| | 2-14 Role of the highest governance body in sustainability reporting | Sustainability Governance Structure, Page 3 |
| | 2-15 Conflicts of interest<br>2-16 Communication of critical concerns | Refer to the Corporate Governance Report in the Annual Report 2025 |
| | 2-17 Collective knowledge of the highest governance body | Save for Mr Chng Hee Kok and Ms Ng Foong Han, who have completed the sustain-ability training programmes conducted by the Singapoire Institute of Directors, all Directors who have not attended any sustainability programmes prescribed by SGX-ST will be doing so in the financial year ending 31 December 2026. |
| | 2-18 Evaluation of the performance of the highest governance body<br>2-19 Remuneration policies<br>2-20 Process to determine remuneration<br>2-21 Annual total compensation ratio | Refer to the Corporate Governance Report in the Annual Report 2025 |
| | 2-22 Statement on sustainable development strategy | Sustainability Governance Structure, Page 3 |
| | 2-23 Policy commitments | Board Statement, Page 1<br>About This Report, Page 2 |
| | 2-24 Embedding policy commitments | Sustainability Governance, Pages 3-4<br>Materiality Assessment, Pages 5-6 |
| | 2-25 Processes to remediate negative impacts | Corporate Governance, Page 20<br>Also refer to the Corporate Governance Report in the Annual Report 2025 |
| | 2-26 Mechanisms for seeking advice and raising concerns | Corporate Governance, Page 20<br>Stakeholder Engagement, Page 4<br>Diversity and Equal Opportunities, Pages 12-13 |
| | 2-27 Compliance with laws and regulations | Waste, Page 10<br>Compliance with Laws and Regulations, Page 17<br>Environmental Compliance, Page 17 |

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|---|---|---|
| | 2-28 Membership associations | Not applicable as the Group is currently not involved in any membership associations. |
| | 2-29 Approach to stakeholder engagement | Stakeholder Engagement, Pages 4-5 |
| | 2-30 Collective bargaining agreements | Not applicable as none of the Group's employees are involved in any union organisations. |
| GRI 3: Material Topics 2021 | 3-1 Process to determine material topics<br><br>3-2 List of material topics<br><br>3-3 Management of material topics | Materiality Assessment, Pages 5-6 |
| GRI 201: Economic Performance 2016 | 201-1 Direct economic value generated and distributed | Economic Performance, Page 10 |
| GRI 205: Anti-corruption 2016 | 205-3 Confirmed incidents of corruption and actions taken | Anti-corruption, Page 19 |
| GRI 302: Energy 2016 | 302-1 Energy consumption within the organization<br><br>302-3 Energy intensity | Energy and Emissions, Pages 7-8 |
| GRI 303: Water and Effluents 2018 | 303-5 Water consumption | Water and Effluents, Page 9 |
| GRI 305: Emissions 2018 | 305-1 Direct (Scope 1) CHG emissions<br><br>305-2 Energy indirect (Scope 2) CHG emissions<br><br>305-4 CHG emissions intensity | Energy and Emissions, Pages 7-8 |

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