



# GROWING PRESENCE BOUNDLESS OPPORTUNITIES

SUSTAINABILITY REPORT 2025

# CONTENTS

<b>BOARD STATEMENT</b>	01
<b>ABOUT THE REPORT</b>	02
CORPORATE PROFILE	02
REPORT SCOPE	02
REPORTING STANDARDS AND FRAMEWORKS	02
RESTATEMENTS	02
INTERNAL REVIEW AND EXTERNAL ASSURANCE	02
FEEDBACK	02
<b>GROUP STRUCTURE</b>	03
<b>SUSTAINABILITY GOVERNANCE</b>	04
<b>STAKEHOLDER ENGAGEMENT</b>	06
<b>SUSTAINABILITY COMMITMENTS AND APPROACH</b>	08
ALIGNMENT WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDG)	09
TEN PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT	10
<b>RISK MANAGEMENT</b>	14
<b>ENVIRONMENTAL</b>	15
ENERGY AND EMISSIONS	15
WATER	23
WASTE	23
<b>SOCIAL</b>	24
PRODUCT AND SERVICE QUALITY	24
DIVERSITY AND EQUAL OPPORTUNITY	24
EMPLOYMENT, TRAINING AND EDUCATION	27
HEALTH AND SAFETY	27
<b>GOVERNANCE PRACTICES</b>	28
ANTI-CORRUPTION AND ETHICAL BUSINESS PRACTICES	28
CYBERSECURITY AND DATA PRIVACY	29
<b>GRI CONTENT INDEX</b>	30

# BOARD STATEMENT

## Dear Stakeholders,

2025 was an important year for UMS Integration Limited (“The Group” or “UMS”) and other global citizens in making progress towards mitigating climate change.

In March 2023, the Intergovernmental Panel on Climate Change (“IPCC”) released its sixth report, which reiterated that climate change is a threat to human well-being and planetary health and there is a rapidly closing window of opportunity to secure a liveable and sustainable future for all. It emphasised that clear goals, coordination across multiple policy domains and inclusive governance processes facilitate effective climate action, and effective institutional frameworks are enhanced by partnerships between different groups in society, including businesses.

To add to the challenge to implement effective climate mitigation and adaption measures, the world continues to grapple with the aftermath of the pandemic, geopolitical tensions, inflationary and interest rate pressures and other issues in 2025. Against such uncertainty, the Group has introduced a blueprint to navigate the business through sustainability challenges, not the least climate change.

## Climate and decarbonisation

We recognise that failing to address the impact of climate change on UMS’s business model and strategy will have a profound effect on the viability of our business. Conversely, confronting it head-on presents us with opportunities to gain a competitive advantage in the market. Given polarising outcomes, we have identified climate change as a key focus of our strategy and risk management processes this year.

To better understand the impact of transition and physical risks to its business, the Group conducted its inaugural climate-related scenario analysis to continuously refine and build upon its existing climate disclosures which includes anticipated financial effects. The Group has included the key findings on pages 15 to 23. At the same time, it has started to monitor its Scope 3 data and will report certain categories of Scope 3 in next year’s sustainability report. This will bring the Group closer to its aim of disclosing a comprehensive Scope 1, 2 and 3 inventory for its portfolio within the next two years.



The Group will also play its part to help Singapore reach its national climate target of net-zero by 2050. This involves working with various parties within the Group to develop medium- and long-term greenhouse gas (GHG) reduction targets, which will be part of a larger decarbonisation roadmap to set out the practical steps that it needs to take in the immediate future and beyond.

UMS will focus on robust methodologies in measuring and evaluating our operations based on sustainability principles. Aligned with initiatives of SGX to consider climate change risks, with reference to the Taskforce for Climate related Financial Disclosures (TCFD) framework, UMS has embarked on adopting the TCFD Recommendations.

UMS will focus on important relevant sustainability matters, such as water, energy, emissions, effluents and waste. While we seek to grow our business, we are mindful of our social and environmental impact in the areas that we operate in and are committed to integrate sustainable practices in our business operations. We continue to track the progress of the Group, and have shared our performance with regards to various material Environmental, Social and Governance (“ESG”) topics.

UMS will continue to build the right foundations that will enable the organisation to sustainably grow its business in the years to come.

On behalf of the Board of Directors

**Andy Luong, CEO**

# ABOUT THE REPORT

## Corporate profile

UMS Integration Limited (“**UMS**”) and its subsidiaries (the “**Group**”) is a contract manufacturing entity listed and headquartered in Singapore. UMS also has a secondary listing in Malaysia.

The Group remains committed to sustainability with the publication of our 9<sup>th</sup> annual Group Sustainability Report (SR2025).

This report describes the Group’s strategies, commitments, initiatives and targets in relation to Environmental, Social and Governance (ESG) topics for our global operations.

Please refer to corporate profile section in UMS’s Annual Report 2025 (AR 2025) or our Group’s corporate website for more details about our business activities.

## Report scope

This annual publication of our sustainability report covers UMS and our subsidiaries disclosed in our Financial Statements reported in AR 2025. Unless otherwise stated, the same approach used in our Financial Statements is also used to consolidate sustainability information and is consistently applied across our reporting boundaries and across material topics. All information, statistics and targets presented in this report aligns to the Group’s financial reporting period from 1 January 2025 to 31 December 2025 (“**FY2025**”).

## Reporting standards and framework

The Global Reporting Initiative (GRI) Standards are widely recognised globally as a set of standards for sustainability reporting. This report has been prepared with reference to the GRI Standards, Singapore Exchange Securities Trading Limited (SGX-ST) Listing Rules 711A, 711B and Practice Note 7.6 Sustainability Reporting Guide.

This report is also prepared with reference to new sustainability disclosure standards issued by the International Sustainability Standards Board (ISSB). The Group will work progressively to improve its disclosure to be in line with this standard.

## Restatements

No restatements were made from the previous report.

## Internal review and external assurance

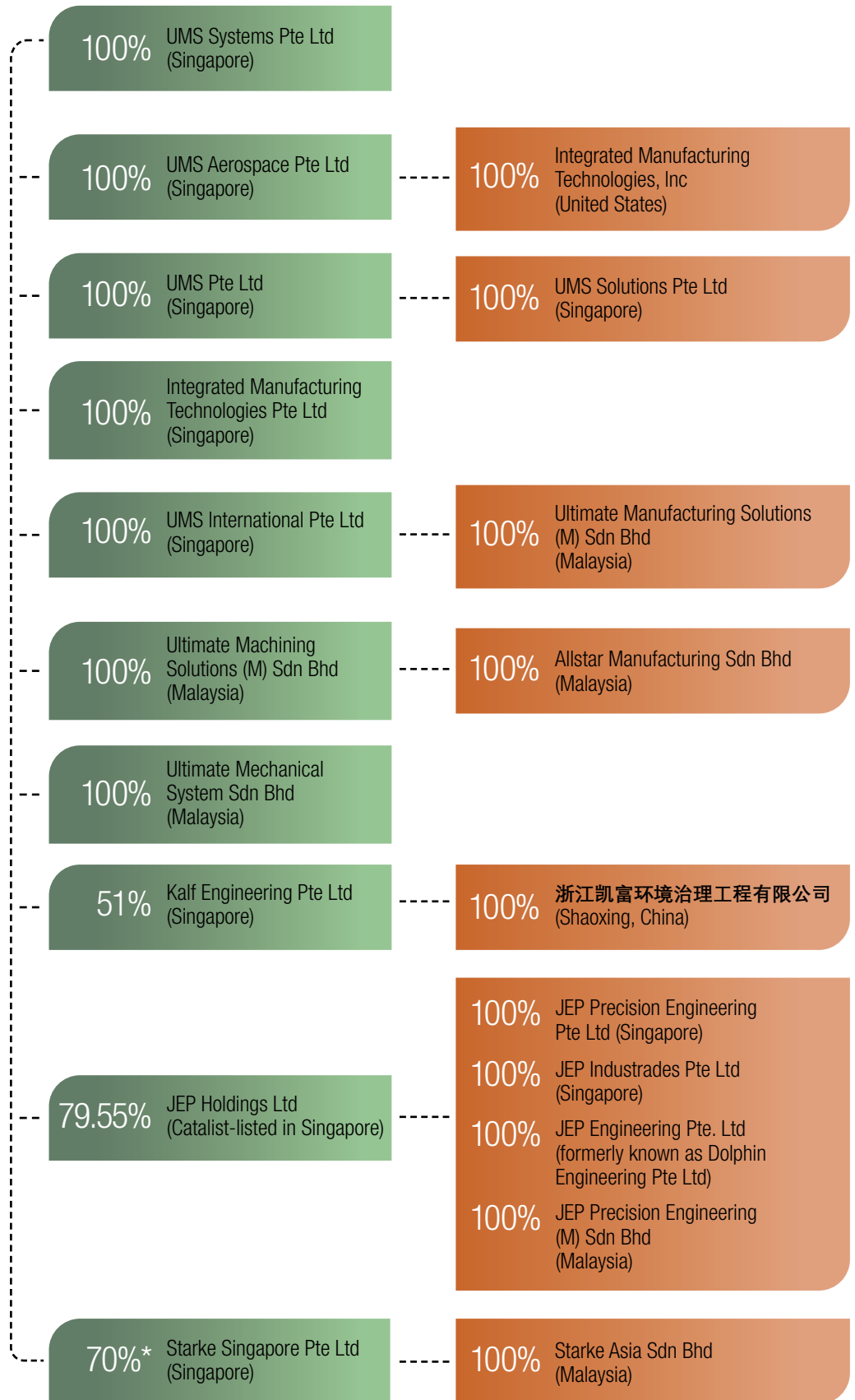
The Report is currently not externally assured but we have engaged our internal auditors to perform an internal review of our sustainability reporting process.

We have engaged our independent internal auditors (who report directly to the Board of Directors) to provide limited assurance over selected key sustainability information. The assurance plan was approved and the process was overseen by the Board of Directors and the Sustainability and Risk Committee. The assurance covers the reporting period of 1 January to 31 December 2025 and was conducted in accordance with the Singapore Standard on Assurance Engagements 3000 (Revised) and Singapore Standard on Assurance Engagements 3410. This practice of obtaining independent assurance enhances the credibility of our selected sustainability information.

## Feedback

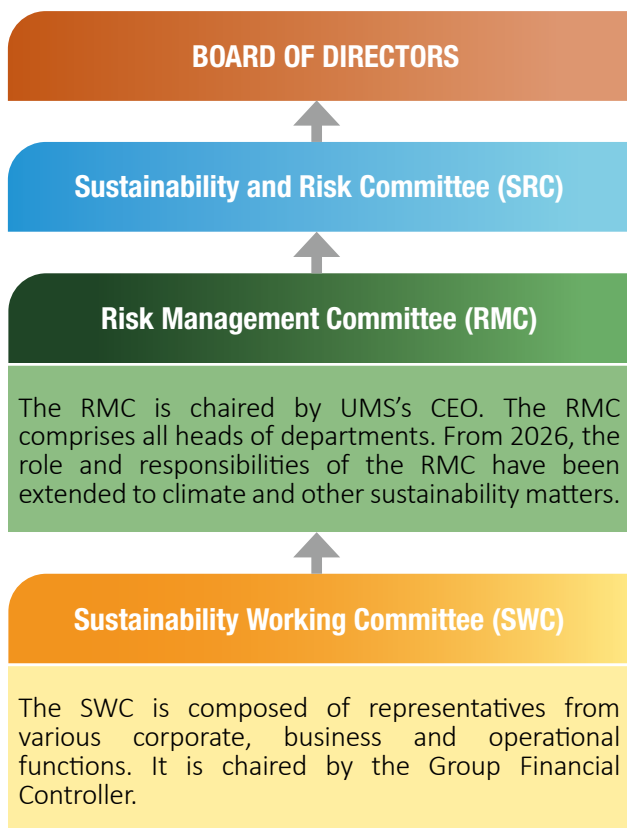
We are fully committed to listening to our stakeholders as it is vital for us to continually improve our reporting practices. We appreciate your valuable comments and feedback to help us progress further in our sustainability journey. Please contact us at: [sustainability@umsgroup.com.sg](mailto:sustainability@umsgroup.com.sg).

# GROUP STRUCTURE



\* On 2 March 2026, the Group acquired the remaining 30% equity interest.

# SUSTAINABILITY GOVERNANCE



## Board of Directors

UMS's Board of Directors has overall responsibility for the Group's sustainability issues and their impacts, including ensuring that climate-related risks and opportunities are integrated into the organisation's risk management framework, overseeing the implementation of strategies to manage climate-related risks and opportunities; and approving necessary resources for effective management of climate-related initiatives. Their responsibilities are set out in the Board's terms of reference.

To ensure that the Board are appropriately skilled to oversee sustainability-related matters, the Board composition policy includes a requirement for at least one board member with competence on industry-specific environmental issues, including climate-related ones. For 2025, the Board has assessed Mr Stanley Loh, Executive Director, to have sufficient expertise and experience to provide specialised insight on environmental and climate-related issues faced by UMS. Other Board members may be able to contribute

their perspectives on environmental issues from legal, financial or business viewpoints as well. Refer to the Corporate Governance report in AR 2025 for detailed information on the directors' background and corporate governance approach.

Every Director has attended training on sustainability matters in 2025, as prescribed by SGX-ST. As part of the ongoing capacity building efforts, our Board, management, and employees attend training on climate risks, impacts and opportunities identification, assessment, and reporting, as well as other ESG topics provided by sustainability consultants and SGX-ST. Sustainability issues are discussed with the Board at least once a year during a board session to enable the Board to effectively oversee strategies designed to respond to sustainability-related risks and opportunities.

The Board works with management to:

1. Develop the Group's sustainability strategy to manage climate-related risks and opportunities which is integrated into decision-making including evaluation of potential major transactions
2. Identify the Group's material sustainability issues, including its impacts on the economy, environment and people and associated risks and opportunities
3. Oversee the setting of appropriate sustainability goals and targets, taking into consideration the relevance of material sustainability issues and prioritisation of its impact to the business and the nature and magnitude of risks and opportunities, including available financial capabilities for climate-related investment purposes
4. Monitor the Group's progress and performance in meeting sustainability goals and targets through quarterly periodic updates

The Board considers sustainability issues arising from UMS's enterprise risk management assessment ("ERM") including climate change and other financial reputational, operational, and cyber risks in directing the Group's business strategies.

Sustainability-related topics and considerations are incorporated into the Group's existing risk management processes and the related policies.

# SUSTAINABILITY GOVERNANCE

A Board session was convened with the Board in November 2025 to discuss the following sustainability-related matters:

- Refresh of the Group's sustainability blueprint, updated initiatives to address sustainability goals and targets set by the Group including its performance
- Sustainability governance structure, including updates to the composition of the various committees or working groups
- Climate-related impacts, risks, opportunities arising from internal climate risk assessment conducted during the year and initiatives that drive climate mitigation and adaptation strategies.
- Plans to meet updated reporting requirements by international standard-setters like ISSB and GRI's Global Sustainability Standards Board (GSSB)
- Reassessment of materiality and material topics for 2025 to comply with reporting standards

## Sustainability and Risk Committee

The Sustainability and Risk Committee (SRC) oversees the Group's sustainability-related risk management and performance at the Board level. This will include:

- Monitoring and overseeing measures to mitigate the Group's key sustainability-related risks and opportunities and manage the impacts associated with the identified material topics. Specifically for climate-related risks and opportunities, the Board administers its responsibility to assess and manage climate-related risks and opportunities through the SRC.
- Overseeing the identification and management of the Group's sustainability metrics and performance against targets.

## Risk Management Committee

Assisting the SRC, the RMC, led by UMS's CEO, consists of a mix of senior executives and specialists who bring diverse expertise to manage and mitigate risks covering the following responsibilities:

- Identifying and assessing climate-related risks and opportunities that could impact the Group

- Developing strategies to manage and mitigate sustainability risks while also capitalising on related opportunities
- Creating and enforcing policies and practices to promote sustainability and ensure compliance with relevant regulations
- Monitoring and reviewing the effectiveness of risk management strategies

The RMC is also responsible for managing UMS's decarbonisation effort, and in doing so, reducing UMS's exposure to transition risks while minimising our impact to the environment. The RMC also oversees UMS's efforts to realise climate opportunities. In capturing the opportunities, we have improved energy efficiency to reduce the energy consumption and environmental footprint of our operations. The RMC also drives the development of the decarbonisation strategy that is currently in process.

RMC meets quarterly to review risk registers of UMS's business and operational units. The completed risk registers and risk reports are reviewed and approved by the CEO during RMC meetings. The results of the risk management reviews are submitted to the SRC on an annual basis, who in turn, updates the Board on any significant changes in the Group's risk profile.

To ensure that the SRC is kept abreast of relevant sustainability matters, the RMC meets once every 6 months and provides bi-yearly updates to the SRC. This includes recommendation of strategies and initiatives for the RMC to undertake with regards climate risks.

## Sustainability Working Committee



The Sustainability Working Committee (SWC) supports the RMC by collecting and collating sustainability performance data, including climate-related performance data, for reporting. It also provides feedback from external stakeholders to help management evaluate material topics and sustainability initiatives.

Sustainability governance is also integrated into the Group's overall corporate governance framework. Refer to the Corporate Governance report in AR 2025 for more details.




# STAKEHOLDER ENGAGEMENT

UMS strives to engage with our stakeholders within the Group and across our value chain. Stakeholders are identified based on the impact that our business has on them or the interest that they have in our operations. They include our employees, business partners, suppliers, customers, regulators, investors and the local community we operate in. We recorded and integrated stakeholder feedback received into decision making, and provided timely response to our stakeholders about the way in which their feedback has influenced our decision making. In the process of determining its material topics and sustainability-related risks and opportunities, UMS approach stakeholder engagement as follows:



Purpose of engagement	Response
 <b>Customers</b> <ul style="list-style-type: none"> <li>• Their expectation for environmentally friendly operations</li> <li>• Our sustainability initiatives</li> <li>• Energy and carbon footprint</li> <li>• Service standards for customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Regular engagement with customers by relevant personnel to foster business relationships and address their concerns and participate in the ESG initiatives</li> <li>• Energy efficiency, conservation initiatives in response to customers looking to reduce their Scope 3 emissions</li> <li>• Product certifications to fulfill customers' expectations</li> </ul>
 <b>Employees</b> <ul style="list-style-type: none"> <li>• Ethical business policies and fair employment practices</li> <li>• Safe, healthy and inclusive workplaces</li> <li>• Personal growth and career development</li> <li>• Employee safety and well-being, including mental health</li> <li>• Work-life balance</li> <li>• More efficient business processes</li> <li>• Product and service quality standards for customers</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible business policies and practices available on the Group's intranet</li> <li>• Periodic reminder of whistleblowing policy and channel to all staff</li> <li>• Entity-sponsored trainings and workshops</li> <li>• Promotion of learning culture in the Group</li> <li>• Organisational and departmental team-bonding activities</li> <li>• Periodic meetings between relevant departments to review and monitor operational issues</li> <li>• Timely safety updates</li> <li>• Ongoing digital transformation of existing processes and the provision of relevant training</li> <li>• Periodic meetings between relevant departments to review and monitor operational issues</li> </ul>

# STAKEHOLDER ENGAGEMENT

Purpose of engagement	Response
 <b>Contractors and suppliers</b>	
<ul style="list-style-type: none"> <li>• Fair dealing</li> <li>• Legal compliance and timely payments</li> <li>• Product and service quality standards</li> </ul>	<ul style="list-style-type: none"> <li>• Robust and transparent procurement and payment process</li> <li>• Regular meetings and follow-up with contractors</li> <li>• Clear technical and service specifications stipulated in procurement process</li> </ul>
<ul style="list-style-type: none"> <li>• Workers' safety and health</li> <li>• Human rights</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic site visits</li> <li>• Investigation of reported workplace incidents</li> </ul>
 <b>Regulators</b>	
<ul style="list-style-type: none"> <li>• Contribution towards Singapore's sustainability agenda</li> </ul>	<ul style="list-style-type: none"> <li>• Publication of annual report and sustainability report</li> <li>• Support of UN SDGs</li> <li>• Tracking and reporting of environmental metrics and targets, including those relating to emissions, energy and water consumption</li> <li>• Ongoing development of a decarbonisation strategy</li> </ul>
<ul style="list-style-type: none"> <li>• Compliance with relevant regulations and standards, including reporting standards</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic review of new or revised regulatory requirements as part of the risk management</li> <li>• Briefings and site inspections</li> </ul>
 <b>Investors</b>	
<ul style="list-style-type: none"> <li>• Updates on strategic growth and development plans of the Group</li> <li>• Return on investment</li> <li>• Corporate governance and risk management</li> <li>• Sustainability-related risks and opportunities that could reasonably be expected to affect UMS's prospects</li> </ul>	<ul style="list-style-type: none"> <li>• Annual General Meeting and publication of annual report and sustainability report</li> <li>• Quarterly release of financial results and additional material updates on SGXNET</li> <li>• Corporate website to highlight the Group's vision and mission</li> <li>• Timely updates via media releases</li> <li>• Corporate governance practices, risk management policies and internal controls</li> </ul>

## Membership associations

UMS is a member of Singapore Business Federation.

# SUSTAINABILITY COMMITMENTS AND APPROACH

## Sustainability framework

The Group’s sustainability framework is structured to cover each ESG component. From this list of components, we identify topics that are material to us, which will allow us to develop our sustainability approach across our business activities. Refer to pages 11 to 13 for the topics that the Group has identified as material.

 <b>Environment</b>	<ul style="list-style-type: none"> <li>• Energy Consumption</li> <li>• Water Consumption</li> <li>• Hazardous Waste Management</li> <li>• Responsible Procurement</li> <li>• GHG Emissions</li> </ul>
 <b>Social</b>	<ul style="list-style-type: none"> <li>• Employee health and safety</li> <li>• Employee learning and development</li> <li>• Diversity, equity and inclusion</li> <li>• Human rights</li> </ul>
 <b>Governance</b>	<ul style="list-style-type: none"> <li>• Shareholder rights</li> <li>• Risk management</li> <li>• Policies and processes</li> <li>• Enhanced sustainability reporting obligations</li> </ul>

In addition to the above, UMS’s economic performance is critical to our employees and shareholders. Refer to the Financial Statements in AR 2025 for The Group’s financial performance and financial risk management to maintain financial sustainability.

UMS is committed to the sustainable development of our business and contributing to positive change to the environment and communities around us. We achieve these commitments by assessing and managing the impacts associated with the sustainability issues most pertinent to us. Our sustainability approach is guided by our material topics and aligned to the UN SDGs.

## Material topics

UMS assesses the sustainability topics relevant to it on a yearly basis through the Board of Directors, SRC, RMC and SWC by considering the following:

- Engaging our key stakeholders, as stated above under “Stakeholder engagement” on pages 6 to 7, including internal stakeholders like employees and head of departments and external stakeholders like customers, suppliers and investors

- Identifying the topics that reflect the most significant impact of our business activities and relationships on the economy, environment and people, including human rights impact in line with the GRI Standards
- Reviewing ESG developments for the sector in Singapore to assess potential impacts on the Group
- Identifying risks and opportunities associated with each sustainability topic

Based on the assessment above, UMS identifies the actual and potential economic, environmental and social impacts of each sustainability topic and further assesses their significance based on their severity and likelihood and identifies related risks and opportunities.

The sustainability topics that are found to rank high either on the significance of the impact, the nature and magnitude of the risks and opportunities, or both, are prioritised by UMS. Key stakeholders are further consulted to validate the material topics and risks and opportunities identified.

# ALIGNMENT WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDG)

UMS supports the global effort to achieve the 17 SDGs that are intended to address the world’s shared challenges of poverty, inequality, climate change, environmental degradation, peace and justice. The table below highlights our efforts and where we have the largest opportunity for impact.


 <p>3 GOOD HEALTH AND WELL-BEING</p>	<ul style="list-style-type: none"> <li>• Hazardous waste handled by the Group consists largely of chemicals and oily water removed from production processes. UMS work only with government-licensed waste collection vendors to ensure that disposal processes are in compliance with government regulation. All collection, treatment, disposal as well as recycling of wastes in Singapore are strictly governed by the EPMA, EPHA and national toxic industrial waste regulations. In addition, the Company accedes to the Basel Convention on the Control of Trans-boundary Movements of Hazardous Wastes and their disposal.</li> </ul>
 <p>5 GENDER EQUALITY</p>	<ul style="list-style-type: none"> <li>• We recognise the importance of female participation and equal opportunities for leadership in the organisation – 33% of our Board comprises of females, and 17% of our senior management team is represented by females.</li> <li>• 16% of our workforce comprises of females.</li> </ul>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<ul style="list-style-type: none"> <li>• UMS promotes safe and secure working environments for all workers, including migrant workers.</li> <li>• All our employees are paid fair wages and accorded employment benefits in line with local regulations.</li> </ul>
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<ul style="list-style-type: none"> <li>• As part of our continuous efforts to reduce our damage to the environment, our Malaysian entities have implemented solar energy systems. We are also exploring ways to reduce our GHG emissions from our work activities.</li> </ul>
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<ul style="list-style-type: none"> <li>• UMS does not tolerate any form of discrimination based on nationality, race, religion or political inclination that could compromise equal opportunities in the recruitment process and career development.</li> </ul>

# TEN PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT


10 Principles of the UN Global Compact	Where we have covered this in our report
<p><b>Labour</b></p> <ol style="list-style-type: none"> <li>1. Businesses should support and respect the protection of internationally proclaimed human rights.</li> <li>2. Businesses should make sure that they are not complicit in human rights abuses.</li> <li>3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</li> <li>4. Businesses should work towards the elimination of all forms of forced and compulsory labour.</li> <li>5. Businesses should work towards the effective abolition of child labour.</li> <li>6. Businesses should work towards the elimination of discrimination in respect of employment and occupation.</li> </ol>	Human Capital
<p><b>Environment</b></p> <ol style="list-style-type: none"> <li>7. Businesses should support a precautionary approach to environmental challenges.</li> <li>8. Businesses should undertake initiatives to promote greater environmental responsibility.</li> <li>9. Businesses should encourage the development and diffusion of environmentally friendly technologies.</li> </ol>	Environment Sustainability
<p><b>Anti-Corruption</b></p> <ol style="list-style-type: none"> <li>10. Businesses should work against corruption in all its forms, including extortion and bribery.</li> </ol>	Governance

# SUSTAINABILITY COMMITMENTS AND APPROACH


The Group’s material topics for 2025 are as follows.

Impact identified under GRI		
Material Topics	Summary of key impacts	Summary of management approach
 <b>Environmental</b>		
Energy and GHG emissions	Use of electricity, fuel and refrigerants in UMS’s factories results in GHG emissions which contributes to climate change.	Reduce energy use and optimise energy efficiency in factories
Waste	Improper disposal of hazardous waste from production	Facilitate adoption of reducing, reusing and recycling principles
Water	Water is a strategic resource and careless consumption of this limited resource reduces its availability for other critical uses	Promote water conservation and optimise water efficiency

# SUSTAINABILITY COMMITMENTS AND APPROACH

Impact identified under GRI		
Material Topics	Summary of key impacts	Summary of management approach
 <b>Social</b>		
Product and service quality	Maintaining high-quality contract manufacturing services is critical to our customer's needs	Continuously invest in the resources and capabilities necessary to meet our customers' needs
Diversity and equal opportunity	A positive culture for diversity and inclusion improves employee well-being and prevents discrimination	Provide an inclusive culture and opportunities for personal development
Employment, training and education	Evolving technologies and business environments require skills and competencies of our employees to consistently be kept up to date. Engaging employees is also important to attract and retain the best talent	Provide opportunities for professional development and career advancement and working practices as well as policies to ensure employees' overall well-being
Health and safety	Ensuring the health and safety of employees and workers is to uphold their basic human rights	Ensure compliance with health and safety regulations

# SUSTAINABILITY COMMITMENTS AND APPROACH

Impact identified under GRI		
Material Topics	Summary of key impacts	Summary of management approach
 <b>Governance</b>		
Anti-corruption and ethical business practices	Corruption and dishonest business practices could compromise product and service quality and lead to non-compliance with laws and regulations	Uphold strict standards as set out in the Group's code of conduct for management and employees, including a zero tolerance for fraud and unethical behaviour
Cybersecurity and data privacy	Customers' data privacy and other sensitive information should be protected to engender trust in UMS'	Ensure compliance with best practice

# RISK MANAGEMENT



The impacts of identified material factors can translate into significant risks and opportunities. UMS's ERM function aims to identify, assess and document material impacts, including but not limited to climate-related impact, risks, their key controls and mitigating measures.

As part of The Group's risk management, our main focus this year is on climate-related risk and opportunities and impacts that has been identified and assessed as part of UMS's ERM framework and are included together with other organisational risks within the RMC's risk registers. With the continued development of UMS's capacity to address environmental issues, we aim to progressively expand our assessment to also include the identification of social-related matters that are equally important in tackling climate change. These considerations could potentially cover issues such as the increase in labour costs and changing customer demands to ensure our continued advancement in the manufacturing industry.

In recent times, there are many emerging climate regulations and market trends affecting our business. To ensure that we remain relevant amid these changes, we have undertaken a climate-related scenario exercise to identify the most relevant climate change risks and opportunities for the Group considering regulations and trends that impacts our business as a whole. This includes physical and transitions risks affecting

Singapore, and feedback from our employees and management. The risks and opportunities are prioritised on their financial impact to our global operations within two time horizons. In the assessment of the nature, likelihood, and magnitude resulting from those risks and opportunities, UMS considered both quantitative and qualitative factors. Refer to pages 15 to 23 for more information.

The ERM function maintains the Group's ERM framework and facilitates risk management matters with the RMC and relevant UMS's stakeholders. Every half year, the RMC will regularly review the expected business and financial effect of risks and opportunities that have been assessed as material to the organisation, the progress of any mitigation measures implemented, and evaluate the need to further update existing measures.

UMS has classified climate-related risks as Tier One (most critical) risks, which signifies the organisation's low to zero risk tolerance for the issue. The identified risk level is based on the risk categories disclosed in our Environmental Risk Management Framework (refer to Risk Management section in AR 2025) to facilitate risk identification, assessment, measurement, monitoring and reporting. The RMC monitors all Tier One risks for any changes in the material risk topics' risk ratings, as well as the status of control activities and assurance of those risks.

# ENVIRONMENTAL

UMS recognises the impact it has on the community, environment and resources. The group aims to integrate environmental risks and opportunities into strategic and business decisions to mitigate its operational footprint in the environment and in local communities. Our strategy may be summarised as follows:

Energy and GHG emissions:	Water	Waste
Reducing energy use and optimising energy efficiency	Promoting water conservation and optimising water efficiency	Facilitating adoption of reducing, reusing and recycling principles

## Energy and emissions

UMS faces both the physical risks caused by a more unpredictable and extreme climate and the transition risks arising from societal and economic shifts towards a low-carbon future. Its operations could also have an impact on the environment. For example, its energy consumption arising from its manufacturing operations needs results in GHG emissions which in turn lead to climate change. This could increase further with rising mean temperatures and risks of heatwaves. By managing the use of electricity and fuel in its operations, UMS manages its carbon footprint and contributes to collective action to slow down climate change.

## Strategy

Our main strategy to reduce energy consumption is as follows:

- Incorporating passive and low-energy features in the design of our buildings
- Upgrading amenities like lights and air conditioners to be more energy-efficient
- Reducing the operating of facilities like lighting during non-peak hours

While we seek to grow our business, we are mindful of our social and environmental impact in the areas that we operate in and are committed to integrate sustainable practices in our business operations. We continue to track the progress of the Group, and have shared our performance with regards to various material Environmental, Social and Governance (“ESG”) topics.

For the financial year ended 31 December 2025, the identified physical and transition risks are assessed between two timeframes – Year 2030 for the medium-term and Year 2050 for the long-term. The selected timeframes are aligned with Singapore’s national decarbonisation goals, which is consistent with TCFD (2020) recommendations.

Based on our climate scenario analysis results, the dominant risks to UMS are rising mean temperatures and risk of heatwaves and increase in business costs due to carbon price and increase in cooling consumption for both 2030 and 2050. As part of our climate scenario analysis, we have chosen two temperature alignments covering our operations.

- A lower temperature rise (1.5°C) scenario to cover transition risks; and
- A higher temperature rise (>3°C) scenario to test our current business resiliency.

The 1.5°C warming scenario is used to align with global goals to limit temperature rise (i.e., Paris agreement), and corresponds to a more stringent low-carbon transition scenario.

The climate scenario analysis considers variables such as regulatory outlook, energy mix, technological advancement and consumer trends, to understand the strategic implications of climate-related issues.

# ENVIRONMENTAL

The following physical and transition risks are applicable to all of our business operations globally.

Prioritised physical risks	Time horizons
<ul style="list-style-type: none"> <li>Rising mean temperatures and risk of heatwaves, resulting in increased cooling costs</li> </ul>	Long-term
<ul style="list-style-type: none"> <li>Risk of flash floods damaging buildings and disrupting operations</li> </ul>	Short-term
<ul style="list-style-type: none"> <li>Property insurance premiums rising due to increased risks of extreme weather events</li> </ul>	Medium-term



Legend:

- ◆ Prioritised risks with relatively higher business and/or financial effects to UMS in the specified timeframe
- Prioritised risks with relatively lower business and/or financial effects to UMS in the specified timeframe

Time horizons used in the assessment of when the effects of each climate-related risks and opportunity could reasonably be expected to occur are aligned to the time horizons used by the Group in our strategic planning. Short-term is defined as within 5 years (i.e. until 2030), medium-term as between 5 and 20 years (i.e. between 2030 and 2045), and long-term as above 20 years (i.e. 2045 onwards).

Expectedly, physical risks impacts will be more significant under the higher temperature rise (>3°C) scenario in the long term.

- ◆ Rising mean temperatures and risk of heatwaves, resulting in increased cooling cost

Based on current assessments, the Group’s dominant physical risk will be the rising mean temperatures and risk of heatwaves. The term ‘dominant’ is defined as the risk with significant current and anticipated effect on UMS. To mitigate this risk, we will evaluate the feasibility to upgrade our factory’s chiller plant systems to higher efficiency models.

- Risk of flash floods damaging buildings and disrupting operations

# ENVIRONMENTAL



Some of our properties are located in low-lying parts with history of flash floods and are therefore more prone to risk. To address the risk of flash floods damaging our properties, we will regularly monitor our facilities' locations against available flood-prone area information from the Authorities and evaluate the feasibility of incorporating flood adaptation measures as part of regular building retrofits. While we are unable to estimate the anticipated financial effect due to measurement uncertainty due to the current limitations in forecasting the extent and severity of future flash floods, we expect that there will be a higher investment in climate mitigation measures as a result of physical risks anticipated to affect our properties.

- Property insurance premiums rising due to increased risks of extreme weather events

The increased risks of extreme weather events as stated above could lead to a rise in property insurance premiums. The insurance costs addressing climate-related risks are currently not separately identifiable from UMS's overall insurance premiums as the policies covering property and business interruption are bundled together and not itemised separately.

Prioritised transition risks	Time horizons
<ul style="list-style-type: none"> <li>◆ Increased business costs due to higher carbon taxes</li> </ul>	Short-term
<ul style="list-style-type: none"> <li>• Operational sustainability requirements growing in tandem with increased customer expectations for good ESG practices</li> </ul>	Short-term
<ul style="list-style-type: none"> <li>• Enhanced sustainability reporting obligations</li> </ul>	Short-term

Legend:

- ◆ Prioritised risks with relatively higher business and/or financial effects to UMS in the specified timeframe
- Prioritised risks with relatively lower business and/or financial effects to UMS in the specified timeframe

# ENVIRONMENTAL

## ◆ Increased business costs due to higher carbon taxes

Singapore's upcoming carbon tax increases, which could reach \$50-\$80/tCO<sub>2</sub>e by 2030, are set to have a more substantial impact on the Group in a 1.5°C global warming trajectory. As such, our ongoing efforts to be energy efficient for our operations will prove crucial in alleviating the financial repercussions of this impending tax increase.

- Operational sustainability requirements growing in tandem with increased customer expectations for good ESG practices

We noted our key customers are beginning to engage their suppliers to understand their ESG practices. We are evaluating our existing ESG practices and will consider the impact of any additional near-term investments required.

- Enhanced sustainability reporting obligations

As announced on 28 February 2024, Singapore will introduce mandatory climate-related disclosures in a phased approach, in line with the recommendations from the Sustainability Reporting Advisory Committee. Specifically for listed issuers, we have to disclose scope 3 GHG emissions by FY2026 and obtain external limited assurance for scope 1 and 2 GHG emissions by FY2027. This is in line with the global rise in demand for climate-related information by markets, customers and financial institutions. There is a mounting pressure to meet these enhanced sustainability reporting obligations to maintain competitiveness. We are committed to develop inhouse expertise and knowledge to meet the evolving requirements of sustainability reporting standards and regulations as part of our established organisational capability building and upskilling efforts.

UMS is committed to further reducing our carbon footprint by continually improving the energy performance of our operations over the long term. We recognise that for our business to thrive and continue to be successful, it is our responsibility to contribute to a more sustainable future.

- Opportunity – investment in energy efficient technologies to realise energy savings

We recognise that investment in energy efficient technologies is a significant climate opportunity and also an essential pillar of our decarbonisation strategy. By engaging our contractors and suppliers to incorporate green features in their operations, we might be able to realise energy savings and reduce significantly the carbon footprint of our daily operational and maintenance activities.

This is in alignment with the shift in customer preferences for more sustainable operations which would likely allow the Group to be viewed more favorably by customers resulting in a potential increase in revenue for UMS. Through the adoption of energy efficient technologies, we would be able to also lower our future operating costs over the long-term. It is currently challenging to assess the current and anticipated effects of climate-related opportunities identified as it is difficult to separately identify the anticipated effect of climate in isolation from other opportunities. In addition, UMS is in the process of gathering the required information about the anticipated financial effects arising from the ability to generate additional revenue from more sustainable operations and adoption of energy efficient technologies that would not be available without undue cost or effort at this juncture. They will be subsequently assessed as we develop our decarbonisation strategy. Accordingly, the quantification of current and anticipated effects of climate-related opportunities is not available.

We have performed an initial assessment on current and anticipated financial effects of climate-related risks as disclosed in the table below.

# ENVIRONMENTAL

Estimated financial effects (S\$m)	Current effects	Anticipated financial effects by time horizon (S\$m)		
		2025	Short Note 1	Medium Note 1
Investment in climate adaptation and resilience measures (increase in assets and cash outflows from investing activities)	7.2	4.0- 6.0	12.0- 18.0	Note 2
Includes effects from: <ul style="list-style-type: none"> <li>Rising mean temperatures and risk of heatwaves, resulting in increased cooling costs</li> <li>Risk of flash floods damaging buildings and disrupting operations</li> </ul>	4.0	Note 3	Note 3	Note 2
	3.2	Note 3	Note 3	Note 2
Impact on financial performance (decrease in profit before tax and increase in cash outflows from operating activities)	0.015	0.13- 0.18	0.45- 0.55	Note 2
Includes effects from: <ul style="list-style-type: none"> <li>Increased business costs due to higher carbon taxes</li> <li>Enhanced sustainability reporting obligations</li> </ul>	-	1.0 - 1.5	6.0 - 7.0	Note 2
	0.015	0.08- 0.1	0.15- 0.2	Note 1

Note 1 – The disclosed amounts are subject to high estimation uncertainty. The ranges were obtained from the results of our climate scenario analysis exercise which used inputs certain variables as inputs and is subject to certain limitations as disclosed on page 14. Estimation uncertainty will be reduced as advances in the science surrounding the macroeconomic effects of climate change provide further clarity in finetuning the inputs and model of our climate scenario analysis.

Note 2 – We are unable to estimate the anticipated financial effect due to long-term measurement uncertainty in the inputs and assumptions as a result of the lack of data available at present, including data

about climate outcomes and the effect of those outcomes on UMS. However, this is not applicable to current effects, and therefore we have disclosed estimated current financial effects. We will continue to monitor credible information to support the disclosure in this area. We expect that there will be a higher investment in climate mitigation measures as a result of physical risks anticipated to affect our properties, especially those in low-lying areas of Singapore.

Note 3 – The financial effects of individual risks are not provided as these effects are currently not separately identifiable.

# ENVIRONMENTAL



Looking ahead, we are on track to finalising our decarbonisation strategy which will include a complete assessment of the financial impact arising from the effects of climate-related opportunities. Subsequently, the Group will consider it as part of our future resilience measures and scenario analyses.

## Metrics and targets

Investors have increasingly required entities to disclose non-financial key performance indicators around environmental, social, and governance information. These metrics are subsequently used to assess risks and screen investments across certain impact categories. It also enables the users of our sustainability report to understand the Group's performance in relation to our emission footprint.

We measure our GHG emissions in accordance with the GHG Protocol: A Corporate Accounting and Reporting Standard (2004). We have adopted the

operational control approach as a basis to determine GHG emissions data consolidation boundaries across our entities. This approach has been selected as it allows us to manage emissions from our operations where we have practical control to introduce relevant measures and implement operating policies. We have assessed that we have operational control over all of our subsidiaries. The specific emission factors used in the various GHG emissions measurements are disclosed on page 21 to 22.

While we face challenges in developing Scope 3 inventory, we continue to strive to develop our Scope 3 emissions. Our intention is to be able to disclose emissions that are not produced by the Group itself, does not result from activities of assets owned or controlled by the Group, but by those that the Group is indirectly responsible for in its value chain.

# ENVIRONMENTAL

We have an existing energy intensity target for our operation on page 21. We regularly monitor our progress towards reaching the targets that we have set for ourselves and on a quarterly basis, we will update the RMC.

Our targets have yet to be validated by a third party. We are currently in the process of developing a decarbonisation strategy and assessing our available capital for it. The exercise will also inform the setting of medium and long-term GHG emissions reduction targets for the entirety of UMS, the methodology used to set the target, including our process for reviewing and monitoring the progress towards reaching the target and the use of carbon credits, if planned, to offset emissions.

The targets will be aligned to the goals of the Paris Agreement to keep global temperature rise to 1.5 °C in this century and strive to help UMS achieve Net Zero for Scope 1 and 2 emissions by 2050 by conforming to science-based initiatives.

UMS prioritises energy efficiency as a key strategy to minimise carbon emissions. This strategy also contributes to Singapore’s climate targets, which aim to reduce emissions to around 60 MtCO<sub>2</sub>e in 2030 after peaking emissions earlier and to achieve net zero emissions by 2050.

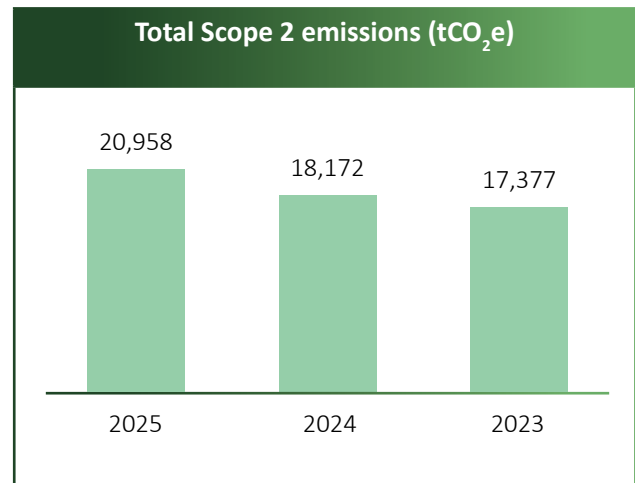
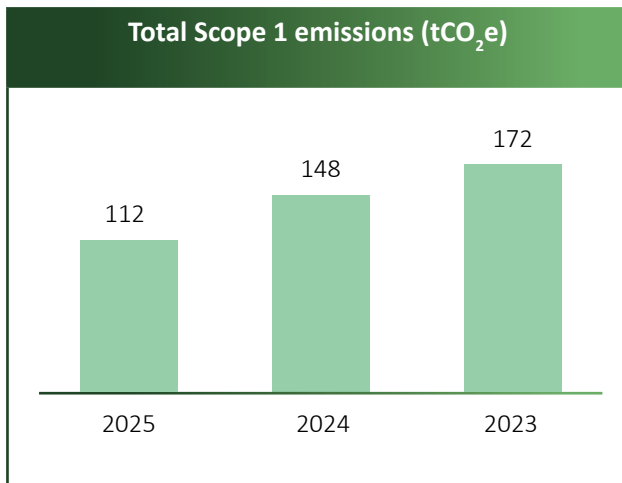
Electricity comprises the largest component of energy consumption in our properties. In 2024 and 2025, it accounted for 99% of total energy consumption. The remainder is provided by diesel fuel for powering back-up generators.

Energy intensity (GJ/Revenue)		
2025	2024	2023
Target	Target	Target
<= 0.00060	<= 0.00047	<= 0.00047

	FY2025	2024	2023
Electricity consumption (GJ)	158,366	136,654	127,205
Fuel consumption (GJ)	975	1,203	1,467
Total energy consumption (GJ)	159,341	137,857	128,672

Unit of Measure is in gigajoules “GJ”

# ENVIRONMENTAL



	FY2025	FY2024	FY2023
Water consumption (GL)	0.33642	0.30885	0.24521

Unit of Measure is in gigalitre "GL"

Revenue (S\$ Million)	251.1	242.1	299.9
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<b>Intensity</b>			
Energy intensity	0.00063	0.00057	0.00043
Electricity intensity	0.00063	0.00056	0.00042
Scope 1 emissions and Scope 2 GHG emissions intensity	83.9	75.7	58.5
% Change (Y-o-y)	10.9%	29.3%	
Scope 2 GHG emissions intensity	83.5	75.1	57.9
Water intensity	0.0013	0.0013	0.0008

# ENVIRONMENTAL

## Water

Water is a fundamental resource in people's lives; it is similarly essential to manufacturing plant. Water risks are therefore causing concern worldwide, as water shortages and water pollution become more serious due to such factors as climate change and a rising global population.

At UMS, we take great care to use water resources efficiently. To reduce water consumption, we have taken steps to control water flow in our special process lines. Moreover, we have switched from using PUB water to NEWater in our Singapore facility.

For the manufacturing process, we established a target of 0.0013 water intensity to achieve water preservation by optimizing our manufacturing processes.

## Waste

UMS is committed to managing and reducing its waste and discharge responsibly. A Group-wide system governs the management of hazardous waste, non-hazardous waste as well as materials sent for recycling.

Overall, there are three main categories of waste at UMS, hazardous waste (which includes chemical

waste), recycled waste (which includes leftover metals, paper, and plastic), and general waste.

All collection, treatment, disposal as well as recycling of wastes in Singapore are strictly governed by the EPMA, EPHA and national toxic industrial waste regulations. In addition, the country accedes to the Basel Convention on the Control of Trans-boundary Movements of Hazardous Wastes and their disposal. Hazardous waste handled by the Group consists largely of chemicals and oily water removed from production processes. UMS work only with government-licensed waste collection vendors to ensure that disposal processes are in compliance with government regulation.

Recycling is an important aspect of UMS's waste management practices. All retrieved metal chips and scraps as well as packaging material are sent for recycling, wherever possible.

In support of Singapore's ambition of becoming a Zero Waste Nation, we have accelerated our efforts to reduce waste and promote sustainable waste management by:

- converting several of our internal processes from paper-based records to electronic records;
- reusing carton boxes and plastic pallets
- convert machine coolant to a more environment friendly type of coolant.



# SOCIAL

At UMS, we understand the importance of inclusivity in our operations. We seek to accomplish this by creating safe and healthy workplaces for the communities we serve, including our customers and the wider community. This also extends to our workforce as we believe a more vibrant and engaged community creates better business outcomes.

The protection of the human rights of our employees is embedded in our operations. In 2025, we have implemented a Human Rights Policy and shared our policy with our employees, customers and suppliers. As reflected in the policy, we do not tolerate child labour, forced labour or discrimination in the workplace, and we strive to safeguard our employees' rights to privacy, fair compensation and a healthy and safe working environment. We expect our employees to extend the same principles to our external stakeholders.

## Product and service quality

Our manufacturing services play an essential role in the operational needs of our customers. As part of our commitment to maintaining high-quality contract

manufacturing services, we continuously invest in the resources and capabilities necessary to meet our customers' needs.

## Diversity and equal opportunity

UMS is committed to building a culture that promotes employee growth, development and work-life balance and rewards employees' contributions to the Group.

Therefore, we strive to create an environment that advocates care, inclusiveness and empowerment and boost employee motivation. We emphasise open communication, mutual respect, teamwork and collaboration to align our people with our organisational values.

The Group employed 1,002 employees as of 31 December 2025. All of our employees are in Singapore, Malaysia and United States of America.



# SOCIAL

ESG Indicators	Measurement Unit	FY2025	FY2024	FY2023
<b>Workplace health and safety</b>				
Employees	Headcount	1,002	1,065	1,126
Full-time employees	Headcount	921	951	1,119
Part-time employees	Headcount	81	114	7
Permanent employees	Headcount	909	949	1,117
Temporary employees	Headcount	16	10	7
Fixed-term contract employees	Headcount	77	106	2
New hires	Headcount	113	70	151
Average training hours per employee	Hours	9.31	10.31	12.82
Average training hours per female employee	Hours	7.62	15.79	13.10
Annual employee turnover rate	%	8%	5%	6%
Workers who are not employees	Number	21	16	14
No of work injuries	Number	3	13	13

A diverse and inclusive workforce is key to build resilience and innovation within the Group to overcome business, environmental, and social challenges and capitalise on related opportunities as they surface. We value the varied skills and experience that employees from different age groups and diverse backgrounds bring with them.

It is important to us to provide fair and equal opportunities to every employee. Our policies prohibit discrimination in hiring, pay, promotion and growth opportunities. We reward employees based on merit and performance to ensure that everyone has an equal chance to succeed. To help our employees grow and develop professionally and holistically, we offer training, mentorship and career advancement opportunities.

We hope to nurture diversity and inclusion in our workforce at all levels. In 2025, women accounted for 16% of our full-time employees and 17% of senior management. UMS has also adopted a policy to promote board diversity since 2021, which was reported in our last year's report and is available on our corporate website.

We seek to protect our employees, as well as all our contractor workers, from discrimination. UMS's grievance mechanism is made available to them to report any incident of discrimination.

No incidents of discrimination were reported to the Group through these two channels in 2023. We target to maintain a zero-incident rate in the years to come.

# SOCIAL

## Group

Year	FY2025		FY2024	
<b>By gender:</b>	Male	Female	Male	Female
Board of Directors	4	2	4	1
Senior management	30	6	29	5
Executives	76	44	73	46
Non-executives	748	98	825	87

Year	FY2025			FY2024		
<b>By age:</b>	< 30 years	30- 50 years	> 50 years	< 30 years	30- 50 years	> 50 years
Board of Directors	-	2	4	-	1	4
Senior management	-	17	19	-	17	17
Executives	35	64	21	24	72	23
Non-executives	300	474	72	330	509	73

## Employment, training and education

UMS adopts employment practices that are aligned with internationally recognised human and labour rights standards.

UMS propagates a localisation strategy for its overseas operations. This ensures that the teams on the ground have a good grasp of local socio-political and cultural sensitivities to help deliver targeted business outcomes for the Group. In 2025, locals accounted for about 45% of the employees based in Malaysia and 93% of managerial and senior management positions are held by locals.

## Nurturing Leaders

The Board has oversight on leadership renewal and management development processes within the Group, including approval of senior management appointments, review of succession plans and grooming of talent for key executive roles. As part of the talent development process, the Company's human resource department has a process to trace the progress and contributions of promising staff. By identifying these future leaders and monitoring their growth, plans can be mapped out for their career advancement, competencies training and leadership development.

# SOCIAL

## Employee Recognition and Retention

Outstanding employees that have contributed to UMS's success are recognised and rewarded for their achievements and contributions. Career progression is based on merit and equal opportunities are provided to staff to excel and grow with the company. To objectively measure employees' performance, all employees in the workforce undergo annual appraisals to assess their suitability for career advancement or salary increments.

Employees are entitled to annual leave, parental leave, group insurance coverage and company transportation benefits.

## Building Team Spirit

To foster team spirit and a sense of identity among employees within the Group, team building activities, recreational games are organised at various levels. Department lunch gatherings are held annually to strengthen connections and camaraderie among colleagues.

## Health and safety

The nature of our business, as well as our diverse operations, inevitably create health and safety risks. Our aim is to limit those risks as much as possible so as to provide our employees a safe working environment. To do this, each of our sites in Singapore and Malaysia has a Health and Safety representative to drive positive safety culture and oversee implementation of health and safety practices in the respective facilities.

At our manufacturing facilities, new employees are required to undergo a safety orientation before they start work. This safety orientation covers hazardous activities at the workplace, safe work procedures and emergency response procedures. All visitors and contractors at our facilities are required to undergo a safety briefing before they start work, and those who are conducting hazardous work are also required to show that they have the necessary permits and licenses required to carry out the work. Any person or employee who finds themselves in a hazardous situation has the right to stop their work and report the situation to their supervisor. In the event of an accident or incident, an investigation will be carried out by the supervisor together with the Health and Safety representative to identify the root cause.

In FY2025, the Group recorded three work-related injuries, all of which were non-fatal and classified as other recordable injuries resulting in lost workdays, in line with the requirements of Global Reporting Initiative GRI 403-9: Work-related injuries.

The incidents were of moderate severity, involving cuts and burn injuries sustained during operational activities. All injured employees received prompt medical attention at panel clinics and were granted medical leave. The total number of lost workdays arising from these incidents was 20 days.

No high-consequence injuries (excluding fatalities) or fatalities were reported during the year.

Following these incidents, the Group has taken appropriate corrective actions, including reinforcing safety procedures and enhancing employee awareness, to prevent recurrence and strengthen workplace safety. The Group remains committed to maintaining a safe working environment and continues to strengthen its safety protocols and employee training programmes to prevent recurrence of such incidents.

# GOVERNANCE PRACTICES

## Anti-corruption and ethical business practices

UMS pursues credible governance and business practices across our value chain. By upholding strict ethical standards in business practices, cybersecurity and data privacy and investment strategies in the Group, as well as demanding the same from our value chain, we build a strong foundation to advance our other sustainability priorities.

Ethical business practices on a bedrock of good governance are crucial to prevent corruption, ensure compliance with prevailing laws and regulations and deliver quality products and services. These also contribute to the financial stability of our entity and maintain shareholder trust. All our risk management policies and procedures also adhere to the precautionary principle, and they are reviewed and approved by our management and/or Board of Directors. Refer to Risk Management section in AR 2025.

Our policies and commitments for enforcing anti-corruption and ethical business practices are as follows:

- Code of conduct: All governance body members and employees are expected to meet the highest ethical standards in their conduct at work and with stakeholders. They are required to declare any conflict of interest during their employment and in their dealings with external stakeholders.
- Whistleblowing policy and procedure: Employees and other stakeholders have access to whistleblowing channels, to raise concerns without fear of reprisal. Employees found guilty of impropriety in violation of regulations and our policies will be reported to the relevant authorities.
- Anti-bribery and corruption policy: We employ a zero-tolerance position against all forms of corruption and expect our employees, suppliers, contractors and other business partners to adhere to the same standards.
- Investor relations policy: We make full and accurate disclosure to existing and potential shareholders on a timely basis in accordance with SGX-ST's Listing Rules.



These policies and procedures, including the Group's code of conduct, are included in the orientation programme for all our new directors and new employees. Employees are trained based on their job responsibilities to ensure compliance with laws and regulations. The Group includes an anti-bribery and anti-corruption clause in all contracts with suppliers, contractors and all business partners.

At the Board level, the SRC oversees the implementation of The Group's policies to manage risks on compliance, fraud and corruption, among others, as part of its responsibilities. It also supervises the whistleblowing channel by reviewing every case raised.

The RMC supports the SRC by managing the practices and processes associated with those policies. It monitors the Group's compliance with the policies and procedures to mitigate the identified risks via annual assessments and risk register and controls reviews, which are also updated to incorporate regulatory developments and employee feedback as necessary.

The RMC has reviewed all the Group's operations and assessed that there are no significant risks related to corruption. In addition, there were no significant instances of non-compliance with laws and regulations (defined as those resulting in a monetary fine or warning letter from relevant authorities) in 2025. In 2026, we target to maintain zero significant incidences of non-compliance.

# GOVERNANCE PRACTICES

Anti-corruption and ethical business practices		
	2024	2025
Target	Performance	Performance
Zero incidents of: <ul style="list-style-type: none"> <li>• corruption</li> <li>• anti-competitive behaviour, anti-trust and monopoly practices</li> <li>• breaches of customer privacy and losses of customer data</li> </ul>	Zero incidents	Zero incidents

## Cybersecurity and data privacy

The Group seeks to uphold the highest standards of data protection and cyber security measures. We take comprehensive measures to enhance our cyber security resiliency and reduce exposure of customer data.

We also remain vigilant about emerging regulatory developments and the evolving landscape of cyber threats, up-keeping our policies and practices against industry benchmark, minimising risk and any associated reputational and financial penalties.

Having accountable data protection practices in place helps us build trust with our customers and stakeholders and they can confidently trust us with their data.

## Information security and data governance management

The Group emphasises the importance of fostering trust around data usage and has determined data protection to be a key governance priority.

To manage data responsibly, we are committed to:

**Ensuring data security by enhancing data protection capabilities, implementing strict assess controls and increasing data surveillance to minimise the risk of data breaches and misuse.**

**Responsible data usage, building trust by continuously improving governance processes, with reference to an international data governance framework.**

Our IT Manager provides regular updates to the RMC on potential data privacy risks, incidents, and remediation efforts.

Contractual obligations are also imposed on recipients of customer data, such as suppliers and business partners, to ensure they protect and limit the use of shared data. Our data breach management process ensures that immediate steps are taken to manage and respond to any breach incidents that arise. The relevant authorities and affected individuals are notified, in accordance with applicable laws.

## Staff education and training

Education and capacity building are key to empowering staff with knowledge of cyber security and data privacy risks. Regular annual refresher training is conducted for all employees, including new hires, contract staff and vendors, to reinforce proper handling of customer data and raise awareness of data risks and cyber threats in the workplace.

In FY2025, we have not had any incidents of breaches of customer data privacy. We continue to implement and improve our existing controls to ensure that there are no breaches of customer data.

# GRI CONTENT INDEX

GRI Standard	Disclosure	Page No.	
<b>GRI 2: General Disclosures 2021</b>	2-1	Organizational details	2
	2-2	Entities included in the organization’s sustainability reporting	3
	2-3	Reporting period, frequency and contact point	2
	2-4	Restatements of information	2
	2-5	External assurance	2
	2-6	Activities, value chain and other business relationships	AR 2025, 1-7
	2-7	Employees	25
	2-8	Workers who are not employees	25
	2-9	Governance structure and composition	AR 2025, 17-44
	2-10	Nomination and selection of the highest governance body	AR 2025, 22-33
	2-11	Chair of the highest governance body	AR 2025, 21
	2-12	Role of the highest governance body in overseeing the management of impacts	4-5
	2-13	Delegation of responsibility for managing impacts	4-5
	2-14	Role of the highest governance body in sustainability reporting	4-5
	2-15	Conflicts of interest	28
	2-16	Communication of critical concerns	28
	2-17	Collective knowledge of the highest governance body	4-5
	2-18	Evaluation of the performance of the highest governance body	AR 2025, 33
	2-19	Remuneration policies	AR 2025, 33-36

# GRI CONTENT INDEX

GRI Standard	Disclosure	Page No.	
	2-20	Process to determine remuneration	AR 2025, 33-36
	2-21	Annual total compensation ratio	Not applicable
	2-22	Statement on sustainable development strategy	1
	2-23	Policy commitments	4
	2-24	Embedding policy commitments	4
	2-25	Processes to remediate negative impacts	4
	2-26	Mechanisms for seeking advice and raising concerns	28
	2-27	Compliance with laws and regulations	28
	2-28	Membership associations	Singapore Business Federation
	2-29	Approach to stakeholder engagement	6-7
	2-30	Collective bargaining agreements	Not applicable, none of our employees are covered by collective bargain agreements
<b>GRI 3: Material Topics 2021</b>	3-1	Process to determine material topics	11-13
	3-2	List of material topics	11-13
	3-3	Management of material topics	11-13
<b>GRI 201: Economic Performance 2016</b>	201-2	Financial implications and other risks and opportunities due to climate change	16-19
<b>GRI 205: Anti-corruption 2016</b>	205-2	Communication and training about anti-corruption policies and procedures	28-29
	205-3	Confirmed incidents of corruption and actions taken	29
<b>GRI 302: Energy 2016</b>	302-1	Energy consumption within the organization	20-22
	302-4	Reduction of energy consumption	20-22
	302-5	Reductions in energy requirements of products and services	20-22

# GRI CONTENT INDEX

GRI Standard	Disclosure		Page No.
<b>GRI 303: Water and Effluents 2018</b>	303-5	Water consumption	23
<b>GRI 305: Emissions 2016</b>	305-1	Direct (Scope 1) GHG emissions	21-22
	305-2	Energy indirect (Scope 2) GHG emissions	21-22
	305-4	GHG emissions intensity	21-22
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1	Occupational health and safety management system	27
	403-9	Work-related injuries	25 and 27
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1	Diversity of governance bodies and employees	24 and 26
<b>GRI 418: Customer Privacy 2016</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	29



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