



# SUSTAINABILITY REPORTING 2018

## Shanghai Turbo Enterprises Limited



**Figure 1.** Main Building of Changzhou 3 D Technological Complete Set Equipment Co., Ltd, wholly owned subsidiary of STE

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# 1. BOARD STATEMENT

We are pleased to present our second Sustainability Report of Shanghai Turbo Enterprises Limited (“STE” or “Group”) which covers the Group’s performance from 1<sup>st</sup> January to 31<sup>st</sup> December 2018 (*Reporting period*). This report covers all relevant materiality of sustainable issues, performance and ESG factors of our group and it is prepared accordance to the Core Option of GRI Standards.

The BOD appoints a 3-member Steering Committee consisting of the AC Chair, the CEO and the lead supervisor to work with the Working Committee since 1<sup>st</sup> quarter of the year 2018. In the process the team brought out many issues and subjects for discussion and had provided pragmatic solutions.

In this report, the committee sets specific policies to deal with the energy saving by 10% in 2019, to upgrade the workers’ skills by at least one level up, to increase social connectivity by reaching out to some local needy communities and to raise the awareness of risk management and organized work forces to address them at all levels. Other more challenging measures and targets are also listed in the last chapter of this report.

The Group had benefited from the process of sustainability reporting. Staff who had participated in the discussion and policies formulation felt greater confidence of the Company’s future and more willing to volunteer in participating of the local CSR projects.

During the reporting period, the original board saw a resignations of the 3 non-executive independent directors, Mr. Jack Chia Seng Hee (Non-executive and Independent Chairman, RC and NC Chairman), Mr. Alexander Cheung Hok Fung (Non-executive and Independent Director, AC Chairman) and Mr. Raymond Lim Sian Heong (Non-executive and Independent Director) effective 1<sup>st</sup> October 2018. A new board comprising 4 Non-executive and Independent Directors, Mr. Wee Liang Hiam (Lead Non-executive and Independent Director, RC Chairman), Mr. Philip Leng Yew Chee (Non-executive and Independent Director, AC Chairman), Mr. Nick Ong Sing Huat (Non-executive and Independent Director, NC Chairman) and Mr. Roland Seet Chong Tong (Non-executive and Independent Director) was appointed on 1<sup>st</sup> October 2018, which include our original Non-independent and Non-executive director, Mr Daniel Liu Danjun. The new board will continue to monitor and maintain oversight over the process of the reporting on a quarterly basis.

The Board wishes to thank all who had participated in this SR exercise and aim at forging together for the challenging years ahead.

## ***Chairman, SR Steering Committee***

*On behalf of the BOD*

## 2. ECONOMIC

### 2.1 Our Business

Shanghai Turbo Enterprises Limited is an investment holding company manufactures and sells precision vane products for steam turbine power generator manufacturers in the China, Japan and South Korea. Its main subsidiary, Changzhou 3D Technological Complete Set Equipment Company Limited (“CZ3D”) which based in Changzhou, China, offers stationary and moving vanes and nozzles which are used as components in steam turbine generators for power generation in power plants, power stations and substations. It also provides precision vane products related subcontracting services. The Group was founded in 1997 and listed in Singapore Stock Exchange in 2008.



**Figure 2.** Products, machines and complete set

### 2.2 Financial Summary of the last five years

| Income Statement       | FY2014<br>31/Dec/2014 | FY2015<br>31/Dec/2015 | FY2016<br>31/Dec/2016 | FY2017<br>31/Dec/2017 | FY 2018<br>31/Dec/2018 |
|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Total Revenue (in M)   | S\$34.399             | S\$30.781             | S\$28.540             | S\$7.552              | S\$5.962               |
| Gross Profit (in M)    | S\$13.570             | S\$8.689              | S\$6.385              | S\$(2.38)             | S\$(3.300)             |
| Net Income (in M)      | S\$9.171              | S\$3.937              | S\$1.039              | S\$(32.852)           | S\$(1.981)             |
| EBITDA                 | 7.334                 | 2.399                 | 4.78                  | (32.864)              | S\$(7.713)             |
| Normalized Diluted EPS | 0.03                  | 0.09                  | 0.02                  | (1.2)                 | (0.06)                 |
| Payout Ratio           | 1.8621                | 2.8737                | 6.7052                | 0                     | 0                      |
| Dividends (per share)  | 0.107                 | 0.055                 | 0.026                 | 0                     | 0                      |

**Figure 3.** Financial Summary Sources: SGX official website

## 2.3 Our Capabilities

We are China's leading High-Technology Industrial Vane Manufacturer. To meet the high degree of dimensional accuracy required in our manufacturing process, we continually invest in cutting-edge technology. Our digital controlled precision machinery include Japanese-made Mori Seiki Machines, Swiss-made Starragheckert 5-axis manufacturing equipment, Korean-made Daewo vertical manufacturing machines and latest 10 units of German-made C.B. Ferrari precision cutting equipment.

We emphasize quality assurance at every phase of our production process - from the procurement and receipt of raw materials to cutting, precision machining, burnishing, polishing and coating - to ensure that our products meet the expectations and requirements of our customers. Being ISO 9001:2000 certified, we follow clearly defined procedures to produce consistently high-quality products.

Our employees are equipped with the necessary training to empower them with the right skill-sets to perform their daily tasks effectively and efficiently. We place substantial emphasis on improving and upgrading their technical knowledge.



*Figure 4. Main Digital Machinery*

## 2.4 New Business Growth Initiatives

### *Diversification, Downstream and Upstream business expansions*

Our machines and skilled workers allow us to venture into other areas of product lines beside turbo engine vanes. Profit margin could be lower but it helps to cover some overhead cost. Also we are now working on several potential downstream businesses for acquisition and to expand our business upstream to be in a better bargaining position.

In the next 3 years, we will maintain our core business of vane production while transforming and diversifying to becoming a qualified supplier of aviation blades and military products OEM. Our target is to reduce reliance on traditional source of income from a 100% single vane processing structure to 50% or less.

## 3. SUSTAINABILITY COMMITMENT AND APPROACH

We are aware of the responsibility of an organization towards its community and country in relation to sustainable ESG factors before the Singapore Exchange's ("SGX") mandated for all listed entities to report their sustainability performance as most of our senior staff had attended ESG related talks and implemented policies according to the local compliance which could be found in this report.

In recent years, the change in the procurement method of turbine manufacturers has put the OEM, like us, in a disadvantage, as our profit margins are being squeezed due to fierce competition. By the upward expansion of our business, we could reduce both material wastage and processing time drastically. This, in turn, will increase our profit margin significantly in the long run.

During 2018, STE has adopted a sustainability framework based on the Global Reporting Initiative ("GRI") Standards guidelines (Core Option) in the preparation of this report. This report is part of our annual report which is also available at STE's website at [www.Shanghaiturbo.com](http://www.Shanghaiturbo.com)

### 3.1 Participation of Key Management in formation of our sustainability strategy

A Steering Committee (3 members include AC Chairman, the CEO and the lead supervisor) and a Working Committee (5 members include the deputy GM, the group FC, subsidiary FC, HR manager and the lead supervisor) were formed to lead the Company's sustainability efforts and are responsible for periodical meetings with the Board in determining sustainability issues in its business decisions. Sustainability and risk management are emphasized in the evaluation of any new orders or investment opportunities. The process has identified several material ESG factors for STE and are reflected in our materiality matrix under material considerations.



**Figure 5** Sustainability Working Committee in discussion

### 3.2 Materiality Identification Process

During our materiality assessment process, we have prioritized through the following steps:

1. Identify and Define important issues which might impact our business strategy
2. Sorting out critical factors that might affect our stakeholders
3. Prioritize selected factors and validate their severity within each business unit
4. Embed solutions in the system and monitor regularly
5. Adopt them to become our SOP or corporate culture when tested reliable

The Committees identified the specific ESG factors which are material to the Group based on their collective and respective knowledge, the industrial perspective and their implications to our operations. Besides the regular in-house meetings on operational and financial progress, the committee members also engaged in regular dialogue sessions with the stakeholders for feedback and suggestions. For easy understanding of our stakeholders' concern, (Stakeholders include our customers, employees, investors, suppliers, community and regulators), we chart the following materiality matrix to reflect their degree of importance towards the topics during the year 2018.

### 3.3 Important to External & Internal Stakeholders

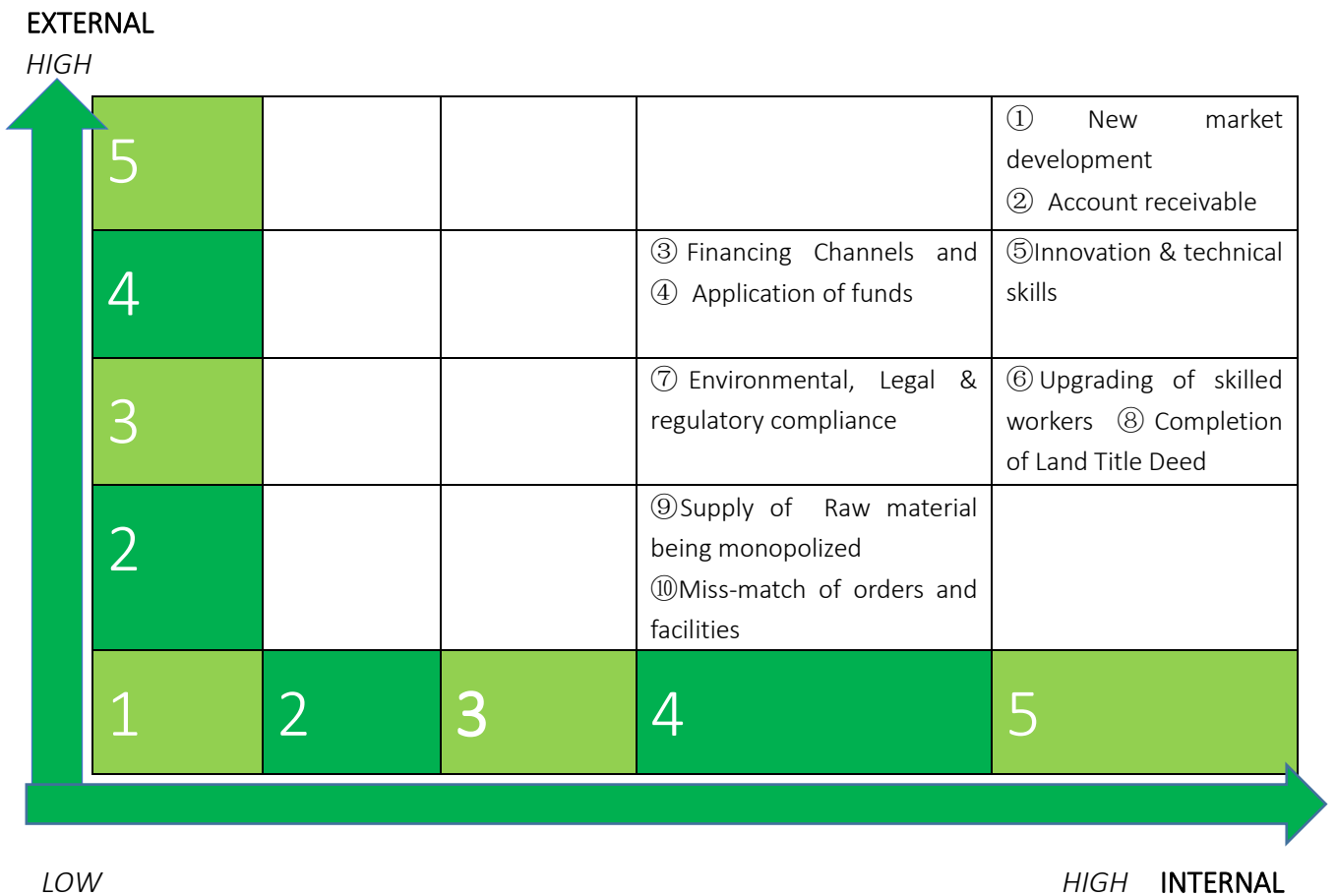


Figure 6. Materiality Assessment Matrix

### 3.4 Top Ten concerns of corporate issues by the senior staff

| Rank | Stakeholders (Internal)          | Materiality (ESG factors)                                  |
|------|----------------------------------|--|
| ①    | Sales Department                 | New market development while consolidate existing business |
| ②    | Sales Department                 | Collection of Account receivable                           |
| ③    | Finance Department               | Exploring for more financing Channels                      |
| ④    | Finance Department               | Balanced application of fund                               |
| ⑤    | Technology & Skills Department   | Innovation   |
| ⑥    | Production Department            | Upgrading of skilled workers                               |
| ⑦    | Machines & Facilities Department | Environmental compliance                                   |
| ⑧    | Corporate Affairs Department     | Completion of Land Title deed                              |
| ⑨    | Procurement Department           | Raw Material being monopolized                             |
| ⑩    | Production Department            | Miss-match of production facilities and orders             |

*Figure 7. Top ten concerns*

To address the above concerns, several subgroups were set up to implement the policies and measures to ensure targets to be achieved by 1<sup>st</sup> and 2<sup>nd</sup> quarter 2019 particularly the top three concerns.

### 3.5 Top six concerns of Stakeholders

| Rank | Stakeholders (External) | Materiality (ESG factors)                    |
|------|-------------------------|--|
| ①    | shareholders            | Stability of management team                 |
| ②    | Customers               | Stability and quality of productions         |
| ③    | Supplier                | Assurance of prompt payment                  |
| ④    | Employees               | Better working environment and job stability |
| ⑤    | Regulator               | Compliance                                   |
| ⑥    | Community               | CSR responsibilities                         |

*Figure 8. Top six concerns by Stakeholders*

### 3.6 Engaging the Stakeholders

The Company's sustainability objectives must always be the interests and concerns of our stakeholders. We had listed out here the 6 key groups in this report.

We firmly believe that truthful and regular communication is the key to healthy stakeholder relationship. Over the years, we have engaged them via AGM, annual dinner, incentive tours, in house training programs, yearly industry convention, business talks and seminars, product exhibition and international trade fairs. Each of our business unit has always kept our stakeholders in mind in search of achieving our business excellence.



| STAKEHOLDERS | KEY ISSUES/CONCERNS   | ENGAGEMENT PLATFORMS   |
|--------------|---|--|
| Customers    | <ul style="list-style-type: none"> <li>• High quality products finishing</li> <li>• Zero defect and prompt delivery</li> <li>• Product technology &amp; process innovation</li> </ul>   | <ul style="list-style-type: none"> <li>• Regular Quality Control Meeting</li> <li>• Training and learning sessions with expert and profession groups</li> <li>• Senior management meets</li> </ul>   |
| Employees    | <ul style="list-style-type: none"> <li>• Employee engagement</li> <li>• Talent retention and attraction</li> <li>• Employee safety and well being</li> <li>• Transparency of appraisal</li> <li>• Corporate Culture and in-house rules</li> <li>• Skill training and learning subsidy</li> <li>• Morale and motivation</li> </ul> | <ul style="list-style-type: none"> <li>• Regular staff dialogue sessions, employee council, union meetings, training sessions, weekly and quarterly seminars</li> <li>• Whistle-blowing policy</li> <li>• Incentive tour, employee council</li> <li>• Family days, seasonal greeting and parties</li> <li>• Our incentives and skill upgrading training programs are conducted regularly to ensure all levels of workers are skillful for their jobs. Our target is every worker must improve he/she skill by one grade annually.</li> </ul> |
| Investors    | <ul style="list-style-type: none"> <li>• Business model relevancy</li> <li>• Risk management</li> <li>• Corporate governance</li> <li>• Sustainability efforts</li> <li>• Management Stability</li> </ul>   | <ul style="list-style-type: none"> <li>• Investor relations website</li> <li>• Half-yearly financial results announcements</li> <li>• Shareholders' meetings</li> <li>• Investment Talks</li> </ul>  |
| Suppliers    | <ul style="list-style-type: none"> <li>• Product quality assurance</li> <li>• Completion of project on time</li> <li>• Supply chain management</li> <li>• Payment on time</li> </ul>  | <ul style="list-style-type: none"> <li>• Periodical dialogue of Code of Conduct &amp; SOP with Suppliers</li> <li>• Regular review of supply' product quality and logistic support</li> </ul>  |
| Community    | <ul style="list-style-type: none"> <li>• CSR Policies</li> <li>• Leadership in the Industrial Zone</li> <li>• Participation in National Driven Energy saving effort</li> <li>• Helping the needy</li> <li>• Waste Disposal</li> </ul>   | <ul style="list-style-type: none"> <li>• Setting up a Social Networking Committee to address all issues concerned.</li> </ul>  |
| Regulators   | <ul style="list-style-type: none"> <li>• Compliance of SGX code of conduct and disclosures</li> <li>• Compliance of all regulatory requirements on National workplace safety and health.</li> </ul>   | <ul style="list-style-type: none"> <li>• Maintain relationships and communication channels with the relevant government agencies and regulators</li> </ul>   |

| MATERIAL ISSUES                    | PROBLEMS   | SOLUTIONS  | SUSTAINABLE POLICIES  |
|------------------------------------|--|--|---|
| Engaging our suppliers             | Procurement of raw materials and cutting tools are cost sensitive. It reduces profit margin. Their quality and logistic support have to be monitored to prevent unnecessary supply shortages.  | All existing suppliers had been reviewed and new suppliers are evaluated during the year. A procurement committee was set to investigate into the disputed supplies and a system of procurement was introduced for implementation.                 | Continue to inspect the raw material before production to ensure the right materials are used   |
| Customer Satisfaction              | Orders are facing great competition from new comers and open bidding system, consequently margin are under tremendous pressure. Major customers are also reviewing the suitability of their suppliers now in terms of productivity, quality, defective rates, delivery and over all management performance before they issue OEM Certification to the contractors. | Senior staff are taking turn to visit client’s office at all level to maintain good relationship as it is in China working environment. So far all clients issued OEM Certificate and agreed to place orders with the company after the disruption | Good relationship works on personal touch but more importantly on quality product delivery and upgrading of technical skills for their goods. |
| Upgrade of technology/ design unit | Precision engineering is our business. At a cost over RMB 100 millions, our advanced digital machines, innovative technological skills and application empower the company with synergistic improvement in productivity.   | Technical team to help improving their product technical aspects and work process. To work closely with their technical team for better understanding of their technical aspects and skills  | To set up a core R&D team to enhance the production efficiency and productivity.  |
| Corporate Governance               | Compliance with legislation as well as corporate governance, anti-corruption, risk management, environmental, safety,  | Financial announcement had kept within the requirement time frame. All material events are disclosed accordingly.  | Ensure compliance of all legislation & corporate governance requirement not only based on SGX rules but                                       |

|  |                                     |   |   |
|--|-------------------------------------|---|---|
|  | product, and social responsibility. | CG relating to 16 principles are reviewed and expressed in our AR report 2018. Incorporate and bring in new IDs for better Board composition & performance. | also Chinese company and local government rulings. A corporate service unit must be continually review and enhance the reporting system (consist of Board members & subsidiary senior management) |
|--|-------------------------------------|---|---|

### 3.7 Our Focus, Problems, Solutions and Polices

## 4. ENVIRONMENTAL



### 4.1 Environmental Management System Certificate

In 2018 we are certified with *ISO 14001:2004 standard* in our production and related management activities under the scope of Turbine blades.

### 4.2 Electricity Consumption & Carbon Emission

| Month/2018   | Power used/KWh   | Money spent/RMB  | No. of Vane in Production/unit | Value of WIP/RMB  |
|--------------|------------------|------------------|--------------------------------|-------------------|
| January      | 297,240          | 220,438.95       | 9,983                          | 3,823,038         |
| February     | 306,600          | 223,822.25       | 5,030                          | 3,866,903         |
| March        | 282,690          | 207,703.64       | 15,204                         | 4,400,069         |
| April        | 331,080          | 236,644.66       | 11,220                         | 4,994,244         |
| May          | 360,330          | 257,769.55       | 14,814                         | 6,194,896         |
| June         | 467,790          | 332,153.40       | 12,705                         | 5,365,666         |
| July         | 530,220          | 361,915.43       | 17,708                         | 8,397,124         |
| August       | 608,580          | 411,004.66       | 11,942                         | 4,596,563         |
| September    | 475,140          | 320,412.53       | 10,599                         | 5,989,158.50      |
| October      | 221,430          | 162,294.08       | 3,628                          | 3,149,720         |
| November     | 258,510          | 182,154.04       | 1,755                          | 3,763,566.76      |
| December     | 280,387          | 196,270.90       | 4,689                          | 2,246,177         |
| <b>Total</b> | <b>4,419,997</b> | <b>3,112,584</b> | <b>119,277</b>                 | <b>56,787,125</b> |

**Figure 9. Power Consumption by month**

| Year | Actual Consumption (KWh) | Turnover (rmb in mil) | (KWh/rmb) |
|------|--------------------------|-----------------------|-----------|
| 2017 | 2,815,080                | 34.5                  | 0.0816    |
| 2018 | 4,419,997                | 56.79                 | 0.0778    |

**Figure 9A Per Kwh consumption vs per yuen revenue**

| Year | Total direct CO <sub>2</sub> or Carbon Equivalent Emissions (Metric Tons) | Total indirect CO <sub>2</sub> or Carbon Equivalent Emissions (Tons) | Turnover (Revenue in Millions, rmb) | Emissions Intensity (MT/rmb' 000) |
|------|---|--|-------------------------------------|-----------------------------------|
| 2017 | N.A   | 1,991  | 34.50                               | 0.0577                            |
| 2018 | N.A   | 3,126  | 56.79                               | 0.055                             |

**Figure 10. Emissions Intensity**

The Revenue for the year was RMB 56,787,125 or RMB 4,732,260 a month on average. The power consumption for the same period was RMB 3,112,584 or 5.48% of Revenue which in line with industrial standard. In term of kilo watt per hour, it was about 4,419,997 KWh for the 12 month period.

### 4.3 Work Place Air and Environment Certification

Our factory premises are fully air conditioned with well ventilation of air. Moreover, we conduct work place air and environment check annually to ensure the air supply is clean and healthy particularly the workers at the polishing work site. The company conducting the check is Qing San Lv Shui (Jiangsu) Environment Detection Limited (青山绿水 (江苏) 环境检验检测有限公司).

### 4.4 Waste Management

Our waste oil of machines is managed systematically and disposed by local disposal company including a strict transport standard operating procedure. We have service contract with Changzhou FengHua Environment Protection Company (风华环保) for a yearly disposal of waste oil estimated at 70 tons. The transporting company is Changzhou WanTeng Transport Company (万腾运输) who is responsible for the safe transfer and risk management along the way to the disposal site.

### 4.5 Production Safety Standardization

We are also certified on occupational health and safety assessment series (职业健康及安全体系认证) and enterprise of production safety standardization third level (machinery) 安全生产标准化三级企业 (机械). We have no record of violation in relation to these regulation during the reporting year.

## 4.6 Supply Chain

We practice various standards in our operating process in advocating sustainable solutions. In dealing with our suppliers, we ensure that proper evaluation procedure is observed and reported in our assessment checklist which include their business conduct, labour practices, safety and health and environmental management. More than 70% of our new suppliers were screened by us with environmental criteria periodically.

## 4.7 Compliance is the best policy to ensuring sustainability

We are not aware of any violations of laws and regulations pertaining to the environmental aspects. We have also put in place policies and standard operating procedures to ensure environmental compliance such as

- Ensuring suppliers have obtained environmental certification (*HSPM: QC080000*)
- Workers are well informed of policies and procedures in the event of contamination
- Products are labelled with the environmental requirements
- All material used are within the limit of environmental requirements
- Equipment used are environment friendly
- Applying precautionary principle to reduce or to avoid negative impacts on the environment

# 5. SOCIAL

## 5.1 Employee Profile

The total employee as of 31 Dec 2018 was 236. Based on job description, 16% are management and administrative staff, 7% technical staff, 48% production workers, 16% quality controller and 14% supporting manpower. Based on age group, more than 2/3 are below the age of 40. Based on working experience with the company, there are 44% who have worked for the company more than 5 years, 19% between 2-4 years and 37% less than a year. There are 20% of women workers and staff in the company.



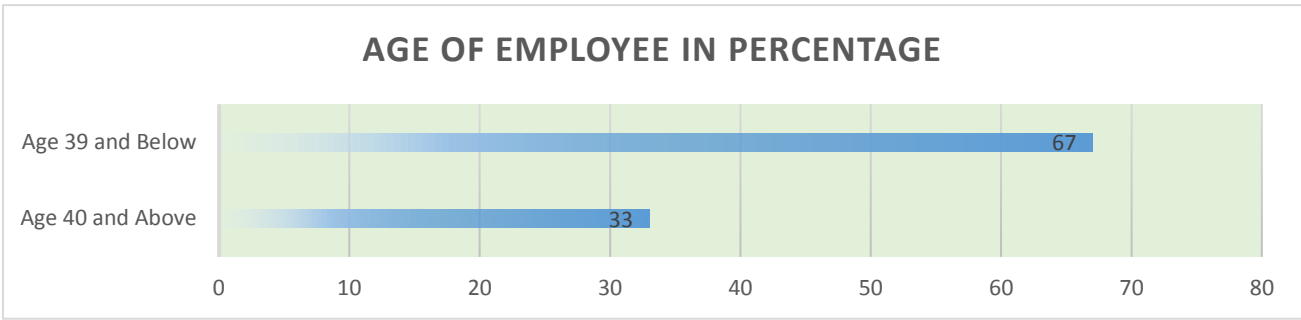


Figure 11 Age of Employee in Percentage

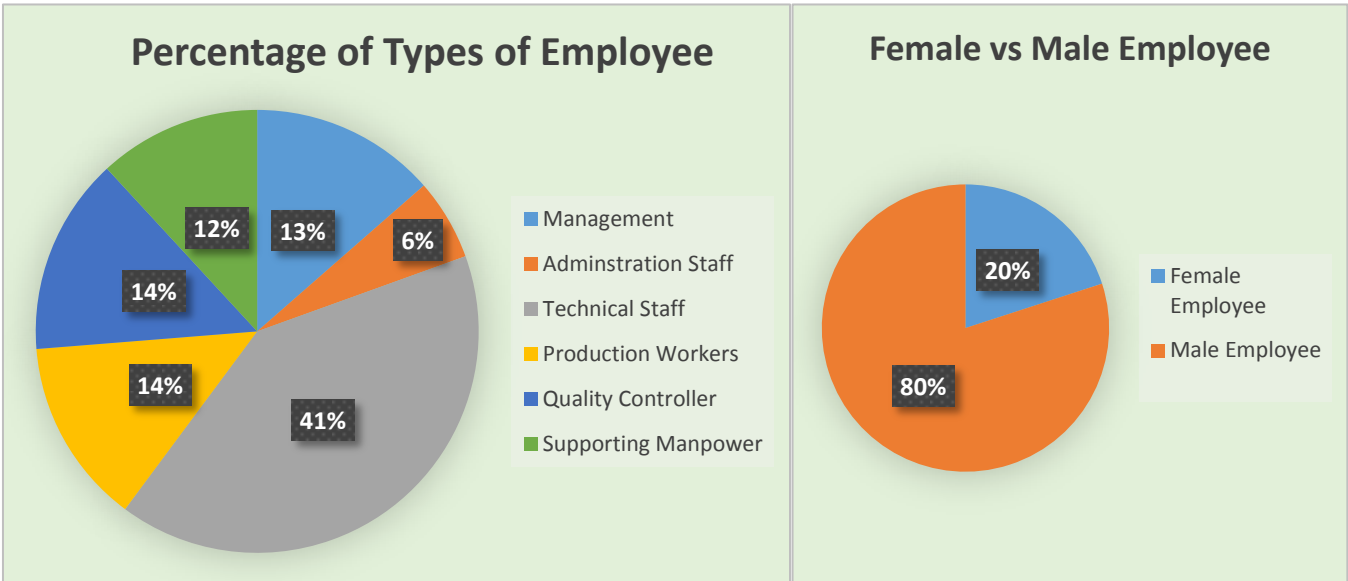


Figure 12. Types of Employee

Figure 13. Female vs Male Employee

## 5.2 Current Human Capital Market in Changzhou

During the period, 112 employees left the company and of which 10.7% (12) was terminated due to unfitness for their jobs and 42.9% (48) was due to retrenchment program and/or discontinuation of their employment contract by settlement. 46.4%(52) left for personal reasons. The average annual income for non private sector is already reaching RMB 83,909 in comparison with our worker’s income of RMB 50,000. The company faces more difficulty in attracting younger workers to join our traditional factory and work regime, particularly the polishing department where the air particle density is much higher. The ratio of annual total compensation of highest- paid individual to the median of total compensation for all employees is around 10 times this reporting year.

## 5.3 HR Policy

During the year, the HR department had implemented several policies to enhance the benefits for the workers and staff which include contributing to their social security in 5 category, transport allowances, seasonal greeting & gifts, annual paid leaves & free vocation, medical check-up expenses and paid medical leaves etc. For married female workers, they are eligible to apply for paid leave when they have a new born baby. For recruitment effort, there were more than 50 recruitment activities during the year. Trainees are given in- house training and coaching by the seniors, internship programs are extended to schools which collaborate with us. Company maintains a relatively stable employee union since the incorporation. Headed by the manager of General Affairs Department. Its role is to facilitate an effective communication channel with the management and organizing activities in cohesive building and enhancing corporate cultures.

Costs austerity measures have been implemented to ensure the manpower are slimmed without compromising our productivity and innovative in our product lines. More R&D and higher technical staff will be recruited to strengthen the core technology department in order to cope with the new orders of product other than vanes.

### 5.4 Occupational Health and Safety system series (OHSAS)



We are also certified of occupational health and safety assessment series (GB/T 28001-2011/OHSAS 18001:2007 职业健康及安全体系认证) No injury or fire hazards were reported during the year. We observed all laws and regulations relating to our business such as company laws, labour contract laws, workman insurance regulations, occupational hazards prevention laws, production safety standardization laws etc. We have no knowledge of any non-compliance.

### 5.5 Corporate Social Responsibility (CSR)

Due to the disruption of business during the year 2017, the previous CSR program has not been continued for a while. A CSR Committee have been set up to look into the areas where the company could participate and share our human resources and financial assistance in some form.

## 6. CORPORATE GOVERNANCE

### 6.1 Anti-Corruption and Whistle Blowing



Our management has put in place an effective control system to detect bribery or fraud directly at the source. Our stakeholders can be assured that suspicions of potential breaches of Code of Ethics are taken seriously by the Company. Our whistle blowing channels are open. Our stakeholders can reach our AC Chairman’s personal email and mobile number at Kaikeong.loh@shanghaiturbo.com and 13584505373 respectively.

### 6.2 Quality Management System Certification (QMSC)



For many years, we were certified the QMSC (GB/T 19001-2208/ISO 9001:2008) for our business scope. In 2018 we have once again been certified by the Huaxia Certification Center Inc., on the same certification. By practicing the standards, we ensure better internal audit and control, innovation and constant improvement of daily works.

### 6.3 GTI Score

Our Governance Transparency Index (GTI) Score for the last five years are recorded as follows at the SGX official Website:

| GTI Year | Rank | Score |
|----------|------|-------|
| 2018     | 576  | 19    |
| 2017     | 139  | 62    |
| 2016     | 247  | 52    |
| 2015     | 618  | 19    |
| 2014     | 565  | 25    |

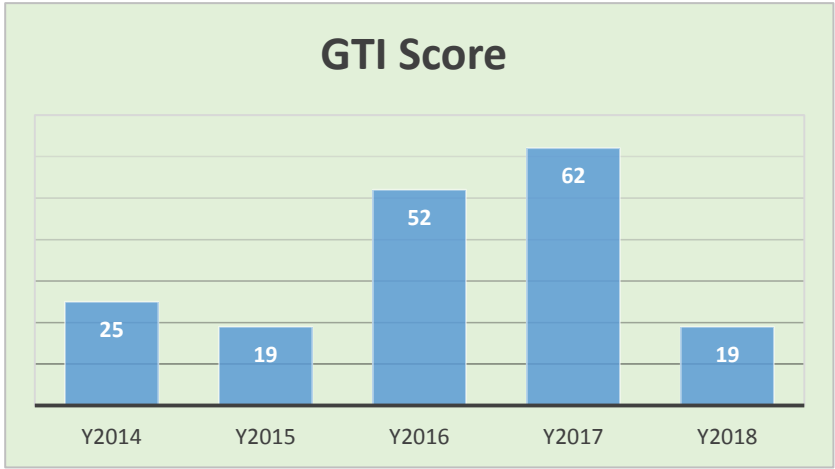


Figure 13. GTI Score of the last five years

Our GTI score in 2018 has declined sharply due to the disruption of operation from the second half of 2017. Prior to 2017, our scorecard for 2016 and 2017 was ranked above the 250 out of 700 plus SGX listing companies.

### 6.4 Ethics and Integrity

Our code of ethical conduct stated clearly our policies to ensure its implementation and performance. Below are some of our practices:

- ❖ We declare our No-conflict of interest policy annually
- ❖ We adhere to SGX code of conduct and the practices of prohibiting Insider Trading
- ❖ We provide comprehensive orientation training for all new employees
- ❖ We ensure conducive working environment by introducing strong Anti-harassment policy

### 6.5 Risk Management

We have a Enterprise Risk Management (ERM) Committee in place, reporting to the Audit committee responsible for identifying operational, compliance, financial risks aspect, impact assessment and mitigation strategy. By identifying and managing risks that may arise, the Group can make more informed decisions and benefit from a better balance between risk and reward. This will help protect and enhance our shareholders' value.

### 6.6 Investor Relations







We welcome all stakeholders to approach us and support the sustainability of our business. We could be reached at our company website at [www.shanghaiturbo.com](http://www.shanghaiturbo.com) or read our company latest information at [www.SGX.com](http://www.SGX.com) or actively participation in our AGM and annual events.



## 7. MEASURES AND TARGETS for 2019

In the coming years we will be focusing in resolving the following concerns.

| Sustainability Concerns  | Policies & Measures   | Targets & Impacted SDG Goals  |
|--|---|---|
| <p>Diversification for Growth and Sustainability</p>                                 | <p>Our machines and skilled workers allow us to venture into other areas of product lines beside turbo engine vanes. Profit margin could be lower but it helps to cover some overhead cost. Also we are now working on several potential downstream businesses for acquisition and to expand our business upstream to be in a better bargaining position.</p> | <p>In the next 3 years, we will maintain our core business of vane production while transforming &amp; diversifying to becoming a qualified supplier of aviation blades and military products OEM. Our target is to transform from a 100% single vane processing structure to 50% or less.</p>  |
| <p>Environmental Compliance<br/>(There are five targets set for the coming year)</p> | <p><b>1. Work Place Air and Environment</b><br/>We have set up a maintaining unit to constantly monitor the air condition and discharge level on a weekly basis. Workers are also sent for medical check-up regularly for certain production lines. HR department will report to the management meetings weekly.</p>  | <p>To renovate the Polishing department and to improve the exhaust system by second quarter of 2019.</p>   |
|  | <p><b>2. Waste Management</b><br/>We are reviewing the qualification and performance of our contractors regularly and assign supervisor to monitor their disposal procedures randomly.</p>  | <p>Put in place a review committee in the next review and selection of contractors during 2019</p>  |
|  | <p><b>3. Production Safety Standardization</b><br/>We are to conduct in-house training and awareness seminars with all level of workers quarterly to ensure all safety standardization requirement SOPs are fully complied.</p>   | <p>Zero accident due to high awareness of safely rules in 2019</p>   |

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|---|---|---|
|   | <p><b>4. Supply Chain/Responsible Procurement</b><br/>                 To ensure raw material supply (about 80% purchased locally in 2018) is reliable and elastic within our purchasing and supply level, we are constantly sourcing for new suppliers and reviewing their supply code of conduct.<br/>                 Also we are Implementing responsible procurement policies in the selection of construction vendors, material suppliers and project partners and monitor their ongoing performance.</p>     | <p>A committee consists of staff of supply, account &amp; production departments will review the suppliers during the 3<sup>rd</sup> quarter of 2019</p>   |
|   | <p><b>5. Energy Saving Plans</b><br/>                 In 2016 our power consumption was nearly RMB 5 million, this has reduced our profit and wasted energy due to poor power management and old compressor.<br/>                 We had replaced an old generator in 2017 and put in place a energy saving plan of controlling the switches in a reasonable level. During this reporting year the power consumption had dropped to RMB 3.1 million, but nevertheless partially due to reduction in production.</p> | <p>We will continue to ensure energy saving policy is consistent. The production unit concerned has set to reduce the energy saving up to 10% in year 2019 by implementing &amp; enforcing SOPs which were in already in place.</p>    |
| <p>Recruitment and Upgrading of skilled workers</p> | <p>We are working closely with the local technical and vocational schools for fresh graduates to join the company to ensure a continual supply of younger workers with better technical know-how. Better incentives are provided for workers who are willing to learn and upgrade themselves. Also by constantly review their piece rates vs the complication of the work itself to ensure workers' pay are fair and sustainable.</p>   | <p>To reduce the attrition rates by 5% in the next reporting year through revived incentives scheme and loyalty bonus. We also set targets for every worker at all levels to improve his/her skill by at least one grade in 2019.</p>   |
| <p>Corporate Social Responsibility (CSR)</p>        | <p>We have plans to promote healthy life style among the industrial zone with annual <b>walk &amp; jog campaign</b> where charity contribution is a built-in element. Also we are proposing to set up a Scholarship scheme for both our staff children and for some selected schools in the long run.</p>   | <p>We aim to kick start the above plan by second half of the year 2019.</p>     |

# GRI CONTENT INDEX



| GRI Standard 2016             | General Standard Disclosure   | Page, Reference and reasons for omission, if applicable    |
|-------------------------------|---|--|
| <b>Organization Profile</b>   |   |  |
| 102-1                         | Name of Organization  | AR Cover Page  |
| 102-2                         | Activities, brands, products, and services                                  | AR Page 1-4  |
| 102-3                         | Location of headquarters  | AR Inner Cover Page  |
| 102-4                         | Location of operations  | AR Inner Cover Page  |
| 102-5                         | Ownership and legal form  | AR Page 110- 111   |
| 102-6                         | Markets served  | SR 2.1 our business AR Page 4                              |
| 102-7                         | Scale of the organization   | SR 2.2 financial summary                                   |
| 102-8                         | Information on employees and other workers                                  | SR 5. Social   |
| 102-9                         | Supply chain  | SR 4.6 Supply Chain  |
| 102-10                        | Significant changes to the organization & its supply chain                  | SR 1. Board Statement 2.4 New Business and Growth Strategy |
| <b>Strategy</b>               |   |  |
| 102-14                        | Statement from senior decision-maker  | SR 1. Board Statement AR CEO message                       |
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| <b>Ethics &amp; Integrity</b> |   |  |
| 102-16                        | Values, principles, standards and norms of behaviour                        | SR 5. Social   |
| 102-17                        | Mechanisms for advice and concerns about ethics                             | SR 5. Social   |
| <b>Governance</b>             |   |  |
| 102-18                        | Governance structure  | AR Page 8-17   |
| 102-19                        | Delegating authority  | AR Page 18-24  |
| 102-20                        | Executive level responsibility on economic, environmental and social topics | SR 3.1 Participation of Key Management                     |
| 102-21                        | Consulting stakeholders on economic, environmental, and social topics       | SR 3.6 Engaging the Stakeholders                           |
| 102-22                        | Composition of the highest governance body and its committees               | AR Page 8-12   |
| 102-23                        | Chair of the highest governance body  | AR Page 8-11   |
| 102-24                        | Nominating and selecting the highest governance body                        | AR Page 10   |
| 102-25                        | Conflicts of interest   | SR 4.6 Ethics and Integrity                                |
| 102-26                        | Role of highest governance body in setting purpose, values, and strategy    | AR Page 18-24, 35-47                                       |
| 102-27                        | Collective knowledge of highest governance body                             | AR Page 8-17   |
| 102-28                        | Evaluating the highest governance body's performance                        | AR 25-34   |
| 102-29                        | Identifying and managing economic, environmental, and social impacts        | SR 3. Sustainability Commitment and Approach               |

| GRI Standard 2016             | General Standard Disclosure                                | Page, Reference and reasons for omission, if applicable |
|-------------------------------|--|---|
| 102-30                        | Effectiveness of risk management processes                 | AR Page 39 -42  |
| 102-31                        | Review of economic, environmental, and social topics       | SR 1. Board Statement                                   |
| 102-32                        | Highest governance body's role in sustainability reporting | SR 3.1 Key management participation                     |
| 102-33                        | Communicating critical concerns                            | SR 3.1  |
| 102-34                        | Nature and total number of critical concerns               | SR 3.4 & 3.5  |
| 102-35                        | Remuneration policies                                      | AR Page 36-39   |
| 102-36                        | Process for determining remuneration                       | AR Page 39-47   |
| 102-37                        | Stakeholders' involvement in remuneration                  | NA  |
| 102-38                        | Annual total compensation ratio                            | SR 5.2  |
| 102-39                        | Percentage increase in annual total compensation ratio     | Nil   |
| <b>Stakeholder Engagement</b> |  |   |
| 102-40                        | List of stakeholder groups                                 | AR Page 110-111   |
| 102-41                        | Collective bargaining agreements                           | SR 5.3  |
| 102-42                        | Identifying and selecting stakeholders                     | SR 6.6  |
| 102-43                        | Approach to stakeholder engagement                         | SR 3.6 & 3.7  |
| 102-44                        | Key topics and concerns raised                             | SR 3.3, 3.4, 3.5  |
| 102-45                        | Entities included in the consolidated financial statements | AR Page 81  |
| 102-46                        | Defining report content and topic boundaries               | SR 3. Sustainability Commitment and Approach            |
| 102-47                        | List of material topics                                    | SR Page 6-8   |
| 102-48                        | Restatements of information                                | No  |
| 102-49                        | Changes in reporting                                       | No  |
| 102-50                        | Reporting period   | SR 1 Board Statement                                    |
| 102-51                        | Date of most recent report                                 | SR 2017   |
| 102-52                        | Reporting cycle  | annual  |
| 102-53                        | Contact point for questions                                | AR Inner Cover Page Company Secretary                   |
| 102-54                        | Claims for reporting in accordance with the GRI standards  | GRI Standard : Core Option                              |
| 102-55                        | GRI content index  | SR GRI Standard Index Page 17-19                        |
| 102-56                        | External assurance   | Nil   |
| <b>Management approach</b>    |  |   |
| 103-1                         | Explanation of the material topic and its boundary         | SR 3. Sustainability commitment and approach Page 6-11  |
| 103-2                         | The management approach and its components                 | Ditto   |
| 103-3                         | Evaluation of the management approach                      | Ditto   |

| Specific Standard Disclosures            |   |   |
|--|---|---|
| Economic                                 |   |   |
| Topic: Economic Performance              |   |   |
| 201-1                                    | Direct economic value generated and distributed   | AR Page 48-111 Independent Auditor's Report |
| 201-2                                    | Financial implications and other risks and opportunities due to climate change                | AR Page 2-5                                 |
| 201-3                                    | Defined benefit plan obligations and other retirement plans                                   | SR 5.3 HR Policy                            |
| 201-4                                    | Financial assistance received from government   | AR Page 87                                  |
| Topic: Market Presence                   |   |   |
| 202-1                                    | Ratios of standard entry level wage by gender compared to local minimum wage                  | SR 5.1                                      |
| 202-2                                    | Proportion of senior management hired from the local community                                | SR 5.1                                      |
| Topic: Indirect Economic Impacts         |   |   |
| 203-1                                    | Infrastructure investments and services supported   | Nil   |
| 203-2                                    | Significant indirect economic impacts   | Not significant                             |
| Topic: Procurement Practices             |   |   |
| 204-1                                    | Proportion of spending on local suppliers   | SR 4.6 supply chain                         |
| Topic: Anti-corruption                   |   |   |
| 205-1                                    | Operations assessed for risks related to corruption   | Nil   |
| 205-2                                    | Communication and training about anti-corruption policies and procedures.                     | SR 6.1 Anti-corruption page 15              |
| 205-3                                    | Confirmed incidents of corruption and actions taken   | Nil   |
| Topic: Anti-competitive Behaviour        |   |   |
| 206-1                                    | Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices              | Nil   |
| Topic: Emissions                         |   |   |
| 305-2                                    | Energy indirect (Scope 2) GHG emissions   | SR 4.2 electricity consumption              |
| Topic: Supplier Environmental Assessment |   |   |
| 308-1                                    | New suppliers that were screened using environmental criteria                                 | SR 4.6 Supply Chain                         |
| Aspect: Customer Privacy                 |   |   |
| 418-1                                    | Substantiated complaints concerning breaches of customer privacy and losses of customer data. | Nil   |

**Note:** STE takes a phased approach to the adoption of GRI indicators and will review the relevance of indicators marked "N/A" to its operations annually

End of SR report