TIONG WOON CORPORATION HOLDING LTD

MOVING FORWARD **GROWING STRONGER**

SUSTAINABILITY REPORT 2025

CONTENTS

BOARD **STATEMENT**

DEAR STAKEHOLDERS,

The Board of Directors of Tiong Woon Corporation Holding Ltd ("**TWC**" or the "**Group**") is proud to present our Sustainability Report for the financial year ended 30 June 2025 ("**FY2025**"). This year marks a pivotal moment in our sustainability journey as we advance our commitment to engineering resilience and powering sustainable infrastructure across our global operations.

STRATEGIC TRANSFORMATION AND INNOVATION

FY2025 has been characterised by strategic transformation and purposeful innovation. We have reimagined our approach to sustainability, moving beyond compliance to embrace sustainability as a core driver of business value creation. Our integrated strategy connects environmental stewardship, social responsibility, and robust governance with our long-term business objectives.

Throughout this transformative year, we have strengthened our position as a sustainability leader in the heavy lifting industry. Our comprehensive approach addresses the complex challenges of climate change, resource optimisation, and stakeholder value creation while maintaining our reputation for operational excellence and safety leadership.

CLIMATE LEADERSHIP AND REGULATORY EXCELLENCE

This year marks our inaugural adoption of the IFRS S2 Climate-related Disclosures standards, positioning TWC at the forefront of transparent climate reporting. We have enhanced our climate risk management framework, conducting comprehensive scenario analyses that inform our strategic decision-making and investment priorities. Our Board maintains active oversight of climate-related risks and opportunities, ensuring they are fully integrated into our business strategy and risk management processes.

The transition to IFRS S2 has strengthened our climate disclosures, providing stakeholders with enhanced transparency on how climate considerations shape our business resilience and strategic direction. We have made significant progress in quantifying the financial implications of climate risks and opportunities, enabling more informed strategic planning and stakeholder engagement.

FUTURE-READY STRATEGY

Looking ahead, we are well-positioned to capitalise on emerging opportunities in sustainable infrastructure development. Our strategic investments in green technology, workforce development, and stakeholder partnerships position TWC as a preferred partner for clients seeking sustainable heavy lifting solutions. We remain committed to advancing the United Nations Sustainable Development Goals while creating long-term value for all stakeholders.

The Board and management team extend our gratitude to all stakeholders for their continued support and partnership. Together, we are engineering a resilient future that balances operational excellence with environmental stewardship and social responsibility.

Yours faithfully,

MR ANG KAH HONG
Executive Chairman
For and on behalf of the Board

CORPORATE **PROFILE**

Listed on the Singapore Exchange Securities Trading Limited ("**SGX-ST**") Mainboard since 1999, Tiong Woon ("**TWC**") is a leading one-stop integrated heavy lift specialist and service provider, supporting mainly the oil and gas, petrochemical, infrastructure and construction sectors, with proven track record of more than 45 years.

The Group manages turnkey projects for engineering, procurement and construction contractors and project owners from planning and designing heavy lift and haulage requirements to the execution stage. The heavy equipment is transported, lifted and installed at customers' facilities.

The Group also purchases and operates its own heavy lift and haulage equipment, tugboats and barges. This allows the Group to be flexible, nimble and efficient when providing integrated services to its customers.

Headquartered in Singapore, the Group has a strong regional presence with establishments in twelve countries. It is ranked 15th in IC100 2025 survey.

Under the strong leadership and far-sighted vision of the Group's management team, TWC is committed to providing timely, high quality and safe services to its customers anywhere in the world.

VISION

To be a world leading integrated heavy lift specialist provider moving towards a sustainable future.

MISSION

We deliver solutions safely, responsibly and profitably.

ABOUT THE REPORT

REPORTING SCOPE AND FRAMEWORK

This Report comprehensively documents our sustainability performance, strategic initiatives, and stakeholder impact for the financial year from 1 July 2024 to 30 June 2025. The report should be read alongside our Annual Report 2025 and supplementary sustainability communications available on our corporate website.

Our reporting scope encompasses Singapore operations.[1] All data and performance metrics reflect FY2025 activities unless otherwise specified, with reporting periods aligned to our financial year for consistency and stakeholder clarity.

IFRS S2 INTEGRATION

This Report represents our inaugural application of IFRS S2 Climate-related Disclosures standards. We have enhanced our climate-related financial disclosures to provide stakeholders with comprehensive transparency on climate risks, opportunities, and strategic responses.

The Report integrates IFRS S2 requirements with established GRI Universal Standards 2021 and TCFD recommendations, creating a robust framework for sustainability disclosure. Our climate-related disclosures specifically address the four core pillars: governance, strategy, risk management, and metrics and targets, providing stakeholders with decision-useful information on climate-related financial impacts.

REPORT QUALITY ASSURANCE

Information presented has been consolidated by our Sustainability Reporting Working Group ("**SRWG**"), comprising cross-functional teams and external advisory support. We have applied GRI principles of accuracy, balance, clarity, comparability, reliability, and timeliness, alongside IFRS S2 qualitative characteristics of relevance and faithful representation.

This Report has undergone comprehensive internal review processes and Board oversight. The Group has not sought external assurance for this Report.

STAKEHOLDER FEEDBACK

We welcome stakeholder engagement and feedback as essential components of our sustainability journey. Please direct your comments and inquiries to sustainability@tiongwoon.com as we continue advancing our sustainability performance and disclosure practices.

1 We have commenced data collection from our overseas entities, and the information will be progressively included in subsequent Sustainability Reports.

SUSTAINABILITY GOVERNANCE

INTEGRATED GOVERNANCE FOR SUSTAINABLE VALUE CREATION

At TWC, we recognise that robust sustainability governance forms the foundation of our ability to create long-term value while managing environmental and social impacts effectively. Our governance framework integrates sustainability considerations into strategic decision-making at all organisational levels, ensuring accountability, transparency, and stakeholder alignment.

STRATEGIC GOVERNANCE ARCHITECTURE

Our sustainability governance operates through a structured hierarchy designed to ensure effective oversight, strategic integration, and operational excellence. The Board of Directors provides ultimate accountability for sustainability strategy and performance, supported by specialised committees and working groups that translate strategic vision into operational reality.

BOARD-LEVEL SUSTAINABILITY OVERSIGHT

The Board and Audit Committee maintain direct oversight of material environmental, social, and governance factors, ensuring sustainability considerations are embedded within business strategy and risk management frameworks. This integrated approach enables us to identify emerging opportunities, manage systemic risks, and align stakeholder expectations with business objectives.

Our directors receive regular sustainability training and updates on emerging regulatory requirements, including IFRS S2 implementation and evolving stakeholder expectations.

OPERATIONAL EXCELLENCE FRAMEWORK

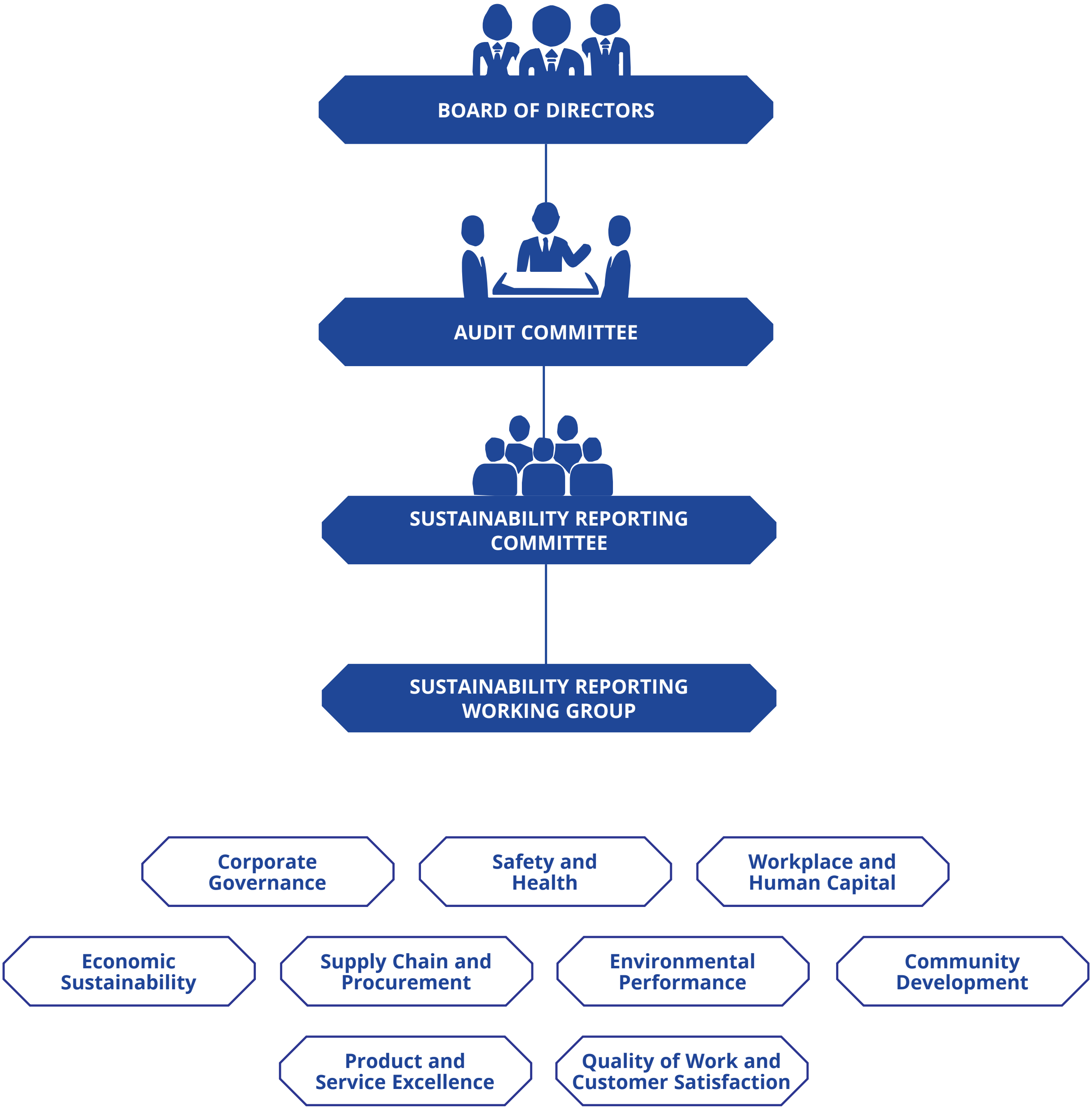
The Sustainability Reporting Committee ("**SRC**") drives strategic implementation and performance monitoring, supported by cross-functional working groups that ensure sustainability integration across all business operations. This distributed approach enables rapid response to emerging challenges while maintaining strategic alignment and operational excellence.

Key operational responsibilities include strategy execution, data management, regulatory compliance monitoring, and performance optimisation across all material sustainability topics. Our integrated approach ensures sustainability considerations inform daily operations while supporting long-term strategic objectives.

RISK MANAGEMENT INTEGRATION

Sustainability risks and opportunities are fully integrated within our enterprise risk management framework, ensuring systematic identification, assessment, and mitigation of material sustainability impacts. Regular risk assessments inform strategic planning, investment decisions, and operational protocols, enabling proactive risk management and opportunity optimisation.

SUSTAINABILITY **GOVERNANCE**



PERFORMANCE MANAGEMENT AND ACCOUNTABILITY

Our governance framework includes robust performance management systems that track sustainability metrics, evaluate strategic progress, and ensure accountability across all organisational levels. Regular performance reviews inform strategic adjustments and enable continuous improvement in sustainability outcomes.

Sustainability performance is integrated into leadership evaluation processes, ensuring alignment between individual accountability and organisational sustainability objectives. This approach creates strong incentives for sustainability excellence while supporting long-term value creation.

STAKEHOLDER **ENGAGEMENT**

BUILDING COLLABORATIVE RELATIONSHIPS FOR SUSTAINABLE IMPACT

Our stakeholder engagement strategy recognises that sustainable value creation requires authentic partnerships, transparent communication, and shared commitment to addressing complex global challenges. We have evolved our approach to emphasise collaboration, co-creation, and mutual value generation across all stakeholder relationships.

STRATEGIC PARTNERSHIP FRAMEWORK

During FY2025, we prioritised strategic dialogue, collaborative problem-solving, and joint value creation in our stakeholder engagement. Our framework balances stakeholder needs with business objectives while identifying opportunities for mutual benefit and sustainable impact amplification.

We regularly assess stakeholder expectations, market dynamics, and emerging trends to ensure our engagement strategy remains relevant, responsive, and value-creating. This proactive approach enables us to anticipate stakeholder needs while positioning TWC as a preferred partner for sustainable infrastructure development.

COLLABORATIVE ENGAGEMENT APPROACH

Stakeholder Group	Modes of Engagement	Frequency	Strategic Focus	Value Creation Opportunities
Investors and Capital Partners	Annual Report	Annual	Long-term value creation through sustainable business model evolution	Enhanced ESG performance, climate resilience, and strategic risk management
	Annual shareholders' meeting	Annual		
	Announcements and circulars	Regular		
	Financial reports	Half-yearly		
	Investor relations events	Ad-hoc		
Regulatory Bodies and Government	Site visits and audit checks by regulatory bodies	Annual, as required	Proactive compliance and industry leadership in sustainability reporting	Policy development support, best practice sharing, and regulatory innovation
	Direct communication and meetings with regulatory bodies	Regular		
Employees and Teams	Performance appraisal	Annual	Career development, well-being enhancement, and purpose-driven engagement	Skills development, innovation opportunities, and meaningful work experiences
	Employee satisfaction survey	Annual		
	Volunteering activities	Ad-hoc		
	Training and development programmes	Regular		

STAKEHOLDER **ENGAGEMENT**

Stakeholder Group	Modes of Engagement	Frequency	Strategic Focus	Value Creation Opportunities
Customers and Project Partners	Customer satisfaction survey	Annual	Co-creation of sustainable infrastructure solutions	Innovation partnerships, efficiency optimisation, and sustainability value delivery
	Regular meetings and direct communication	Regular		
	Company marketing events	Ad-hoc		
Supply Chain Partners	Direct communication and meetings	Regular	Collaborative sustainability improvement and shared value creation	Supply chain resilience, sustainability capability development, and mutual growth
	Supplier evaluation	Annual		
Communities and Society	Site visit and audit checks	Regular	Positive local impact and sustainable development contribution	Economic development, skill building, and community infrastructure enhancement
	Direct communication and meetings	Regular		

IMPACT MEASUREMENT AND CONTINUOUS IMPROVEMENT

Our stakeholder engagement effectiveness is measured through comprehensive impact assessments, satisfaction surveys, and outcome evaluations. Regular feedback collection enables continuous improvement in engagement quality while ensuring stakeholder value creation and satisfaction.

Key performance indicators include engagement frequency, satisfaction levels, collaborative project outcomes, and mutual value creation achievements. These metrics inform strategic adjustments and enable optimisation of stakeholder relationship value.

MATERIAL TOPICS
ASSESSMENT

STRATEGIC FOCUS ON VALUE CREATION AND IMPACT MANAGEMENT

Our materiality assessment methodology has evolved to emphasise strategic value creation, stakeholder impact optimisation, and long-term sustainability leadership. We maintain a dynamic approach that responds to changing stakeholder expectations, regulatory requirements, and global sustainability trends while ensuring strategic focus and resource optimisation.

ENHANCED ASSESSMENT METHODOLOGY

Our FY2025 materiality assessment incorporated enhanced stakeholder consultation, expanded impact evaluation, and strengthened financial materiality analysis. This comprehensive approach ensures our sustainability strategy addresses the most significant opportunities for value creation and impact management across our value chain.

IDENTIFICATION

Identify EESG issues by examining business activities, stakeholders' interests, and sector-specific concerns

PRIORITISATION

Prioritise salient sustainability issues based on their likelihood and severity

VALIDATION

Validate and approve sustainability metrics and performance by the Board

REVIEW

Review regularly and update material EESG issues, consider emerging challenges

INTEGRATED IMPACT ASSESSMENT

Our impact assessment evaluates both positive and negative impacts across environmental, social, and economic dimensions, enabling comprehensive understanding of our sustainability influence and strategic opportunity identification.

Key impact categories include stakeholder value creation, environmental protection, social development, and economic contribution. This comprehensive assessment informs strategic prioritisation and enables optimisation of positive impact while minimising negative consequences.

MATERIAL TOPICS
ASSESSMENT

MATERIAL TOPICS FRAMEWORK

Following comprehensive stakeholder engagement and impact assessment, we have confirmed the continued relevance of our material topics while enhancing our strategic approach to value creation and impact management:

Category	Strategic Focus	Impact Opportunities	Risks
Economic Performance Excellence	Sustainable revenue growth, profitability optimisation, and long-term value creation	Enhanced stakeholder returns, market leadership, and economic development contribution	Market volatility, regulatory changes, and economic uncertainty
Climate Change Leadership	Climate risk management, opportunity optimisation, and transition leadership	Carbon footprint reduction, climate resilience enhancement, and green technology advancement	Physical climate risks, transition risks, and regulatory compliance
Energy Efficiency and Innovation	Energy optimisation, renewable energy adoption, and efficiency technology development	Operational cost reduction, environmental impact minimisation, and innovation leadership	Energy security, cost volatility, and technology transition risks
Resource Management Excellence	Water conservation, waste minimisation, and circular economy principles	Resource efficiency enhancement, environmental protection, and cost optimisation	Resource scarcity, environmental regulation, and operational efficiency
Customer Success and Satisfaction	Service excellence, innovation partnership, and value co-creation	Customer loyalty enhancement, market differentiation, and sustainable solution development	Service quality risks, customer relationship challenges, and market competition
Employee Excellence and Well-being	Talent development, well-being optimisation, and inclusive culture creation	Productivity enhancement, innovation capability, and retention improvement	Talent shortage, skills gaps, and workforce engagement challenges
Workplace Safety and Health Leadership	Safety culture excellence, risk prevention, and health promotion	Incident reduction, productivity enhancement, and reputation strengthening	Safety incidents, regulatory compliance, and operational disruption
Talent Development and Growth	Skills development, career advancement, and capability building	Innovation enhancement, competitive advantage, and employee satisfaction	Skills obsolescence, talent retention, and capability gaps
Corporate Governance Leadership	Ethical leadership, transparency enhancement, and stakeholder trust building	Reputation strengthening, risk management, and sustainable governance	Governance failures, compliance risks, and stakeholder trust erosion

MATERIAL TOPICS
ASSESSMENT

MATERIALITY MATRIX EVOLUTION

Our materiality matrix reflects the dynamic relationship between stakeholder importance and business impact, providing strategic guidance for resource allocation and strategic focus:

Economic	Environmental	Social	Governance
Critical			
• Economic Performance	• Energy Consumption • Climate Change	• Employment Wellbeing • Workplace Health and Safety • Customer Satisfaction	• Corporate Governance
Moderate			
	• Water Consumption • Waste Management	• Talent Development	

OUR ALIGNMENT
WITH THE UN SDGS

ADVANCING GLOBAL SUSTAINABILITY THROUGH STRATEGIC ACTION

TWC's commitment to the United Nations Sustainable Development Goals ("**UN SDGs**") reflects our understanding that business success and global sustainability are intrinsically connected. Our strategic approach focuses on eight priority SDGs where our business capabilities, expertise, and influence enable meaningful contribution to global sustainable development.

INTEGRATED VALUE CREATION APPROACH

Our SDG contribution strategy operates through three complementary pathways:

- Core Business Integration: Embedding sustainability principles within our service delivery, operational excellence, and customer relationships to create shared value and sustainable impact.
- Innovation Leadership: Developing and deploying innovative technologies, methodologies, and partnerships that advance sustainable development while strengthening our competitive position.
- Stakeholder Collaboration: Building strategic partnerships with customers, suppliers, communities, and institutions to amplify sustainability impact and accelerate progress toward global goals.

STRATEGIC SDG INTEGRATION FRAMEWORK

Our SDG contribution strategy emphasises outcome optimisation, impact measurement, and collaborative advancement. We have identified specific contribution pathways that leverage our core competencies while addressing critical global challenges through our business operations and stakeholder partnerships.

Our Material Topics	Our Commitment	Contribution to UN SDGs
Economic: • Economic Performance	• TWC aims to generate positive returns for our stakeholders.	8 Decent Work and Economic Growth
Environment: • Energy Consumption • Climate Change • Water Consumption • Waste Management	• TWC seeks to create awareness of the risks that climate change poses to our business, as severe weather has the potential to disrupt services and damage our facilities. • TWC is committed to ensuring the efficient use of environmental resources to reduce environmental footprint from our core activities and business practices. • TWC is committed to minimising our electricity and water consumption in our operations. • TWC is committed to minimising the output of waste and engage in good waste management practices.	6 Clean Water and Sanitation 12 Responsible Consumption and Production 13 Climate Action
Social: • Employment Wellbeing • Workplace Health and Safety • Customer Satisfaction • Talent Development	• TWC embraces fair employment practices and selects candidates based on merit, regardless of their age, gender, nationality, religion and sexual orientation. • TWC offers opportunities for career growth to attract new talents and retain existing employees. • TWC is dedicated to creating a safe working environment for our employees to promote positive health and well-being effects. • TWC works closely with our customers to ensure the delivery of high-quality services.	3 Good Health and Well-Being 5 Gender Equality 11 Sustainable Cities and Communities
Governance: • Corporate Governance	• TWC is committed to upholding fair and ethical business conduct, complying with the applicable law and regulations as well as industry's best practices. • TWC has zero-tolerance for acts such as fraud, bribery, and corruption.	16 Peace, Justice and Strong Institutions

CREATING
SUSTAINABLE GROWTH

FOUNDATION FOR SUSTAINABLE VALUE CREATION

TWC recognises that exceptional governance provides the foundation for sustainable business success, stakeholder trust, and long-term value creation. Our governance framework integrates sustainability considerations with strategic decision-making, risk management, and stakeholder engagement to ensure resilient and responsible business operations.

INTEGRATED GOVERNANCE FRAMEWORK

Our governance approach combines traditional corporate governance excellence with advanced sustainability governance capabilities. This integrated framework ensures that economic, environmental, social, and governance considerations inform all strategic decisions while maintaining operational effectiveness and stakeholder accountability.

KEY GOVERNANCE POLICIES AND IMPLEMENTATION

Policy Framework	Strategic Purpose
Ethics and Integrity Charter	Establishes ethical decision-making standards and behavioural expectations across all organisational levels
Whistleblowing and Transparency Protocol	Provides secure channels for reporting concerns while protecting reporter confidentiality and ensuring appropriate response
Risk Management Integration System	Integrates sustainability risks within enterprise risk management for comprehensive risk oversight and mitigation
Board Diversity and Capability Framework	Ensures Board composition reflects diverse perspectives, relevant expertise, and strategic guidance capabilities

SUSTAINABILITY GOVERNANCE LEADERSHIP

Our sustainability governance operates through dedicated leadership structures that ensure strategic integration, performance accountability, and continuous improvement. The SRC maintains strategic oversight while operational teams implement sustainability initiatives across all business functions.

Board-level sustainability oversight includes regular performance reviews, strategic planning sessions, and stakeholder engagement assessments. This comprehensive approach ensures sustainability considerations inform strategic decisions while enabling rapid response to emerging opportunities and challenges.

PERFORMANCE AND ACCOUNTABILITY FRAMEWORK

Our governance performance is measured through comprehensive indicators including ethical compliance, transparency effectiveness, stakeholder satisfaction, and sustainability integration quality. Regular assessments enable continuous improvement while ensuring accountability across all governance dimensions.

FY2025 GOVERNANCE ACHIEVEMENTS

- 100% communication of anti-corruption policies and procedures to all governance body members and employees.
- Zero confirmed incidents of corruption or ethical violations.
- Three Board members were sent for Anti-Bribery and Corruption training by external trainers.

COMMITMENT TO CONTINUOUS IMPROVEMENT

We maintain an ongoing commitment to governance excellence through regular framework reviews, best practice integration, and stakeholder feedback incorporation. Our approach ensures governance capabilities evolve with changing stakeholder expectations and regulatory requirements while maintaining strategic effectiveness.

CREATING
SUSTAINABLE GROWTH

SUSTAINABLE BUSINESS MODEL EXCELLENCE

TWC's economic strategy emphasises sustainable value creation that balances stakeholder returns with environmental stewardship and social responsibility. Our approach focuses on long-term profitability, market leadership, and strategic resilience while contributing to sustainable economic development across our operating regions.

STRATEGIC VALUE CREATION FRAMEWORK

Our economic model integrates traditional financial performance with sustainability value creation, enabling comprehensive stakeholder value delivery while strengthening our market position and competitive advantages. This approach ensures business resilience while supporting long-term stakeholder benefit and sustainable development.

ECONOMIC IMPACT AND CONTRIBUTION

During FY2025, TWC generated significant economic value[2] for stakeholders while advancing our sustainability objectives:

Financial Year		FY2024 SGD'000	FY2025 SGD'000
Economic Value Generated		143,132	163,524
Economic Value Distributed	Operating Costs	66,565	80,438
	Employee Wages and Benefits	52,579	59,345
	Capital Providers[3]	6,199	7,632
	Government[4]	6,547	4,949
	Communities[5]	51	74
	Total Economic Value Distributed	131,941	152,438
Net Economic Value Retained		11,191	11,086

SUSTAINABLE GROWTH STRATEGY

Our economic strategy prioritises sustainable revenue growth through market expansion, service innovation, and operational excellence. Key growth drivers include increasing demand for sustainable infrastructure solutions, technological advancement opportunities, and strategic partnership development.

Investment priorities include fleet modernisation with environmentally efficient equipment, digital technology advancement, and workforce capability development. These strategic investments position TWC for long-term growth while enhancing our sustainability performance and market differentiation.

FINANCIAL RESILIENCE AND RISK MANAGEMENT

We maintain robust financial management practices that ensure business resilience while enabling strategic investment in sustainability initiatives and growth opportunities. Our financial strategy balances profitability optimisation with long-term value creation, ensuring sustainable business operations and stakeholder value delivery.

Risk management integration includes comprehensive assessment of economic risks, market volatility factors, and sustainability-related financial impacts. This approach enables proactive risk mitigation while identifying opportunities for sustainable value creation and competitive advantage enhancement.

2 The reported economic performance figures are for the entire Group.
3 Represents sum of interest paid to financial institutions and dividends paid to equity holders.
4 Represents current income tax and property tax paid but excludes deferred tax for the year.
5 Represents voluntary donations.

INTEGRATED QUALITY, SAFETY & ENVIRONMENT MANAGEMENT

Our Group Finance Policy guides our practices in managing finance-related procedures and practices to ensure that the Group's financial objectives are met. However, the Group does not disclose its targets for economic performance to avoid such disclosures being mis-interpreted as a financial forecast. Details of the Group's financial information can be found in Annual Report FY2025.

EXCELLENCE THROUGH SYSTEMATIC QUALITY LEADERSHIP

Our quality management philosophy centres on systematic excellence, continuous improvement, and stakeholder value optimisation. We have evolved our quality framework to integrate sustainability considerations with operational excellence, ensuring that our services deliver superior outcomes while advancing environmental and social objectives.

COMPREHENSIVE QUALITY ARCHITECTURE

Our quality management system operates through integrated processes that ensure consistent service delivery, customer satisfaction, and sustainability performance. This comprehensive approach enables us to exceed customer's expectations while advancing our sustainability commitments and market leadership objectives.

CORE QUALITY PRINCIPLES:

- Client-Centric Excellence: Every service delivery decision prioritises client success, safety, and sustainability value creation
- Systematic Improvement: Continuous enhancement of processes, capabilities, and outcomes through data-driven optimisation
- Innovation Integration: Proactive adoption of technologies and methodologies that enhance quality and sustainability performance
- Stakeholder Value: Quality delivery that creates value for all stakeholders while supporting long-term business success

QUALITY MANAGEMENT STANDARDS AND CERTIFICATIONS

Our quality credentials reflect our commitment to international excellence standards and industry's best practices:

- ISO 9001:2015 - Quality Management Systems
- ISO 45001:2018 - Occupational Health and Safety Management Systems
- ISO 14001:2015 - Environmental Management Systems
- BizSAFE Level Star - Workplace Safety and Health Excellence

These certifications demonstrate our systematic approach to quality, safety, and environmental management while providing stakeholders with confidence in our operational capabilities and commitment to excellence.

CUSTOMER SATISFACTION AND VALUE CREATION

Our customer satisfaction strategy emphasises partnership development, value co-creation, and sustainable solution delivery. We maintain comprehensive feedback systems that enable continuous improvement while ensuring customer needs inform our strategic development and service innovation.

INTEGRATED QUALITY,
SAFETY & ENVIRONMENT MANAGEMENT

Annually, a customer satisfaction survey is conducted to gather information about customers' needs and preferences and to evaluate service quality. In Singapore, 61 customers from various industries participated in the FY2025 survey[6]. They assessed five main services based on criteria such as equipment reliability, response time to breakdown recovery, and punctuality. Feedback was consolidated and reviewed, with actions identified for potential service improvements. The FY2025 survey results are presented below.

FY2025 CUSTOMER SATISFACTION PERFORMANCE

Services	Average Satisfaction Level - Scale from 1 (poor) to 5 (excellent)		
	FY2023 (55 respondents)	FY2024 (93 respondents)	FY2025 (61 respondents)
Crane Services	4.17	4.26	4.12
Transport Services	4.18	4.24	4.15
Support Services (Marketing and Technical)	4.26	4.32	4.27
Support Services (Field Operations)	4.14	4.29	4.16
Customer Service	4.22	4.26	4.28

Based on the above survey, we attained a customer satisfaction rating of 84% in FY2025 (FY2024: 85%), surpassing our target of 70% customer satisfaction. Our strong customer satisfaction stems from the helpfulness of our crane service operators, the deep technical knowledge and professionalism of our support teams, and the efficiency of our customer service in addressing enquiries. We sincerely appreciate the trust our customers place in us and remain committed to meeting or exceeding their expectations.

6 The survey was carried out by a significant operating subsidiary in Singapore. We will progressively expand the scope of survey to encompass more entities in subsequent Sustainability Reports.

SAFETY LEADERSHIP **AND RISK MANAGEMENT**

In FY2025, TWC continued to prioritise a safe and healthy work environment. To reduce workplace incidents and health risks, we conducted our annual review of the Health, Safety and Environmental ("**HSE**") Policy and maintained key certifications, including ISO 14001:2015, ISO 45001:2018, and bizSAFE Level Star. These systems apply to all employees and contractors under the Group's operational control.

Risk assessments are reviewed every three years and regularly updated through inspections and employee feedback. Our workers are empowered to refuse unsafe work, supported by a non-retaliation incident reporting system.

The HSE Committee oversees safety implementation, policy enforcement, incident investigations, and corrective actions. Our OHS practices comply with relevant legal and regulatory standards, strengthening our safety culture.

The HSE Department, staffed with MOM-registered WSH Officers and Coordinators, leads our safety efforts. A bizSAFE-trained Risk Assessment Team manages hazard identification and control. The Estate Department Team conducts fire safety checks and emergency drills, while the Human Capital team ensures new hires are fit for work and trained on WSH responsibilities, and competencies conforming to applicable WSH regulations

In marine operations, employees are certified in ship firefighting and piracy mitigation to handle maritime emergencies safely.

Compliance is monitored through regular internal audits and third-party external reviews. Vendor HSE performance is assessed during onboarding and annually to ensure alignment across the supply chain.

CREATING ZERO-HARM WORK ENVIRONMENTS

Safety excellence represents the cornerstone of our operational philosophy, reflecting our fundamental commitment to protecting every individual who works with us or is impacted by our operations. Our safety leadership approach integrates systematic risk management with cultural transformation to create work environments where safety is everyone's responsibility, and every incident is preventable.

INTEGRATED SAFETY MANAGEMENT SYSTEM

Our safety framework operates through comprehensive risk assessment, systematic hazard management, and continuous capability development. This integrated approach ensures consistent safety performance while enabling proactive risk mitigation and continuous improvement across all operational contexts.

SAFETY LEADERSHIP PRINCIPLES:

- Zero Tolerance for Preventable Incidents: Every incident represents an opportunity for learning and systematic improvement
- Proactive Risk Management: Identifying and mitigating risks before they result in incidents or unsafe conditions
- Collective Responsibility: Safety excellence requires active participation and accountability from every team member
- Continuous Learning: Regular training, skill development, and knowledge sharing to enhance safety capabilities

COMPREHENSIVE SAFETY PERFORMANCE FRAMEWORK

We have significantly reduced the incident rate in FY2025. Our safety metrics provide transparent visibility into performance trends while enabling strategic optimisation and continuous improvement. Key statistics on the number and rate (per 200,000 recordable working hours) of our work-related injuries and work-related ill health cases are as follows:

For Employees	FY2023		FY2024		FY2025	
Estimated number of man-hours worked	1,500,652		1,526,790		1,647,620	
	Number	Rate	Number	Rate	Number	Rate
Fatalities as a result of work-related injury and ill health	-	-	-	-	-	-
High-consequence work-related injuries[7] (excluding fatalities)	-	-	-	-	-	-
Recordable work-related injuries and ill health[8]	9	6.00	7	4.60[9]	6	3.60
Main types of work-related injuries and ill health	• Slip, trip and fall • Equipment-related injury		• Equipment-related injury • Pinch point • Hit against objects		• Pinch point • Slip, trip and fall	

For Workers (Sub-contractors)[10]	FY2023		FY2024		FY2025	
Estimated number of man-hours worked	14,987		18,881		61,834	
	Number	Rate	Number	Rate	Number	Rate
Fatalities as a result of work-related injury and ill health	-	-	-	-	-	-
High-consequence work-related injuries (excluding fatalities)	-	-	-	-	-	-
Recordable work-related injuries and ill health	-	-	-	-	-	-

[7] High-consequence work-related injuries refer to those that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.

[8] Work-related injuries or ill health are those that result in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury diagnosed as such by a physician or other licensed health-care professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.

[9] Rate of recordable work-related injuries and ill health in FY2024 has been restated from 3.90 to 4.60 due to an error in reporting.

[10] Workers refer to non-employees whose work/workplace is controlled by the organisation; and non-employees on whom the organisation's operations, products or services have significant occupational health and safety impacts. For TWC, this relates to our sub-contractors.

SAFETY LEADERSHIP
AND RISK MANAGEMENT

SAFETY CULTURE AND CAPABILITY DEVELOPMENT

We have significantly reduced the incident rate in FY2025. Our safety metrics provide transparent visibility into performance trends while enabling strategic optimisation and continuous improvement:

1. Road Safety Campaign

- Promote a Culture of Safety Among Drivers: Foster a strong safety-first mindset across all levels of the company, especially among drivers and fleet operators, to reduce risky behaviours on the road and compliance to our safe work procedures and methods.
- Reduce Road Accidents and Downtime: Minimise the number of accidents involving company vehicles by encouraging defensive driving techniques and adherence to road safety laws, leading to reduced vehicle downtime and repair costs.
- Ensure Compliance with Transportation Regulations: Reinforce the importance of following national and regional road safety laws, including vehicle load limits, speed regulations, and driver working hours to ensure full legal compliance.
- Protect Company Assets and Reputation: Safeguard vehicles, cargo, and human resources by encouraging responsible driving habits, reducing the risk of damage or loss, and preserving the company's reputation for reliability and safety.
- Enhance Driver Health and Wellbeing: Promote practices that ensure drivers' physical and mental fitness, including regular rest breaks, health checks, and fatigue management training, which are essential for long-haul logistics.

SAFETY LEADERSHIP
AND RISK MANAGEMENT

2. Line Of Fire and Pinch Points Safety Campaign

- Raise Awareness: Educate employees about common hand injury hazards related to Line of Fire situations.
- Identify and Control Hazards: Help teams recognise Line of Fire risks in daily tasks and take preventative measures to eliminate or reduce those risks.
- Reinforce Safe Work Practices: Promote proper procedures such as using tools instead of hands to guide loads, keeping fingers away from pinch points, and using lock-out/tag-out protocols.
- Promote PPE Usage: Encourage consistent use of proper hand protection (gloves rated for the task) and reinforce that PPE is the last line of defence, not the only one.

Most hand injuries are preventable. The goal of this campaign is to drive a shift in mindset, from reactive to proactive. Keeping hands out of the line of fire is not just a rule, it's a responsibility. Together, through awareness, vigilance, and teamwork, we can prevent injuries and protect what matters most.

3. Road Safety and Blindspot Safety Campaign

- Raised awareness on safe driving practices and blind spot hazards for heavy vehicle operators.
- Included demonstrations on safe manoeuvring and defensive driving techniques.
- Reinforced the importance of vigilance to prevent road-related incidents and safeguard co-workers and the public.

SAFETY LEADERSHIP
AND RISK MANAGEMENT

4. Slip, Trip & Fall Safety Campaign

- Highlighted preventive measures to reduce common workplace incidents.
- Emphasised good housekeeping, prompt hazard reporting, and use of PPE.
- Encouraged employees to share best practices and observations to promote collective vigilance.

5. World Day for Safety & Health at Work Safety Campaign

- Reaffirmed the company's commitment to a safe and healthy workplace.
- Featured sharing sessions and activities to reinforce proactive safety ownership.
- Promoted continuous learning and care for one another, aligned with our goal of achieving zero harm.

EMERGENCY PREPAREDNESS AND RESPONSE EXCELLENCE

Our emergency preparedness framework ensures rapid, effective response to any safety incident while minimising impact and enabling rapid recovery. Regular emergency drills, response training, and capability assessments ensure readiness across all operational scenarios.

During FY2025, we conducted 1 emergency preparedness drill, demonstrating our readiness to respond effectively to various emergency scenarios while protecting people and minimising operational impact.

EMPOWERING
OUR PEOPLE

BUILDING TOMORROW'S WORKFORCE TODAY

Our people strategy recognises that organisational success depends fundamentally on the capabilities, engagement, and well-being of our workforce. We have developed a comprehensive approach to talent management that balances individual development with organisational needs while creating inclusive, purpose-driven work environments that attract and retain exceptional talent.

STRATEGIC WORKFORCE DEVELOPMENT FRAMEWORK

Our workforce strategy emphasises capability building, diversity enhancement, and engagement optimisation. This comprehensive approach ensures we have the skills, perspectives, and commitment necessary to deliver exceptional results while advancing our sustainability objectives and market leadership goals.

WORKFORCE COMPOSITION AND DIVERSITY

As of 30 June 2025, our workforce reflects our commitment to diversity and inclusion while meeting the specialised skill requirements of our industry:

Workforce in Singapore	FY2023	FY2024	FY2025
	No. of Headcount		
By Gender			
Male	655	675	705
Female	77	90	89
By Nationality			
Singapore	208	219	222
Malaysia	134	165	178
India	157	154	159
Bangladesh	87	84	88
People's Republic of China	55	59	65
Indonesia	51	51	46
Other Countries (e.g., Thailand, Myanmar, Philippines, Korea)	40	33	36

Workforce in Singapore	FY2023	FY2024	FY2025
Number of permanent employees			
By Gender			
Male	637	657	690
Female	76	85	85

EMPOWERING
OUR PEOPLE

Workforce in Singapore	FY2023	FY2024	FY2025
By Nationality			
Singapore	190	197	203
Malaysia	133	164	178
India	157	154	159
Bangladesh	87	84	88
People's Republic of China	55	59	65
Indonesia	51	51	46
Other Countries (e.g., Thailand, Myanmar, Philippines, Korea)	40	33	36
Number of temporary employees			
By Gender			
Male	18	18	15
Female	1	5	4
By Nationality			
Singapore	18	22	19
Malaysia	1	1	-
Number of non-guaranteed hours employees			
By Gender			
Male	-	-	-
Female	-	-	-
By Nationality			
Singapore and Malaysia	-	-	-
Number of full-time employees			
By Gender			
Male	655	674	705
Female	77	87	86
By Nationality			
Singapore	208	215	219
Malaysia	134	165	178
India	157	154	159
Bangladesh	87	84	88
People's Republic of China	55	59	65
Indonesia	51	51	46
Other Countries (e.g., Thailand, Myanmar, Philippines, Korea)	40	33	36

EMPOWERING
OUR PEOPLE

Workforce in Singapore	FY2023	FY2024	FY2025
Number of part-time employees			
By Gender			
Male	-	1	-
Female	-	3	3
By Nationality			
Singapore	-	4	3

TALENT ACQUISITION AND RETENTION EXCELLENCE

Our talent strategy emphasises strategic recruitment, comprehensive onboarding, and retention optimisation through career development, competitive compensation, and engaging work experiences. During FY2025, we achieved a new hire rate of 20.1%[11] (FY2024: 19.8%) and a turnover rate of 16.2%[12] (FY2024: 16.2%).

Workforce in Singapore	FY2023		FY2024		FY2025	
	No. of New Hires	No. of Turnover	No. of New Hires	No. of Turnover	No. of New Hires	No. of Turnover
By Gender						
Male	175	131	123	103	139	106
Female	23	17	24	15	17	17
By Age Group						
18-30 years old	65	26	37	20	45	27
31-50 years old	119	107	93	82	95	81
Over 50 years old	14	15	17	16	16	15
By Nationality						
Indonesia	58	55	34	34	33	38
Singapore	45	51	36	29	38	33
Malaysia	41	19	47	16	45	30
India	25	8	11	14	15	10
People's Republic of China	13	11	15	11	11	5
Bangladesh	9	1	3	6	7	3
Other Countries (e.g., Thailand, Myanmar, Philippines, Korea)	7	3	1	8	7	4
Total	**198**	**148**	**147**	**118**	**156**	**123**

11 New hire rate is calculated only for permanent employees. Temporary employees are excluded due to the nature of the industry. The new hire rate is calculated by dividing the number of new hires during FY2025 by the average number of permanent employees across the year.

12 Turnover rate is calculated only for permanent employees. Temporary employees are excluded due to the nature of the industry. Turnover rate is computed by taking number of employees who left the Group in FY2025 divided by the average number of permanent employees across the year. Average number of employees is obtained by adding the number of permanent employees at the beginning and end of the year and dividing by two.

EMPOWERING
OUR PEOPLE

SKILLS DEVELOPMENT AND FUTURE READINESS

We maintain comprehensive skills development programmes that prepare our workforce for evolving industry requirements while supporting individual career aspirations. Our approach combines traditional training with innovative learning methodologies that enhance capability development and knowledge retention.

Key development areas include technical excellence, digital literacy, sustainability competency, and leadership capability building. These investments ensure our workforce remains competitive while enabling organisational adaptability and innovation leadership.

PERFORMANCE MANAGEMENT AND RECOGNITION

Our performance management system integrates individual development with organisational objectives while providing regular feedback, goal alignment, and recognition for exceptional contributions. This approach supports employee engagement while ensuring performance standards and strategic objective achievement.

During FY2025, 100% of employees received comprehensive performance reviews, career development planning, and recognition for outstanding contributions to organisational success and sustainability advancement.

EMPLOYEE
EXPERIENCE AND WELL-BEING

CREATING THRIVING WORK ENVIRONMENTS

Our employee experience strategy focuses on creating work environments where individuals can thrive professionally and personally while contributing to meaningful work that advances our sustainability objectives and business success. We recognise that employee well-being directly influences performance, innovation, and organisational resilience.

COMPREHENSIVE WELL-BEING FRAMEWORK

Our well-being approach addresses physical, mental, social, and financial dimensions of employee wellness through integrated programmes that support individual needs while strengthening organisational culture and performance capabilities.

Well-being Programme Components:

- Physical Health Enhancement: Comprehensive healthcare coverage, fitness facilities, and preventive health programmes
- Mental Health Support: Counselling services, stress management resources, and mental wellness initiatives
- Work-Life Integration: Flexible working arrangements, family support programmes, and personal time protection
- Financial Security: Competitive compensation, retirement planning, and financial wellness education

EMPLOYMENT BENEFITS AND COMPENSATION EXCELLENCE

Our compensation philosophy ensures competitive, equitable remuneration that reflects individual contributions, market conditions, and organisational performance. We maintain comprehensive benefit programmes that support employee security while demonstrating our commitment to workforce well-being.

FY2025 EMPLOYEE BENEFITS FRAMEWORK:

Benefit Category	Programme Components
Healthcare Coverage	Medical and hospitalisation insurance; preventive care programmes
Professional Development	Training programmes, certification support, career advancement
Work-Life Balance	Flexible schedules, remote work options, family support
Recognition Programmes	Performance bonuses, achievement awards, career advancement

PARENTAL LEAVE AND FAMILY SUPPORT

We provide comprehensive parental leave benefits that support employees during important family transitions while ensuring job security and career continuity. Our family-friendly policies reflect our commitment to work-life integration and employee well-being.

EMPLOYEE
EXPERIENCE AND WELL-BEING

FY2025 PARENTAL LEAVE PERFORMANCE:

Workforce in Singapore	Male			Female		
	FY2023	FY2024	FY2025	FY2023	FY2024	FY2025
No. of employees entitled to parental leave[13]	416	419	428	40	47	45
No. of employees that took parental leave	47	47	58	12	14	18
No. of employees that returned to work in reporting period after parental leave ended	47	47	52	12	14	15
No. of employees that returned to work in reporting period after parental leave ended that were still employed 12 months after their return to work	38	46	39	16	12	11
Return to work rate[14]	100%	100%	90%	100%	100%	83%
Retention rate[15]	81%	98%	83%	100%	100%	79%

EMPLOYEE ENGAGEMENT AND FEEDBACK SYSTEMS

We maintain comprehensive employee engagement systems that enable regular feedback, collaborative problem-solving, and continuous improvement in workplace experience. Our engagement strategy emphasises two-way communication, participative decision-making, and responsive management practices.

During FY2025, our employee engagement survey achieved a 100% response rate with 95% and 98% satisfaction scores for staff and fieldsman respectively, demonstrating strong employee commitment and positive workplace culture.

[13] Parental leave entitlement follows Singapore's employment laws and TWC's internal guidelines.

[14] Return to work rate is computed by dividing total number of employees that did return to work after parental leave by total number of employees due to return to work after taking parental leave.

[15] Retention rate is computed by dividing total number of employees retained 12 months after returning to work following a period of parental leave by total number of employees returning from parental leave in FY2024 (Male: 47, Female: 14).

EMPLOYEE
EXPERIENCE AND WELL-BEING

A key highlight of the year was the Unity Day 2024 held in last October, our inaugural internal event dedicated to recognising and appreciating the contributions of our employees. The event featured the Employee Excellence Awards, including the Leadership Excellence Award, alongside team-building activities and celebratory programmes. Unity Day served as a platform to celebrate achievements, reinforce a culture of recognition, and strengthen the bonds among employees across all levels of the organisation.

EMPLOYEE
EXPERIENCE AND WELL-BEING

In addition, the Group convened its annual Strategic Meeting and Retreat, uniting senior leaders, key managers, and team members for focused discussions on long-term business directions. The sessions served to review performance, align priorities, and chart the roadmap for sustainable growth. These annual events foster organisational alignment while providing a meaningful platform for knowledge-sharing, collaboration, and collective decision-making. Through these sessions, TWC reaffirmed its commitment to engaging employees at all levels in shaping the company's future success.

COMMUNITY ENGAGEMENT AND CORPORATE SOCIAL RESPONSIBILITY

We encourage and support employee participation in community service and social responsibility initiatives that create positive local impact while strengthening team relationships and personal fulfilment. Our Corporate Social Responsibility ("**CSR**") programmes enable employees to contribute to meaningful causes while representing TWC values in our communities.

During FY2025, TWC continued to uphold its commitment to supporting the community through a series of meaningful CSR initiatives, with a strong emphasis on inclusivity, cultural appreciation, and care for the less privileged.

As part of our Lunar New Year outreach, TWC collaborated with the South West Community Development Council (CDC), the Movement for the Intellectually Disabled of Singapore (MINDS), and community partners to distribute 200 festive Cheers Packs to households in Telok Blangah. Each pack contained essential food items and festive treats, designed to bring comfort and cheer to residents during the festive season. This initiative was further enriched by the participation of influencer Adeline (@adeltgf), who joined our volunteers in packing and distributing the gifts, amplifying the spirit of giving and fostering greater community inclusivity.

Tapping on the strengths of our workforce, TWC supported Hao Ren Hao Shi, a non-profit organisation dedicated to distributing groceries to needy families. Through this collaboration, our skilled drivers assisted with logistical arrangements and participated in distribution events. The partnership not only enhanced operational efficiency for the beneficiaries but also provided our employees with meaningful opportunities to contribute directly to the community.

EMPLOYEE
EXPERIENCE AND WELL-BEING

Beyond Singapore, TWC extended its CSR commitment to Thailand, where the team actively supported underprivileged communities through contributions that provided daily necessities and essential supplies. This regional outreach underscored the Group's belief in uplifting lives not only where we are headquartered but also in the countries where we operate, reinforcing our role as a responsible corporate citizen across borders.

Through these CSR programmes, festive celebrations, cultural traditions, and employee engagement events, TWC demonstrated its dedication to nurturing community spirit, preserving cultural heritage, and fostering an inclusive environment where employees and community members alike feel supported and valued. These initiatives also reflect our broader sustainability values of caring for people, cultivating relationships, and building resilient communities.

TALENT
DEVELOPMENT AND GROWTH

INVESTING IN FUTURE LEADERS AND CAPABILITIES

Our talent development strategy recognises that organisational success requires continuous investment in employee capabilities, leadership development, and future skills preparation. We have created comprehensive development pathways that support individual career aspirations while building organisational capabilities necessary for sustained competitive advantage.

STRATEGIC LEARNING AND DEVELOPMENT FRAMEWORK

Our learning strategy combines formal training programmes with experiential learning opportunities, mentorship relationships, and cross-functional development experiences. This comprehensive approach ensures skill development while supporting career advancement and organisational capability building.

CORE DEVELOPMENT PILLARS:

- **Technical Excellence:** Industry-specific skills, safety competencies, and operational expertise development
- **Digital Capabilities:** Technology literacy, data analytics, and digital transformation skills
- **Leadership Development:** Management capabilities, strategic thinking, and team leadership skills
- **Sustainability Competency:** ESG knowledge, climate awareness, and sustainable business practices

COMPREHENSIVE TRAINING PROGRAMMES

In FY2025, TWC continued to invest in building a future-ready workforce through a comprehensive suite of training and development programmes. These initiatives were designed to strengthen technical competencies, support career transitions, and foster leadership capabilities across the organisation.

Work-Study Diploma Programme

This 2.5-year programme allows employees to gain full-time work experience while receiving structured on-the-job training guided by experienced mentors and supervisors. Participants attend weekly classes at ITE College West to deepen their technical knowledge and advance their career pathways.

TWC Crane Operator Traineeship Programme

Designed to develop skilled Crawler and Mobile Crane Operators, this programme combines external certifications (e.g., WSQ Perform Rigger & Signalman Tasks, WSH applications in various contexts, and crane operations) with internal training delivered via our Learning Management System (LMS). In-house modules include safety campaigns, customer service excellence, and monthly safety briefings tailored for crane operators.

Career Conversion Programme – Place-and-Train

Over a 3-month period, newly hired Singaporean citizens and Permanent Residents undergo on-the-job training to prepare for operational roles as crane operators. The programme equips participants with hands-on skills necessary for job readiness and success.

Overseas Market Immersion Programme

A 9-month development programme tailored for newly hired Country Managers in Southeast Asia. It includes 130 hours of blended learning — combining classroom instruction and eLearning — with a strong emphasis on digital and e-commerce skills to support regional expansion strategies.

TALENT
DEVELOPMENT AND GROWTH

Career Conversion Programme – Job Redesign & Reskilling

This programme supports employees in acquiring emerging skill sets, enabling them to transition into newly designed or enhanced roles. It strengthens workforce agility and ensures alignment with shifting industry needs.

Company-Sponsored Diploma and Degree Programmes

We continue to sponsor diploma and degree studies to promote lifelong learning and support the professional advancement of our employees.

Managing People Series

This series covers essential people management competencies, including onboarding, coaching, performance evaluations, and talent development. Modules are designed to strengthen communication, teamwork, planning, and problem-solving skills. Employees can access all resources through our Upskill Learning Management System, launched since January 2023.

20-Week Internship for NITEC/Higher NITEC Students

Students pursuing Automotive studies participate in a 20-week internship designed to provide hands-on, practical experience in real-world operations.

Technical Training

Focused on equipping employees with the specific skills required for their roles, including hands-on technical on-the-job training, familiarisation training, and specialised instruction tailored to their job functions (e.g. Technical Training on Tower Crane).

These programmes reflect our ongoing commitment to empowering employees with meaningful learning opportunities that drive both personal growth and organisational success.

During FY2025, we delivered 11,385 training hours across our workforce, representing 14.3 average training hours per employee. Our training investment reflects our commitment to continuous capability enhancement and employee development.

	Average Training Hours		
	FY2023	FY2024	FY2025
Gender			
Male	12.7	13.4	15.6
Female	5.6	6.1	4.7
Employee Category			
Senior Management	20.4	22.0	9.9
Middle Management	16.4	16.0	10.0
Executive	8.3	9.3	11.3
Non-Executive	12.2	12.5	15.4

CLIMATE STRATEGY
AND IFRS S2 DISCLOSURES

LEADING CLIMATE RESILIENCE IN HEAVY INFRASTRUCTURE

Our climate strategy represents a fundamental commitment to environmental stewardship while positioning TWC as a leader in climate-resilient infrastructure solutions. We recognise that effective climate action requires systematic risk management, strategic opportunity optimisation, and transparent disclosure that enables stakeholder decision-making and accountability.

GOVERNANCE: BOARD LEADERSHIP IN CLIMATE OVERSIGHT

The Board of Directors maintains ultimate accountability for climate-related strategy, risk management, and opportunity optimisation. Climate considerations are systematically integrated into strategic planning, investment decisions, and performance evaluation processes through dedicated governance structures and regular oversight activities.

Board Climate Responsibilities:

- Strategic climate direction and target setting
- Climate risk assessment and mitigation oversight
- Climate opportunity identification and optimisation
- Performance monitoring and strategic adjustment
- Stakeholder engagement and disclosure oversight

The Audit Committee supports Board oversight through detailed climate risk assessment, performance monitoring, and compliance verification.

Management Climate Leadership:

Our executive team maintains operational responsibility for climate strategy implementation, performance optimisation, and stakeholder engagement. The SRC coordinates cross-functional climate initiatives while ensuring strategic alignment and operational excellence.

Management's climate responsibilities include strategy execution, risk monitoring, opportunity development, performance optimisation, and transparent stakeholder communication. Regular climate performance reviews inform strategic adjustments while ensuring accountability across all organisational levels.

STRATEGY: CLIMATE RESILIENCE AND TRANSITION LEADERSHIP

Our climate strategy addresses both transition risks and physical risks while optimising emerging opportunities in the evolving low-carbon economy. We have conducted comprehensive risk and opportunities assessment, and scenario analysis to inform strategic planning and ensure business resilience across multiple climate futures.

RISK MANAGEMENT: INTEGRATED CLIMATE RISK FRAMEWORK

Climate risks are fully integrated within our enterprise risk management system through systematic identification, assessment, prioritisation, and mitigation processes. Our approach ensures climate considerations inform strategic decisions while enabling proactive risk management and opportunity optimisation.

Climate risks inform strategic planning, investment prioritisation, and operational decision-making through regular risk assessment updates and strategic review processes. This integration ensures climate considerations shape business strategy while enabling adaptive management and strategic optimisation.

Climate-related Risks and Opportunities

Risk	Risk Driver	Time Horizon	Impact	Strategic Responses
Physical risks				
Acute Increased severity of extreme weather events such as flooding	• Increased rainfall and flash flood	2050	• Increased capital costs for assets replacement • Increased insurance premiums for equipment and facilities • Reduced revenue due to business disruptions • Increased costs from negative impacts on workforce (e.g., health-related issues and employee safety)	• Periodically update business continuity plan and crisis management plan • Develop climate-resilient policies and procedures as well as integrate them as a part of enterprise risk management efforts
Chronic Rising mean temperatures	• Global warming	2050	• Higher water consumption and energy costs • Increased thermal stress and health risk for our employees • Lower work productivity of our employees	• Adopt more water efficient fittings and energy saving products • Shorten exposure time and use frequent rest breaks for employees • Provide a better indoor environmental quality (e.g. air-conditioner) for our employees
Transition risks				
Policy and Legal Mandates on and regulation of existing products and services	• Nationwide drive to decarbonisation • Increased focus on sustainability	2050	• Increased compliance and operation costs • Obsolescence and early retirement of existing assets due to policy changes	• Use of sustainable practices that are in compliance with legal requirements and safety standards for environmental protection • Monitoring of regulatory changes and performance of annual assessments to identify impact of changes on business
Technology Costs of transition to lower emissions technology	• Stricter emission standards	2050	• Capital investments in technological development • Cost of adoption of environmentally friendly technologies • Increased write-offs and early retirement of existing assets	• Maintain close relationship with suppliers and customers to identify new market requirements • Change management planning to manage gradual transition to lower emissions technology

Risk	Risk Driver	Time Horizon	Impact	Strategic Responses
Market ESG initiatives will lead to higher prices for lifting equipment and its components	• Supply chain disruptions • Market demand and competition	2050	• The rise in expenses for acquiring lifting equipment with environmentally friendly features will increase both capital expenditures and operational expenses	• Optimise resource consumption within value chain and closely monitors material and equipment prices in the market

Opportunity	Opportunity Driver	Time Horizon	Description	Existing Actions
Resource efficiency Adoption of resource-efficient practices and use of supportive policy incentives	• Government initiatives and efforts to support sustainability • Increased awareness of sustainability issues by customers and business partners	2050	• Enhancing energy efficiency and water conservation in our operations and office premises, resulting in cost savings	• Adoption of resource-efficient practices in premises by implementing recycling initiatives and minimising paper usage • Installation of solar panels to generate electricity and save operating costs • Upgrading to energy-efficient cranes and electric vehicles to help reduce emissions from our fleet
Resources Promotion of recycling/ water-savings/ sustainable habits in office space		2050	• Use of government grants and supporting incentives can offset capital expenditures required to adopt greener energy sources and technologies, resulting in cost savings	
Resilience Participation in renewable energy programmes and adoption of energy-efficiency measures		2050	• Increased market valuation through resilience planning (e.g., human capital, infrastructure, equipment, building) • Better competitive position and branding to capture shifting customer's preferences for environment-friendly products and services, resulting in increased revenue	

Climate Scenario Analysis Framework:

Scenario	Paris-aligned scenario (below 2°C)	No mitigation scenario (4°C)
Description	The world manages to reduce CO_2e emissions through several measures.	The world fails to curb rising CO_2e emissions by Year 2100 and impacts from extreme weather events are assumed to grow in magnitude.
Rationale	To evaluate the transitional impacts within an economy transitioning to a low carbon world. It reflects measures required to limit global warming to under 2°C.	To evaluate the physical risks under a high-emission scenario, consistent with a future where policy changes to reduce emissions are limited.
Underlying model	This model considers factors such as greenhouse gas emissions and policy developments which serve as a foundation for the Group to analyse how different climate scenarios may impact its business operations and strategy over the short-, medium-, and long-term time horizon.	This model considers factors such as increased frequency of extreme weather events and rising mean temperature. Climate models and scientific assessments play a key role in shaping the narrative of such scenarios.
Assumptions	1. Global adoption of renewable energy, advancements in technology, and regulatory frameworks. 2. Assumptions related to the physical impacts of climate change, such as mean temperature rise and extreme weather events. 3. Collective global effort to mitigate climate change and transition towards a low-carbon economy.	1. The continuation of high GHG emissions and a lack of climate policy. 2. Limited technological advancements in clean energy and low levels of international cooperation to achieve climate goals.

METRICS AND TARGETS: COMPREHENSIVE PERFORMANCE FRAMEWORK

Our climate metrics framework provides transparent visibility into performance trends while enabling strategic optimisation and continuous improvement. We track both operational performance and strategic progress toward our climate objectives.

Refer to the following section on Environmental Stewardship for detailed disclosures of metrics and targets.

ENERGY
MANAGEMENT & INNOVATION

TRANSFORMING ENERGY PERFORMANCE THROUGH STRATEGIC INNOVATION

Our energy management strategy represents a fundamental commitment to operational efficiency, environmental responsibility, and long-term cost optimisation. We recognise that energy excellence requires systematic transformation of consumption patterns, technological advancement, and behavioural change across all operational dimensions.

CORE ENERGY MANAGEMENT PRINCIPLES:

- **Systematic Optimisation:** Monitoring of monthly meter readings to track consumption trends.
- **Technology Leadership:** Proactive adoption of advanced energy technologies and solutions.
- **Behavioural Excellence:** Employee engagement and capability building for energy conservation.
- **Performance Transparency:** Comprehensive monitoring and reporting of energy performance.

STRATEGIC ENERGY INITIATIVES PORTFOLIO

1. **Renewable Energy Integration Programme**

Our renewable energy strategy emphasises on-site generation, grid independence, and carbon footprint reduction through strategic solar energy deployment and emerging technology evaluation.

Solar Energy Excellence: to reduce our carbon footprint, we have installed solar photovoltaic panels at our storage yard at 12 Benoi Place. This initiative aims to utilise a more sustainable power source and contribute to decarbonisation efforts. In FY2025, 76,575 kWh of electricity from the solar panels was directed for use at the site, resulting in an offset of 31.55 tCO_2e of GHG emissions.

Future Renewable Technology Assessment: We continuously evaluate emerging renewable technologies including battery storage systems, hybrid solar solutions, and innovative energy management platforms that enhance our renewable energy capabilities and grid resilience.

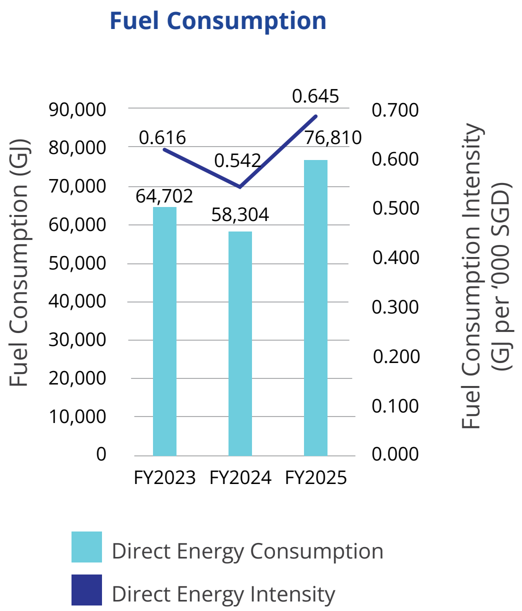
2. **Fleet Modernisation Initiative**

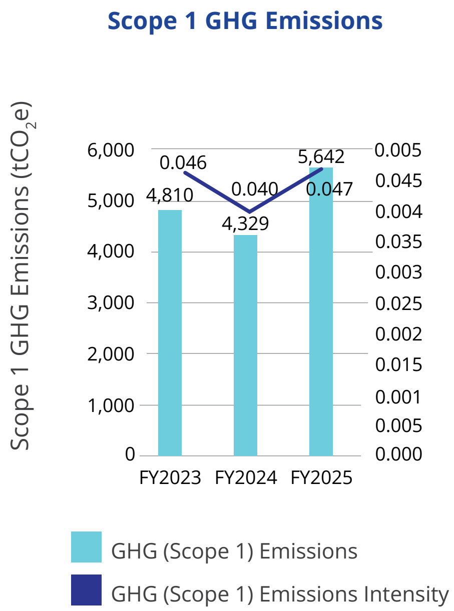
Our fleet transformation strategy prioritises environmental performance while maintaining operational capability and safety standards. We are actively exploring opportunities to upgrade our fleet by assessing alternative fuels, integrating emerging technologies, and staying attuned to industry trends to ensure a future-ready and sustainable approach.

ENERGY
MANAGEMENT & INNOVATION

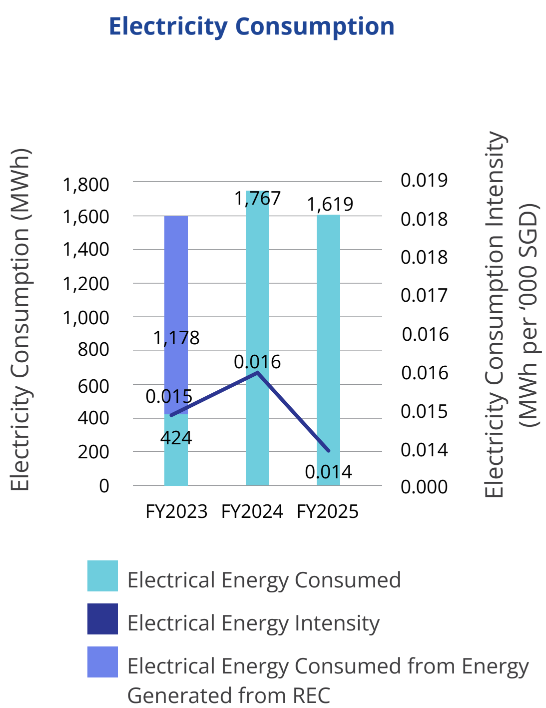
FY2025 Energy Consumption Analysis:

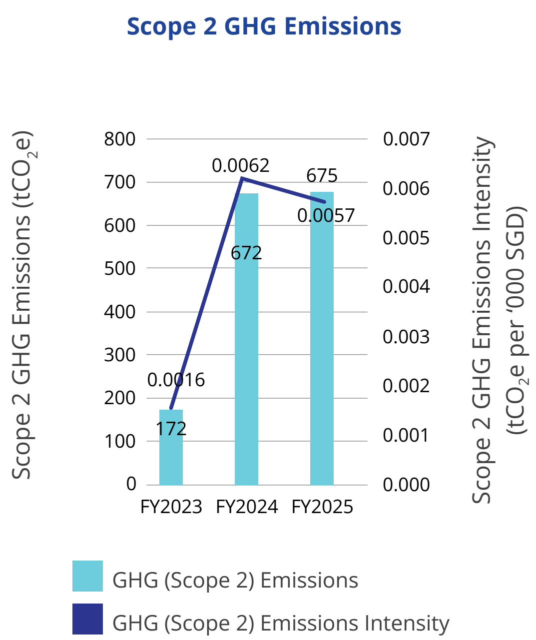
FY2025 performance reflected divergent trends across emission categories, with Scope 1 emissions rising from increased operational activities, and Scope 2 emissions decreasing due to enhanced energy efficiency measures and optimised electricity consumption.





	FY2023	FY2024	FY2025
Fuel Consumption (GJ)	64,702	58,304	76,810
Fuel Consumption Intensity (GJ per '000 SGD)	0.616	0.542	0.645
Scope 1 GHG Emissions (tCO_2e)	4,810	4,329	5,642
Scope 1 GHG Emissions Intensity (tCO_2e per '000 SGD)	0.046	0.040	0.047





ENERGY
MANAGEMENT & INNOVATION

	FY2023	FY2024	FY2025
Electricity Consumption (MWh)	1,602	1,767	1,619
Electricity Consumption Intensity (MWh per '000 SGD)	0.015	0.016	0.014
Scope 2 GHG Emissions (tCO_2e)	172	672	675
Scope 2 GHG Emissions Intensity (tCO_2e per '000 SGD)	0.0016	0.0062	0.0057

In FY2025, TWC Singapore consumed a total of 76,810 GJ of fuel (FY2024: 58,304 GJ) and 1,619 MWh of electricity (FY2024: 1,767 MWh). Scope 1 GHG emissions increased from 4,329 tCO_2e in FY2024 to 5,642 tCO_2e in FY2025, representing a 30% increase. Scope 1 GHG emission intensity increased by 18% from 0.040 tCO_2e per SGD in FY2024 to 0.047 tCO_2e per '000 SGD in FY2025.

Scope 2 GHG emissions increased slightly from 672 tCO_2e in FY2024 to 675 tCO_2e in FY2025, representing an increase of 0.45%. Scope 2 GHG emissions intensity decreased by 8.1% from 0.0062 tCO_2e per '000 SGD in FY2024 to 0.0057 tCO_2e per '000 SGD in FY2025.

We will continue to monitor our GHG emissions and adopt measures to reduce our GHG emissions in the coming years.

WATER
STEWARDSHIP & CONSERVATION

EXCELLENCE IN WATER RESOURCE MANAGEMENT

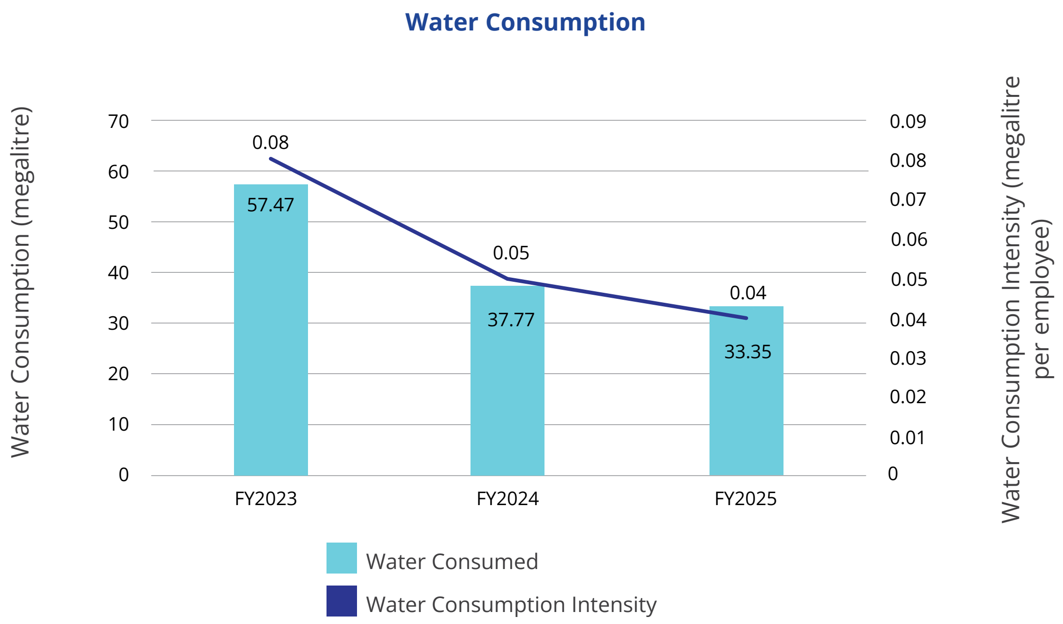
Our water stewardship strategy recognises water as a precious resource requiring careful management, conservation, and protection. We implement comprehensive water management practices that optimise consumption, enhance efficiency, and contribute to broader water security objectives while maintaining operational excellence.

Water Stewardship Principles:

- **Conservation Excellence:** Maximising water use efficiency through technology and behavioural change
- **Quality Protection:** Maintaining water quality standards and preventing contamination
- **Resource Security:** Building resilience against water scarcity and supply disruptions
- **Community Partnership:** Contributing to local water conservation and protection initiatives

FY2025 Water Consumption Analysis:

Our water stewardship achievements reflect systematic improvement building on the strong foundation established in FY2024, demonstrating consistent progress toward water efficiency excellence:



	FY2023	FY2024	FY2025
Water Consumption (megalitre)	57.47	37.77	33.35
Water Consumption Intensity (megalitre per employee)	0.08	0.05	0.04

In FY2025, TWC Singapore consumed a total of 33.35 megalitres of water (FY2024: 37.77 megalitres). This represents a decrease of 12%.

WASTE
MANAGEMENT AND CIRCULAR ECONOMY

LEADING THE TRANSITION TO CIRCULAR RESOURCE MANAGEMENT

Our waste management strategy transcends traditional disposal approaches to embrace circular economy principles that maximise resource value, minimise environmental impact and create economic opportunities through innovative waste reduction and recovery practices.

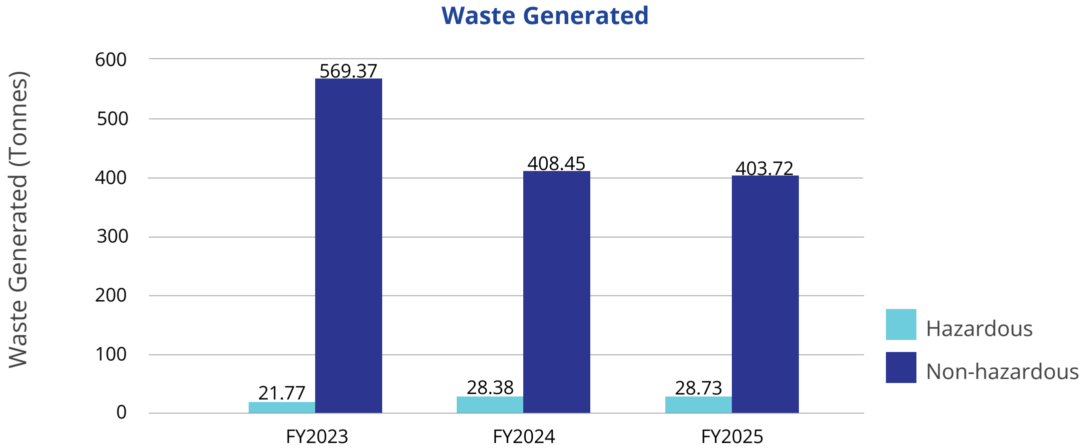
Circular Economy Principles:

- **Waste Prevention:** Systematic reduction of waste generation through design and operational optimisation
- **Resource Recovery:** Maximum value extraction through recycling, reprocessing, and energy recovery
- **Material Circularity:** Closed-loop systems that eliminate waste and optimise resource utilisation
- **Innovation Leadership:** Advanced technologies and partnerships that enable circular economy advancement

FY2025 Waste Generation & Management Analysis:

Our comprehensive waste management performance reflects the maturation of our circular economy strategy, building systematically on the foundations established in FY2024 while expanding recovery capabilities and partnership networks:

	FY2023	FY2024	FY2025
Total Waste (tonnes)	591.14	436.83	432.45
Hazardous	21.77	28.38	28.73
Non-hazardous	569.37	408.45	403.72
Waste intensity (tonnes per employee)	0.81	0.57	0.54



Treatment	Waste	Type of Waste	FY2023 (tonnes)	FY2024 (tonnes)	FY2025 (tonnes)
Diverted to disposal (Incineration – offsite)	Industrial Waste	Non-hazardous	287.53	222.49	223.79
	General Waste	Non-hazardous	85.65	76.83	73.91
Diverted from disposal (Recycled – offsite)	Waste Oil	Hazardous	11.22	18.51	19.76
	Battery	Hazardous	10.55	9.87	8.97
	Metal Scrap	Non-hazardous	189.15	109.13	104.80
	Paper	Non-hazardous	7.04	-	1.22

Waste generated remains relatively constant from FY2024 to FY2025.

STRATEGIC
SUSTAINABILITY TARGETS

BUILDING TOMORROW'S INFRASTRUCTURE THROUGH STRATEGIC COMMITMENT

At TWC, our sustainability targets represent more than performance metrics — they embody our strategic commitment to engineering resilience while creating lasting value for all stakeholders. Our comprehensive framework integrates ambitious environmental objectives with robust social responsibility commitments and exemplary governance standards, creating a unified pathway toward sustainable excellence.

OUR 2025 STRATEGIC VISION

We are committed to achieving industry-leading sustainability performance while maintaining operational excellence and financial strength. Our integrated approach addresses global challenges including climate change, resource scarcity, and social inequality through focused action that leverages our core competencies and market position.

ENVIRONMENTAL STEWARDSHIP TARGETS

Short-term Objectives (2025-2027)

Focus Area	Target Metrics	Baseline (FY2024)	Performance in FY2025
Carbon Intensity Excellence	5% reduction in Scope 1 and 2 emissions intensity	0.040 tCO_2e per '000 SGD Scope 1 intensity, 0.0062 tCO_2e per '000 SGD Scope 2 intensity	0.047 tCO_2e per '000 SGD Scope 1 intensity, 0.0057 tCO_2e per '000 SGD Scope 2 intensity
Energy Transformation	Continue existing energy efficiency practices with annual optimisation	0.542 GJ per '000 SGD fuel intensity, 0.016 MWh per '000 SGD electricity intensity	0.645 GJ per '000 SGD fuel intensity, 0.014 MWh per '000 SGD electricity intensity
Renewable Energy Leadership	Expand solar capacity building on Benoi Place success	155.7 MWh directed for use, 64.00 tCO_2e offset	76.6 MWh directed for use, 31.55 tCO_2e offset[16]
Fleet Evolution	Continue fleet modernisation with environmental efficiency priority	Euro 6 compliance expansion	Euro 6 compliance expansion
Water Stewardship	Continue existing water efficiency practices with annual optimisation	37.77 ML consumption, 0.05 ML/employee intensity	33.35 ML consumption, 0.04 ML/employee intensity
Waste Management	Continue existing waste management practices with optimisation focus	436.83 tonnes total waste, established diversion programmes	432.45 tonnes total waste, established diversion programmes

[16] During the reporting period, our 12 Benoi Place site recorded a reduction in overall power consumption compared to the previous FY. This reduction is largely attributed to improved staff awareness and conscientious energy use practices across the organisation. Employees have been more proactive in switching off unused equipment, minimising lighting during non-essential hours, and optimising air-conditioning use.

STRATEGIC
SUSTAINABILITY TARGETS

Medium-term Vision (2030)

Strategic Pillar	2030 Objectives	Success Measures	Innovation Integration
Emissions Intensity Leadership	10% CO_2e emissions intensity reduction from FY2024 baseline	Science-based target validation and achievement	Clean technology integration, operational excellence
Renewable Energy Excellence	Continue solar panel implementation and energy-saving practices	Enhanced renewable generation capacity	Energy storage systems, smart grid integration
Operational Resilience	Maintain zero climate-related operational disruptions	Business continuity assurance and adaptation	Climate-resilient infrastructure, scenario planning
Technology Partnership	Engage in clean technology collaborations	Innovation acceleration through partnerships	R&D partnerships, sustainable solution development
Water Stewardship	5% water consumption intensity reduction from FY2024 baseline through implementation of water-saving practices and recycling initiatives	Water-saving practices and recycling from FY2024 baseline	Advanced recycling systems, community partnerships
Waste Management	Establish targets after comprehensive waste data collection and analysis	Baseline establishment from expanded data collection	Closed-loop systems development, value chain integration

Long-term Commitment (2050)

We aim to progressively reduce our carbon footprint across operations through ongoing decarbonisation efforts, adoption of innovative technologies, and collaboration with industry partners to support the transition towards a low-carbon future.

Climate Leadership Recognition: Establish TWC as the preferred sustainable infrastructure partner through demonstrated climate performance, innovation excellence, and stakeholder value creation.

Water Stewardship: Continue working towards higher rating water-efficient fixtures and compliance with environmental regulations.

STRATEGIC
SUSTAINABILITY TARGETS

Waste Management: Continue investing in innovative technologies to reduce waste generation and enhance recycling capabilities.

Safety Performance Area	Perpetual Excellence Targets	Performance in FY2024	Performance in FY2025
Zero Harm Leadership	Zero work-related fatalities (perpetual commitment)	Achieved in FY2024: 0 fatalities	0 fatalities
Incident Prevention Excellence	Maintain industry-leading safety performance	7 recordable injuries (4.60 rate per 200,000 hours)	6 recordable injuries (3.60 rate per 200,000 hours)
Health & Wellness Excellence	Comprehensive employee well-being programme optimisation	100% employee coverage through existing programmes	100% achieved
Safety Culture Leadership	Continuous improvement in safety engagement and participation	Established safety training and awareness programmes	Continued safety training and awareness programmes

Talent Development Targets

Timeframe	People Excellence Objectives	Performance in FY2024	Performance/ Strategic Investment
2025-2027	Offer internal and external trainings that are essential and beneficial to the development and career progression of our employees at all levels	12.50 average training hours per employee (FY2024)	Delivered 11,384.5 training hours across our workforce (14.3 average training hours per employee). Training programmes include hands-on technical on-the-job training, familiarisation training, and specialised instruction tailored to their job functions
2030	• Continue providing internal and external training courses and programmes • Increase the average training man-hours by 5% from FY2023	Established training programmes across technical excellence, safety competency, leadership development, and sustainability awareness	Increasing of internal, external & eLearning training programmes to increase workforce competency and awareness for future-ready and preparedness
2050	• Continue providing internal and external training courses and programmes. • Increase the average training man-hours by 10% from FY2023	Long-term capability development aligned with industry transformation	Developing next-generation skills development, emerging technology competency building, and leadership pipeline advancement

STRATEGIC
SUSTAINABILITY TARGETS

Employee Well-being Targets

Focus Area	Strategic Objectives	Measurement Framework	Performance in FY2025
Gender Equality Enhancement	Achieve 35% female representation in white-collar roles by 2030	Gender diversity across all levels	✓
Inclusive Culture Excellence	Achieve 85% inclusion index score	Annual TWC Workplace Fairness, Diversity, Equity & Inclusion (DEI) Survey	✓
Equal Opportunity Employment	Merit-based employment	Fair employment practices based on merit	✓
Employee Satisfaction	Achieve 85% of employee satisfaction in the Employee Engagement Survey conducted	Enhanced employee satisfaction with work environment	✓

Customer Satisfaction Targets

Perpetual Commitments	Performance in FY2024	Performance in FY2025
Achieve 70% customer satisfaction rating	85% customer satisfaction achieved	84% customer satisfaction achieved

GOVERNANCE EXCELLENCE TARGETS

Corporate Governance Performance Targets

Governance Excellence Area	Perpetual Commitments	Performance in FY2024	Performance in FY2025
Ethical Leadership	Zero tolerance for corruption and fraud	Zero confirmed incidents achieved	Zero confirmed incidents achieved
Regulatory Excellence	Zero non-compliance with laws resulting in significant fines	Zero significant violations achieved	Zero significant violations achieved
Board Effectiveness	Comply with SGX Mainboard Rules mandatory director training	Full compliance achieved	Full compliance achieved

STRATEGIC
SUSTAINABILITY TARGETS

ECONOMIC VALUE CREATION TARGETS

Financial Sustainability Integration

Economic Performance Area	Strategic Objectives	Stakeholder Value	Performance / Strategic Implementations
Revenue Growth Excellence	Sustainable revenue growth aligned with market expansion	Customer value, market leadership	ESG-driven customer acquisition, premium service positioning
Operational Efficiency	Cost optimisation through sustainability initiatives	Profitability enhancement, competitive advantage	Resource efficiency, waste reduction, energy optimisation
Investment Returns	Sustainable ROI through long-term value creation	Investor confidence, business resilience	Clean technology investments, capability development

GRI
CONTENT INDEX

Statement of use	Tiong Woon Corporation Holding Ltd has reported in accordance with the GRI Standards for the period 1 July 2024 to 30 June 2025.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Section Reference
GRI 2: General Disclosures 2021	2-1 Organisational details	Annual Report: Corporate Profile Sustainability Report: Corporate Profile
	2-2 Entities included in the organisation's sustainability reporting	Sustainability Report: About the Report
	2-3 Reporting period, frequency and contact point	Sustainability Report: About the Report • Annual Reporting • Publication Date 30 October 2025
	2-4 Restatements of information	Sustainability Report: Safety Leadership and Risk Management
	2-5 External assurance	TWC has not sought external assurance for this reporting period, and may consider it in the future.
	2-6 Activities, value chain and other business relationships	Annual Report: Corporate Profile Sustainability Report: Corporate Profile
	2-7 Employees	Sustainability Report: Workforce Composition and Diversity
	2-8 Workers who are not employees	There are 37 workers (all males) who are not employees. These employees are engaged for sub-contracting works.
	2-9 Governance structure and composition	Annual Report: Corporate Governance Report Sustainability Report: Sustainability Governance
	2-10 Nomination and selection of the highest governance body	Annual Report: Corporate Governance Report
	2-11 Chair of the highest governance body	Annual Report: Corporate Governance Report
	2-12 Role of the highest governance body in overseeing the management of impacts	Annual Report: Corporate Governance Report Sustainability Report: Sustainability Governance
	2-13 Delegation of responsibility for managing impacts	Sustainability Report: Sustainability Governance
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Report: Sustainability Governance
	2-15 Conflicts of interest	Annual Report: Corporate Governance Report
	2-16 Communication of critical concerns	Sustainability Report: Sustainability Governance There was zero number of critical concerns that were communicated to the highest governance body in FY2025.

GRI
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GRI Standard	Disclosure	Section Reference
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	Sustainability Report: Sustainability Governance
	2-18 Evaluation of the performance of the highest governance body	Annual Report: Corporate Governance Report
	2-19 Remuneration policies	Annual Report: Corporate Governance Report Policies relating to sign-on bonuses and incentives, termination payments, clawbacks, retirement benefits, and sustainability-linked incentives for senior executives are not disclosed due to confidentiality constraints.
	2-20 Process to determine remuneration	Annual Report: Corporate Governance Report
	2-21 Annual total compensation ratio	The matters are not disclosed due to confidentiality constraints.
	2-22 Statement on sustainable development strategy	Sustainability Report: Board Statement
	2-23 Policy commitments	Annual Report: Corporate Governance Report Sustainability Report: https://ir.tiongwoon.com/corporate_policies.html
	2-24 Embedding policy commitments	Sustainability Report: Corporate Governance
	2-25 Processes to remediate negative impacts	Sustainability Report: Integrated Quality, Safety & Environment Management
	2-26 Mechanisms for seeking advice and raising concerns	Sustainability Report: Key Governance Policies and Implementation (Whistleblowing and Transparency Protocol)
	2-27 Compliance with laws and regulations	Sustainability Report: Corporate Governance There were no significant fines for instances of non-compliance with laws and regulations that occurred in FY2024 and FY2025.
	2-28 Membership associations	TWC has national memberships and industry associations, such as Singapore Business Federation, Singapore National Employee Federation, Singapore Logistics Association and Singapore Cranes Association.
	2-29 Approach to stakeholder engagement	Sustainability Report: Stakeholder Engagement
	2-30 Collective bargaining agreements	There were no collective bargaining agreements.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Report: Materiality Topics Assessment
	3-2 List of material topics	

GRI
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Topic-specific Disclosure		
Topic-specific disclosure		
Economic Performance GRI 3: Material Topics 2021 / GRI 201: Economic Performance 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report: Material Topics Assessment
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Sustainability Report: Economic Performance
	201-2 Financial implications and other risks and opportunities due to climate change	We are in the midst of quantifying the financial impacts of climate-related risks and opportunities. Disclosures will be made progressively in following years.
	201-3 Defined benefit plan obligations and other retirement plans	Sustainability Report: Employment Benefits a, b, and c are not applicable as Singapore entities do not recognise pension liabilities.
	201-4 Financial assistance received from government	Annual Report: Notes to the Financial Statements – Government Grants Government grants pertain only to Singapore. There are no government bodies in our Group's shareholding structure.
Corporate Governance GRI 3: Material Topics 2021 / GRI 205: Anti-Corruption 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Material Topics Assessment
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Sustainability Report: Corporate Governance
	205-2 Communication and training about anti-corruption policies and procedures	Sustainability Report: Creating Sustainable Growth
	205-3 Confirmed incidents of corruption and actions taken	Sustainability Report: Corporate Governance
Energy Consumption GRI 3: Material Topics 2021 / GRI 302: Energy 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Material Topics Assessment
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Sustainability Report: Energy Efficiency and Greenhouse Gas ("GHG") Emissions
	302-2 Energy consumption outside of the organisation	In the following years, the Group will assess and disclose the data, if emissions are material to the Group's operation.
	302-3 Energy intensity	Sustainability Report: Energy Management & Innovation
	302-4 Reduction of energy consumption	Sustainability Report: Energy Management & Innovation
	302-5 Reductions in energy requirements of products and services	Sustainability Report: Energy Management & Innovation

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GRI Standard	Disclosure	Section Reference
Water Consumption GRI 3: Material Topics 2021 / GRI 303: Water and Effluents 2018		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Material Topics Assessment
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Sustainability Report: Water Stewardship & Conservation
	303-2 Management of water discharge-related impacts	Sustainability Report: Water Stewardship & Conservation
	303-3 Water withdrawal	Not applicable, water is sourced from local public utilities.
	303-4 Water discharge	Not applicable, water is discharged back to local sewage network.
	303-5 Water consumption	Sustainability Report: Water Stewardship & Conservation
Climate Change GRI 3: Material Topics 2021 / GRI 305: Emissions 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Material Topics Assessment
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability Report: Energy Management & Innovation
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Report: Energy Management & Innovation
	305-3 Other indirect (Scope 3) GHG emissions	Scope 3 GHG emissions will be disclosed in FY2030.
	305-4 GHG emissions intensity	Sustainability Report: Energy Management & Innovation
	305-5 Reduction of GHG emissions	Sustainability Report: Energy Management & Innovation
	305-6 Emissions of ozone-depleting substances (ODS)	In the following years, the Group will assess and disclose the data, if emissions are material to the Group's operation.
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	In the following years, the Group will assess and disclose the data, if emissions are material to the Group's operation.
Waste Management GRI 3: Material Topics 2021 / GRI 306: Waste 2020		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Material Topics Assessment

GRI
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GRI Standard	Disclosure	Section Reference
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainability Report: Waste Management and Circular Economy
	306-2 Management of significant waste-related impacts	Sustainability Report: Waste Management and Circular Economy
	306-3 Waste generated	Sustainability Report: Waste Management and Circular Economy
	306-4 Waste diverted from disposal	Sustainability Report: Waste Management and Circular Economy
	306-5 Waste directed to disposal	Sustainability Report: Waste Management and Circular Economy
Employee Well-being GRI 3: Material Topics 2021 / GRI 401: Employment 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Material Topics Assessment
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability Report: Empowering Our People
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	
	401-3 Parental leave	
Workplace Health and Safety GRI 3: Material Topics 2021 / GRI 403: Occupational Health and Safety 2018		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Material Topics Assessment
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Sustainability Report: Safety Leadership and Risk Management
	403-2 Hazard identification, risk assessment, and incident investigation	Sustainability Report: Safety Leadership and Risk Management
	403-3 Occupational health services	Sustainability Report: Safety Leadership and Risk Management
	403-4 Worker participation, consultation, and communication on occupational health and safety	Sustainability Report: Safety Leadership and Risk Management
	403-5 Worker training on occupational health and safety	Sustainability Report: Safety Leadership and Risk Management
	403-6 Promotion of worker health	Sustainability Report: Safety Leadership and Risk Management
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report: Safety Leadership and Risk Management
	403-8 Workers covered by an occupational health and safety management system	Sustainability Report: Safety Leadership and Risk Management
	403-9 Work-related injuries	Sustainability Report: Safety Leadership and Risk Management
	403-10 Work-related ill health	Sustainability Report: Safety Leadership and Risk Management

GRI
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GRI Standard	Disclosure	Section Reference
Talent Development GRI 3: Material Topics 2021 / GRI 404: Training and Education 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Material Topics Assessment
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Sustainability Report: Talent Development and Growth
	404-2 Programmes for upgrading employee skills and transition assistance programmes	
	404-3 Percentage of employees receiving regular performance and career development reviews	
Customer Satisfaction GRI 3: Material Topics 2021		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Material Topics Assessment
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts (customer)	Sustainability Report: Integrated Quality, Safety & Environment Management
	2-29: Approach to stakeholder engagement (customers)	Sustainability Report: Integrated Quality, Safety & Environment Management

TCFD
DISCLOSURES INDEX

Governance		
TCFD 1(a)	Describe the board's oversight of climate-related risks and opportunities.	Pages 4-5, 32
TCFD 1(b)	Describe management's role in assessing and managing climate-related risks and opportunities.	
Strategy		
TCFD 2(a)	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	Pages 33-35
TCFD 2(b)	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	
TCFD 2(c)	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	
Risk Management		
TCFD 3(a)	Describe the organisation's processes for identifying and assessing climate-related risks.	Page 32
TCFD 3(b)	Describe the organisation's processes for managing climate-related risks.	
TCFD 3(c)	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	
Metrics and Targets		
TCFD 4(a)	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Page 35
TCFD 4(b)	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions, and the related risks.	
TCFD 4(c)	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	

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