



SUSTAINABILITY REPORT 2023
CHARTING COURSES
FOR SUSTAINABLE
GROWTH

Table of Contents

Board Statement.....	1
Vision and Mission.....	1
About the Company.....	1
Organizational Details	1
About this Report	2
Report Scope.....	2
Report Methodology.....	2
Report Structure.....	3
Reporting period, frequency and contact point.....	3
Assurance.....	3
Scope of Business.....	4
Sustainability of Governance	6
Sustainability Commitments	6
Statement on sustainable development strategy	6
Policy commitments	6
Embedding policy commitments	8
Awards and Certifications.....	9
Stakeholder Engagement.....	10
Approach to stakeholder engagement.....	10
Material Topics	11
Process to determine material topics	11
List of material topics	11
Sustainability Performance	12
Procurement Practices.....	12
Proportion of spending on local suppliers	12
Supplier Review and Selection.....	12
Business Ethics	13
Anti-corruption and Regulatory Compliance	13
Paper Consumption.....	13
Paper Consumption performance	13
Energy Consumption.....	14
Energy consumption within the organization	14
Water Consumption.....	15
Emissions	16
GHG emissions intensity	16

Climate Change Disclosures	17
Caring for Employees	19
Employment Practices	20
The Tripartite Guidelines on Fair Employment Practices	20
Communications	20
Employee Feedback.....	20
New employee hires and employee turnover.....	20
Benefits provided to full-time employees that are not provided to temporary or part time employees	22
Occupational Health and Safety.....	23
Training and Education	24
Average hours of training per year per employee.....	24
Diversity and Equal Opportunity	25
Employee (Gender).....	25
Employee (Age).....	26
Employee (Position)	26
Non-discrimination	26
Employee Rights	26
Community Involvement	27
Customer Relations	27
Service Quality and Safety	27
Customer Feedback and Satisfaction.....	27
Data Safety and Privacy.....	28
SGX Primary Components Index	29
GRI Content Index	30

Board Statement

Dear Stakeholders,

It gives us great pleasure to present our 6th sustainability report for the financial year ended 30 June 2023 ("FY2023"). In this report, we highlight the performance of our organization with particular focus on our commitment to working alongside our valued stakeholders to build a sustainable business based on our experience, resilience and adaptability to the ever-changing environment and global economy.

It is our belief that building a sustainable business is vital to our continued success and that we must be fully accountable for our impact on the environment, our customers, our people and our community as well as the Group's financial performance. The delivery of sustainable results is a critical aspect of our ability to remain financially stable. Acknowledging this helps to put into focus our commitment to principles laid out in our Corporate Sustainability Policy. Our responsibility to society is to ensure that sustainable practices are incorporated into every link of our value chain. We must meet the needs not only of our customers, employees and the community we operate in, but also those of our environment and our future generations.

This report provides detail about how we have met our responsibilities with our key stakeholders during the FY2023 and beyond.

Vision and Mission

We believe it is our responsibility to manage the Group successfully on a sustainable long-term basis. We are committed to delivering greater value and returns to our shareholders, business partners and employees.

Our employees operate according to a set of core values that guide all aspects of our business. We recognise that cooperation, communication and trust are essential for us to collaborate to compete, and that care and concern through respect, patience, empathy and consideration are essential, both between each other and among the communities in which we operate.

About the Company

Organizational Details

Name	ASL Marine Holdings Ltd. (the "Company") and its subsidiaries (the "Group" or "ASL Marine")
Location of Headquarters	Singapore
Location of Operations	Singapore, Indonesia, The Netherlands, Germany and People's Republic of China
Date of Establishment	2000
Contact No.	(65) 6264 3833
Fax	(65) 6268 0274
Email	ir@aslmarine.com
Website	www.aslmarine.com

Listed on Singapore Stock Exchange (“SGX-ST”) since 2003, ASL Marine has over the years grown into one of the region’s key players in the marine services sector.

Today, ASL Marine owns shipyards in Singapore and Indonesia (Batam), providing a comprehensive range of shipbuilding, ship repair and conversion services spanning myriad sectors and industries. As of 30 June 2023, it has a vessel fleet of 213, providing services to various industries, including marine infrastructure and construction, cargoes and equipment transportation, dredging and land reclamation. ASL Marine added VOSTALMG International B.V. and several related subsidiaries (the “VOSTALMG”) in 2012. The VOSTALMG designs and manages the construction of dredgers, makes and supplies specialised dredging components, and owns several important patents.

About this Report

Report Scope

This sustainability report articulates our commitment to sustainability and transparency. The report is designed to provide a transparent and balanced view of the Company and the Group, to reflect the interests of our key stakeholders, and to address those interests pragmatically. This report aims to include comprehensive and accessible information on the Company’s strategy towards sustainability, key issues, and data according to recognized standards.

The content of this report will focus on the sustainability performance, activities and initiatives that are under our direct control, including our Singapore office and operations, our local supply chain as well as any overseas activities directly associated with us. This report excludes joint ventures and associated companies which are not directly under our control. Material issues and topics described in this report have been selected according to their level of significance within the company boundaries, the sustainability context and the expectations of stakeholders which are reflective of our core business in a consistent manner for comparability of our performance indicators across time. This report covers our core businesses in our major offices in Singapore (head office), Indonesia, the Netherlands, Germany and the People’s Republic of China (“China”); unless stated otherwise. Specifically, our data on Local Procurement and Occupational Health and Safety only cover our shipyard and chartering operations in Singapore and Indonesia. We will continue to improve the scope of our reporting in the coming years. Nevertheless, our corporate governance and sustainability approaches are drawn from the policies and practices set at Group level.

This sustainability report focuses on the Group’s sustainability strategies and practices whilst highlighting our activities and developments’ economic, environmental, and social and governance aspects. The report aims to provide an overview of our approach, priorities and targets, as well as a performance review for our key sustainability areas.

Report Methodology

This report has been prepared in reference with the Global Reporting Initiative (GRI) Reporting Standards:1 Foundation 2021 (GRI 1 Foundation 2021). We have chosen the GRI Standards reporting guidelines for its robust guidance which offers an international reference for the disclosure of governance approach and of the environmental, social and economic performance and impacts of organizations. This report also contains disclosures related to climate risks and opportunities, consistent with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations and takes into consideration the primary components of the report content as set out by SGX-ST’s “Comply or Explain” requirements for sustainability reporting. Our data are reported in good faith and to the best of our knowledge. We will continue to improve our data collection processes.

For FY2023, we have started disclosing our sustainability performance in the Netherlands, Germany and China. We have restated our Greenhouse Gas Emissions data from FY2021 and FY2022 to

use the emission factors provided by the Singapore Energy Market Authority and the Power Plant Emission Factors released by the Ministry of Energy and Mineral Resources of Indonesia. We will use the emission factors by local regions moving forward.

Report Structure

This sustainability report is structured to reflect the interests of our key stakeholders. The information regarding the basis for report boundaries, our process of identifying and/or selecting stakeholders and materiality assessment is provided in sections “Stakeholder Engagement” and “Material Topics”.

We have identified five key stakeholder groups, namely, the environment and future generations, employees, customers, suppliers and communities. For each stakeholder group, we lay out our management approaches that govern how our material issues are identified as well as how the issues are prioritized and managed. Further, we will present our initiatives relating to sustainability in the areas of environmental, social and economic issues relevant to our aspects and boundaries. Finally, we will provide information of our key performance indicators, performance targets and outcomes.

Altogether, this report provides the basis for our responses and disclosures to the GRI 2021 Standards. Relevant sections in the report are referenced in the GRI Content Index at the end of this report.

Reporting period, frequency and contact point

The report covers the performance of our consolidated entities in FY2023 from 1 July 2022 to 30 June 2023. This report should be read in conjunction with our FY2023 Annual Report. Both reports are available on our website www.aslmarine.com.

Report Contact and Feedback

We welcome and value your feedback on the content of this report and encourage you to contact us through the following channels:

- a) In writing to our registered address at:
19 Pandan Road
Singapore 609271
- b) Via our contact page at <http://www.aslmarine.com/contact.php>

This report is provided in PDF format only and is available for download on the following page of our website: https://aslmarine.listedcompany.com/sustainability_report.html

Assurance

In line with recent updates to sustainability reporting disclosures by SGX-ST, ASL Marine has undergone internal review process covering specific procedures and controls of our Sustainability Reporting process. For FY2023, no external assurance is obtained for this Report.

Scope of Business

The Group is a vertically integrated marine services group primarily engaged in shipbuilding, shiprepair and conversion, shipchartering, dredge engineering, and other marine related services to a broad base of customers (i.e. mainly from Asia Pacific, South Asia, Europe, Australia and the Middle East). The Group was listed on the Main Board of the SGX-ST on 17 March 2003.

The description below provides a brief overview of the core business engaged by the Group.

a) Shipbuilding

The Group has a proven track record of building specialised and niche vessels ranging from dredgers, tugs, barges and tankers for customers globally. Headquartered in Singapore, the Group currently owns and operates shipyards in Singapore and Indonesia, on a combined land area of approximately 82 hectares.

b) Ship repair, conversion and engineering services

Ship repair and conversion

The Group provides a comprehensive range of repair and conversion services, primarily in its yards at Indonesia (Batam). The Indonesia (Batam) yard is situated on a fully developed land parcel of 46 hectares, with berthing space of 4,000 metres, three graving docks (of combined dry-docking capacity of more than 300,000 tonne deadweight), finger piers, multi-purpose workshops and a wide range of material handling and processing equipment.

Engineering services

VOSTALMG is an established player in dredging technology, product development, engineering and contracting, dedicated to serving the worldwide dredging industry. In addition to designing and building complete dredgers, VOSTALMG is specialized in developing and manufacturing dredging components as well as providing complete dredging engineering solutions. VOSTALMG's global presence and 140-year plus history confirm the company's position as a dedicated supplier of dredging equipment.

c) Ship chartering

The Group owns and operates a fleet of vessels consisting mainly of towing tugs, cargo and crane barges, split hopper barges, workboats, grab dredgers, landing crafts tankers, platform supply vessels, anchor handling tugs and anchor handling towing/ supply vessels. Majority of the vessels are deployed in Singapore, Indonesia and Asia Pacific regions.

For more information on our core business, please refer to our latest Annual Report for Corporate Profile and Business Overview.

In FY2023, ASL Marine has a total of 752 employees located in Singapore, Indonesia, the Netherlands, Germany and China. The majority of ASL Marine's employees are located in Singapore and Indonesia where our Shipyard and Chartering operations are located. The majority of our employees are under permanent contract comprising 77.9% of our workforce while 22.1% are contractual employees. For more information on employee diversity and practices, you may refer to the Employees and Diversity section of this report.

Total Workforce¹

FY2023	FY2022	FY2021
752	624	533

Workforce Distribution

FY2023 ASL Marine Workforce			
Country	Contract	Permanent	Total Workforce
Indonesia	165	186	351
Singapore	-	355	355
Others ¹	1	45	46
Total	166	586	752

Since the crews working on vessels are hired on short term employment period, there would be high staff fluctuation and result in distorted staff turnover rate during the year. Hence, we have excluded the crews in the statistics. In addition to the human resources we managed under our payroll internally, we also engage external contracted companies as our outsourced vendors which provide outsourced personnel, such as sub-contractors and security guards who might work within our premises. Although we supervise these people, they are employed by contracted companies and are not included in our head count. We do not employ other types of un-contracted workers.

We expect that all the contracted companies we work with will share our core principles of Human Resource ("HR") management practices. In our vendor selection process, we take into consideration of their HR management practices as one of the key selection and performance criteria. We regularly review the performance of our vendors based on these criteria as a key basis to determine whether to continue to engage the vendors with their services.

FY2023 is a significant year for the Group where we are strategically integrating more green and sustainable projects into our core businesses:

- i. **RECycle**
The Group started its first (demonstration) green ship breaking exercise in accordance with the Hong Kong Convention Green Ship Recycling Certification Regulation.
- ii. **REModel**
The Group is planning and preparing to embark on a ferry conversion project (crude-to-full/hybrid electric)
- iii. **RENewable**
The Group is intending to install new solar panels in our Singapore Shipyard. In October 2023, we installed 2 new Electric Vehicle Car charging station to encourage lower carbon footprint in our area of business.

¹ Note that for FY2022 and FY2021, employee data only includes employees from Singapore and Indonesia. We have started to disclose data for other offices in the Netherlands, Germany and China, starting from FY2023.

Sustainability of Governance

Our Board of Directors (the “Board”) oversees all corporate governance and operational matters relating to our business. For corporate sustainability, the Board is supported by the Corporate Sustainability Committee (“CSC”) which is chaired by our Group Chief Executive Officer (“CEO”) and includes designated senior executives. CSC provides leadership and approval over corporate sustainability matters such as Corporate Social Responsibility (“CSR”) plan, community investment and environmental initiatives. Supported by CSC, our Corporate Sustainability Champion, who is also the Head of Corporate Affairs, is our facilitator in the area of corporate sustainability, and proactively raises awareness across the organization. Through the Corporate Sustainability Work Group (“CSWG”), our Champion engages businesses and functions in collectively executing the CSR plan, identifying and managing the Environment, Social and Governance (“ESG”) Factors as well as engaging sustainability stakeholders. Businesses and functions provide back-to-back assurance over the quality of information for sustainability reporting.

All members of the Board have attended the sustainability training.



Sustainability Commitments

Statement on sustainable development strategy

We believe corporate social responsibility is a key driver towards long-term sustainability. Such responsibility is pragmatically integrated into our business practices as one of the core values in our corporate culture. Embedding such responsibility into our management processes across the value chain allows us to establish credibility among our stakeholders. We hope to play a part in influencing the environment for our future generations. Through integrating the notion of sustainability in our business, we ensure that our business strategy and operations are in line with a long-term vision towards a conducive and sustainability future.

Policy commitments

ASL Marine supports sustainable development and aims to align our strategy with the United Nations Sustainable Development Goals and the United Nations Global Compact.

Established in 1945 under the Charter of the United Nations (UN), the General Assembly occupies a central position as the chief deliberative, policymaking and representative organ of the United Nations. Comprising all 193 Members of the United Nations, it provides a unique forum for

multilateral discussion of the full spectrum of international issues covered by the Charter. It also plays a significant role in the process of standard-setting and the codification of international law.

On 25 September 2015, the UN General Assembly adopted the 17 Sustainable Development Goals (“SDGs”) to end poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda. Each goal has specific targets to be achieved over the next 15 years. Although the SDGs are primarily aimed at governments, they represent an important opportunity for businesses to also act for a more sustainable world. We will use SDGs as one of the guiding principles for our sustainability initiatives.

We acknowledge that our participation in reaching the SDGs has room for improvement. As we advance on our sustainability journey, we will continue to assess our alignment with the SDGs and, whenever possible, redirect our internal priorities and sustainability strategy to more effectively and comprehensively address the goals.

The United Nations (UN) Global Compact is a United Nations initiative to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. The UN Global Compact is a principle-based framework for businesses, stating ten principles in the areas of human rights, labour, the environment and anti-corruption.

While we are not yet a member of the United Nations Global Compact, ASL Marine supports its principles. Below are the references of our report to the 10 principles of the UN Global Compact:

Principle		Report Section
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	Employee Rights
Principle 2	Make sure that they are not complicit in human rights abuses.	Employee Rights
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Employee Rights
Principle 4	Elimination of all forms of forced and compulsory labour.	Employee Rights
Principle 5	Effective abolition of child labour.	Employee Rights
Principle 6	Elimination of discrimination in respect of employment and occupation.	Non-discrimination
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges.	Environment
Principle 8	Undertake initiatives to promote greater environmental responsibility.	Environment
Principle 9	Encourage the development and diffusion of environmentally friendly technologies.	Environment
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Business Ethics

Embedding policy commitments

Below are the activities we conduct in to support the UN Sustainable Development Goals

SDG Goal	Relevant Targets to Our Businesses (Source: http://sustainabledevelopment.un.org)	Our Participation
	13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	Our approach to mitigating climate change includes staff training and implementing energy-efficient measures. We monitor and report our GHG emissions and set reduction targets.
	15.1: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.	All the paper used in our offices are either Forest Stewardship Council (FSC) certified or made from KHAN-NA. We actively promote the use of such papers across our organization. Through that, the Company supports efforts in mitigating global warming and the creation of positive rural community engagement, job opportunity, and better livelihood for the farmers and members of the community.

				The following SDG goals are relevant to our business, operations and value chain. They are addressed in our various policies at group level. Such goals are also embedded in various initiatives carried out across the organization.
				
				
				We do not believe these goals are relevant to our business or industry. They are not within our boundaries and scope of influence; therefore, we are currently unable to make noticeable contributions to such goals.
				

SDGs Logo Source: <http://www.un.org/sustainabledevelopment/news/communications-material>

Awards and Certifications

The Singapore shipyard operation has implemented stringent quality control and safety procedures in its activities in order to provide a consistently high standard of service to its customers and has been certified to be in compliance with ISO 9001 standards (Quality Management System) in April 2004, ISO 14001 standards (Environmental Management System) in January 2014, ISO 45001 standards (Occupational Health and Safety Management System) in March 2021 and BizSafe Partner Certification status awarded by the Workplace Safety and Health Council (MOM) in December 2009.

Our Batam, Indonesia shipyard operations has likewise followed suit by implementing the same quality control and safety procedures for its activities, achieving certification of compliance for ISO 9001 standards (Quality Management System) in December 2019, ISO 140001 standards (Environmental Management System) in June 2022 and ISO 45001 standards (Occupational Health and Safety Management System) in June 2022.

For shipchartering business, the Group has in place a vessel maintenance programme for the proper upkeep of vessels as required by the Merchant Shipping Act, Chapter 179 of Singapore. The programme emphasises the importance of preventive maintenance and lays down a standard set of guidelines. The majority of the Group's vessels are classed by a member of the International Association of Classification Societies ("IACS"). The classification society will certify that the vessel has been built and maintained in accordance with the rules of the classification society and complies with the applicable rules and regulations of the flag state and with international conventions of which that state is a signatory. Such certification is required as evidence that the vessel is "class maintained" and seaworthy.

Conventions/Regulations

- IMO Convention
- MARPOL
- International Ship and Port Security ("ISPS")
- International Safety Management Code ("ISM")

Membership of Association

- Singapore Business Federation (Singapore)
- Association of Singapore Marine Industries (Singapore)
- Central Dredging Association ("CEDA") (The Netherlands)
- Netherlands Maritime Technology ("NMT") (The Netherlands)

Certification

- ISO 9001 (Singapore, Indonesia)
- ISO 14001 (Singapore, Indonesia)
- ISO 45001 (Singapore, Indonesia)
- BizSafe Partner Certification (Singapore)
- AMDAL (Indonesia)

Awards and Accolades

- 2015 – Letter of Commendation for 1,000,000 Man Hours LTI Free from Shell Australia (Singapore)
- 2018 - Zero Accident Campaign - 37,387 Safe man hours without LTI for corridor Storage tanker ship 111 Conversion Project from Thome Marine (Indonesia)

Stakeholder Engagement

Approach to stakeholder engagement

We believe that good CSR practice goes hand-in-hand with good corporate management practice. We also recognize that it is vital that our management approaches are adaptable to the dynamics of business and operation environment in such a way that we can continuously assess our impacts, develop sustainability objectives and respond in a proper manner to meet our stakeholders' expectations. Our CSR framework is based on our approach to sustainability and includes policies and measurement mechanisms to monitor the impacts made by our businesses and operations.

The key to the success of our sustainability programme is regular communication about our CSR plan and activities to all our stakeholders, and the provision of appropriate feedback mechanisms so that we can monitor and evaluate how we are doing and explore new possibilities stimulated by stakeholder responses. We see our sustainability reports as being a critical component of communication and evaluation. The overall sustainability context of the stakeholder engagements is managed through our CSR plan for our sustainability governance oversight.

Stakeholder	Management Approach	Initiatives	Outcome and Responses	Boundaries
<i>Future Generation</i>	Environmental Management System (EMS), Environmental policy, EMS guidelines, Waste Recycling/Management, ISO 14001 certification, the Ship Energy Efficiency Management Plan ("SEEMP") & MARPOL Annex VI Regulations	Internal Awareness and Education	Energy Efficient Lighting (e.g. LED), Digital Filing and Document to Reduce Paper Consumption. We have installed posters and notices along our premises to educate employees on the different ways they can help to contribute. For example reminder cards to switch off lights and air conditioners when not in use can be found in every office.	All operations
<i>Employee</i>	Code of Conduct, Fair Employment Practices, Training and Career Development, Pension Scheme, ISO 45001 Certification, BizSAFE	Staff Communication Sessions, Staff Feedback Process, Staff Exit Interviews	Work Life Balance Practices, Training Programmes, Employee Benefits	Policies cover all operations Occupational health & safety data only covers our operations in Singapore and Indonesia
<i>Customer</i>	Customer Relationship Management System, Policies on Quality Assurance, Data Security for Customer Information, Privacy policy, ISO9001	Customer Feedback Process, Competitive Benchmarking survey, Customer Data Protection Awareness and Education Program	Customer Complaints and Compliments Statistics, After sales services, Marketing brochures	All operations
<i>Supplier</i>	Supplier Selection and Regular Review Process	Feedback and Communication with Suppliers through Supplier Performance Review	Supplier Performance Review, Supplier Engagement	Policies cover all operations Procurement data only covers Singapore and Indonesia
<i>Community</i>	Selection of Community Initiatives in Alignment with Organization Goals	CSR Programme, Awards and Accolades	Increase Visibility of Company's CSR Efforts, Internship Programmes	All operations

Material Topics

Process to determine material topics

We have a review, assessment and feedback process in relation to ESG topics. The key to this is our Risk Assessment and Control Self-Assessment exercise which entails the identification, assessment and documentation of material risks and corresponding internal controls. Such material risks include fraud and corruption, environmental, health and safety, and human capital risks which are ESG-relevant. We are continuously improving the adequacy and effectiveness of our Risk Assessment and Control Self-Assessment processes in response to changing business and operation environment.

Through stakeholder engagement, we identify and review material issues that are most relevant and significant to us and our stakeholders. For external stakeholders, priority is given to issues important to society and applicable to us. Then, we prioritize our sustainability efforts and report issues that are most material to our business and stakeholders.

List of material topics

Stakeholders	Material Issues	Significance
Future Generation	<ul style="list-style-type: none"> ❖ Recycling of materials ❖ Environmental education of our employees and customers ❖ Reduction of carbon emissions ❖ Energy consumption 	Our sustainability agenda for the environment and future generation is embedded into the day-to-day business activities among our staff. We continue to strive to improve from a holistic perspective through the Company culture and practices. Within the big picture of sustainability, we take steps to focus on key goals such as curbing global warming, conserving and recycling resources.
Employee	<ul style="list-style-type: none"> ❖ Employee well-being through workplace health & safety and work life balance ❖ Training of employees on critical skill-sets to sustain competitiveness ❖ Competitive compensation scheme to retain talents ❖ Non-discrimination, diversity and equality ❖ Senior management engagement with employees 	An ethical and professional working environment is crucial in cultivating a corporate culture which motivates and empowers our employees to meet their full potential both professionally and personally.
Customer	<ul style="list-style-type: none"> ❖ Safety of our customers in our services delivery ❖ Customer data privacy ❖ Customer satisfaction and customer-centric approach 	The quality and safety of our services and products to our customers are the core focuses of our commitments. Through our quality and safety commitments to our customer, we will, in turn, be contributing to their own successful sustainable development.
Supplier	<ul style="list-style-type: none"> ❖ Environmental, labour and human rights impact in the supply chain 	To effectively and meaningfully implement our sustainability agenda, it is important that our suppliers and partners share our values in their business practices in the areas such as the environment, human rights, labour practices and corporate ethics. Such alignment of values is a crucial part of building mutually beneficial relations with supplier and channel partners to enhance both their own competitiveness and that of ours.
Community	<ul style="list-style-type: none"> ❖ Impact on communities and local economies, and future generation education ❖ Economic value generated and distributed to local community 	To progressively improve our business, identifying and attracting people with knowledge and talent are crucial to sustainability of our businesses.

Stakeholders	Material Issues	Significance
Common to All Stakeholder Groups	<ul style="list-style-type: none"> ❖ Compliance with prevailing laws and regulations ❖ Good corporate governance & ethics, transparency and non-financial reporting ❖ Ethical business practices such as anti-corruption ❖ Grievance mechanisms 	Legal compliance and ethical practices are the core foundation of our business. Our such culture is established and sustained through corporate governance, transparent reporting and open communications with all our stakeholder groups.

Sustainability Performance

Procurement Practices

As a part of our ambition to realize sustainability throughout our value chain, we extend the application of responsible business practices to our local partners and suppliers. We recognise that we are only at the beginning of our journey to integrate sustainable business practice throughout our supply chain, and we commit in our pragmatic approach to continuous improvement. We aim to identify new opportunities for collaboration with our suppliers, gradually increase transparency and continue to build shared capacity to minimise our indirect environmental and social impacts.

Proportion of spending on local suppliers

We are dedicated to supporting economic growth of the communities in the regions where we conduct our operations. With this, we are committed to source our materials and services from local suppliers. In FY2023, over 90% of the contracts we have awarded to our suppliers are from local providers. We will continue to engage with local vendors to source the resources needed by our organization as part of our commitment to support sustainable development of the communities where we operate.

Supplier Review and Selection

Our key suppliers are carefully selected through our supplier selection process. When selecting our key suppliers, we examine criteria such as financial health, quality of products and services, as well as competitiveness of pricing. In addition, we also take into consideration the overall sustainability policies adopted by our suppliers. Our final decision on supplier selection is based on the overall assessment which takes a balanced view across all selection criteria.

We regularly review the performance of our key suppliers to determine whether to extend our partnership with them. During the key supplier review process, we engage with our key suppliers to communicate our expectations and mutual feedback. Such review process ensures alignment of our key suppliers' services and products to our business requirements and sustainability objectives through pragmatic and continuous improvement in our partnership with our key suppliers.

We target to screen new suppliers in accordance with ESG criteria.

Business Ethics

Anti-corruption and Regulatory Compliance

Being a listed company in the SGX-ST, we are committed to maintaining a high standard of corporate governance as required in the listing rules. Our corporate governance framework covers ethics and compliance through a Code of Conduct as well as action guidelines which are to be adhered to by the officers and employees across the organization. Every new employee is introduced to our Code of Conduct and our policies on ethics and compliances, which includes areas such as anti-corruption. Communication channels, such as Whistle-Blower and Board escalation process, are in place to enable all employees and individuals engaged in business activities to report complaints of unethical behaviour. We have a dedicated officer who maintains a register of incidences regarding ethics and compliance issues and escalates to the management where appropriate. There has been no recorded incidents of corruption in all of ASL Marine's operations in the past three years.

The Group continues to maintain its zero-tolerance approach to bribery and corruption. We target to communicate our anti-corruption policies and Code of Conduct to all our employee as well as suppliers, sub-contractors and other business partners at the outset of our working relationship. We aim to provide updates, and where applicable, provide training to all our employees on the anti-corruption policies.

ENVIRONMENT

Paper Consumption

All our employees are urged to minimize paper wastage at work by adhering to our Internal Paper Usage Reduction Guidelines. For example, double-sided printing is set as a default, lower grammage paper is used for daily printing, and blank sides of unneeded single-sided copies are used for printing drafts. Paper re-use and recycling habits are also cultivated through initiatives such as our in-house reminders posted near the copy machines.

Wastepaper from our own offices is collected for recycling. Further, we encourage all employees to adopt digital documents instead of paper documents with an aim to further reduce paper consumption.

Considering the changes and dynamics of business and operations, we established our paper consumption index for consistent tracking of paper consumption over time. To this end, we have set a target for a paper consumption improvement of 10% from our 2018 level by 2030. Our target for paper consumption improvement is 0.8% per year. Although various business lines and operations account for different percentage of paper consumption across the organization, they all support this target and have aligned our environmental objectives accordingly.

Paper Consumption performance

We capture the data for paper consumption by how many reams of paper used where one ream is equivalent to 500 sheets of paper. To ensure consistency and comparability across various paper sizes, such as A3 and A4 papers, we measure the paper consumption by the weight of paper used which is adjusted for the various sizes and quality of papers.

Our business and function grow over time and the paper consumption patterns vary. We devise a paper consumption index for our performance monitoring. The index adjusts the paper consumption for the size of our activities. We normalize the amount of weights of paper consumed by the amount of our revenues which we use as a proxy of the size of our activities. The paper consumption index is measured in kilograms per million SGD.

In FY2023, we consumed total of 9,547 kg of paper (FY2022: 6,641), 100% of which are either Programme for the Endorsement of Forest Certification (“PEFC”) certified or made from KHAN-NA. Our paper consumption index stands at 28.43 (FY2022: 28.93) kg per SGD million of revenue.

Materials Used by the Organization

	Performance			Target		
	FY2023	FY2022	FY2021	FY2023	FY2024	FY2030
Weight of Paper Consumption (kg)	9,547	6,641	5,787			
Consumption [% of paper with FSC certification]	100%	100%	100%	100%	100%	100%
Paper Consumption Index (kg per SGD million of revenue)	28.43	28.93	31.26	37.83	37.50	35.52 (assumed 10% reduction from base year)

We have used FY2018 data as the base year for our performance tracking towards our 2030 goals. This year Paper Consumption Index stands at 28.43, which is slightly lower as compared to prior year. The index is outperformed as compared to the target set for FY2023. The lower paper consumption is partly due to control of paper usage for office staff.

Energy Consumption

We recognise that our energy requirement leads to significant impact to the environment. The majority of our energy consumption comes from our operation of shipyards and chartering. In this report, we only include energy consumption from purchased electricity and heating which comes from local grids where we operate. To manage our energy consumption, ASL Marine implements the Ship Energy Efficiency Management Plan and various energy efficiency initiatives.

Energy consumption within the organization

In FY2023, the total energy consumption of all of our operations is 22,716,439 kWh. The increase in our energy consumption is due to inclusion of our energy consumption in other locations besides Singapore and Indonesia. There is also an increase of energy consumption in our operations in Indonesia due to increase of economic activities in the location.

Energy Consumption within the Organization

Disclosure	Quantity	Unit
Energy consumption (electricity and heating)	22,716,439	(kWh)

Our business and function grow over time; the electricity consumption vary. To ensure consistency and comparability of the electricity consumption measures over time, we create a electricity

consumption index for our performance monitoring. The index adjusts the electricity consumption for the size of our activities. We normalize the amount of electricity consumption by the amount of our revenues which we use as a proxy of the size of our activities. The electricity consumption index is measured in kWh per SGD million of revenue.

Our energy consumption performance over the years is as follows:

	FY2023	FY2022	FY2021
Singapore	3,580,530	3,500,492	3,815,288
Indonesia	19,010,330	14,830,690	14,805,827
Others ²	125,579	-	-
Total Energy Consumption (kWh)	22,716,439	18,331,182	18,621,115
Index (kWh) per million SGD of revenue (S\$)	67,646	79,852	100,580

In FY2023, our energy consumption index is 67,646 kWh/million SGD. This is lower by 15.3% compared to previous year (FY2022: 79,852 kWh/million SGD). Overall, there has been a steady decrease in our energy consumption in the past years.

We have set a target of reducing our energy consumption index by 10% on 2030 based on our 2018 consumption data and a yearly reduction target of 0.8%. Despite the lifting of COVID-19 restrictions in FY2023, we have recorded stable decrease of energy consumption index and is on track of meeting our target.

FY2023 Consumption Index kWh per million SGD	FY2023 Target Index kWh per million SGD	FY2024 Target Index kWh per million SGD	FY2030 Target Index kWh per million SGD
67,646	68,544	67,948	64,372

Water Consumption

As part of our commitment to secure a better future for generations to come, ASL Marine is committed to sustainable and responsible resource management. One of the most important natural resources that is continuously depleted at an alarming rate globally is clean and potable water. Water scarcity is a global challenge that worsens as years go by due to several factors including increased human and industrial activities and climate change.

Although our water consumption is not substantial, we actively implement water-saving initiatives to prevent unnecessary wastage of this natural resource. We regularly monitor our plumbing and water fixtures to check for water leaks and fix it accordingly. We also promote water-saving awareness in our workplace for employees to practise water efficiency.

Starting FY2023, ASL Marine will regularly monitor and disclose water consumption in our operations. We have set a target of 10% reduction of water consumption index measured in m³ per SGD million of revenue by 2030 based on FY2023 data. We have evenly spread this reduction target to yearly sub-targets until 2030.

² Note that for FY2022 and FY2021, energy consumption performance only includes data from Singapore and Indonesia. We have started to disclose data for other offices in the Netherlands, Germany and China, starting from FY2023.

Water Consumption m ³	FY2023 Base year	FY2024 Target	FY2030 Target
Total	130,702		
Index	389	384	350

Emissions

We recognize that the effective management and monitoring of carbon footprint can reduce operating costs, create a competitive edge and increase stakeholder value. Our carbon footprint is measured in terms of Greenhouse Gas (“GHG”) emission. However, GHG emission is an absolute measure of how much carbon dioxide equivalent (“CO₂e”) is emitted. Our GHG emission reported is indirect (Scope 2) emission. We will develop and report direct Scope 1 emission (predominantly fuel usage by shipchartering operations) and Scope 3 emissions (generated by value chain) and set GHG reduction targets in the coming years.

Considering the changes and dynamics of business and operations, we established our GHG emission efficiency index for consistent tracking of carbon footprint over time. In FY2023, we have recorded a total of 15,966 tonne of carbon dioxide equivalent (“tCO₂e”) of indirect GHG emissions from energy consumption in our operations. The emissions are predominantly from energy consumption of our sites and offices in all locations. We follow the Greenhouse Gas Protocol Corporate Standard to compute the emissions based on these locations’ emission factors.

GHG Emissions FY2023	Quantity	Unit
Energy indirect (Scope 2) GHG Emissions	15,966	tCO ₂ e

GHG emissions intensity

	FY2023	FY2022 ³	FY2021 ⁴
Total GHG emissions (tCO ₂ e)	15,966	12,692	12,800
GHG Index (tCO ₂ e) per million SGD (S\$)	47.54	55.28	69.14

Due to changes in the methodology of calculating emissions, our previous targets are no longer applicable. With this, we have established a new GHG Emission index reduction target of 10% by 2030 based on 2021 data. The reduction target is evenly distributed every year until 2030.

GHG Emissions targets	FY2021 Base year	FY2023 target	FY2024 target	FY2030 target
GHG Index (tCO ₂ e) per million SGD (S\$)	69.14	67.60	66.84	62.23

³ Emissions data for FY2022 is restated to follow the emission factors published by Singapore Energy Market Authority and the Power Plant Emission Factors released by Ministry of Energy and Mineral Resources of Indonesia

⁴ Emissions data for FY2021 is restated to follow the emission factors published by Singapore Energy Market Authority and the Power Plant Emission Factors released by Ministry of Energy and Mineral Resources of Indonesia

Climate Change Disclosures

ASL Marine recognises the urgency of climate crisis. The marine industry is considered as one of the top contributors to climate change due to its reliance on fossil fuels. While ASL Marine is one of the players in the marine sector, we recognise the role we play in the mitigation of climate change impact.

We recognise the importance of aligning our business practices with the recommended climate change disclosures by the Task Force on Climate-related Financial Disclosures (“TCFD”). Corporations can communicate to its stakeholders how they identify, assess, and manage climate change risks in its business operations through this framework as set out below:

Governance: Governance around climate-related risks and opportunities.

Strategy: Actual and potential impact of climate-related risks and opportunities on businesses, strategy and financial planning.

Risk Management: Processes to identify, assess and manage climate-related risks.

Metrics and Targets: Metrics and targets used to assess and manage relevant climate-related risks and opportunities.

We are enhancing our climate change management through progressive disclosure with reference to the recommendations of TCFD starting this reporting year. We aim to align our climate-related disclosure in FY2024 and FY2025, following the roadmap below:

TCFD Disclosure Areas Category		Current (2023)	Year 1 (2024)	Year 2 (2025)
Governance	Board Oversight	√		
	Management Role	√		
Strategy	Risk and Opportunities Identification	√		
	Business Strategy Impacts		√	
	Scenario Analysis			√
Risk Management	Risk Identification and Assessment		√	
	Risk Management Processes		√	
	Risk Management Integration		√	
Metrics and Targets	Metrics of Assessment		√	
	GHG Disclosure		√	
	Targets			√

Governance & Strategy

The Board of Directors oversees corporate sustainability with the support of CSC, to set the Group’s overall strategies and respond toward the climate-related risks and opportunities. CSC manages and oversees sustainability issues in operations, regularly reviews related policies and updates to the Board.

The following climate-related risks and opportunities were identified during preliminary evaluation:

Risk Assessment

Category	Type	Risk Description	Type of Risk	Potential impacts
Physical Risk	Acute Risk	Extreme Weather Events, such as flooding and storm	Physical Risks to Assets	Yards, office buildings, warehouse and vessels safety; cost to repair/replace damaged or destroyed assets; higher maintenance fee; business disruption leading to loss of revenue and capital; and higher insurance costs or reduced coverage/unavailability of insurance
			Supply Chain Disruptions	Delay in delivery of products and services. For instance, extreme weather can disrupt shipping schedules or damage cargo, causing delays or losses.
			Occupational Health and Safety	Adverse weather might increase accidents, injuries and cause disruptions on delivery of products and services to customers.
	Chronic Risk	Changes in Rainfall Patterns and Rising Sea Levels	Physical Risks to Assets	Higher maintenance fee due to increased wear and tear or damage of assets; higher insurance costs or reduced coverage/unavailability of insurance; and impairment loss in assets.
			Rising Global Temperatures	Occupational Health and Safety

Category	Type	Risk Description	Type of Risk	Potential impacts
Transition Risk	Policy and Legal Risk	Enhanced emissions reporting obligations (e.g. NEA)	Stricter regulations and standards	Increasing maintenance fee; cost of upgrading the infrastructures; higher operating costs
		Carbon tax		Higher operating cost
	Technology Risk	Costs to transition to lower emissions technology	Investing in new (and potentially risky) climate technologies.	Additional investments in low carbon technology products and adaption features to properties, plant and equipment
	Markets Risk	Changing customer behavior/shift in customer preference, such as higher demand for sustainable shipping and renewable energy	Changes in demand for products and services	Uncertainty in market share; reduced demand for shipping vessels using fossil fuels
		Increased cost of raw materials and fuel		Higher operating cost
	Reputational Risk	Increased stakeholder concern and preference to work with companies incorporating climate change mitigation measures	Risk to market perception if the Company is not on par with industry peers in managing climate risks	Lower liquidity risk and/ or reduced attractiveness of assets that have not incorporated climate change mitigation measures

Opportunities Assessment

Category	Type	Opportunities
Opportunities	Resource Efficiency	<ul style="list-style-type: none"> • Use of more efficient modes of transport, production and distribution • Move to more energy efficient buildings • Recycling
	Energy Source	<ul style="list-style-type: none"> • Use of supportive policy incentives for clean energy • Use of low carbon energy/new technology • Participation in carbon market
	Products and Services	<ul style="list-style-type: none"> • Development of climate adaptation solutions • Ability to diversify business activities • Development of new products and services through innovation • Reduce carbon footprint through adoption of renewable energy, sustainable fuels and digitalization
	Markets	<ul style="list-style-type: none"> • Access to new markets • Use of public-sector incentives
	Resilience	<ul style="list-style-type: none"> • Participation in renewable energy and adoption of energy-efficiency measures • Resource substitution/ diversification

We will continue to assess the risks and opportunities that climate change may pose to our businesses and review the GHG reduction measures as appropriate.

SOCIAL

Caring for Employees

Our people are our most valuable resource and investing in their professional and personal well-being is vital to our business sustainability. Our goal is to establish work ethics among our employees, which are in line with our core values and code of conduct. They are the foundation upon which we build all our business initiatives and conduct our day-to-day activities.

We recognise that a motivated workforce will convey a positive and powerful message to all our key stakeholders, such as our customers, suppliers and the members of the community. Such commitment to our employees promotes a corporate culture of passion, quality and trust within the organization which reflect in our ability to create values to our stakeholders.

Our HR management principles and policies have been developed and established based on fair employment practices with the goal of attracting, supporting and maintaining a motivated workforce. Our HR policies cover key areas such as remuneration, benefits, health and safety, career development and training.

Our business operates in an environment which comprises diverse races, cultures and geographic locations. With this in mind, our HR policies are implemented across the organization within the principles with pragmatism, taking into consideration of the prevailing laws and regulations as well as local culture, norms and racial sensitivity.

Employment Practices

Our employment practices focus on maximizing the strength of our employees by providing equal opportunities based on merits and help our employees to develop strength through our on-the job training. We review the performance and development of our employees to effectively match their strength to their job specifications. Our performance-based reward scheme provides guidance to our employees to perform to their potential in alignment with the objectives of the Company.

The Tripartite Guidelines on Fair Employment Practices

Our Singapore HR practices are guided by the Singapore Tripartite Alliance for Fair and Progressive Employment Practices. The Singapore Tripartite Alliance comprises the Ministry of Manpower, Singapore National Employers Federation and National Trades Union Congress. The Tripartite Alliance has formulated guidelines on fair employment practice for adoption by Singapore employers, embracing the recruitment, training, treatment and reward of employees.

Communications

As our Company grows, effective communications across the organization are crucial to ensure continuous alignment of objectives of the employees and the organizational objectives. We achieve this through our various communication sessions customized based on target employees. Communication sessions for our managers are held regularly and agendas covered are customized in appropriate to the target functional scope of the managers. For example, operational agendas such as operation issues, ongoing developments and key project reviews may be discussed.

Employee Feedback

We value our employees' expertise in their areas of responsibilities. Therefore, their feedbacks are important in the improvement of overall management and operation of the organization. Through various established processes of employee engagement, such as employee objective setting, performance review as well as exit interview in the case of resignations, we gather such valuable feedbacks for the continuous improvement of our organization.

In addition, there are other feedback channels for areas specific to business and function, such as health and safety issues and compliance issues. Such feedbacks are managed by the leaders and managers of their specific business and function domain. We have also established reporting and escalation channel should the feedback require the attention of higher management.

New employee hires and employee turnover

Our business has been growing steadily in the past few years. In FY2023, we hired a total of 217 new employees to augment our human capital requirements. Below is the breakdown of our new employees by gender and age:

New Hires Distribution

Breakdown	FY2023		FY2022		FY2021	
	Headcount	%	Headcount	%	Headcount	%
Gender						
Male	167	77.0	70	75.3	12	60.0
Female	50	23.0	23	24.7	8	40.0
Age						
Below 30 years old	65	30.0	42	45.2	5	25.0
30 – 50 years old	124	57.1	48	51.6	14	70.0
Above 50 years old	28	12.9	3	3.2	1	5.0

FY2023 New Hires Distribution

Country	Headcount	%
Singapore	88	40.6
Indonesia	120	55.3
Others	9	4.1

Employee Turnover

While 123 employees resigned in FY2023, we recorded a net increase of 94 employees in our workforce. Below is the breakdown of our employee turnover within the year:

Employee Resignation distribution

Breakdown	FY2023		FY2022		FY2021	
	Headcount	%	Headcount	%	Headcount	%
Gender						
Male	88	71.5	36	73.5	50	86.2
Female	35	28.5	13	26.5	8	13.8
Age						
Below 30 years old	37	30.1	16	32.7	13	22.4
30 – 50 years old	69	56.1	27	55.1	33	56.9
Above 50 years old	17	13.8	6	12.2	12	20.7

FY2023 Employee resignation by region

Country	Headcount	%
Singapore	64	52.0
Indonesia	54	43.9
Others	5	4.1

Benefits provided to full-time employees that are not provided to temporary or part time employees

All non-managerial employees in Singapore are covered by the Employment Act, which provides basic employment terms and working conditions including contract requirements, remuneration, hours of work, overtime, rest days and annual leave entitlement.

In addition to the statutory benefits outlined in the Employment Act, we provide beyond-compliance-level benefits to our full-time employees. Examples of these benefits include paternity leave and compassionate leave.

Work–Life Balance

While developing the talents of our employees and providing equal opportunities for them to excel are the key drivers for our Company, we also recognize that well-being and contentment of our employees are pivotal to the success and sustainability of our business and performance. Our employees are our most valuable asset, and we appreciate that their overall well-being needs to be well looked after in order for them to sustain their performance and realize their full potential.

To support our employees to strike a work-life balance, we aim to create an environment that allows our employees to achieve harmony in their personal and professional life. We achieve this through the adoption of a flexible approach to work arrangements and provision of parental leave for eligible employees, which are aligned with legislations of respective countries. In FY2023, 12 employees (4 female, 8 male) took parental leave, and of which all have returned to work.

Retirement and Healthcare

Our Company has presence in various geographic locations where there are various local laws and regulations on pension and healthcare for employees. Our HR management practices comply with such laws and regulations.

In Singapore, we participate in the Central Provident Fund (“CPF”) personal savings scheme, which helps employees fund their retirement, home ownership, healthcare and education. Under this scheme, monthly deductions from employees’ gross salaries are paid into their CPF savings accounts. We make employer contributions to these accounts according to rates stipulated in the CPF Act. In addition to CPF contributions, we provide comprehensive medical coverage for all employees. For more information on the CPF scheme and contribution rates, please go to www.cpf.gov.sg.

In Indonesia, in accordance to Law No 24 Year 2011, we provide pension funds facilities through government program in cooperation with Employee Social Security System - BADAN PENYELENGGARA JAMINAN SOSIAL (“BPJS”). The system helps employees fund their retirement (through BPJS Ketenagakerjaan) and healthcare (through BPJS Kesehatan). Under these facilities, monthly deductions from employees’ gross salaries are paid into their respective BPJS accounts and we make employer contributions to these accounts, in accordance to President Decree No 45 year 2015 Art 28(3) for Pension, and President Decree No.12, year 2013 Art 16C(2) for Healthcare.

For more information on the pension and healthcare facilities, please go to <https://www.bpjsketenagakerjaan.go.id> and <https://bpjs-kesehatan.go.id> respectively.

Occupational Health and Safety

Occupational health and safety is a major concern for those operating in the marine industry. As part of our measures to address this concern in the Workplace Safety and Health (“WSH”) area, we ensure safety in our workplace by implementing measures to prevent ill-health, accidents and injuries. We believe that a safe work environment optimises working conditions and make our employees work better and also boost morale.

Following legislative requirements, we are in compliance with the Ministry of Manpower’s Workplace Safety & Health Act. In addition, we have attained certification for ISO 45001 standards and bizSAFE status. These well recognized standards provide us with the framework to manage risks associated with safety and health in our workplace.

All employees, visitors, vendors, suppliers, contractors and customers at the premises of our shipyard operations are covered by our Occupational Health, Safety and Environmental (“OHSE”) Policy which aims to manage and eliminate hazards that affect our working environment. Our OHSE Management System requires that Risk Assessments using hazard identification (“HAZID”) be undertaken prior to commencement of any shipbuilding and ship repair works. Additionally, for our ship chartering operations, we follow the International Maritime Organization (“IMO”) Safety Management System (“SMS”) code.

Our OHSE Safety Committee is spearheaded by our CEO who provides the strategic direction of the safety and health matters of the Shipyard. He is assisted by the shipyard/operation managers who are in the OHSE Safety Committee and are responsible to ensure the effective running of the OHSE system and that safety procedures like Preventive Controls, Risk Management, Training and Communication are in place. The Section Managers/Department Heads, who are also members of the Safety Committees, are responsible for the daily safety performance of all those working under them.

To promote safety in the workplace, the Health and Safety Department regularly conducts fire drills, hazards identification and risks inspections. In the event of any accident, an investigation will be conducted to identify the root causes and propose appropriate preventive measures to be adopted.

In conclusion, our top management emphasizes strongly on the need to ensure that every employee in our Company is well protected to ensure no disruption to business operations. We actively foster open communication with internal and external stakeholders for continual improvement and reviewing our OHSE management performance. We will continue to ensure the health and safety of all personnel working at the shipyards and vessels by ensuring all precautionary measures are abided by at all times.

Work-related Injuries FY2023

There is one recorded fatality in FY2023 while there are several workplace incidents that resulted to a total of 36 work-related injuries for both own employees and contractors. We continue to implement preventive measures to ensure safety of both of our employees and contractors working in our facilities. All incidents and accidents were investigated to identify areas of risk and improve mitigating and preventive controls. We target to further strengthen our safety procedures to achieve zero occupational health and safety incident.

OHS Data	FY2023	
	Male	Female
<i>Own Employees</i>		
No. of Fatalities	1	0
No. of Recordable Work-related Injuries	7	0
<i>Contractors</i>		
No. of Fatalities	0	0
No. of Recordable Work-related Injuries	29	0

Below is our historical data on occupational health and safety. This data includes health & safety injuries and incidents.

	Performance			
	FY2020	FY2021	FY2022	FY2023
Injured cases	17	11	30	36
Fatalities	1	1	1	1

Training and Education

We recognise that consistent and ongoing education is critical to maintaining a competitive, skilled, productive and motivated workforce. Employee career development and performance management is established based on merits and contributing skill sets towards the organization objectives through objective settings and regular performance reviews. We continue to review and improve our performance review process in light of the changing business and operation environment.

Our training programme covers a variety of areas catering for employees with difference job scopes and skills set requirements. Our core training curriculum and contents are developed and guided by well established industry and international standards such as ISO 9100, ISO 14000, ISO 45001 and bizSAFE. In addition, specific training curriculums are developed based on the specific requirements of the specific businesses and functions. We have a system for the employees to provide feedback after their training and for their head of department to evaluate the outcome of the training.

Average hours of training per year per employee

In FY2023, the total training hours of our employees is 1,734 hours. We have calculated the average training hours by dividing the total training hours by the number of employees of the Group. With this, the average training hours by all employee is 10.26 hours per employees of the Group.

Below is the average training hours by gender and employee rank:

FY2023 Employee Training and Development

Disclosure	Quantity	Units
<i>Total training hours provided to employees</i>		
a. Female employees	149	Hours
b. Male employees	1,585	Hours
<i>Average training hours provided to employees by gender</i>		
a. Female Employees	12.4	Hours/Employee
b. Male Employees	10.1	Hours/Employee
<i>Total training hours provided to employees by employee rank</i>		
a. Senior Management	29	Hours
b. Management	752	Hours
c. Non-Management	953	Hours
<i>Average training hours provided to employees by employee rank</i>		
a. Senior Management	29	Hours/Employee
b. Management	11.1	Hours/Employee
c. Non-Management	9.5	Hours/Employee

We set the target of average of 12 training hours per employee per year.

Diversity and Equal Opportunity

Our business thrives on diversity. As such, we leverage on a host of strengths and skills that can only come from a diverse workforce embracing employees from various ethnic groups, religion, age and gender.

While the marine industry is generally dominated by male employees, women hold significant role in our organization. In FY2023, 143 of our employees were female, comprising 19.0% of our workforce, while 609 (81.0%) were male. Despite this, women hold significant roles in our company with 24.6% (14 out of 57) of our management positions occupied by women. Furthermore, there is also one woman in our senior management team. We will continue to promote diversity and ensure equal opportunity in our workplace.

All members of our senior management team in Singapore, including general managers, directors and unit heads, are hired from the local community.

The breakdown of employees by gender, age and position is listed below:

Employee (Gender)

Gender	FY2023 %	FY2022 %	FY2021 %
Male	81.0	81.1	80.9
Female	19.0	18.9	19.1

Employee (Age)

Age	FY2023 %	FY2022 %	FY2021 %
< 30 years old	17.5	15.8	15.0
30 - 50 years old	65.2	67.5	66.4
> 50 years old	17.3	16.7	18.6

Employee (Position)

Position	FY2023 %	FY2022 %	FY2021 %
Senior Management	1.3	1.4	1.7
Management	7.6	6.4	7.9
Non-Management	91.1	92.2	90.4

Gender Diversity in Managerial and Senior Management positions

Gender	FY2023 %	FY2022 %	FY2021 %
Male	77.6	85.7	84.3
Female	22.4	14.3	15.7

We aim to create a people-centred working environment by embracing diversity and prioritizing wellness and safety.

Non-discrimination

Respecting and protecting basic human rights is fundamental to all our operations and deeply ingrained in our Code of Conduct, which applies to all employees. Labour rights, the prohibition of discrimination and harassment, protection of privacy, prohibition of forced and child labour, and workplace health and safety are all strictly observed within the work environment and discrimination and harassment of any kind is not tolerated at our Company. The organization has not identified any incidents of discrimination during FY2023.

We target to maintain zero case of discrimination.

Employee Rights

ASL Marine practices and upholds fair labor standards. As part of our commitment to recognise the rights of our employees, employment security stands as a fundamental core value in our organization. We have established policies and measures that safeguard our employees in the event of operational changes. Employees will be notified at least one week before the implementation in case operational changes cannot be avoided. We will explore measures to prevent abrupt redundancies such as freeze hiring and internal transfers.

We respect our employees' rights to freedom of association as well as their membership of trade unions and other professional bodies. In FY2023, none of our workforce was covered by a collective bargaining agreement; no incidents of forced labour, child labour or young workers were identified across the organization, and no human rights-related grievances have been reported.

Community Involvement

We have been providing support to the communities. The key motivation driving all our community engagement initiatives is to create a better environment for future generations. We engaged on community initiatives on an ad hoc basis. We have not set a target for community contribution in view of the protracted downturn and uncertainty of recovery in the global marine industry. We will monitor our community contribution every year after the Company starts to generate profit.

Customer Relations

Service Quality and Safety

Reliability and quality of our products are of paramount importance to us. Health and safety of our customers is always our priority. To ensure product safety to our customers, we have in place a set of key quality assurance processes and standards, such as ISO 9001, ISO 45001, BizSAFE, to ensure compliance with regulations and international standards. Ultimately, we aim to totally eliminate product safety incidents so as to foster a 'Safety First' culture through employee training and quality control.

We build and repair vessels under stringent requirements of the classification society who establishes and maintains technical standards for construction and safe operation of our marine vessels at seas. We have conducted joint inspections at all stages of the development, fabrication, assembly, commissioning and operations to make sure that the design, components and machinery are developed, integrated and maintained in accordance with the standards. We have also successfully achieved compliance under UNCLOS, SOLAS and IMO's regulatory framework for various diverse vessels' type of notations requisites and special provisions to fulfil global safety and environmental standards at seas.

Customer Feedback and Satisfaction

Customer service, quality products and the highest level of product safety have always been our priorities, with customer satisfaction being the goal of all our corporate activities. Customer retention begins with trust, and we place the utmost importance on training our employees in customer service excellence as well as in continuously striving to improve the quality and safety of our products and services.

Open and frequent communication and responsive feedback are ingrained into our daily activities with customer interaction. In addition to striving for excellence in product service and support, we attach enormous importance to data privacy. We have process and controls in place over confidential and sensitive data related to our customers such as contracts.

Since our shipyards have been certified under the ISO 9001 standard for quality management systems, the certification has helped us increase the control of our internal processes and the quality of our services.

We listen to our customers and take their opinions very seriously. We consolidate customer feedback through a range of communication channels including our website, customer surveys, and our customer service personnel. Through our customer feedback system, we capture our customers' comments for analysis and action. Customer compliments are also tracked so that we can monitor where we are getting things right and cascade positive feedback to our employees, to their superiors and to our CEO.

In FY2023, Customer Satisfaction Index stands at 83.0% which is 5.4% lower as compared to previous year. In reference to our 2023 target at 87.8%, this year's index was below the target due

mainly to condition of equipment. We will continue to strive for improvements towards our FY2030 goals.

Customer Satisfaction Index					
Performance			Target		
FY2023	FY2022	FY2021	FY2023	FY2024	FY2030
83.0%	88.4%	88.9%	87.8%	88.0%	89.0%

Data Safety and Privacy

Ensuring safety and privacy of our customers' data is of great priority to us. We have processes and controls in place for handling and communicating sensitive and confidential information of our customers such as contracts, customer orders and service delivery orders. Our information security policies ensure our customers' data are managed in accordance to the level of confidentiality assigned. We observe all local laws and internal regulations applicable to personal information protection. For the collection and disposal of wastepaper, we work with our office cleaning personnel for handling and reselling of wastepaper to recovery companies for pragmatic reasons. The organization has not identified any substantiated complaints concerning breaches of customer privacy and losses of customer data in FY2023.

We target to maintain zero breaches in relation to data privacy and customer data loss.

SGX Primary Components Index

References refer to pages of this Sustainability Report, unless stated otherwise.

SGX Number	SGX Primary Component	Disclosed in this Report	References
SGX: 27 Core ESG Metrics: Certifications			
SGX27Core-Gov-4	List all Relevant Certifications for the organization	✓	Page 9
710A: Board Diversity Policy			
SGX710A-5	Reference to Board Diversity Policy (in Annual Reports)	✓	Annual Report (Pages 28 to 29)
711B: Primary Components			
SGX711B1-1a	Material environmental, social and governance factors	✓	Page 11
SGX711B1-1aa	TCFD climate-related disclosures	✓	Pages 17, 18, 19
SGX711B1-1b	Policies, Practices and Performance	✓	Page 13
SGX711B1-1c	Targets	✓	Pages 12, 13, 14, 15, 16, 24, 25, 26, 27, 28
SGX711B1-1d	Sustainability Reporting Framework	✓	Page 2
SGX711B1-1e	Board statement and associated governance structure for sustainability practices	✓	Pages 1, 6

GRI Content Index

Statement of use	ASL Marine Holdings Ltd. has reported the information cited in this GRI content index for the period 1 July 2022 to 30 June 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

References refer to pages of this Sustainability Report, unless stated otherwise.

GRI Number	Disclosure	Disclosed in this Report	References
GRI 2: General Disclosures 2021 - The organization and its reporting practices			
GRI2-1	Organizational details	✓	Page 1
GRI2-2	Entities included in the organization's sustainability reporting	✓	Page 2
GRI2-3	Reporting period, frequency and contact point	✓	Page 3
GRI2-4	Restatements of information	✓	Pages 2,3
GRI2-5	External assurance	ASL Marine has not sought external assurance for this report	Page 3
GRI 2: General Disclosures 2021 - Activities and workers			
GRI2-6	Activities, value chain and other business relationships	✓	Page 4
GRI2-7	Employees	✓	Pages 4,5
GRI2-8	Workers who are not employees	✓	Page 5

GRI Number	Disclosure	Disclosed in this Report	References
GRI 2: General Disclosures 2021 - Governance			
GRI2-9	Governance structure and composition	✓	Annual Report (Corporate Governance Report) Pages 21-62
GRI2-10	Nomination and selection of the highest governance body	✓	Annual Report (Corporate Governance Report) Pages 21-62
GRI2-11	Chair of the highest governance body	✓	Annual Report (Corporate Governance Report) Pages 21-62
GRI2-12	Role of the highest governance body in overseeing the management of impacts	✓	Annual Report (Corporate Governance Report) Pages 21-62
GRI2-13	Delegation of responsibility for managing impacts	✓	Page 6
GRI2-14	Role of the highest governance body in sustainability reporting	✓	Page 6
GRI2-15	Conflicts of interest	✓	Annual Report (Corporate Governance Report) Pages 21-62
GRI2-16	Communication of critical concerns	✓	Annual Report (Corporate Governance Report) Pages 21-62
GRI2-17	Collective knowledge of the highest governance body	✓	Page 6

GRI Number	Disclosure	Disclosed in this Report	References
GRI2-18	Evaluation of the performance of the highest governance body	✓	Annual Report (Corporate Governance Report) Pages 21-62
GRI2-19	Remuneration policies	✓	Annual Report (Corporate Governance Report) Pages 21-62
GRI2-20	Process to determine remuneration	✓	Annual Report (Corporate Governance Report) Pages 21-62
GRI2-21	Annual total compensation ratio	✓	Annual Report (Corporate Governance Report) Pages 21-62
GRI 2: General Disclosures 2021 - Strategy, policies and practices			
GRI2-22	Statement on sustainable development strategy	✓	Page 6
GRI2-23	Policy commitments	✓	Pages 6,7
GRI2-24	Embedding policy commitments	✓	Page 8
GRI2-25	Processes to remediate negative impacts	ASL Marine has not identified any negative impact to its stakeholders	—
GRI2-26	Mechanisms for seeking advice and raising concerns	✓	Page 13
GRI2-27	Compliance with laws and regulations	✓	Page 13

GRI Number	Disclosure	Disclosed in this Report	References
GRI2-28	Membership associations	✓	Page 9
GRI 2: General Disclosures 2021 - Stakeholder engagement			
GRI2-29	Approach to stakeholder engagement	✓	Page 10
GRI2-30	Collective bargaining agreements	✓	Page 26
GRI 3: Material Topics 2021			
GRI3-1	Process to determine material topics	✓	Page 11
GRI3-2	List of material topics	✓	Page 11
GRI3-3	Management of material topics	✓	Page 11
GRI 204: Procurement Practices 2016			
GRI3-3	Management of material topics	✓	Page 12
GRI204-1	Proportion of spending on local suppliers	Data includes suppliers in Singapore and Indonesia	Page 12
GRI 205: Anti-corruption 2016			
GRI3-3	Management of material topics	✓	Page 13
GRI205-1	Operations assessed for risks related to corruption	We are committed to maintain zero incidents of corruption. We regularly review our policies on	—

GRI Number	Disclosure	Disclosed in this Report	References
		whistleblowing and anti-corruption.	
GRI205-2	Communication and training about anti-corruption policies and procedures	✓	Page 13
GRI205-3	Confirmed incidents of corruption and actions taken	✓	Page 13
GRI 301: Materials 2016			
GRI3-3	Management of material topics	✓	Page 13
GRI301-1	Materials used by weight or volume	✓	Page 14
GRI301-2	Recycled input materials used	ASL Marine has not collected data for this reporting period	—
GRI301-3	Reclaimed products and their packaging materials	Not relevant to ASL Marine's operations	—
GRI 302: Energy 2016			
GRI3-3	Management of material topics	✓	Page14
GRI302-1	Energy consumption within the organization	✓	Page 14
GRI302-2	Energy consumption outside of the organization	ASL Marine does not have energy consumption outside of the organization	—
GRI302-3	Energy intensity	✓	Page 14

GRI Number	Disclosure	Disclosed in this Report	References
GRI302-4	Reduction of energy consumption	✓	Page 14
GRI302-5	Reduction in energy requirements of products and services	This topic is not relevant to ASL Marine's operations	—
GRI 303: Water and Effluents 2018			
GRI3-3	Management of material topics	✓	Page 14
GRI303-1	Interactions with water as a shared resource	ASL Marine does not have significant water consumption	—
GRI303-2	Management of water discharge-related impacts	This topic is not relevant to ASL Marine's operations	—
GRI303-3	Water withdrawal	This topic is not relevant to ASL Marine's operations	—
GRI303-4	Water discharge	This topic is not relevant to ASL Marine's operations	—
GRI303-5	Water consumption	✓	Pages 15,16
GRI 305: Emissions 2016			
GRI3-3	Management of material topics	✓	Page 16
GRI305-1	Direct (Scope 1) GHG emissions	ASL Marine has not collected data for this reporting period	—

GRI Number	Disclosure	Disclosed in this Report	References
GRI305-2	Energy indirect (Scope 2) GHG emissions	✓	Page 16
GRI305-3	Other indirect (Scope 3) GHG emissions	ASL Marine has not collected scope 3 emissions for this reporting year	—
GRI305-4	GHG emissions intensity	✓	Page 16
GRI305-5	Reduction of GHG emissions	✓	Page 16
GRI305-6	Emissions of ozone-depleting substances (ODS)	This topic is not relevant to ASL Marine's operations	—
GRI305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	This topic is not relevant to ASL Marine's operations	—
GRI 306: Waste 2020			
GRI3-3	Management of material topics	ASL Marine has not collected data for waste for this reporting period	—
GRI306-1	Waste generation and significant waste-related impacts	ASL Marine has not collected data for waste for this reporting period	—
GRI306-2	Management of significant waste-related impacts	ASL Marine has not collected data for waste for this reporting period	—
GRI306-3	Waste generated	ASL Marine has not	—

GRI Number	Disclosure	Disclosed in this Report	References
		collected data for waste for this reporting period	
GRI306-4	Waste diverted from disposal	ASL Marine has not collected data for waste for this reporting period	—
GRI306-5	Waste directed to disposal	ASL Marine has not collected data for waste for this reporting period	—
GRI 401: Employment 2016			
GRI3-3	Management of material topics	✓	Page 20
GRI401-1	New employee hires and employee turnover	✓	Pages 20,21
GRI401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	✓	Page 22
GRI401-3	Parental leave	✓	Page 22
GRI 402: Labor/Management Relations 2016			
GRI3-3	Management of material topics	✓	Pages 19,26
GRI402-1	Minimum notice periods regarding operational changes	✓	Page 26
GRI 403: Occupational Health and Safety 2018			
GRI3-3	Management of material topics	✓	Pages 23,24

GRI Number	Disclosure	Disclosed in this Report	References
GRI403-1	Occupational health and safety management system	✓	Pages 23,24
GRI403-2	Hazard identification, risk assessment, and incident investigation	✓	Pages 23,24
GRI403-3	Occupational health services	✓	Pages 23,24
GRI403-4	Worker participation, consultation, and communication on occupational health and safety	✓	Pages 23,24
GRI403-5	Worker training on occupational health and safety	✓	Pages 23,24
GRI403-6	Promotion of worker health	✓	Pages 23,24
GRI403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	✓	Pages 23,24
GRI403-8	Workers covered by an occupational health and safety management system	✓	Pages 23,24
GRI403-9	Work-related injuries	✓	Pages 23,24
GRI403-10	Work-related ill health	There is no recorded cases of work-related ill-health in FY2023	—
GRI 404: Training and Education 2016			
GRI3-3	Management of material topics	✓	Pages 24,25
GRI404-1	Average hours of training per year per employee	✓	Pages 24,25

GRI Number	Disclosure	Disclosed in this Report	References
GRI404-2	Programs for upgrading employee skills and transition assistance programs	✓	Page 24
GRI404-3	Percentage of employees receiving regular performance and career development reviews	ASL Marine has not collected data for this reporting period	—
GRI 405: Diversity and Equal Opportunity 2016			
GRI3-3	Management of material topics	✓	Pages 25,26
GRI405-1	Diversity of governance bodies and employees	✓	Page 26, Annual Report (pages 28-29)
GRI405-2	Ratio of basic salary and remuneration of women to men	Confidential	—
GRI 406: Non-discrimination 2016			
GRI3-3	Management of material topics	✓	Page 26
GRI406-1	Incidents of discrimination and corrective actions taken	✓	Page 26
GRI 418: Customer Privacy 2016			
GRI3-3	Management of material topics	✓	Page 28
GRI418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	✓	Page 28