

# SUSTAINABILITY AT TUAN SING

## 1. INTRODUCTION

### (A) Sustainability at Tuan Sing - Core Pillars

Sustainable practices have been progressively introduced into the day-to-day operations of Tuan Sing since the implementation of the Company's Sustainability Policy in 2016. These practices have guided the Group in the way we conduct our businesses, and they have formed an integral part of our business strategy.

The three core pillars of our Sustainability Policy are as follows:



#### NURTURE OUR PLANET

As an advocate of the spirit of "caring" for our society and the environment, we ensure that our new builds are built sustainably, and our investment properties are operated efficiently. We actively encourage our employees to volunteer for both environmentally friendly and charitable causes.



#### CARE FOR OUR PEOPLE

We are committed to the wellbeing of all stakeholders, especially the professional development of our employees through the provision of training and upskilling opportunities, as well as the creation of an inclusive and collaborative work environment.



#### GROW SUSTAINABLE PROFIT

We strive for sustainable growth and economic performance of investments as a corporate by adhering to a high standard of corporate governance and embracing a risk-centric culture.

### (B) About This Sustainability Report

Tuan Sing upholds its commitment to sustainability with the publication of its annual sustainability report ("Sustainability Report"). This report covers the Group's sustainability performance for the financial year from 1 January 2022 to 31 December 2022.

This report sets out Tuan Sing's sustainability strategies in the economic, environmental, social and governance aspects moving forward, as well as incorporates targets for the Group to achieve in the short-term, medium-term and long-term and its performance on a year-to-year basis. It also sets the pace for the Group to engage with various stakeholders, such as employees, investors, customers, business partners, community and regulators, to share its sustainability commitments, and to identify and address stakeholders' material issues and concerns.

With the intention to contribute to environment protection for our future generations, Tuan Sing has stepped up its efforts by implementing various sustainability-related initiatives throughout the year. In line with the new requirements of Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Rules, Tuan Sing has also developed its roadmap for implementation of recommendations by the Task Force on Climate-Related Financial Disclosures ("TCFD"), and the relevant disclosures are included in this report.

## SUSTAINABILITY AT TUAN SING

The scope of this report covers the Group's portfolio and staff in Singapore, Indonesia, Australia, China and Malaysia. This report includes only the following assets and entities in which the Group has majority ownership.

<b>Singapore:</b>	<ul style="list-style-type: none"> <li>• 18 Robinson</li> <li>• Link@896</li> <li>• The Oxley</li> </ul>
<b>Indonesia:</b>	<ul style="list-style-type: none"> <li>• PT Batam Opus Bay</li> </ul>
<b>Australia:</b>	<ul style="list-style-type: none"> <li>• Hotel, Commercial Centre and Carpark within Grand Hyatt Melbourne complex</li> <li>• Hotel, Commercial Centre and Carpark within Hyatt Regency Perth complex</li> </ul>
<b>China:</b>	<ul style="list-style-type: none"> <li>• Habitat Properties (Shanghai) Ltd</li> </ul>
<b>Malaysia:</b>	<ul style="list-style-type: none"> <li>• Hypak Sdn. Bhd.</li> </ul>

For clarity, the reasons for limiting the reporting to assets and entities in which the Group has majority ownership are the limited access to sustainability data and limitations in the implementation of sustainability strategies and initiatives in respect of the Group's other assets and entities.

This report has been prepared in accordance with the internationally recognized Global Reporting Initiative ("GRI") Standards: GRI Standards 2021 and in compliance with SGX-ST Listing Rules 711A and 711B, as well as the Common Set of Core Metrics. We have also referred to the Recommendations of the TCFD as well as the United Nations Sustainable Development Goals ("UN SDGs"). The GRI Standards 2021 were adopted as the reporting framework of this report as they provide thorough requirements for engagement of stakeholders as well as a wide range of materiality topics which are relevant to the nature of our businesses. This Sustainability Report focuses on the material topics identified and is issued with the approval of the Board and shall be read in conjunction with the other sections of the Annual Report, and other sustainability-related disclosures.

This Sustainability Report has undergone internal review but has not been audited by external auditors. The Group aims to carry out external audits gradually in the future years.

This report and previous editions are available online at: <https://www.tuansing.com/investor-centre/publications/>.

### Contact and Feedback



Your feedback is valuable to us in improving our sustainability practices. If you have any comments or feedback regarding this report and its contents, please send your views to us at <https://www.tuansing.com/get-in-touch.html>.

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### (C) Board Statement and Commitment Towards Sustainability

At Tuan Sing, we are committed to safeguard our stakeholders' interests for sustainable short and long-term investment returns. We will always strive to be resilient to overcome challenges in the present and the future.

We further endeavour to be socially responsible by incorporating sustainable elements into our new projects and existing developments. We do this by inculcating the right culture in our people and constantly sharing our principles with all stakeholders through frequent dialogues and engagements.

At the corporate level, the Board fully supports Management's abiding commitment to enhance the way we operate our businesses, and to bring transformations to our businesses and our daily lives towards a low-carbon and sustainable world for our stakeholders and future generations.

Global warming, environmental issues, human rights issue, social problems, and economy issues in the world are unavoidable and are part of the important matters to be considered in our business strategies. To communicate and align expectations of its Environmental, Social and Governance ("ESG") commitment to stakeholders, Tuan Sing has enhanced its Sustainability Policy to better reflect its determination to drive long term sustainability and bring sustainable values to our investors.

While the world is dealing with global issues such as inflationary pressures, war in Ukraine and post pandemic uncertainties, we may lose sight of the long-term efforts required to fight climate crisis. On top of that, events caused by extreme weather such as floods, droughts, and forest fires, would have significant impacts to the supply chain and serve as a signal that climate change needs urgent attentions. In November 2022, Singapore Government has submitted the strengthened long-term low emissions development strategy (LEDS) with a clear goal to achieve net-zero emissions by 2050, and updated 2030 Nationally Determined Contributions (NDCs) target to limit carbon emissions to 60 million tonnes in 2030, after the emission peaks before 2030<sup>1</sup>.

<sup>1</sup> Singapore's national statement by Grace Fu, Minister for Sustainability and the Environment, at United Nation Framework Convention on Climate Change (UNFCCC) 27<sup>th</sup> Conference of the Parties (COP27), held in Sharm El-Sheikh, Egypt, on 15<sup>th</sup> November 2022. Also refer to [https://unfccc.int/sites/default/files/resource/SINGAPORE\\_cop27cmp17cma4\\_HLS\\_ENG.pdf](https://unfccc.int/sites/default/files/resource/SINGAPORE_cop27cmp17cma4_HLS_ENG.pdf) and <https://climateactiontracker.org/countries/singapore/>.

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Being a responsible corporate entity, Tuan Sing remains committed to the decarbonization effort by escalating our low-carbon transitioning efforts to build resilience for future challenges associated with the risks and impacts of climate change. Climate risk is part of the Group’s overall risk management, and we endeavour to keep this on our radar for the long-term sustainability of our business. While we strive to reduce carbon emissions, we have also implemented carbon absorption programmes in tandem, such as introducing more green spaces and increasing the number of trees in our projects and landbanks. Taskforce and committees have been formed internally as think-tank for green initiatives and to drive the implementation process, tracked by performance monitoring.

In line with the UN SDGs to be achieved by 2030 and the Singapore Green Plan 2030, the Group has refreshed its vision for sustainable future and launched the Green Masterplan 2030 in Year 2021. We remain steadfast to the Green Masterplan 2030 with the **I-N-S-P-I-R-E**’ principles as follows: -

- I**nnovation Creative design and innovative technology in built environment
- N**et zero Decarbonisation to reduce carbon emission
- S**afety Safe and healthy work environment for employees
- P**rofit Economic growth, and sustainable short and long-term investment returns
- I**ntegrity Ethical, ‘zero-bribery’ and inclusive business practices
- R**esponsibility Quality service and products
- E**ngagement Frequent engagement with communities and stakeholders

The Group continued with its annual assessments this year with better stakeholder engagement especially in-depth conversations on sustainability-related impacts and concerns with staff. This is to ensure that all stakeholders are well informed of our core values and priorities to build our resilience to overcome future challenges and changes in our journey towards achieving our Green Masterplan 2030. These conversations have raised awareness among stakeholders and inspired them to come up with ideas and suggestions for more sustainable business operations.

## 2. VALUE CREATION AND APPROACHES

### (A) Sustainability Committee Structure and Strategies Implementation Flow

In addition to the ‘I-N-S-P-I-R-E’ principles, the following approaches support the materialisation of the plan in the long term and ensure that performance is on track to achieve targets set:



- i) **Changes and Influence**  
 To bring improvement to the business, changes to operations and mindset are inevitable. A Sustainability Task Force has been set up to champion our sustainability causes.  
  
 The Sustainability Task Force consists of representatives from respective properties and departments and will brainstorm initiatives and drive sustainability strategies.  
  
 All short- and long-term strategies and initiatives that involve monetary investment are to be presented and approved by the Management before execution by the Sustainability Task Force and the respective properties. A summary of these strategies and initiatives are included in the Company’s Sustainability Report which is reviewed and approved by the Board on an annual basis.  
  
 New policies as well as amendments to the policies governing sustainability aspects of the business are published on Tuan Sing’s website after they have been approved by the Management.
- ii) **Communication and Awareness**  
 The Management’s and Board’s commitments towards sustainability and the relevant initiatives are communicated clearly to all stakeholders via different platforms to ensure awareness is created, and to obtain all stakeholders’ involvement and support towards achieving the relevant goals and key performance indicators (“KPIs”).

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### iii) **Implementation**

Strategic planning and implementation of ideas are conducted in tandem to ensure work efficiency and achievement of targets.

### iv) **Target Setting**

Creditable and reliable indicators like market benchmarks are used as reference and compared to the Group's past records before setting targets, thus ensuring that the targets set are realistic and achievable.

### v) **Measurement and Reporting**

Quarterly data is collected and reported to the Management on a regular basis. Should any property fall behind in achieving its targets, immediate actions are taken to bring the property's performance back on track.

## 3. STAKEHOLDER ENGAGEMENT

It is important for an organisation to understand the differences between its business priorities and its stakeholders' concerns so that the concerns can be addressed with solutions that do not compromise the business priorities.

It is only through timely engagements that we can better understand our stakeholders' expectations and concerns. This is fundamental to the formulation of our business strategies which play a crucial role in sustainable business development and growth.

We have identified our key stakeholders and summarised our engagement approach as follows:

Our Stakeholders	Frequency	Engagement Platforms	Key Topics and Concerns Raised	Our Response
Investors	At least once a year	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Site visits</li> <li>Corporate website</li> <li>Investor Relations emails</li> <li>Investors' calls</li> <li>Annual Report</li> <li>SGXNET announcements</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable returns</li> <li>Company growth</li> <li>Corporate governance practices</li> <li>Risk management practices</li> </ul>	Refer to "Message to Shareholders", "CEO's Review of Operations", "Corporate Governance", "Managing Risk in Delivering Our Strategy" and "Business Dynamics & Risk Factors Statement" of the Annual Report.
Employees	Throughout the year	<ul style="list-style-type: none"> <li>Performance appraisal discussions</li> <li>360-degree feedback</li> <li>E-communications</li> <li>Climate risk workshop</li> <li>Materiality assessment workshop</li> <li>Sustainability related meetings</li> <li>Company newsletters</li> </ul>	<ul style="list-style-type: none"> <li>Remuneration and welfare</li> <li>Workplace health and safety</li> <li>Training and career development</li> <li>Updates on company events and progress of development projects</li> </ul>	Refer to "Social Responsibility and Human Assets" within the Sustainability Report.
Customers	Throughout the year	<ul style="list-style-type: none"> <li>Tenant meetings</li> <li>Show unit and sales gallery</li> <li>Customer satisfaction surveys</li> <li>Email correspondence</li> <li>Social media channels</li> </ul>	<ul style="list-style-type: none"> <li>Quality of products and services</li> <li>Workmanship and defects rectification</li> <li>Environmental impacts and sustainability features</li> </ul>	Refer to "Corporate Governance for Fair and Conducive Business Environment" within the Sustainability Report and "Corporate Governance" of the Annual Report.
Business Partners	At least once a year	<ul style="list-style-type: none"> <li>Meetings</li> <li>On-site inspections</li> <li>Price quotations and email correspondence</li> <li>Vendor evaluation and assessment</li> </ul>	<ul style="list-style-type: none"> <li>Ethical and fair trading</li> <li>Workplace health and safety</li> <li>Economic performance</li> </ul>	Refer to "Corporate Governance for Fair and Conducive Business Environment" within the Sustainability Report and "Corporate Governance" of the Annual Report.
Community	At least once a year	<ul style="list-style-type: none"> <li>Community service engagements</li> </ul>	<ul style="list-style-type: none"> <li>Environmental and social impact</li> </ul>	Refer to "Social Responsibility and Human Assets" and "Nurture Our Planet" within the Sustainability Report.
Regulators	At least once a year	<ul style="list-style-type: none"> <li>Meetings</li> <li>On-site inspections</li> <li>Email correspondence</li> <li>Seminars</li> <li>Official circulations</li> </ul>	<ul style="list-style-type: none"> <li>Ethical and fair trading</li> <li>Environmental and social impact</li> <li>Workplace health and safety</li> <li>Laws and regulations</li> </ul>	Refer to "Introduction" and "Corporate Governance for Fair and Conducive Business Environment" within the Sustainability Report and "Corporate Governance" of the Annual Report.

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## (A) ESG Materiality Topics

### Materiality Assessment

With greater focus on climate change issues globally and potential shifting priorities in areas of concerns among stakeholders, Tuan Sing conducted more comprehensive materiality assessment exercises with stakeholders this year to identify key concerns on economic, environmental, social and governance matters. Workshops and discussions were conducted internally to identify areas of concerns raised by different departments, and these areas of concerns were then mapped against material topics under the GRI Reporting Standards and the UN SDGs, and prioritised according to the levels of impact to business as well as stakeholders' concerns. The prioritised areas of concerns were eventually shortlisted as Tuan Sing's sustainability material topics, after validation by Management and approval by the Board of Directors, to be included in our Sustainability Report.

As we continue to improve and escalate our efforts along our sustainability journey, we aim to engage more stakeholders in the coming years for wider perspectives, greater alignment of priorities, as well as more informed directions of the Group's sustainability strategies.

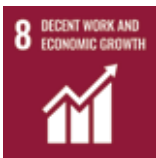





### Material Topics

Further to the materiality assessment, the following material ESG topics will be disclosed in this Sustainability Report in accordance with their level of significance to Tuan Sing's economic, environmental, and social impact, as well as their importance to our stakeholders. As there has not been any major change in our business model, the majority of the material topics and topic boundaries are in line with those reported in the FY2021 report, except for the following two new topics:-

- i) Emission, which focuses on greenhouse gas emissions and is very much relevant to climate change; and
- ii) Customer Satisfaction, which places importance on producing quality products and services, as well as the wellbeing of our customers.

In order to have clear goals for respective stakeholders within the organisation, targets were set for each material topic for measurement and monitoring of progress and improvements. These targets will be elaborated in more detail under the respective material topics of this Sustainability Report.

Materiality Topics	Sustainability Focus Areas and Relevant UN SDGs	Relevant Sections of the Annual Report	Impact Boundary
Economic Performance	 SDG 8 – Sustainable economic growth, productive employment	<ul style="list-style-type: none"> <li>• “Statutory Reports and Accounts” of the Annual Report</li> <li>• “Social Responsibility and Human Assets” and “Corporate Governance within the Sustainability Report</li> <li>• “Corporate Governance” of the Annual Report</li> </ul>	All business segments
Energy	  SDG 7 – Access to affordable, sustainable and modern energy SDG 13 – Combat climate change	<ul style="list-style-type: none"> <li>• “Nurture Our Planet” within the Sustainability Report</li> </ul>	All business segments
Occupational Health and Safety	 SDG 3 – Healthy lives and wellbeing	<ul style="list-style-type: none"> <li>• “Social Responsibility and Human Assets” within the Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Customers</li> <li>• Business partners</li> <li>• Community</li> </ul>



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Materiality Topics	Sustainability Focus Areas and Relevant UN SDGs	Relevant Sections of the Annual Report	Impact Boundary
Emission	 	SDG 7 – Access to affordable, sustainable and modern energy SDG 13 – Combat climate change	<ul style="list-style-type: none"> <li>“Nurture Our Planet” within the Sustainability Report</li> </ul> All business segments
Local Communities	 	SDG 1 – End poverty SDG 11 – Safe and resilient human settlements	<ul style="list-style-type: none"> <li>“Social Responsibility and Human Assets” within the Sustainability Report</li> </ul> <ul style="list-style-type: none"> <li>Employees</li> <li>Communities</li> </ul>
Anti-corruption		SDG 16 - Inclusive societies, access to justice	<ul style="list-style-type: none"> <li>“Corporate Governance” within the Sustainability Report</li> <li>“Corporate Governance” of the Annual Report</li> </ul> All business segments
Customer Satisfaction	 	SDG 3 – Healthy lives and wellbeing SDG 12 – Responsible consumption and production	<ul style="list-style-type: none"> <li>“Social Responsibility and Human Assets” within the Sustainability Report</li> </ul> <ul style="list-style-type: none"> <li>Employees</li> <li>Customers</li> <li>Business partners</li> </ul>
Water		SDG 6 – Sustainable management of water and sanitation	<ul style="list-style-type: none"> <li>“Nurture Our Planet” within the Sustainability Report</li> </ul> All business segments
Waste	 	SDG 11 – Safe and resilient human settlements SDG 13 – Combat climate change	<ul style="list-style-type: none"> <li>“Nurture Our Planet” within the Sustainability Report</li> </ul> All business segments
Employment		SDG 8 – Sustainable economic growth, productive employment	<ul style="list-style-type: none"> <li>“Social Responsibility and Human Assets” within the Sustainability Report</li> </ul> <ul style="list-style-type: none"> <li>Employees</li> </ul>
Diversity and Equal Opportunity	 	SDG 5 – Gender equality SDG 10 – Reduce inequalities	<ul style="list-style-type: none"> <li>“Social Responsibility and Human Assets” within the Sustainability Report</li> </ul> <ul style="list-style-type: none"> <li>Employees</li> <li>Business partners</li> </ul>
Training and Education		SDG 4 – Equitable quality education and lifelong learning opportunities	<ul style="list-style-type: none"> <li>“Social Responsibility and Human Assets” within the Sustainability Report</li> </ul> <ul style="list-style-type: none"> <li>Employees</li> </ul>

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### 4. NURTURE OUR PLANET

Studies show that total emissions from the construction industry accounted for 38% of total global energy-related carbon dioxide (“CO<sub>2</sub>”) emissions<sup>2</sup>. Encouraging the real estate sector on a low-carbon pathway will clearly contribute significantly towards slowing down climate change and global warming.

At Tuan Sing, we are committed to adopting long-term green practices in our daily business operations to create a cleaner and greener planet for our future generations. In Singapore, 18 Robinson was awarded the Green Mark Gold Plus Rating by BCA in 2017 for the numerous green features that have been incorporated in the design of the building. In March 2022, upon renewal of the certification, the rating was upgraded from Gold Plus to Platinum under the category ‘Existing Non-Residential Buildings’. This was achieved through the fine-tuning of our existing plants to further improve energy efficiency and continue creating awareness for sustainability by way of tenants engagement. In Australia, we have maintained 3.5 stars National Australian Built Environment Rating System (“NABERS”) rating for our commercial centre in Perth.

For better target achievement and performance monitoring, the Management and Sustainability Taskforce have set short-, medium- and long-term targets for the respective material topics. We remain steadfast in our commitment to achieve the following overall long-term targets for all our buildings by Year 2030:

- i) Green certifications for all 100%-owned and managed properties;
- ii) 30% reduction of energy usage intensity (EUI) and carbon emission set-off;
- iii) 20% reduction of water consumption;
- iv) 20% reduction of waste generation;
- v) 10% increase of recycling volume; and
- vi) 30% reduction of paper consumption.

The following are the targets set for the Real Estate Investment, Hospitality and Industrial Services segments:-

Environmental Matters	Short Term Target (FY2023)	Medium Term Target (FY2025)	Long Term Target (FY2030)
Green Certifications	N.A.	Green certification for more than half of 100% owned and managed buildings	Green certification for all 100% owned and managed buildings
Emission	Reduction of 3%-4%	Reduction of 11%	Reduction of 30%
Energy Consumption	Reduction of 3%-4%	Reduction of 11%	Reduction of 30%
Water Consumption	Reduction of 2%-4%	Reduction of 7.5%	Reduction of 20%
Waste Generation	Reduction of 2%-3%	Reduction of 7.5%	Reduction of 20%
Recycling Rate	Increase of 1-2%	Increase of 3.5%	Increase of 10%
Paper Consumption	Reduction of 3%-4%	Reduction of 11%	Reduction of 30%

#### (A) Key Improvement Initiatives

We have identified the following key improvement initiatives to meet targets set in the Green Masterplan 2030 and achieve the reduction of greenhouse gas (“GHG”) emission by 30% by Year 2030:



<sup>2</sup> “Construction industry accounts for 38% of CO<sub>2</sub> emissions”  
(Source: <https://environmentjournal.online/articles/emissions-from-the-construction-industry-reach-highest-levels/>)

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These key improvement initiatives have been set out to align with the 'Innovation' and 'Net Zero' principles under our Green Masterplan 2030. Besides steering us towards achieving an overall carbon emission reduction of 30% by year 2030, we believe it will also lay the foundation for us to achieve Net Zero emission in the future.

We aim to focus on the following to achieve the targets set for environmental efforts:

- i) Obtain green certifications for all properties owned and managed by Tuan Sing Group by Year 2030;
- ii) Use of technology and innovations to improve energy efficiency and encourage savings on energy, water and paper consumptions;
- iii) Reduce waste generation and pollution including construction waste, construct on bio-diversity land and increase landscape area; and
- iv) Encourage recycling and upcycling to divert waste to be disposed in landfills.

### (B) Performance

The Group has diversified investments in various segments and countries. As the nature of business of each segment is different, the reporting of performance shall be segregated based on the different segments and make reference to each segment's distinctive benchmark.

#### (i) Real Estate Investment

For simplicity, all office and retail properties as well as the show units and sales galleries of our Real Estate Development business is grouped under Real Estate Investment for performance reporting and monitoring.

The data collected for this group of properties is tabulated as follows:

Environmental Performance Indicators	Parameter / Unit	Year 2021	Year 2022	Remarks
Energy Consumption	Energy Use Intensity (EUI) - kWh/m <sup>2</sup> /year	180.02	213.69	Current moderated benchmark based on GFA: 166.59kWh/m <sup>2</sup> /year
Water Consumption	Intensity (m <sup>3</sup> /m <sup>2</sup> /year)	1.03	1.09	Moderated benchmark based on GFA: 1.04m <sup>3</sup> /m <sup>2</sup> /year
Waste Disposal	Volume (Tonne)	227.11	291.41	Only general waste. Volume reported is net volume after recycling.
Paper Consumption	Volume (No. of reams)	A3: 240 A4: 756	A3: 118 A4: 483	Based on paper of 500 pieces per ream with paper mass of 70g/m <sup>2</sup> .
Recycling	Volume (Tonne)	13.02	18.85	Including paper, plastic, glass and metal

#### Note:

Moderated benchmarks for energy and water consumptions are derived based on benchmarks published by Building and Construction Authority ("BCA") and Public Utilities Board ("PUB") of Singapore as follow:

- a) Energy use intensity ("EUI"): 135kWh/m<sup>2</sup>/year for office buildings (small) and 240kWh/m<sup>2</sup>/year for retail mall;
- b) Water consumption intensity: 1.0m<sup>3</sup>/m<sup>2</sup>/year for office buildings (with water-cooled cooling tower) and 1.3 m<sup>3</sup>/m<sup>2</sup>/year for retail malls.

Further to the recovery of footfall to retail malls and return of employees to offices since the second quarter of FY2022, consumptions have increased to pre-pandemic levels. Consumption intensity was also affected due to divestment of properties and demolition of show units in the middle and end of last year. The increase was as expected but we expect it will stabilise gradually. The same is reflected in the total carbon emission and its intensity.

On the other hand, it was noted that paper consumption has reduced and recycling volume has increased, with the roll-out of initiatives on recycled paper printing and printing "only when necessary", as well as the recycling of departing tenants' furniture and light fittings in order to reduce volume of trash going to landfills.



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Emission was not reported in the FY2021 Sustainability Report as Tuan Sing Group had not included emission data as part of its report previously. With the rising concerns and focus on emissions, we have decided to include emission in our Sustainability Report this year and adopt FY2021 as the base year for performance monitoring, in-line with the reporting on other consumptions for Real Estate Investment segment.

For clarity, Scope 1 emission includes consumption of natural gas in our properties in Australia and China, while Scope 2 emissions are calculated from electricity consumption which are supplied by a third-party supplier/retailer. As our assets and entities operate in different countries, the emissions are calculated based on the electricity emission factor of Singapore, Indonesia, Australia, China and Malaysia, as well as amount of carbon produced by diesel and natural gas.

The following table stipulate Scope 1 and Scope 2 emissions:-

Carbon Emission	Parameter / Unit	Year 2021	Year 2022
Scope 1 Emission	Volume (Tonne)	124.05	305.13
Scope 2 Emission	Volume (Tonne)	7,495.61	7,476.07
<b>Total Emission Intensity</b>	<b>Tonne kg/m<sup>2</sup></b>	<b>7,619.66</b> <b>88.52</b>	<b>7,781.20</b> <b>106.24</b>

With the following initiatives underway, we hope to see significant improvement in the reduction of consumption as well as carbon emissions in the subsequent years:-

- Upgrade of chiller at Link@896, Singapore;
- Review of good practice and system calibration for Commercial Centre in Perth, Australia; and
- More intensive sustainability initiatives for all properties.

### (ii) Hospitality

During the pandemic, the operations in our Hospitality segment experienced an unusual lull period due to lockdowns, travel restrictions and border closures. The average occupancy rate for FY2019 was 85% while it was 33% for FY2021 and 52% for FY2022. To achieve a more reliable and accurate comparison, we have decided to use FY2019 instead of FY2021 as the base year for the performance review of our Hospitality sector. The following table shows the comparison of performance of our hospitality components for energy consumption, water consumption, waste generation, paper consumption and recycling rate:

Environmental Performance Indicators	Parameter / Unit	Year 2019	Year 2022	Remarks
Energy Consumption	Energy Use Intensity (EUI) - kWh/m <sup>2</sup> /year	238.84	194.22	Benchmark based on GFA: 230.00kWh/m <sup>2</sup> /year
Water Consumption	Intensity (m <sup>3</sup> /guest night/year)	0.5882	0.6025	Benchmark based on guest nights: 0.57m <sup>3</sup> /guest night/year
Waste Disposal	Volume (Tonne)	General waste: 687.38 Food waste: 106.93	General waste: 384.20 Food waste: 126.98	Volume reported is net volume after recycling.
Paper Consumption	Volume (No. of Reams)	A3: 6 A4: 1,929	A3: 19 A4: 1,054	Based on paper of 500 sheets per ream with paper mass of 70g/m <sup>2</sup>
Recycling	Volume (Tonne)	Compost: 34.57 Others: 100.45	Compost: 6.23 Others: 47.48	Recycling of Others including paper, plastics and glass.

#### Note:

- Benchmarks for energy and water consumptions are based on benchmarks published by BCA and PUB as follows:
  - Energy use intensity (EUI): 230kWh/m<sup>2</sup>/year for hotels (large);
  - Water consumption intensity: 0.57m<sup>3</sup>/guest night/year for 5-star hotels (with water-cooled cooling tower).

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As for carbon footprint, the following table sets out the Scope 1 and Scope 2 emissions:-

Carbon Emission	Parameter / Unit	Year 2019	Year 2022
Scope 1 Emission	Volume (Tonne)	2,783.36	2,079.49
Scope 2 Emission	Volume (Tonne)	10,494.75	9,306.40
<b>Total Emission Intensity</b>	<b>Tonne kg/m<sup>2</sup></b>	<b>13,278.11</b> <b>125.74</b>	<b>11,385.89</b> <b>107.82</b>

We recognise that our hotel operations have been one of the biggest generators of waste and highest consumption of electricity within the Group due to the inherent nature of the business. With lower average occupancy rate of the hotels in FY2022, the consumption and waste generation, as well as emissions in FY2022 are lower than in FY2019. We would expect slight increases in consumption in the following year as the occupancy rate continues to rise to pre-COVID levels.

Nevertheless, measures have been implemented to keep both waste generation and electricity consumption in control. Since partial installation in the past year, we have also continued with the replacement of existing lighting with new energy-efficient LED lighting in corridors, function rooms and guest bathrooms.

### (iii) Industrial Services

The Industrial Services segment in this Sustainability Reporting covers the Industrial Services plant of Hypak Sdn. Bhd. in Malaysia.

As the production of food packaging, fertilizer and chemical was considered essential during the pandemic period, operations in the Industrial Services plant were only slightly disrupted and thus, we have used FY2021 as the base year for performance comparison.

The following table shows the performance of our Industrial Services segment in energy consumption, water consumption, waste generation, paper consumption and recycling rate:

Environmental Performance Indicators	Parameter / Unit	Year 2021	Year 2022	Remarks
Energy Consumption	Energy Use Intensity (EUI) - kWh/m <sup>2</sup> /year	370.56 <sup>#</sup>	392.29	Intensity increased with increased production in Industrial Services plant.
Water Consumption	Intensity (m <sup>3</sup> /m <sup>2</sup> /year)	0.37	0.38	
Waste Disposal	Volume (Tonne)	0*	0*	Only plastic waste was generated during production process
Paper Consumption	Volume	A3: 4 reams A4: 98 reams Other: 0.51 tonne	A3: 3 reams A4: 104 reams Other: 0.26 tonne	Based on paper of 500 pieces per ream with paper mass of 70g/m <sup>2</sup> .
Recycling	Volume (Tonne)	311.66*	334.63	Only plastics.

Note:

# Restatement for FY2021 energy consumption as error found in data.

\* All our plastic waste generated from the manufacturing process are 100% recycled. Hence there was no plastic waste.

As for carbon footprint, the following table sets out the Scope 1 and Scope 2 emissions:-

Carbon Emission	Parameter / Unit	Year 2021	Year 2022
Scope 1 Emission	Volume (Tonne)	0.00	0.00
Scope 2 Emission	Volume (Tonne)	2,200.00	2,329.04
<b>Total Emission Intensity</b>	<b>Tonne kg/m<sup>2</sup></b>	<b>2,200.00</b> <b>188.61</b>	<b>2,329.04</b> <b>199.68</b>

## SUSTAINABILITY AT TUAN SING

### (iv) Overall Emissions

For the assets and entities included in the scope of this Sustainability Report, our total carbon dioxide emission for FY2022 is 21,496.13 tonnes with a reduction of 6.9% compared to 23,097.76 tonnes of emissions for Base Year. In terms of emission intensity, there is a reduction of 0.66% from 113.59kg/m<sup>2</sup> in Base Year to 112.84kg/m<sup>2</sup> in FY2022.

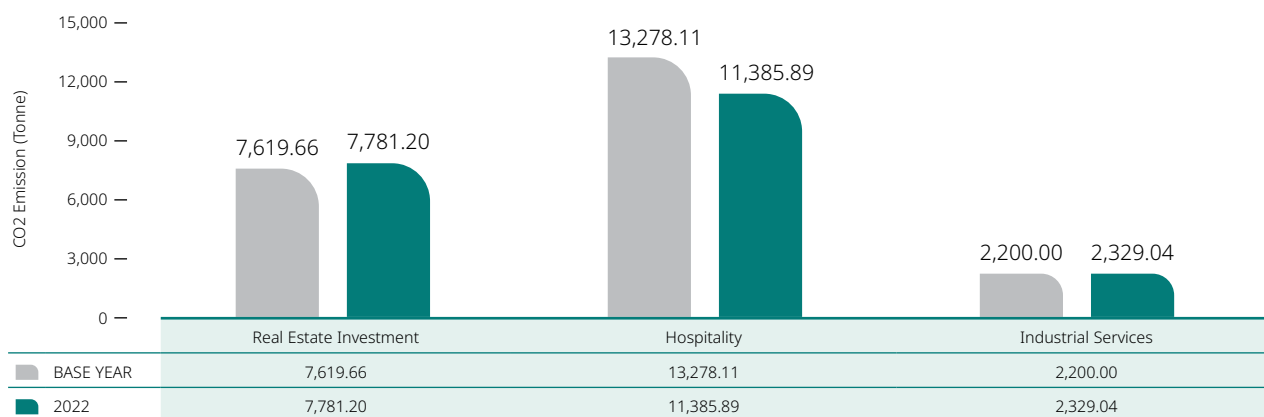
Carbon Emission	Parameter / Unit	Base Year <sup>a</sup>	Year 2022
Scope 1 Emission	Volume (Tonne)	2,907.41	2,384.62
Scope 2 Emission	Volume (Tonne)	20,190.36	19,111.51
<b>Total Emission</b>	<b>Tonne</b>	<b>23,097.77</b>	<b>21,496.13</b>
<b>Emission Intensity</b>	<b>kg/m<sup>2</sup></b>	<b>113.59</b>	<b>112.84</b>

Note:

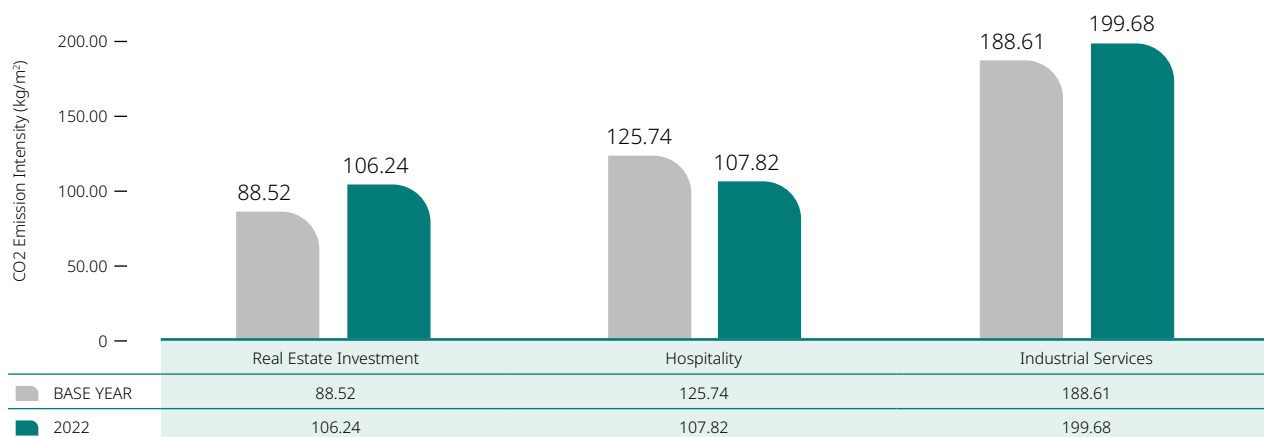
<sup>a</sup> Base year refers to FY2021 for the Real Estate Investment and Industrial Services segments, and FY2019 for the Hospitality segment.

The following charts are the breakdown and comparison of carbon dioxide emissions and its intensity of base year and FY2022 for our three major business segments:-

### CO2 Emission (Base Year VS 2022)



### CO2 Emission Intensity (Base Year VS 2022)



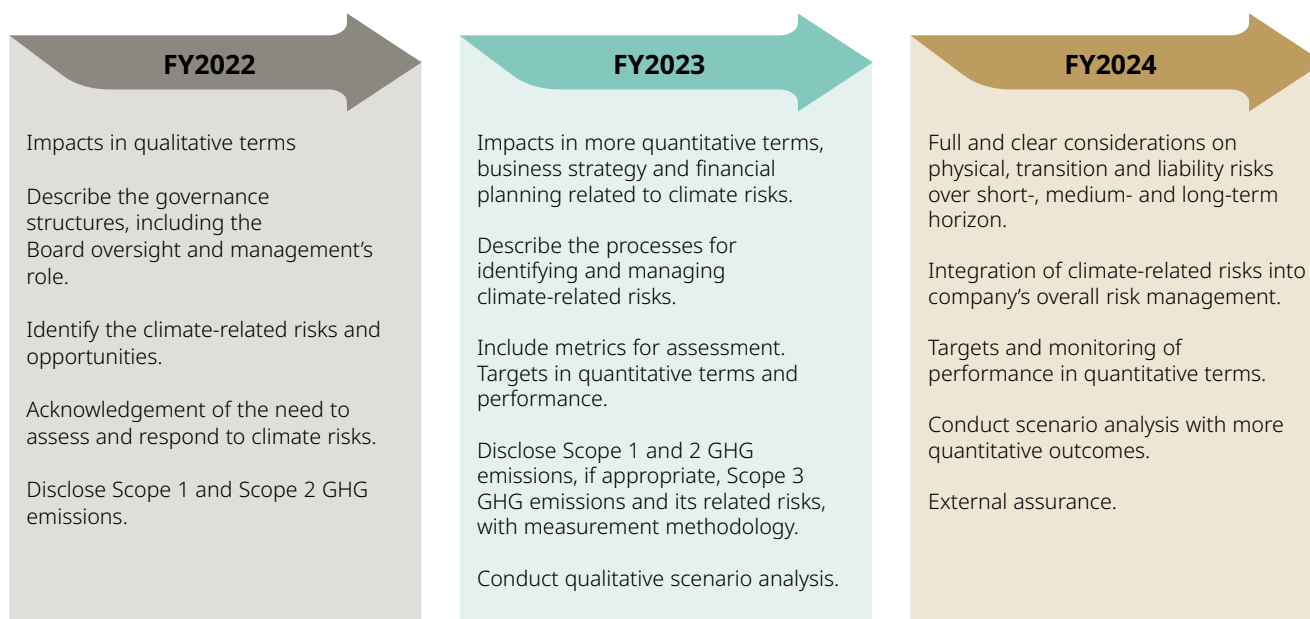
# SUSTAINABILITY AT TUAN SING

## (C) Decarbonisation Effort Towards Net-Zero

### TCFD Risk Management and Implementation Roadmap

Further to a consultation paper in 2021, SGX has mandated climate-related disclosures in accordance with TCFD Recommendations for the material and building sector for Sustainability Report for FY2024 which will be published in Year 2025.

As Tuan Sing has just embarked on its climate change sustainability journey, the Group aims to integrate climate-related risk management and disclosure in a phased approach from qualitative disclosures to quantitative disclosures over a course of three (3) years commencing from the FY2022 report through to the FY2024 report.



As FY2022 will be our first year reporting on climate-related disclosures, we have focused on identifying the impacts, risks and opportunities brought by global climate change through a series of workshops involving Management and members from various departments. A high-level assessment of the corresponding mitigating actions that could address the identified climate-related risks which are relevant to the Group is also being explored. In the subsequent years, we would dive deeper into the formulation of business strategy and financial planning related to climate risks by including relevant metrics for assessment and qualitative scenario analysis, as well as full integration of climate-related risk into the overall organization risk management.

The physical and transition climate-related risks identified for the Group are summarized in the table below.

Causes of Climate-Related Risks	Potential Financial Impacts to the Group	Mitigating Actions
<b>Physical</b>	<b>Short- to Medium-Term</b>	<b>Short- to Medium-Term</b>
<ul style="list-style-type: none"> <li>Acute weather events such as floods, heavy downpours and thunderstorms</li> <li>Chronic events such as rising sea levels and rising temperatures</li> </ul>	<ul style="list-style-type: none"> <li>Increase in costs to rectify damages caused by water seepage at our older buildings which lack structural measures to protect from floodwaters. Older buildings with frequent damages might also lead to a lower valuation which impacts the Group's profits and loan refinancing quantum.</li> <li>Reduced revenue due to business disruptions during rectification works or flooding at our buildings with basement / ground level carparks.</li> <li>Increase in insurance premiums for our buildings.</li> </ul>	<ul style="list-style-type: none"> <li>Implement assets enhancement initiatives to our older buildings and explores flood barriers to minimise the risks of water seepage during heavy downpours or flood, which will also help to improve our property's valuation.</li> <li>Enhance our insurance coverage (e.g. Industrial All Risks insurance) to cover rectification costs and potential losses from business disruptions caused by acute weather events.</li> <li>Explore flood mitigating actions that could help to reduce the insurance premium while maintaining adequate flood coverage.</li> </ul>

## SUSTAINABILITY AT TUAN SING

Causes of Climate-Related Risks	Potential Financial Impacts to the Group	Mitigating Actions
	<ul style="list-style-type: none"> <li>- Project completion delays caused by disruptions to construction activities during extreme weather conditions.</li> <li>- Higher operating costs and capital costs to provide cooler air, shelters and seamless connections to our buildings.</li> <li>- Higher medical costs from negative impacts to employees' health (e.g. heat stroke and dehydration) during extreme hot weather especially for our employees who are required to work outdoor (e.g. site staff).</li> </ul>	<ul style="list-style-type: none"> <li>- Increase the adoption and utilisation of pre-fabricated products and elements, which can be performed and conducted off-site during extreme weather conditions.</li> <li>- Install energy efficient air-conditioning system which will reduce the operating costs in the long-run. In addition, lower cost initiatives such as umbrella lending services are considered as an alternative solution to maintain the footfall to our buildings during heavy downpours.</li> <li>- Provide ample break time during working hours for our site staff and employees whose job scope mainly entails outdoor activities to ensure our employees hydrate themselves. This will help to reduce the occurrence of employees falling ill during workdays with extreme hot weather.</li> </ul>
<b>Transition</b>	<b>Medium- to Long-Term</b>	<b>Medium- to Long-Term</b>
<b>Policy and Legal</b>		
<ul style="list-style-type: none"> <li>• Government policies towards net zero carbon emissions by 2050 (for Singapore and Australia) and by 2060 (for China and Indonesia).</li> <li>• Mandatory climate-related disclosures (e.g. by SGX) and more stringent green requirements for buildings (e.g. launching of the Singapore Built Environment Embodied Carbon Pledge by Singapore Green Building Council (SGBC)).</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in carbon tax which is an initiative by Singapore government to achieve net zero carbon emission goal might increase future project costs especially for materials purchased from overseas.</li> <li>- Increase in compliance cost to meet the various climate-related disclosures and SGBC's requirements.</li> </ul>	<ul style="list-style-type: none"> <li>- Explore to source from local supply chains where possible and to purchase more sustainable products and materials that do not have high carbon emissions in their production process for its property development projects.</li> <li>- Minimise site waste and adopt renewable energy sources for our property development projects in order to meet the SGBC's requirements. In addition, the Group also strives to balance the compliance cost while adhering to all regulatory requirements.</li> </ul>
<b>Technology</b>		
<ul style="list-style-type: none"> <li>• Substitution of existing construction supplies and products with lower carbon emissions options for our property development projects.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in construction costs as a result of procuring lower carbon emission supplies and products for ongoing/new property development projects.</li> </ul>	<ul style="list-style-type: none"> <li>- Explore the possibility of bulk purchase of lower carbon emission materials and supplies for property development projects that are occurring at the same time in order to lock in better prices.</li> </ul>
<b>Market</b>		
<ul style="list-style-type: none"> <li>• Shift in market demands such as leasing office units in buildings with green initiatives and green certification designs.</li> </ul>	<ul style="list-style-type: none"> <li>- Existing properties that lack or do not have green initiatives will lose their competitiveness, which will negatively affect the Group's occupancy rates and rental income.</li> </ul>	<ul style="list-style-type: none"> <li>- Adopt green leases and implement green features (e.g. auto-lightings, energy-saving lights, water-saving taps, high-efficiency air conditioners, etc) to improve the marketability of our existing investment properties and to meet the shift in consumers' demand and preferences.</li> </ul>

## SUSTAINABILITY AT TUAN SING

Climate change not only brings about challenges to the Group's business operations but could also give rise to opportunities as the Group incorporates environmental and social sustainability into our business.

The climate-related opportunities for the Group are presented in the table below:

Type of Climate-Related Opportunities	Potential Financial Impacts to the Group
<b>Resource Efficiency (Short- to Medium-Term)</b> <ul style="list-style-type: none"> <li>Storing of rain/flood water for landscape irrigation use at our buildings.</li> <li>Use of more energy efficient equipment in our existing properties (e.g. energy saving lights, energy efficient air-conditioning system, etc).</li> <li>Reuse and repurpose of furniture and fit-out items during our show units' construction and office renovation.</li> <li>Work from home arrangements as an alternative to commute to workplace during extreme weathers.</li> </ul>	<b>Short- to Medium-Term</b> <ul style="list-style-type: none"> <li>Reduce operating costs through the use of alternative source of water for our buildings' landscape irrigation.</li> <li>Reduce operating costs and increase the value of our properties (e.g. highly rated energy-efficient buildings) which could have positive impact to the Group's P&amp;L and yield a higher loan refinancing quantum.</li> <li>Reduce wastage and capital expenditures.</li> <li>Boost productivity and consequently increase revenue through benefits to workforce management (e.g. higher employee satisfaction and improved employees' health and safety).</li> </ul>
<b>Products and Services (Short- to Medium-Term)</b> <ul style="list-style-type: none"> <li>Use of virtual and AI functions to improve visitors' experience (e.g. use of interactive and AI-enabled websites to view the Group's show flats virtually).</li> <li>Use of low emission materials for the Group's property development projects.</li> </ul>	<b>Short- to Medium-Term</b> <ul style="list-style-type: none"> <li>Ability to reach out to more potential buyers who could not visit the physical show flats, which could result in higher sales volume.</li> <li>Increase revenue through demand for lower emissions properties.</li> </ul>
<b>Resilience (Medium- to Long-Term)</b> <ul style="list-style-type: none"> <li>Resource substitution, including diversification initiatives.</li> </ul>	<b>Medium- to Long-Term</b> <ul style="list-style-type: none"> <li>Increase reliability of the supply chain to our property development projects and the ability to operate under various extreme weather conditions.</li> </ul>

### Energy Savings and Emission Reduction

As air-conditioning system is the main contributor to energy consumption of a building, we have reviewed the aging chiller plant at our commercial property, Link@ 896, and concluded that an upgrade is necessary to improve on its overall operating efficiency.

Prior to the upgrading works, an energy audit was conducted, and the data collected revealed that our chilled water system was operating at a combined operating efficiency of 1.02 kW/RT as compared to a new system which can potentially operate at 0.65 kW/RT or better.

To minimise operational disruption the following were proposed:

- To replace one chiller with one new 300RT magnetic bearing chiller with efficiency of 0.52 kW/RT.
- To replace 2 of our existing cooling towers (efficiency at 0.032 kW/RT) with 2 new cooling towers with efficiency at 0.03 kW/RT.
- To replace 1 existing chilled water pump (efficiency at 0.128 kW/RT) with 1 new chilled water pump (with Variable Speed Drive) with efficiency at 0.03 kW/RT.
- To replace 1 existing condenser water pump (efficiency at 0.178 kW/RT) with 1 new condenser water pump (with Variable Speed Drive) with efficiency at 0.035 kW/RT.
- To install new Building Management System ("BMS") to better control the operations of the system.

Installation work has been completed in December 2022 and testing and commissioning of system is to be completed in first quarter of 2023. The new system will improve energy efficiency at Link@896, as well as boost the reliability of our infrastructure to support continuous operations.

Our Property Management team has also reviewed the alighting points and revised the shuttle bus route in July 2022 to shorten travel distance while increasing ridership and thus bringing in higher footfall to our commercial centre, Link@896 in Singapore.



## SUSTAINABILITY AT TUAN SING

The original distance per loop was approximately 7.3km at totaling 77 trips per week and the new route is 6km per loop at total of 88 trips per week. With the increased in number of trips, the total distance has decreased by 34km per week from 562km to 528km per week. The total mileage saved in a year is approximately 1,768km.

Transportation by bus emits 89g of CO2 per km per passenger<sup>3</sup>. With the reduction of 1,768km distance in a year, we prevent approximately 157kg of CO2 emission per passenger into the atmosphere every year.

The following table summarize the outcome and benefits of re-routing the shuttle bus service:-

Description	Original Route	New Route	Outcome and Benefits
Implementation	Aug 2020	July 2022	
Distance per trip (Estimated based on Google map image)	7.3km	6km	Overall distance is shorter, lesser petrol consumption.
Total trips per week	77	88	
Total Distance/Week (Estimated)	562km	528km	Reduced 34km/week or about 1,768km/year.
Average ridership per month	90 Pax	656 Pax	Increase in ridership, reduction in carbon footprint

### Water Conservations

In 2015, the Water Resources Institute (“WRI”) ranked Singapore as one of the most water-stressed countries in the world. It estimates that by 2040, Singapore would be one of eight countries in the world most vulnerable to disruptions in water supply<sup>4</sup>. The NEWater process which recycles our treated used water into ultra-clean and high-grade reclaimed water was launched in 2003 to meet increasing needs for water with population growth and moves Singapore towards water sustainability.

As part of our efforts in water conservation, the infrastructure in our commercial building, 18 Robinson which was awarded the Green Mark Platinum certification, was designed to use NEWater for its cooling towers for the air-conditioning system of the building. Since the commencement of its operation in 2019, 18 Robinson has conserved over 43,000m<sup>3</sup> of potable water and saved more than S\$17,000 in operation costs by using NEWater.

We have also reviewed the water usage in our commercial building Link@896 and reduced compound cleaning from quarterly to half-yearly. In addition, strict conduct and enforcement of maintenance protocol enable early breakdowns detection, and potential leakages can be attended to promptly to prevent wastages.

### Waste Management

According to the 2021 Waste Statistics and Overall Recycling by the National Environment Agency, construction waste and metal contributed to 14.6% and 20.2% of the waste generated in Singapore respectively in Year 2021<sup>5</sup>. Although 98% to 99% of the construction waste generated was recycled, reducing waste generation could lighten the need for recycling in the first place. Due consideration has been given to reduce waste throughout our property lifecycle, as illustrated in the following:-

<b>Design</b>	<ul style="list-style-type: none"> <li>Requirements on Building Information Modelling (BIM) for coordination of design and construction especially for design and build projects in Singapore.</li> <li>Design for maintainability and considerations for savings on consumption such as water savings sanitary wares, energy-efficient lighting and equipment.</li> </ul>
<b>Tender</b>	<ul style="list-style-type: none"> <li>Reduce paper consumption by issuance of tender document in digital copies instead of printed copies.</li> </ul>
<b>Construction</b>	<ul style="list-style-type: none"> <li>Adhere to BCA’s demolition protocol for identification of material for reuse and recycle.</li> <li>Early planning and coordination to avoid unnecessary hacking and demolition.</li> </ul>
<b>Property Management</b>	<ul style="list-style-type: none"> <li>Reuse and recycle furniture and items left behind by departing tenants.</li> <li>Use energy efficient LED lights in properties.</li> <li>Provision of recycle bin to boost supports from tenants for recycling.</li> <li>Strict requirements to tenants on proper disposal and recycling protocol during fitting-out works and operations.</li> </ul>

<sup>3</sup> Transportation and Climate Change, <https://blogmech.com/transportation-and-climate-change/>.

<sup>4</sup> Article “Our Water, Our Future” by The Public Utilities Board (“PUB”), Singapore’s National Water Agency, <https://www.pub.gov.sg/Documents/PUBOurWaterOurFuture.pdf>.

<sup>5</sup> Waste Statistics and Overall Recycling, <https://www.nea.gov.sg/our-services/waste-management/waste-statistics-and-overall-recycling>.

## SUSTAINABILITY AT TUAN SING



Other than exercising waste reduction and recycling in our construction development and property management, we encourage staff to exercise due considerations in printing on new paper, encourage double sided printing, and utilize used paper for draft printing.

Our Industrial Services plant in Malaysia practices 100% plastic recycling in its operations. The plastic waste generated from daily manufacturing operations are collected and stored in collection points. The plastic waste is collected by a plastic recycling company on weekly basis.

As for hospitality, waste generation control and initiatives are in place to reduce and recycle waste generated throughout the operations:-

**Grand Hyatt Melbourne** (“GHM”) – GHM has a number of food and beverage outlets which generate a sizeable volume of food waste. To contain this problem and divert food waste from landfills, GHM installed an appropriately sized Closed-Loop Organics Unit that uses composting technology to process all food waste onsite. As a result, nutrient-rich soil conditioners were produced and used as fertiliser for the hotel gardens. While volume of food waste will increase in tandem with the occupancy rate, we aim to increase the volume of food waste recycled into compost in the coming years.

**Hyatt Regency Perth** (“HRP”) – A top priority for HRP is to minimise the impact of its operations and practices on the environment. As part of continuing efforts to reduce and recycle waste, HRP engaged the City of Perth as an agent to provide a total waste service that includes the removal of commingled waste and organic waste directly from the site, which in turn helps to contain costs and inefficiencies. Meanwhile, we are reviewing the possibility of implementing an overall waste management system for a more efficient waste handling process and performance monitoring.

### Tree Planting Volunteerism and Greener Environment

“ We aim to encourage more colleagues in the Group to cultivate the meaningful drive to embrace and enhance our environment. ”



In the continuous efforts to partake in the “OneMillionTrees Movement” under the “The Singapore Green Plan” to expand the green area in Singapore by the Year 2030, National Parks Board (“NParks”) has organized a series of tree planting activities regularly in different state land and parks to encourage the public to cultivate this meaningful drive to embrace and enhance our environment.

Some employees based in Singapore have started their volunteer journey with NParks throughout the year by volunteering in coordination of tree planting activities, as well as physical plantings. We aim to encourage more colleagues in the Group to participate in tree planting activities in the coming years.



In Melbourne, our team has made requests successfully to the Melbourne City Council for the installation of flower beds at the external compound of our Grand Hyatt Hotel building. These flower beds contribute to the ambience of the building compound and act as effective deterrents to ram raid crimes as well as illegal motorbike parking.

Our team is currently in contact with the City of Melbourne Council to have additional flower beds installed at other sides of our property.

## SUSTAINABILITY AT TUAN SING

### **Emission Offsetting: Landscape Nursery and Green Stockpile**

Forests sequester carbon by capturing carbon dioxide from the atmosphere and transforming it into biomass in trees. In a year, a mature tree can absorb more than 48 pounds (equivalent to 21.7kg) of carbon dioxide and releases oxygen through photosynthesis<sup>6</sup>. In addition to carbon offsetting, we aim to provide our own plants stockpile for use in projects landscaping works by setting up our own nursery.

The first landscape nursery has been set up on a plot of land near to our Opus Bay project in Batam. Site clearance works were completed and planting of trees and shrubs was commenced in the last quarter of FY2022. Together with the trees we have planted in our Mont Botanik Residence in Singapore and Opus Bay Show Villas, we have planted a total of 1,100 trees in 2022.

With the inclusion of shrubs and ground covers in the carbon absorption calculation, we have offset at least 30 tonnes of carbon dioxide this year. We aim to grow more trees each year and target to offset carbon dioxide emissions by a minimum of 10% by 2030, in addition to our sustainability efforts to reduce generation of greenhouse gases.

## 5. SOCIAL RESPONSIBILITY AND HUMAN ASSETS

Our employees are our most important asset. We are committed to actively engaging our workforce, and motivating them to work together with the Group to create a brighter future for all. Spreading positivity in the workplace helps nurture happy and satisfied employees, and hopefully spur their desire to contribute positively to the Group. To this end, we endeavour to provide our employees a safe and conducive working environment, and to equip them with the skills they need to perform at their best, through both learning and career advancement opportunities.

### **(A) Occupational Health, Safety and Well-being**

At Tuan Sing, safety is always our top priority. Steps to promote and foster mental health and well-being include taking measures to prevent discrimination as well as incidents of any kind in the workplace. As a standard modus operandi, all new employees are briefed on Tuan Sing's policies and practices during the orientation programme.

In Year 2022, a new Environmental, Health and Safety ("EHS") Policy was approved and put in place. An EHS Committee consisting of safety officer from respective offices in different countries was formed and the committee is to meet on a regular basis to report on incidents in their workplace as well as brainstorm on health and safety management matters.

The safety and health committees at our two hotels review safety and health issues regularly while sourcing for ways to make the hotel environment safer for our employees and hotel guests.

#### **(i) Workplace Safety and Health Risk Management and Mitigation**

To reduce incidents of injury at workplaces, we exercise the following as part of the workplace safety and health risk management and mitigation:-

- **EHS Committee** – The committee consisting representatives from each office who look out for potential risks and hazards at our premises which may affect employees, contractors and the public, and report to the committee at regular meetings. The committee also organises brainstorming sessions to share ideas for improvements and risk mitigation, and tracks data for performance reporting.
- **Safety Inspections** – Regular site safety inspections are carried out at construction sites and workplaces to identify any potential hazards.
- **Feedback and Improvement** – Security and safety at our premises are part of the customer satisfaction survey carried out on an annual basis. Building management officers also gather and look out for feedback on health and safety issues from the public and take action promptly to address the potential risks.
- **Training and Toolbox Meeting** – Employees and workers are briefed on safety and health matters and requirements at new staff induction trainings and daily site safety toolbox meetings. Workplace safety and health trainings are arranged for our employees, especially the supervisors at Industrial Services plants and construction sites, for better enforcement of safety precautions. Fire drills are also conducted at our offices on an annual basis, so that tenants and employees are educated on the evacuation route and what to expect in the event of a fire emergency. As the employees of our Industrial Services plant in Malaysia deal with chemicals and machineries on a daily basis, training sessions on Chemical Safety Awareness, Hearing Conservation and Occupational Safety and Health (Amendment) Act 2022 (Malaysia) were conducted in August 2022 to ensure that employees are aware of the latest requirements on local regulations and promote awareness on the importance of adhering to safety protocols at workplace. A consultant was also engaged to carry out an Initial Assessment on Chemical Exposure & Noise Risk.

<sup>6</sup> "How Planting Trees Offsets Carbon", <https://carbonfund.org/how-planting-trees-offsets-carbon/>.

## SUSTAINABILITY AT TUAN SING



### (ii) Occupational Health and Safety Targets and Performance

Occupational Health and Safety (“OHS”) is a new topic in our sustainability efforts since 2021. We are tracking incidents of work-related injuries at all of our workplaces and the OHS performance monitoring includes all staff (both full-time and part-time), non-employees and contractors involved in the daily operations.

There were a total of 36 recorded injury incidents at workplace in 2022 and the injuries are mostly minor, such as cuts, slips and tripping, being hit by moving objects, falls, minor fractures and minor burns. These reported incidents took less than six (6) months for recovery and are hence not considered as high consequence injuries. The current injury rate per million working hours is 17.26.

The following table sets out the incidents reported at the entities and properties included in this Sustainability Report by country:-

Employees	FY2022					
	Singapore	Indonesia	Australia	China	Malaysia	Group Overall
Fatal Incidents	0	0	0	0	0	0
Fatality Rate (No. of fatality per million working hours)	0	0	0	0	0	0
High Consequence Injury	0	0	0	0	0	0
High Consequence Injury Rate (No. of high consequence injuries per million working hours)	0	0	0	0	0	0
Total Injuries	3	0	33	0	0	36
Total Hours Worked	473,182	526,589	673,319	52,363	360,503	2,085,956
Injury Rate (No. of injuries per million working hours)						17.26

### Targets and Performance

We have also set short-, medium- and long-term targets for occupational health and safety of our employees, vendors and contractors working on site. Our targets benchmark the statistics in the Ministry of Manpower’s Workplace Safety and Health reports.

During FY2022, we had 0 major injuries and 0 fatality incidents in the Group’s operations. We maintain strict safety requirements and continue to improve on reducing injury rates at the workplace.

## SUSTAINABILITY AT TUAN SING

Material Topic	Short Term Target (FY2023)	Medium Term Target (FY2025)	Long Term Target (FY2030)	Current Performance
Occupational Health and Safety	Perform better than the rate of 32.1 major injuries per 100,000 workers (i.e. 0.16 major injuries per 1,000,000 hours worked based on 2,000 hours per year per worker.)  0 Fatality	Perform better than the rate of major injuries per 100,000 workers of the national statistic of Year 2024  0 Fatality	Perform better than the rate of major injuries per 100,000 workers of the national statistic of Year 2029  0 Fatality	0 Major injuries  0 Fatality

### (iii) Employee's Wellbeing

We believe that happy employees will feel a strong sense of accomplishment and find considerable satisfaction in their work. Hence the well-being of our employees comes first. Among others, a mental wellbeing program coupled with masterclasses and workshops to improve on their resilience, are provided to all employees.

As part of the Company's efforts to improve employee's mental wellness, the Company has signed up for MindFi, a mobile application that enables employees to monitor and enhance their mental wellness. Employees were given access to an extensive library with guided meditations, classes, mindfulness exercises and access to private and confidential one-on-one online coaching or counselling sessions.

The Company has also introduced WhiteCoat, a leading digital telehealth service provider that allows employees to video consult a Singapore-registered General Practitioner on their phone, to seek treatment for common ailments, as part of our enhancement to our employee benefits. This initiative complements our existing healthcare benefits that we provide to our employees, by providing an option to have a contactless video teleconsulting and medicine delivery services.

Complimentary health screenings are made available to employees annually. Comprehensive health screening packages, dental services and telecommunication services are also offered at preferential corporate rates to our employees and their family members. In addition, employees are also encouraged to use the swimming pool and jacuzzi facilities at the corporate head office in Singapore as a mean to lead a healthy lifestyle.

## (B) Customer Satisfaction

Our customers are our key stakeholders and include tenants of retail and commercial properties, home buyers and hotel guests. It is our vision to create a clear distinction among competitors in terms of the quality of our products and services, as well as the wellbeing and safety of our customers.

To obtain feedback on our service and product quality, customer satisfaction surveys through online questionnaires are carried out at our commercial and hospitality properties on an annual basis. The outcome of surveys is shared among relevant employees for further improvement in the following years.

Throughout the reporting period, there was no incident of non-compliance related to customer's health and safety in any of our properties which resulted in fines, warnings or infringement of voluntary codes.

### Commercial Tenants

Online questionnaires which cover satisfaction level of the following aspects were disseminated to tenants for their feedback:-

- Performance of Leasing Team
- Performance of Building Management Team
- Security of property
- Cleanliness
- Performance of vertical transportation
- Concierge service
- Fire safety control
- Indoor Air Quality
- Acoustics comfort
- Lighting comfort
- Scenting
- Overall maintenance and upkeep of property
- Parking facilities

The two commercial properties in Singapore, i.e. 18 Robinson and Link@896, scored overall customer satisfaction level of 79.4% and 75.4% respectively in FY2022.



## SUSTAINABILITY AT TUAN SING

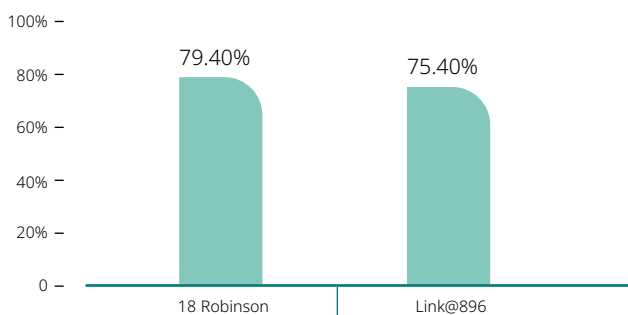
### Hotel Guests

The guest satisfaction survey of Hospitality sector focuses on the following aspects which are key factors to the quality of hospitality services:-

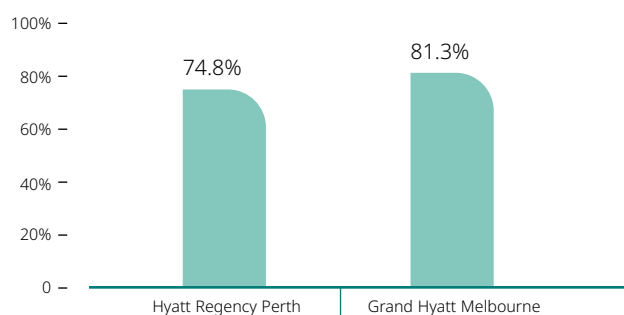
- Cleanliness
- Working order
- Customer service

The two hotels in Australia, i.e. Hyatt Regency Perth and Grand Hyatt Melbourne scored overall guests satisfaction level of 74.8% and 81.3% respectively in FY2022.

**FY2022 Overall Customer Satisfaction Level - Commercial**



**FY2022 Overall Customer Satisfaction Level - Hospitality**



### Targets and Performance

Targets are also set for customer satisfaction for the short-, medium- and long-term. It is in our Tuan Sing DNA to achieve excellence with nothing but the top of our abilities, and to maintain our services as best as we can.

Material Topic	Short Term Target (FY2023)	Medium Term Target (FY2025)	Long Term Target (FY2030)	Current Performance
Customer Satisfaction	70% in average	75% in average	80% in average	Commercial: 77.4% Hospitality: 78.1%

In 2022, our hotels received the following awards in recognition of the high levels of customer satisfaction and service excellence achieved at our properties:-

#### Grand Hyatt Melbourne

- Business Traveller Asia-Pacific Awards – Best Business Hotel in Melbourne; Best Business Hotel Brand in the World; Top 3 Best Business Hotel Brand in the World
- AHA (Australian Hotels Association) National Awards for Excellence - Best Marketed Accommodation Provider
- Victorian Accommodation Awards for Excellence – Best Marketed Accommodation Provider; Outstanding Achievement in Training and Development
- DestinAsian Readers’ Choice - Top 3 Best Hotel in Australia

#### Hyatt Regency Perth

- WA Perth Airport WA Accommodation Awards – Chef Award; Executive Level Manager Award

### (C) Diversity and Inclusion

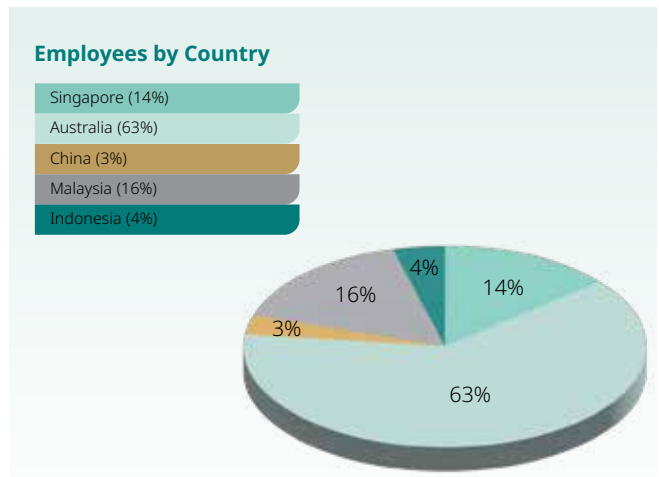
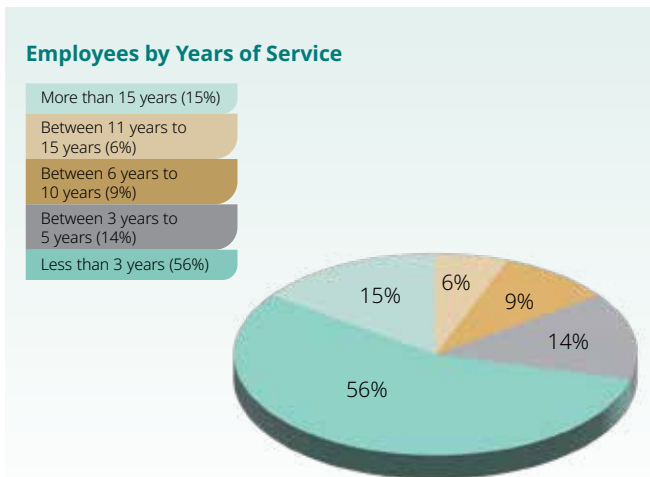
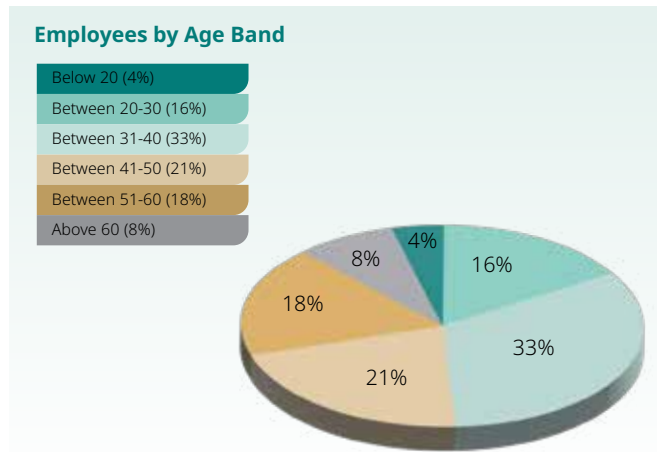
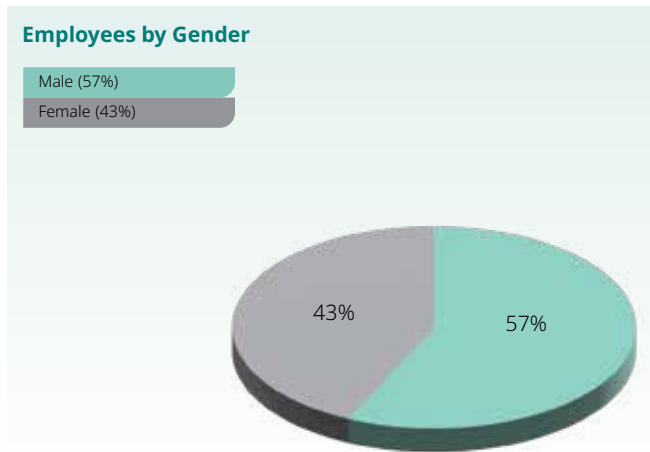
Diversity within a workplace is important as it allows Tuan Sing to expand its horizons with a wider range of insights and perspectives and have access to a diverse pool of talents. As of 31 December 2022, Tuan Sing and its subsidiaries have a total headcount of 1,009 people, of which 61.50% of them are employed under the hotel operators.

In terms of gender proportion, Tuan Sing has a healthy mix of males and females. The gender distribution across our businesses is fairly distributed, with a male to female ratio of 1.32:1 due to the male-dominant labour-intensive nature of our construction business and industrial services.

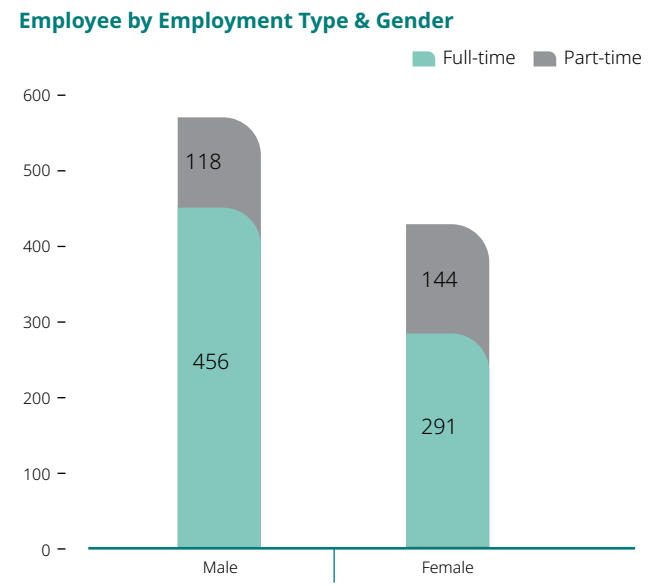
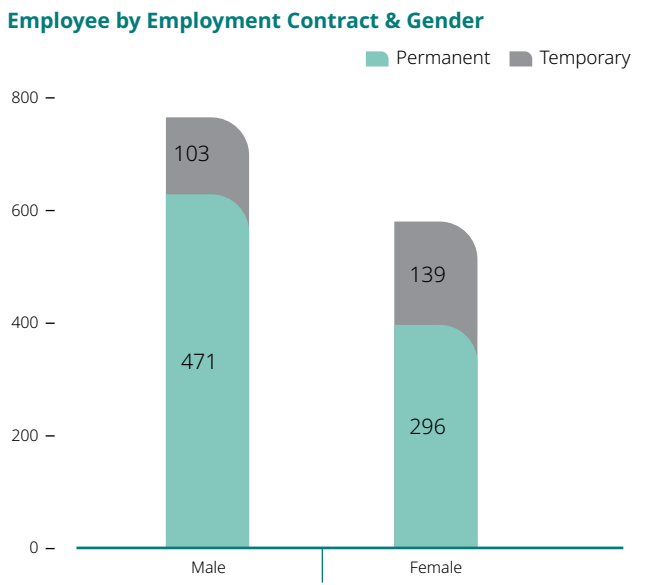
Tuan Sing advocates for an inclusive workplace through its age-diverse workforce, that is fairly represented by employees from all age groups. In addition to the inherent nature of a hospitality industry, the expansion of our business activities and hence the increased headcount for the past few years has led to the high numbers of employees with less than 3 years of service with the Group.



# SUSTAINABILITY AT TUAN SING



Across the Group, majority of our employees are employed on a full-time permanent contract basis. Less than 41% of our employees are employed either on temporary or part-time contract basis due to the needs of the hospitality industry.



In terms of the board diversity, 1 of the 5 directors is a female and we aim to achieve at least 30% of female representation in the Board of Directors by 2030.

## SUSTAINABILITY AT TUAN SING

### (D) Fair Remuneration and Merit-based Employment

Ample opportunities are given to all employees to excel in their career with the Group, regardless of their background. Male and female employees are rewarded fairly based on merit, capability and work experience, and this is practised across all levels of the organisation structure.

We recognise that senior workers can continue to contribute to the Company's success by sharing their extensive experience with their younger peers. We value all our employees, and it is our practice to continue to re-employ employees beyond the retirement age.

The Group also adopts an open performance appraisal approach and reviews appraisal criteria regularly to align them with the changing expectations of different employee categories.

The Group's remuneration package consists of both fixed and variable components. The variable component is performance-based and is determined based on the performance of the Group, the business unit and the individual. The variable portion of an employee's remuneration increases as he or she moves up the corporate ladder.

### (E) Training and Development

At Tuan Sing, we continue to invest in our people, helping them reach their full potential through various training and development programmes, job rotation and internal promotion opportunities, so they can move beyond their existing work scope both locally and regionally to take up challenges in the future. We have also held a group training for our non-Finance colleagues, "Finance for Non Finance Professionals" which equips them with the skills and knowledge in financial terms and concepts and key accounting principles to analyse financial statements and performance measures.

We have also conducted a yearly 360 Review for staff which acts as a catalyst for development by helping our participants identify their strengths as well as opportunities for improvement. This also helps to increase transparency among our internal team via trust, sharing, and increased clarity toward expected behaviors and goals.

#### Targets and Performance

The total training hours clocked by all staff stands at 3,988 hours for 2022, an increase of 35% as compared to 2021.

As we continue to grow our people in the Group, we set the following short-, medium- and long-term targets to showcase our commitment on continuous improvement:-

Material Topic	Short Term Target (FY2023)	Medium Term Target (FY2025)	Long Term Target (FY2030)
Training and Education	10 training hours per staff per year	12 training hours per staff per year	15 training hours each staff per year

### (F) Talent Management and Planning

We strive to retain a diverse and robust talent pool, carefully grooming our people to ensure that they will be ready to meet future needs and challenges. Priority is given to employees whenever there is a job opening within the Group. Numerous employees have benefited from this approach, as it allows them to broaden their exposure and skill sets across various business functions. Such job rotation diversifies employees' job role and knowledge and maintains their passion at work while tackling challenges in their new roles.

### (G) Charity, Donation and Sponsorships



In December 2022, Tuan Sing employees partnered with Extraordinary People by volunteering in the Annual Concert, "An Extra.Ordinary Celebration 2022", with 350 performers from 17 Special Education (SPED) schools, mainstream schools and organisations in a 90 minutes musical journey.

It was a meaningful effort by our colleagues, with some of them helping with ticketing for the concert, while other are attached to different performing special needs group across the two days, looking after their every need from rehearsals to the final performance. The event was graced by our President, Madam Halimah Yacob. Importantly, our employees played a huge role in helping to nurture more embracing and understanding attitudes in people involved in the event, and building the foundations for a more inclusive society.

## SUSTAINABILITY AT TUAN SING

### Targets

The Group targets to participate and volunteer in charity/fundraising events on a yearly basis. The following are our targets over short-, medium- and long-term horizon:-

Material Topic	Short Term Target (FY2023)	Medium Term Target (FY2025)	Long Term Target (FY2030)
Local Communities	Total 1,000 volunteer hours for the year	Total 2,500 volunteer hours for the year	Total 5,000 volunteer hours for the year

## 6. CORPORATE GOVERNANCE FOR FAIR AND CONDUCTIVE BUSINESS ENVIRONMENT

### (A) Corporate Governance

The Group continues to be committed to high standards of corporate conduct. The Board and Management firmly believe that good corporate governance is key to the long-term sustainability of the Group's businesses and performance.

To discharge its governance function, the Board has established policies and rules to govern the Group's activities, and the Board are guided by their respective written Terms of Reference which were updated during the year.

For more details, please refer to the Group's Corporate Governance Report under the "Corporate Governance" section of the Annual Report, which is also available on our corporate website (<https://www.tuansing.com/corporate-governance/>).

### (B) Business Ethics and Compliance

The Group remains steadfast in its commitment to business ethics and compliance and conducting its business activities with the highest levels of integrity and maximum transparency.

Tuan Sing has received a number of accolades in recognition of its pursuit to achieve high standards of corporate governance. In 2022, Tuan Sing Group was the winner of Most Transparent Company Award under the Real Estate category. Its ranking in the Singapore Governance and Transparency Index (SGTI) 2022 rose from 23rd to 17th, out of a total of 489 listed companies. As part of its commitment towards excellence in corporate governance, Tuan Sing has put in place corporate policies which provide guiding principles on business conduct to all employees and stakeholders across its value chain.

### (C) Anti-Corruption and Anti-Bribery

Integrity is one of Tuan Sing's corporate values and it has always upheld this value with the highest importance when conducting its business activities. To ensure employees' awareness, an employee handbook providing guidelines on the Code of Conduct and guidelines on conflict of interest, is made readily available to all employees through the employee's intranet portal.

The Code of Conduct provides guidelines on the following issues:

- Employees' responsibilities to carry out their duties diligently and faithfully
- Conflict of interest and the reporting and declaration procedure
- Whistleblowing
- Clarifications on misconduct

The above serve as a reminder to employees that they should act in the best interests of the Group and avoid situations that could create a conflict of interest. At the end of each year, employees are required to declare their compliance with the Code of Conduct, and whether they have been involved in any situation that might lead to a conflict of interest. A formal "Anti-Bribery and Anti-Corruption Policy" is also made available to all employees through the employee's intranet portal.

There were no bribery or corruption cases reported in 2022 and we aim to maintain zero occurrence of corruption incident.

## SUSTAINABILITY AT TUAN SING

### (D) Procurement and Supply Chain Management

For all projects, Tuan Sing keeps its sustainability targets in sight by exercising caution when selecting business partners who play an integral role in the various phases of the Group's property development projects. Consultants, contractors and suppliers engaged by the Group are required to demonstrate high levels of work ethics for project delivery and commitment towards the environment, health and safety.

The Group's procurement policy ensures that it receives the highest quality of desired goods and services at the best price possible. The procurement policy and system provide and align practices on all procurement activities within the organization, as well as maintain the highest integrity throughout the procurement process. By involving and training all vendors and contractors in the use of the procurement system, the policy ensures maximum transparency and fair competition in all procurement exercises. This year, we have enhanced our procurement system with better feature and compatibility for integration with Finance department's operations.

### 7. TCFD DISCLOSURE

TCFD Pillar	Recommended Disclosure	Tuan Sing Approach	Reference in Sustainability Report and Annual Report 2022
<b>Governance</b> Disclose the organization's governance around climate-related risks and opportunities.	(a) Describe the board's oversight of climate-related risks and opportunities.	Consistent with our overall risk management, climate-related risks are managed with a top-down approach, in which the Board, through the Audit and Risk Committee, determines strategic objectives, reviews external environment, sets risk appetite and parameters, as well as assesses the effectiveness of the risk management system. Clear, timely and informed decisions from the Board are passed through to the senior management and respective strategic business units ("SBU") for execution and monitoring of performance.	"Managing Risk in Delivering Our Strategy" of the Annual Report, and "Nurture Our Planet" of this Sustainability Report.
	(b) Describe management's role in assessing and managing climate-related risks and opportunities.	Management reports to the Board of Directors on all sustainability matters including climate-related issues that affect our local and overseas markets. In accordance with the Board of Directors' directions and decisions, Management provides oversight and guidance to the Sustainability Task Force which has been formed to identify, assess and manage the climate-related risks and opportunities that are relevant to the Group's operations through discussions with representatives from all departments of Tuan Sing.	"Managing Risk in Delivering Our Strategy" of the Annual Report, and "Nurture Our Planet" of this Sustainability Report.
<b>Strategy</b> Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	(a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	To tackle the top 10 potential impacts of the identified climate-related risks to the Group, a high-level assessment of the corresponding short (i.e. within 2 years), medium (i.e. 2 to 5 years), and long term (i.e. beyond 5 years) mitigating strategies are being explored and described in the Sustainability Report.	"TCFD Risk Management and Implementation Roadmap" of the Sustainability Report.
	(b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Short- to long-term climate-related opportunities to the Group are also discussed.	
	(c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	As part of the Group's phase approach for integration of climate risk into the overall risk management, scenario analysis will be carried out in the following year.	Not applicable.

## SUSTAINABILITY AT TUAN SING

TCFD Pillar	Recommended Disclosure	Tuan Sing Approach	Reference in Sustainability Report and Annual Report 2022
<p><b>Risk Management</b> Disclose how the organization identifies, assesses, and manages climate-related risks.</p>	<p>(a) Describe the organization's processes for identifying and assessing climate-related risks.</p>	<p>The Group conducts an annual risk assessment based on the principles and guidelines set out in the Group's Enterprise Risk Management ("ERM") framework. Although the environmental, social and governance (ESG) risks factors are broadly covered within the Group's 4 main risk categories (namely Business and Strategic Risks, Financial Risks, Operational Risks and Compliance Risks), we are working towards in-depth analysis of climate-related risks and integrating climate-related risk as the fifth risk category of the Group's ERM framework in the upcoming year.</p> <p>As the Group embarks on the journey to align with the recommendations of the TCFD in FY 2022, the bottom-up approach which is applied to our existing ERM system, is adopted to identify and assess the climate-related risks that are relevant to the Group. Through a series of workshops conducted by the Sustainability Taskforce, we identify the physical and transition climate-related risks which affect the Group financially.</p> <p>In the subsequent years, we will provide detailed analysis of the identified climate-related risks and corresponding mitigating strategies as well as the climate-related opportunities to the Group.</p>	<p>"Managing Risk in Delivering Our Strategy" of the Annual Report, and "TCFD Risk Management and Implementation Roadmap" of the Sustainability Report.</p>
	<p>(b) Describe the organization's processes for managing climate-related risks.</p>	<p>The Group adopts the same risk management strategy towards climate-related risks as the rest of the four aforementioned risk categories, where we strive to balance our risks profile while pursuing our business goals through implementing mitigating solutions to each identified climate-related risks.</p>	<p>"Managing Risk in Delivering Our Strategy" of the Annual Report, and "TCFD Risk Management and Implementation Roadmap" of the Sustainability Report.</p>
	<p>(c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.</p>	<p>As part of Tuan Sing's phased approach for integration of climate risk into its overall risk management, reporting on climate risk management will be carried out in the following year.</p>	<p>Not applicable.</p>

## SUSTAINABILITY AT TUAN SING

TCFD Pillar	Recommended Disclosure	Tuan Sing Approach	Reference in Sustainability Report and Annual Report 2022
<p><b>Metrics and Targets</b> Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</p>	<p>(a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</p>	<p>The metrics used by Tuan Sing are the four core elements recommended by TCFD recommendations, i.e. governance, strategy, risk management and metrics and targets. We have also referred to the Common Set of 27 Core ESG Metrics recommended by SGX-ST, particularly the environmental metrics for climate-related disclosures.</p>	<p>“Introduction” and “Nurture Our Planet” of this Sustainability Report.</p>
	<p>(b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.</p>	<p>For the first year of integration of climate risk disclosure into our overall risk management as well as forming part of considerations for business strategies and planning, we are disclosing Scope 1 and Scope 2 GHG emissions in this Sustainability Report.</p> <p>The total GHG emissions for FY2022 is 21,496.13 tonnes, of which 2,384.62 tonnes are categorized under Scope 1 emissions and 19,111.51 tonnes are categorised under Scope 2.</p> <p>The emission intensity based on gross floor area (“GFA”) is at 112.84kg/m<sup>2</sup>, which is lower than base year.</p>	<p>“Nurture Our Planet” of this Sustainability Report.</p>
	<p>(c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</p>	<p>Various short-, medium- and long-term targets have been set for the respective material topics, including energy, emissions, water and waste, which are related to climate risks. We have also made comparison of the current performance against base year for the respective Real Estate Investment, Hospitality and Industrial Services segments in order to monitor the progress of achieving these targets.</p>	<p>“Nurture Our Planet” of this Sustainability Report.</p>



# SUSTAINABILITY AT TUAN SING

## 8. ANNEXES

### GRI Standards 2021 - Content Index

GRI Standard	Page Reference and Remarks	
<b>GENERAL DISCLOSURES</b>		
<b>2</b>	<b>Generals Disclosures 2021</b>	
2-1	Organisational details	"Corporate Data" of Annual Report.
2-2	Entities included in the organization's sustainability reporting	"Introduction - About This Sustainability Report" of Sustainability Report.
2-3	Reporting period, frequency and contact point	"Introduction - About This Sustainability Report" of Sustainability Report.
2-4	Restatements of information	Restatement on FY2021 energy consumption of Industrial Services as error found in data (refer to "Nurture Our Planet": (B) Performance - (iii) Industrial Services).
2-5	External assurance	No external assurance has been carried out for this Sustainability Report.
2-6	Activities, value chain and other business relationships	"Corporate Profile" of Annual Report.
2-7	Employees	"Social Responsibility and Human Assets" of Sustainability Report.
2-8	Workers who are not employees	"Social Responsibility and Human Assets" of Sustainability Report.
2-9	Governance structure and composition	"Corporate Governance" of Sustainability Report and Annual Report.
2-10	Nomination and selection of the highest governance body	"Corporate Governance" of Annual Report.
2-12	Role of the highest governance body in overseeing the management of impacts	"Corporate Governance" of Annual Report.
2-14	Role of the highest governance body in sustainability reporting	"Value Creation and Approaches" of Sustainability Report
2-15	Conflicts of interest	"Corporate Governance" of Sustainability Report and Annual Report.
2-19	Remuneration policies	"Social Responsibility and Human Assets" of Sustainability Report and "Corporate Governance" of the Annual Report.
2-20	Process to determine remuneration	"Social Responsibility and Human Assets" of Sustainability Report and "Corporate Governance" of the Annual Report.
2-22	Statement on sustainable development strategy	"Board Statement and Commitment Towards Sustainability" of Sustainability Report
2-23	Policy commitments	"Value Creation and Approaches" and "Corporate Governance" of Sustainability Report.
2-24	Embedding policy commitments	"Value Creation and Approaches" and "Corporate Governance" of Sustainability Report.
2-25	Processes to remediate negative impacts	"Nurture Our Planet" of Sustainability Report.
2-27	Compliance with laws and regulations	There is no instance of non-compliance to the law and regulations.
2-29	Approach to stakeholder engagement	"Stakeholder Engagement" of Sustainability Report.
<b>3</b>	<b>Material Topics 2021</b>	
3-1	Process to determine material topics	"ESG Materiality Topics" of Sustainability Report.
3-2	List of material topics	
3-3	Management of material topics	
<b>TOPIC MANAGEMENT DISCLOSURES</b>		
<b>Material Issue: Economic Performance</b>		
<b>3</b>	<b>Material Topics 2021</b>	"5-Year Financial Highlights", "Statutory Reports and Accounts" and "Management Discussion and Analysis" of the Annual Report.
3-3	How organization manages economic performance	
<b>201</b>	<b>Economic Performance 2016</b>	
201-1	Direct economic value generated and distributed	
201-2	Financial implications and other risks and opportunities due to climate change	
201-3	Financial implications and other risks and opportunities due to climate change	
201-4	Financial assistance received from government	
<b>Material Issue: Anti-corruption</b>		
<b>3</b>	<b>Material Topics 2021</b>	"Corporate Governance for Fair and Conducive Business Environment" of Sustainability Report and "Corporate Governance" of Annual Report.
3-3	How organization manages anti-corruption	
<b>205</b>	<b>Anti-corruption 2016</b>	
205-1	Operations assessed for risks related to corruption	
205-2	Communication and training about anti-corruption policies and procedures	
205-3	Confirmed incidents of corruption and actions taken	

## SUSTAINABILITY AT TUAN SING

GRI Standard		Page Reference and Remarks
<b>TOPIC MANAGEMENT DISCLOSURES (continued)</b>		
<b>Material Issue: Energy</b>		
<b>3</b>	<b>Material Topics 2021</b>	"Nurture Our Planet" of Sustainability Report.
3-3	How organization manages energy	
<b>302</b>	<b>Energy 2016</b>	
302-1	Energy consumption within the organization	
302-2	Energy consumption outside of the organization	
302-3	Energy intensity	
302-4	Reduction of energy consumption	
302-5	Reductions in energy requirements of products and services	
<b>Material Issue: Water</b>		
<b>3</b>	<b>Material Topics 2021</b>	"Nurture Our Planet" of Sustainability Report.
3-3	How organization manages water	
<b>303</b>	<b>Water and Effluents 2018</b>	
303-1	Interactions with water as a shared resource	
303-2	Management of water discharge-related impacts	
303-3	Water withdrawal	
303-4	Water discharge	
303-5	Water consumption	
<b>Material Issue: Emissions</b>		
<b>3</b>	<b>Material Topics 2021</b>	"Nurture Our Planet" of Sustainability Report.
3-3	How organization manages emissions	
<b>305</b>	<b>Emissions 2016</b>	
305-1	Direct (Scope 1) GHG emissions	
305-2	Energy indirect (Scope 2) GHG emissions	
305-3	Other indirect (Scope 3) GHG emissions	
305-4	GHG emissions intensity	
305-5	Reduction of GHG emissions	
305-6	Emissions of ozone-depleting substances (ODS)	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	
<b>Material Issue: Waste</b>		
<b>3</b>	<b>Material Topics 2021</b>	"Nurture Our Planet" of Sustainability Report.
3-3	How organization manages waste	
<b>306</b>	<b>Waste 2020</b>	
306-1	Waste generation and significant waste-related impacts	
306-2	Management of significant waste-related impacts	
306-3	Waste generated	
306-4	Waste diverted from disposal	
306-5	Waste directed to disposal	
<b>Material Issue: Employment</b>		
<b>3</b>	<b>Material Topics 2021</b>	"Social Responsibility and Human Assets" of Sustainability Report.
3-3	How organization manages employment	
<b>401</b>	<b>Employment 2015</b>	
401-1	New employee hires and employee turnover	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	
401-3	Parental leave	

## SUSTAINABILITY AT TUAN SING

GRI Standard		Page Reference and Remarks
<b>TOPIC MANAGEMENT DISCLOSURES (continued)</b>		
<b>Material Issue: Occupational Health and Safety</b>		
<b>3</b>	<b>Material Topics 2021</b>	"Board Statement and Commitment Towards Sustainability", "Value Creation and Approaches" and "Social Responsibility and Human Assets" of Sustainability Report.
3-3	How organization manages occupational health and safety	
<b>403</b>	<b>Occupational Health and Safety 2018</b>	
403-1	Occupational health and safety management system	
403-2	Hazard identification, risk assessment, and incident investigation	
403-3	Occupational health services	
403-4	Worker participation, consultation, and communication on occupational health and safety	
403-5	Worker training on occupational health and safety	"Board Statement and Commitment Towards Sustainability", "Value Creation and Approaches" and "Social Responsibility and Human Assets" of Sustainability Report.
403-6	Promotion of worker health	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	"Board Statement and Commitment Towards Sustainability", "Value Creation and Approaches" and "Social Responsibility and Human Assets" of Sustainability Report.
403-8	Workers covered by an occupational health and safety management system	
403-9	Work-related injuries	
403-10	Work-related ill health	
<b>Material Issue: Training and Education</b>		
<b>3</b>	<b>Material Topics 2021</b>	"Social Responsibility and Human Assets" of Sustainability Report.
3-3	How organization manages training and education	
<b>404</b>	<b>Training and Education 2016</b>	
404-1	Average hours of training per year per employee	
404-2	Programs for upgrading employee skills and transition assistance programs	
404-3	Percentage of employees receiving regular performance and career development reviews	
<b>Material Issue: Diversity and Equal Opportunity</b>		
<b>3</b>	<b>Material Topics 2021</b>	"Social Responsibility and Human Assets" of Sustainability Report.
3-3	How organization manages diversity and equal opportunity	
<b>405</b>	<b>Diversity and Equal Opportunity 2016</b>	
405-1	Diversity of governance bodies and employees	
405-2	Ratio of basic salary and remuneration of women to men	
<b>Material Issue: Local Communities</b>		
<b>3</b>	<b>Material Topics 2021</b>	"Social Responsibility and Human Assets" of Sustainability Report.
3-3	How organization manages local community	
<b>413</b>	<b>Local Communities 2016</b>	
413-1	Operations with local community engagement, impact assessments, and development programs	
413-2	Operations with significant actual and potential negative impacts on local communities	
<b>Material Issue: Customer Satisfaction</b>		
<b>3</b>	<b>Material Topics 2021</b>	"Social Responsibility and Human Assets" of Sustainability Report.
3-3	How organization manages local community	
<b>416</b>	<b>Customer Health and Safety 2016</b>	
416-1	Assessment of the health and safety impacts of product and service categories	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	