



BIGL

BROADWAY INDUSTRIAL GROUP LIMITED

NEW BEGINNING,
BRIGHTER FUTURE

SUSTAINABILITY REPORT 2024

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CHAIRMAN'S STATEMENT

The Board of Directors (the “**Board**”) is pleased to present Broadway Industrial Group Limited’s (referred to as the “**Company**” and collectively with its subsidiaries, the “**Group**”) Sustainability Report (this “**Report**”) for the financial year ended 31 December 2024 (“**FY2024**”).

In 2024, the Group navigated significant challenges posed by macroeconomic uncertainties and geopolitical tensions, leading to supply chain disruptions and shifting consumption patterns. Our management team proactively strengthened resilience to mitigate these impacts, while maintaining our steadfast commitment to sustainability amidst a global economic slowdown.

Recognising the urgent need to address climate change, the Group has carefully assessed our operational impact on the environment and stakeholders. This Report refreshes our understanding of climate risks and opportunities, as identified based on the Task Force for Climate-related Financial Disclosures (“**TCFD**”) recommendations, and details our initiatives to manage our environmental footprint. During 2024, the Group continued to play a part in building a more sustainable future. We are actively implementing measures to reduce our greenhouse gas emissions across our operations. This includes investing in energy efficiency improvements, exploring renewable energy sources, and exploring/collaborating with our supply chain partners to reduce emissions. A clear roadmap with defined targets is being established, and we are committed to transparently reporting our progress.

While prioritising the health and safety of our employees and stakeholders, the Group concurrently executes operational efficiency and productivity improvement programs. The foreseeable headwinds in the global economy signal challenging times for the Group, given geopolitical tensions and inflation. Therefore, we continue to emphasise robust total quality management of our products, alongside resource and operational efficiency, as integral components of our strategy to remain competitive and relevant.

The Group achieved commendable sustainability performance results in FY2024. We are committed to ongoing stakeholder engagement to ensure our policies and practices remain aligned with their interests.

On behalf of the Board, I thank our stakeholders for their steadfast support as we transition toward a new normal and strive for a more sustainable environment in 2025 and beyond.

Wee Liang Kiang

Chairman

CORPORATE PROFILE

The Company is a manufacturer of precision-machined components offering an excellent mix of cost-efficient manufacturing facilities, state-of-the-art technologies, experienced management teams and innovative solutions to a global customer base.

Listed on the Mainboard of the Singapore Exchange Securities Trading Limited since 1994 (B69/BRWY.SI), the Company is one of the leaders in the manufacture of precision components and assemblies. Headquartered in Singapore, the Company has five manufacturing facilities in China, Thailand and Vietnam with a total built-up area of 83,000 sqm. The operations of the Group comprise the Hard Disk Drive (“**HDD**”) and the Precision Engineering (“**PE**”) business units.

HDD BUSINESS UNIT

Through its wholly-owned subsidiary, BIGL Asia Pte. Ltd., and its subsidiaries (together with the Company, “**BIGL**”), BIGL specialises in the field of Precision Machining and Cleanroom Mechanical Assembly. BIGL machines actuator arms and provides sub-assembly services such as magnetic coil winding, flex circuit bracket/connectors assembly, pivot cartridge bearing assembly that is used in HDD.



Actuator Arm Machining

Actuator Arm Coil
Assembly

Actuator Pivot-bearing
Flex-circuit Assembly

The manufacture of precision machined components and the sub-assembly of actuator arms are mainly undertaken by BIGL Technologies (Thailand) Co., Ltd. (“**BTH**”), as well as BIGL Technologies (Wuxi) Co., Ltd. (“**BWX**”). BIGL is vertically integrated with components including E-blocks, plastic brackets and stamped bobbins which are manufactured by BIGL Technologies (Shenzhen) Co., Ltd. and coils which are manufactured by BIGL Technologies (Chongqing) Co., Ltd.

PE BUSINESS UNIT

BIGL diversified into the manufacture and distribution of precision diecasting and machining parts primarily for the telecommunications equipment, industrial applications and automotive industries, as well as precision process toolings.

As part of its diversification strategy, BIGL has set up sales operations in South Korea and two factory operations in Vietnam, enabling BIGL to fast become an integral part of the local supply chain and capture new opportunities in the growing manufacturing industry. This report includes the environmental and social performance of our factory in Vietnam, which operates under the legal entity of BIGL Vietnam Co., Ltd. (“**BVN**”).

ABOUT THIS REPORT

REPORTING PRINCIPLES & STATEMENT OF USE

This is our eighth Sustainability Report presenting our sustainability performance for FY2024.

This Report is aligned with the reporting requirements of the Singapore Exchange Securities Trading Limited's ("SGX-ST") Listing Rules Practice Note 7.6 Sustainability Reporting Guide and is prepared in accordance with the Global Reporting Initiative ("GRI") 2021 Standards. The GRI standards were selected as they represent the global best practices for reporting on economic, environmental, and social topics.

The following GRI reporting principles have been applied to guide the Group in ensuring the quality and proper presentation of the information in this Report: Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness and Verifiability. For more information on GRI disclosures, please refer to the [GRI Content Index](#).

This Report incorporates the TCFD Recommendations to give stakeholders an overview of the potential financial effects of climate change on the Group's business model, including assets, revenue, operations, capital, and financing. The TCFD framework enables the Group to evaluate how climate-related risks, such as physical and transition risks, may impact the Group, and outlines strategies and actions for managing and mitigating these impacts, as well as tapping on potential opportunities. The United Nations Sustainable Development Goals ("UN SDGs") have also been incorporated into this Report to highlight the Group's contributions to sustainable development. This Report is compliant with SGX-ST Listing Rules 711A and 711B.

The Board of the Company has reviewed and approved the reported information, including the material topics.

REPORTING SCOPE

The business segment covered in this Report consists of the HDD segment and PE segment, which accounts for 99% of the Group's revenue from external customers. The business entities covered under the reporting boundary are BTH, BWX, and BVN, whose combined FY2024 revenue accounts for 99% of the Group's total revenue.

With the exception of the total number of employees and subcontractors, all other non-financial data presented in this Report corresponds to the operations mentioned in the reporting boundary. Where applicable, financial data presented covers the Group.

RESTATEMENTS

There are restatements made from previous reporting periods relating to (1) energy intensity, (2) GHG emissions intensity, and (3) water consumption intensity. Please refer to Focus 4: Protecting the Environment for more details.

ASSURANCE

The Board has established internal controls and verification mechanisms to ensure the accuracy and reliability of the narratives and data disclosed within this Report. The Board has also considered the recommendations of an external Environmental, Social and Governance (“**ESG**”) consultant for the selection of material topics as well as compliance with the GRI Standards and the SGX-ST Listing Rules.

This Report has not been externally assured. The Company relies on its internal verification mechanisms to review the processes for the collection of data relating to the selected ESG factors. Pursuant to Rule 711B (3) of the SGX-ST Listing Rules, the Company has subjected its sustainability reporting process to internal review in its audit cycle for FY2024. The Company will continue to enhance its approach to the internal review of its sustainability reporting framework.

AVAILABILITY AND FEEDBACK

This Report supplements the Company’s Annual Report 2024 and is available online at SGXNet and on our corporate website at <https://bw-grp.com/publications>. A detailed section reference with the GRI Standards and TCFD is documented in the respective content indexes within this Report.

We welcome feedback from our stakeholders as it will enable us to continuously improve our policies, processes, and performance.

Queries may be directed to:

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Website: <https://www.bw-grp.com/>

Address: 202 Kallang Bahru, #07-01 Spaze, Singapore 339339

Phone : +65 6236 0088

SUSTAINABILITY STRATEGY OVERVIEW

OUR VISION

To be a global leader in innovative technology and manufacturing, recognised as a preferred partner and employer of choice.

OUR MISSION

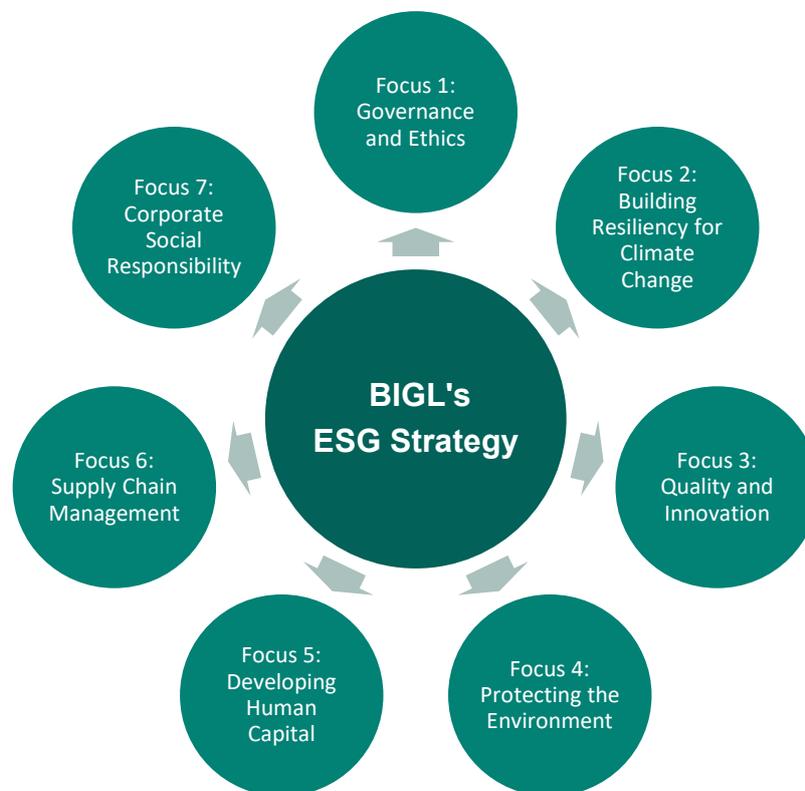
To delight our customers through consistent delivery of high-quality components by applying continuous improvement initiatives, sound engineering practices and commitment to optimise use of our resources.

SUSTAINABILITY PHILOSOPHY

As an organisation that is committed to shared value creation as well as innovation, we adopt responsible practices across our supply chain. These are encapsulated in the various policies which govern our business practices and environmental stewardship.

We strive to ensure that the various ESG tenets have been considered in our business decisions, while focusing on areas which are most relevant to our business.

To reflect our continued commitment to global sustainability efforts, we have defined the following 7 focus areas to guide our sustainability strategy:



FOCUS 1: GOVERNANCE AND ETHICS

As an organisation with a presence in different regions, the Group believes that upholding strong corporate governance practices is crucial to our continued success.

FOCUS 2: BUILDING RESILIENCY FOR CLIMATE CHANGE

The Group has embarked on our climate reporting journey by implementing the TCFD Recommendations within this Report and embedding climate-related risks and opportunities into our business and strategy.

FOCUS 3: QUALITY AND INNOVATION

The Group's commitment to quality and innovation remains unchanged as we continue with our efforts to drive innovation and product quality through the use of technology and the best industry standards.

FOCUS 4: PROTECTING THE ENVIRONMENT

The Group has been taking steps to address the relevant risks and opportunities during the transition to a low-carbon economy whilst also undertaking precautions to limit negative impacts on the environment.

FOCUS 5: DEVELOPING HUMAN CAPITAL

The Group aims to develop our talents to their fullest potential while providing equal opportunities to all.

FOCUS 6: SUPPLY CHAIN MANAGEMENT

The Group will continue to evaluate suppliers based on social and environmental criteria whilst strengthening its supply chain resiliency against potential disruption.

FOCUS 7: CORPORATE SOCIAL RESPONSIBILITY

The Group seeks to give back to the community through corporate social responsibility as we build upon our economic success.

AWARDS AND CERTIFICATION

In recognition of the Group's achievements in sustainability and commitment to continual improvement in ESG practices, we have received the following certifications:



The Responsible Business Alliance ("RBA") Accreditation



ISO 45001: 2018 – Occupational health and safety management systems



ISO 9001: 2015 – Quality management systems



ISO 22301: 2019 – Security and resilience – Business continuity management systems



ISO 14001: 2015 – Environmental management systems



IATF 16949:2016
IATF 16949:2016 – Automotive qualitative management systems

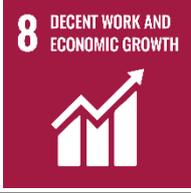
For details on scope and information on our certifications, kindly refer to our [website](#).

CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

The Group's business focus is aligned with the UN SDGs. The attainment of the UN SDGs is a continuing global effort and forms part of the Group's long-term focus on sustainability. The Group's contributions to this global agenda are highlighted below.

SUSTAINABLE DEVELOPMENT GOALS

UN SDG	The Group's Contribution	Relevant Focus Areas
 <p>4 QUALITY EDUCATION</p>	Provide training programmes and performance appraisals to ensure equal development opportunities for all employees	Focus 5: Developing Human Capital
 <p>5 GENDER EQUALITY</p>	Provide equal opportunities in employment, remuneration and career development irrespective of gender	

UN SDG	The Group's Contribution	Relevant Focus Areas
 <p>6 CLEAN WATER AND SANITATION</p>	Implement water resource management and conservation practices and systems	Focus 4: Protecting the Environment
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	Provide work opportunities and a conducive working environment to the community	Focus 5: Developing Human Capital
 <p>10 REDUCED INEQUALITIES</p>	Screen suppliers using social and environmental criteria	Focus 6: Supply Chain Management
 <p>10 REDUCED INEQUALITIES</p>	Make contributions towards a more inclusive society	Focus 7: Corporate Social Responsibility
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	Reduce energy consumption whenever possible	Focus 4: Protecting the Environment
 <p>13 CLIMATE ACTION</p>	Strengthen resilience and adaptive capacity to climate-related risks and opportunities	Focus 2: Building Resiliency for Climate Change
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	Promote good corporate governance and adhere to laws and regulations	Focus 1: Governance and Ethics

ESG PERFORMANCE HIGHLIGHT



- Zero incidence of regulatory non-compliance during the year



- Maintained our ISO 9001, ISO 45001, ISO14001, RBA, and IATF certifications



- Provided 9.1 training hours per employee in FY2024, against a target of 6 training hours per employee



- Manufacturing site in Thailand recognised for achievement of Good Labour Practices (GLP)



- Drive improvements through completion projects relating to Industry 4.0 initiatives



- Set new mid- and long-term ESG targets

STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

We believe that through strong collaboration with our stakeholders, sustainability is fully integrated into the Group's business operations. We identify key stakeholders who are either significantly affected by or have the capacity to significantly influence our activities and operations. We constantly engage with the various stakeholders over the course of the year in an open two-way dialogue to maintain lasting and mutually beneficial relationships.

Apart from communicating important developments and updates about the Group, the perspective and valuable feedback from our stakeholders is imperative in helping the Group to improve our services and ultimately contribute towards our sustainability goals.

Our open and transparent dialogues with our stakeholders have been the greatest source of inputs for our developmental activities. By understanding the evolving needs of our stakeholders, we strive to stay relevant and agile in the changing market. In our journey ahead, we plan to explore more deeply by integrating sustainability into our regular communications with stakeholders at every level, thus strengthening our mechanism to identify business challenges and opportunities.

The following table summarises our key stakeholders, engagement platforms, their key concerns and how the Group has responded to those concerns.

Stakeholders	Engagement Platforms	Key Concerns	Group's Responses	Section Reference
Employees 	<ul style="list-style-type: none"> ▪ Employee meetings ▪ Annual performance appraisal system ▪ Training and career development programmes 	<ul style="list-style-type: none"> ▪ Occupational health and safety ▪ Employee empowerment ▪ Updates on the Group's latest strategic developments ▪ Professional development ▪ Work-life balance 	<ul style="list-style-type: none"> ▪ Implement comprehensive health and safety policies and practices ▪ Bi-weekly scheduled employee meetings ▪ Provide training and career development programmes ▪ Provide meaningful performance appraisals and fair remuneration ▪ Continue with our Happy Workplace Project (engagement and CSR activities) 	<ul style="list-style-type: none"> ▪ Focus 5: Developing Human Capital
Investors / Shareholders 	<ul style="list-style-type: none"> ▪ General Meetings ▪ Financial results and company announcements ▪ Investor relations management 	<ul style="list-style-type: none"> ▪ Economic performance ▪ ESG performance ▪ Business ethics ▪ Sustainability concerns and compliance 	<ul style="list-style-type: none"> ▪ Disseminate accurate and timely information on our progress and profitability ▪ Provide informative and insightful Annual Reports, Sustainability Reports and regulatory filings 	<ul style="list-style-type: none"> ▪ Focus 1: Governance and Ethics ▪ Focus 2: Building Resiliency for Climate Change ▪ Focus 4: Protecting the Environment
Customers 	<ul style="list-style-type: none"> ▪ Ongoing dialogues and engagement 	<ul style="list-style-type: none"> ▪ Product and service quality ▪ Compliance with the RBA Code of Conduct 	<ul style="list-style-type: none"> ▪ Strategy alignment meetings with key customers ▪ Quarterly Business Review / Quarterly Quality Score Review ▪ Process Management Plan Audit ▪ Quantitative Project Management data upload 	<ul style="list-style-type: none"> ▪ Focus 3: Quality and Innovation

Stakeholders	Engagement Platforms	Key Concerns	Group's Responses	Section Reference
Suppliers 	<ul style="list-style-type: none"> Regular and ongoing assessment of contractors and suppliers 	<ul style="list-style-type: none"> Health and safety Environmental compliance Labour laws 	<ul style="list-style-type: none"> Continuous engagement and ongoing assessment of suppliers' performance Quality on-site audits Incoming Quality Assurance Review 	<ul style="list-style-type: none"> Focus 6: Supply Chain Management
Local Communities 	<ul style="list-style-type: none"> Community engagement activities 	<ul style="list-style-type: none"> Social development 	<ul style="list-style-type: none"> Evaluate and mitigate any negative impacts of business operations on the surrounding community Identify community needs and evaluate the available support from the Group 	<ul style="list-style-type: none"> Focus 4: Protecting the Environment Focus 7: Corporate Social Responsibility
Regulators 	<ul style="list-style-type: none"> Official circulations Email correspondence Dialogue and feedback sessions 	<ul style="list-style-type: none"> Ethical and regulatory compliance Environmental and social impact 	<ul style="list-style-type: none"> Compliance with regulatory requirements and guidelines Strong governance and internal controls Regular communications with government agencies and regulators on statutory requirements and new developments 	<ul style="list-style-type: none"> Focus 1: Governance and Ethics

MATERIALITY ASSESSMENT

Materiality assessment is the process of identifying and prioritising various ESG issues that could potentially affect the Group's business and stakeholders and summarising them into a shortlist of topics. The selected topics then help us to focus on issues at the conjunction of our business goals and stakeholders' expectations. An assessment of materiality hence allows us to identify most relevant aspects, which aids in defining our sustainability goals and their alignment with our business aspirations.

To identify and validate ESG aspects important to our business and key stakeholders, we worked with an external ESG consultant to conduct a materiality review workshop during FY2024. The workshop involved the Committee and the Taskforce (as defined below), and we determined our material topics based on the significance of their impact in relation to the key issues of concerns raised by our internal and external stakeholders. Our selected material topics have also taken into consideration areas of concern in the industrial manufacturing industry and current sustainability themes.

The Board has reviewed the results of this assessment. The management of these topics is the process of being incorporated into the formulation of the Group's strategies. The Group is working on embedding ESG risk assessment and management within the Group's Enterprise Risk Management Framework.

The following steps were taken to present the relevant material topics in this Report:

Selection	Prioritisation	Review	Assessment
Selection of material factors based on: <ul style="list-style-type: none"> Emerging global and local sustainability trends Inputs from internal and external stakeholders Risks and opportunities at an organisational level 	Material factors are prioritised in order of descending importance based on their alignment with the concerns of internal and external stakeholders including whether they are aligned with key organisational values, policies, operational management systems, strategies, goals and targets.	Review the relevance of previously identified material factors.	Validate selected material factors in the Sustainability Report with the Board.

This Report references the following GRI 2021 Standards and TCFD Framework to disclose our performance and management of our identified material topics, grouped by seven focus areas. All focus areas are in line with those previously reported in the FY2023 report.

Focus Area	Material Topics	Reference to International Standards
Focus 1: Governance and Ethics	Corporate Compliance	
	Risk Management	
	Anti-corruption	GRI 205
	Tax Compliance	GRI 207
	Stakeholder Privacy & Data Protection	
Focus 2: Building Resiliency for Climate Change	Climate-related Financial Risks and Opportunities	TCFD
Focus 3: Quality and Innovation	Quality and Innovation	

Focus Area	Material Topics	Reference to International Standards
Focus 4: Protecting the Environment	Material Management	GRI 301
	Energy and Emission Management	GRI 302, GRI 305
	Water and Effluents Management	GRI 303
	Waste Management	GRI 306
Focus 5: Developing Human Capital	Training and Education	GRI 404
	Fair Recruitment, Diversity and Inclusion	GRI 401, GRI 405, GRI 406
	Local Employment Practices	GRI 202, GRI 408, GRI 409
	Employee Well-Being	GRI 401
	Occupational Health and Safety	GRI 403
Focus 6: Supply Chain Management	Procurement Practices & Supplier Assessments	GRI 204, GRI 308, GRI 414
Focus 7: Corporate Social Responsibility	Local Communities	GRI 413

FOCUS 1: GOVERNANCE AND ETHICS

At BIGL, we are committed to the highest standards of corporate governance and ethics in our manufacturing operations. We believe in transparency, integrity, and accountability to build trust and ensure sustainable success.

The following sections elucidate our management approach and performance in FY2024 in areas relating to sustainability governance, legal compliance, risk management, anti-corruption, tax, and customer data and privacy. This section should be read in conjunction with the Corporate Governance Report published within the 2024 Annual Report (pages 12 to 31).

In our commitment to operating our businesses in a steadfast and responsible manner, streamlining our processes and partnering with our stakeholders, for the long-term sustainability growth of our Group, the Company has put in place a sustainability policy setting out its strategy, governance structure, reporting framework and process.

ESG GOVERNANCE AND STATEMENT OF THE BOARD

Our sustainability governance model provides a foundation to integrate our sustainability priorities with the corporate agenda.

To ensure oversight by the Management of our material ESG topics, sustainability governance is integrated into various corporate governance structures throughout the Group – from Board-level committees to Management-level group functions and business units.



The Board is collectively responsible for the long-term success of the Company and has ultimate responsibility for the Company's sustainability reporting. Its sustainability responsibilities include:

1. setting strategic objectives with appropriate focus on sustainability;
2. overseeing and monitoring the management of the Company's sustainability performance; and
3. approving the sustainability report.

The Board is supported by the Sustainability Steering Committee (the “**Committee**”), comprising the Key Management Personnel of the Company (led by the Chief Executive Officer) and other key managers that may be appointed by the Board from time to time. The primary responsibilities of the Committee include:

1. reviewing and reporting to the Board on the Company’s sustainability approach, standards, priorities and goals, and overseeing policies and practices on sustainability matters to attain those standards and goals;
2. overseeing, reviewing and evaluating sustainability performance against the material topics prioritised;
3. reviewing and advising the Board on the Company’s public reporting about the Group’s performance on sustainability matters;
4. presenting the sustainability report for the Board’s approval; and
5. meeting at least half yearly to review the sustainability matters of the Company.

The Committee is, in turn, supported by the Sustainability Taskforce (the “**Taskforce**”) of each key subsidiary of the Company, comprising the General Manager and key managers from the Finance, Human Resources, Facilities, Quality, Production and Supply Chain Management departments, as well as the Corporate team and other shared services and data owners. The primary responsibilities of the Taskforce include:

1. initiating sustainability action plans;
2. reviewing and implementing sustainability initiatives;
3. recommending sustainability targets and ensuring that targets are met;
4. monitoring and collating sustainability data;
5. following up on sustainability matters; and
6. meeting at least quarterly to discuss and assess the sustainability matters of the relevant subsidiary.

We believe that the responsibilities and remuneration of our key management personnel are aligned with the ESG strategy of the Company and promote their sustainability commitment. In conjunction with our remuneration disclosure in the 2024 Annual Report, the remuneration of our key management personnel is tied to value creation and is linked to the Company’s results and their individual performance on, among others, executing the Company’s ESG strategy and delivering the results of sustainability performance to the Group.

CORPORATE COMPLIANCE

We believe that regulatory compliance is a prerequisite as far as corporate governance is concerned, and a robust statutory compliance system is necessary for the effective conduct of all our business operations. We ensure that the appropriate business processes and adequate tools are in place in order to comply with all statutory obligations.

It is our constant endeavour to ensure compliance with regulatory norms. As with our other business risks, we include regulatory risks into the framework of risks that we assess, monitor and manage. We adhere to relevant environmental and socio-economic laws, which govern a range of issues like effluent discharge, labour practices, health and safety, as well as intellectual property and privacy. A robust ESG management system helps us to reinforce our ESG policies and monitor compliance. As a further commitment to ensuring compliance, we have a dedicated environmental, health and safety engineer at each site who is responsible for monitoring legal compliance regularly and reporting quarterly. In the event a gap or risk is observed, corrective actions will be taken immediately.

The laws and regulations that are applicable to the Company include the Code of Corporate Governance 2018, the SGX-ST Listing Rules, the Companies Act 1967 and the Securities and Futures Act 2001, amongst others. Reviews of new regulations and relevant updates to existing regulations are regularly conducted by our employees, auditors and advisors. Updates are disseminated to relevant staff and processes are put in place to monitor the activities and associated performance on a regular basis. Additionally, updates on relevant legal, accounting and regulatory developments are typically provided to members of the Board by email, or by way of briefings and presentations. The Company Secretary also circulates relevant articles, reports and press releases issued by the SGX-ST and the Accounting and Corporate Regulatory Authority to all members of the Board.

There were no cases of fines or non-monetary sanctions for non-compliance with laws and regulations in the environmental and socio-economic aspects in FY2024.

RISK MANAGEMENT

The Group adopts a precautionary approach in strategic decision making by implementing a comprehensive risk management framework. We are in the midst of integrating the process for identifying, assessing and managing material ESG related risks into our Enterprise Risk Management framework.

There were no cases of human rights breaches, including the use of forced or child labour in FY2024.

ANTI-CORRUPTION

The Group is committed to conducting its business in accordance with applicable laws, rules and regulations and the highest standards of business ethics, and to full and accurate disclosure in compliance with applicable laws, rules and regulations. All operations are assessed for risk of anti-corruption.

Any corruption cases that are linked to the Group will cause reputational damage and break the trust of our stakeholders. We have our Code of Conduct which defines our commitment to conducting business with integrity. The prevention of corruption is managed through the set-up of anti-corruption policies, covering topics such as the employment of relatives, receipt of gifts and entertainment, as well as conflicts of interest. All the Group's employees are made aware of key policies through employee orientation, and such contents are included in the Employee Handbook. Employees need to declare any conflicts of interest as and when necessary and at least once annually. In FY2024, all employees had declared their interests in accordance with our Declaration of Interest Policy, and no actual conflict between employees' personal interests and the Group's interests was found.

When faced with conflicts of interest, the Directors and other officers of the Group recuse themselves from discussions and decisions involving the issues of conflict in line with the Group's Conflicts of Interest Policy. The policy sets out the applicable guidelines when dealing with instances of potential or actual conflicts of interest to protect the interests of the Group, such as a duty to disclose any personal, professional or business interests that may interfere or have the potential of interfering with that of the Group's and avoid competing interests. The policy also sets out non-exhaustive situations in which there may be a conflict of interests.

In addition, the Group also has in place a Whistleblowing Policy that allows for employees, suppliers, customers and other stakeholders to report any improprieties anonymously in good faith.

To continually improve our corporate governance, we have set a mid-term target to implement annual refresher training courses for all employees. This will supplement the mandatory training conducted during an employee's orientation. These refresher courses will cover key policies such as the Code of Conduct, Declaration of Interest Policy and Whistleblowing Policy.

There were no reported cases of fraud or corruption in FY2024.

TAX COMPLIANCE

The Group's strategy and approach to tax is to fully comply with relevant tax laws and regulations in all jurisdictions we operate in, which indirectly supports the local governments and authorities in their economic, environmental and social development and objectives. The Group has zero tolerance for any intentional breach of tax laws and regulations.

The Group identifies tax related risks as part of its enterprise risk management framework which is reported quarterly to the Management and annually to the Company's Audit Committee. Implementation of tax compliance related policies and procedures is delegated to the respective business units and is monitored by the Group's CFO.

Relevant staff attend tax related trainings to keep updated on key changes. The Group also engages qualified professional tax advisors in all jurisdictions to ensure compliance at the transaction levels as well as fulfilling required tax filings. The Audit Committee may also from time to time engage the Group's internal auditors to monitor compliance with the tax governance and control framework. Any instances of non-compliance will be reported to the Audit Committee and resolved promptly.

There were no reported incidents of tax related non-compliance in FY2024.

STAKEHOLDER PRIVACY & DATA PROTECTION

The Group takes utmost care in protecting our stakeholders' personal data. The Group strictly adheres to the provisions of the Personal Data Protection Act 2012 ("PDPA") and the local regulations, which comprise various requirements governing the collection, use, disclosure and care of personal data. We strive to maintain strict confidentiality of customers personal information gathered in the course of conducting our operations to serve them ethically and responsibly. No data collected will be used outside the scope of its agreed and intended purpose without consent. We have also allocated resources to ensure data is well-protected as required under the statutes.

There were no complaints concerning breaches of stakeholder privacy and losses of personal data due to our mismanagement in FY2024.

GOVERNANCE AND ETHICS TARGETS

FY2024 Targets	Status	FY2024 Performance Update
Zero incidents of non-compliance with the SGX-ST Listing Rules	●	Achieved zero incidents of non-compliance with the SGX-ST Listing Rules
Zero reported human rights, child & forced labour breaches	●	Achieved zero reported human right, child & forced labour breaches
Zero whistleblowing reports concerning fraud or corruption	●	Achieved zero whistleblowing reports concerning fraud or corruption

No reported incidents of significant tax related non-compliance	●	Achieved zero reported incidents of tax related non-compliance
Zero complaints concerning breaches of stakeholder privacy and losses of personal data	●	Achieved zero complaints concerning breaches of stakeholder privacy and losses of personal data
Ensure 100% full-time permanent employees are trained on key policies including Code of Conduct, Declaration of Interest Policy and Whistleblowing Policy, and demonstrate knowledge of key policies	●	Achieved 100% of full-time permanent employees have completed training on key policies including Code of Conduct, Declaration of Interest Policy and Whistleblowing Policy, and demonstrate knowledge of key policies

Status: ● Met ● Partially met ● Not met

Short-Term Targets (FY2025)

1. Zero incidents of non-compliance with the SGX-ST Listing Rules
2. Zero whistleblowing reports concerning fraud or corruption
3. Zero reported human right, child & forced labour breaches
4. Zero complaints concerning breaches of stakeholder privacy and losses of personal data
5. No reported incidents of significant tax related non-compliance
6. Ensure 100% full-time permanent employees are trained on key policies including Code of Conduct, Declaration of Interest Policy and Whistleblowing Policy, and demonstrate knowledge of key policies

Mid-Term Targets (FY2026 to FY2030)

1. Maintain short-term targets 1 to 6
2. Conduct annual refresher training on key policies

Long-Term Targets (Beyond FY2030)

1. Maintain all previous targets (Mid-Term Targets)

FOCUS 2: BUILDING RESILIENCY FOR CLIMATE CHANGE

The Group has witnessed the impact of climate change on our stakeholders as well as our operations, which we take into consideration when making business decisions. We are disclosing our third TCFD report to highlight the Group's actions towards climate change while we continue to optimise our carbon footprint at every given opportunity.

TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES RECOMMENDATIONS

Climate change is a global concern with far-reaching impacts that the Group is not spared from. In this section, we describe how climate change can impact our business and outline our strategy to mitigate those potential impacts while also ensuring our resilience. This allows the Group to strategise, plan and mitigate against the impact of climate change on our operations.

This section also presents a detailed discussion of our approach to the disclosure recommendations of the TCFD framework under the four core elements: climate-related governance, strategy, risk management, and metrics and targets.

TCFD Recommended Disclosures		FY2024 Status	Summary and Next Steps
Governance	Describe the Board's oversight of climate-related risks and opportunities	●	<p>Climate risks and opportunities were discussed and identified by the Management based on the TCFD framework. Alongside the risks and opportunities, the Management had also articulated their strategies and mitigation of these risks, and opportunities. The consolidated risks and opportunities as well as mitigation strategies were presented to the Board.</p> <p>The Board has collectively reviewed and approved the climate risks and opportunities identified by the Management. In mitigating the impact of climate change, the Board will endeavour to implement and continuously fine tune its sustainability governance structure by engaging the assistance of the Management and operational leadership teams to oversee our climate mitigation strategies.</p> <p>Moving forward, the Board will be updated on the progress of the Group's mitigation and strategy against the identified climate risks and opportunities at least once a year or whenever necessary.</p>
	Describe the Management's role in assessing and managing climate-related risks and opportunities	●	<p>The identification of climate related risks and opportunities was undertaken by the Management. The Management will be supporting the Board to implement the identified climate-related strategies from ground up</p>

TCFD Recommended Disclosures		FY2024 Status	Summary and Next Steps
			<p>together with the support of the operational leadership teams across our operations in various jurisdictions.</p> <p>The Management and operational leaders will regularly review the progress and strategies within their operational sites to ensure that the strategies are implemented accordingly.</p> <p>For critical decisions pertaining to sustainability, the Management and operational leaders will agree and make critical decisions pertaining to sustainability that might present risks or opportunities to the Group's operations.</p>
Strategy	Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term	●	Please refer to the Climate Risks and Opportunities section for more information.
	Describe the impact of climate-related risks and opportunities on the organisation's business, strategy and financial planning	●	
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	●	In line with the SGX's phased implementation approach for TCFD adoption, the Company will incorporate scenario analysis in our subsequent sustainability reports.
Risk Management	Describe the organisation's processes for identifying and assessing climate-related risks	●	<p>The Group has identified the relevant climate-related risks and opportunities as outlined in the Climate Risks and Opportunities section.</p> <p>Having been identified, each risk is then assessed based on 1) the likelihood of occurrence and 2) the severity of potential impacts arising from the risk.</p>
	Describe the organisation's processes for managing climate-related risks	●	The climate risk assessment process detailed above provides input for the Group to determine our risk management strategy. In addition to the likelihood and impact of the risk, we have also taken into consideration other relevant factors such as costs and time period involved.
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	●	The Board and the Management will undertake periodic review of the identified climate-related risks and the risk management approach.

TCFD Recommended Disclosures		FY2024 Status	Summary and Next Steps
Metrics and Targets	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	●	<p>For our energy consumption and emissions performance, please refer to Energy and Emissions under Focus 4. The Group is in the process of consolidating potential actions for concrete decarbonisation within our production facilities. These actions will be assessed for feasibility and level of contribution to our Scope 1 and 2 decarbonisation plans. The Group is setting a target to formalise an action plan to reduce our emissions within the next 2 years.</p> <p>Furthermore, the Group held a strategic workshop at BIGL in 2024. This session, facilitated by an ESG consultant, enabled key stakeholders to identify reduction opportunities and begin crafting a comprehensive net-zero roadmap.</p> <p>In line with the recent announcements by the regulators in Singapore, the Group shall quantify and monitor Scope 3 emissions from FY2026.</p> <p>The Group is constantly evaluating other metrics that may potentially warrant inclusion as targets to manage climate-related risks. Building on preliminary short-, medium-, and long-term carbon footprint reduction targets set in the prior year, the Group is now striving to meet these goals.</p>
	Disclose Scope 1 ¹ , Scope 2 ² , and if appropriate, Scope 3 ³ greenhouse gas (“GHG”) emissions, and the related risks ⁴	●	
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	●	
FY2024 Status			
Status: ● Met ● Partially met ● Not met			

CLIMATE-RELATED RISKS AND OPPORTUNITIES

In line with our commitment to align with the recommendations, our identification and assessment of climate risks considers the following:

- Transition risks: Risks relating to changes to policy and legal obligations, technological innovation, changing market demand for products, and changing stakeholder expectations.

¹ Scope 1 GHG emissions are emissions resulting from the sources owned or controlled by the Group.

² Scope 2 GHG emissions are emissions resulting from the generation of purchased electricity consumed by the Group.

³ Scope 3 GHG emissions are emissions from sources not owned or controlled by the Group such as the Group's value chain.

⁴ GHG quantification based on WRI/WBCSD GHG Protocol – Corporate Accounting Standard.

- Physical risks: Risks relating to the physical impacts of climate change (both acute and chronic).
 - Acute physical risks refer to those that are event-driven, including increased severity of extreme weather events, such as cyclones, hurricanes, or floods.
 - Chronic physical risks refer to longer-term shifts in climate patterns (e.g., sustained higher temperatures) that may cause sea level rise or chronic heat waves.

The table below reflects our understanding of our most significant climate-related risks relevant to our business. The Group recognises and is aware that the list is not exhaustive, and we will continue to enhance our understanding and responses to these risks.

Climate-Related Risks	Description	Risk Mitigation
Policy and Legal	<p>Introduction and/or increase of carbon tax in countries where BIGL operates will indirectly increase the cost of energy consumption</p> <ul style="list-style-type: none"> • Singapore's carbon tax would not have a material impact to BIGL as the Group does not have any manufacturing operations in Singapore. • On the other hand, while Thailand and China have not yet implemented carbon pricing, the introduction of it may have a significant impact on the Group's energy cost due to the energy-intensive nature of our manufacturing operations. 	<p>Operationally, efforts have been placed to minimise energy consumption through:</p> <ul style="list-style-type: none"> • Lighting retrofit from fluorescent lights to LED lights for energy savings in BIGL factories • Installation of voice-activated light for energy savings in BIGL factory corridors • Installation of inverter air-conditioning systems for energy savings in BIGL factories • Thermal insulation barrel nozzle of injection machine for energy savings in BIGL factories <p>To further optimise the Group's energy consumption, we will also evaluate the possibility of the following actions:</p> <ul style="list-style-type: none"> • Investing in more smart sensors to reduce electricity consumption on the production floors as well as offices. • During FY2024, a feasibility study of solar rooftop projects was conducted at BIGL factories. Building on this, we will assess the potential for solar panel installation at our owned facilities
	Time period ⁵ : Medium, Long	
	Likelihood ⁶ : Possible	
	Financial impact : Increased energy cost	

⁵ Definition of time period used in this Report:

- Short: 1-5 years
- Medium: 5-10 years
- Long: More than 10 years

⁶ Three categories of likelihood have been used in this Report (in decreasing order of likelihood):

1. Certain
2. Likely
3. Possible

Climate-Related Risks	Description	Risk Mitigation
		<p>and influencing lessors to adopt renewable energy.</p> <ul style="list-style-type: none"> Purchasing direct renewable energy or renewable energy credits.
Technology	<p>Possible introduction of more energy efficient manufacturing equipment</p> <ul style="list-style-type: none"> The existing production equipment that the Group currently uses may be rendered obsolete due to technological improvements, such as greater energy efficiency. <p>Time period: Medium, Long</p> <p>Likelihood: Possible</p> <p>Financial impact: Increased capital expenditure and/or increased write-off</p>	<p>We will continue to monitor and assess technological advancement in the manufacturing equipment that we use. However, energy is only one of many aspects that determines the costing of our products. We will continue to explore ways of maximising output and improving output quality to maintain competitiveness.</p>
Market	<p>Inability to meet the emissions threshold set by banks for financing purposes</p> <ul style="list-style-type: none"> As financial institutions globally are increasingly setting emission thresholds for their customers, any such introduction by the Group's bankers may potentially restrict BIGL's access to financing. <p>Time period: Medium, Long</p> <p>Likelihood: Possible</p> <p>Financial impact: Higher financing cost</p>	<p>None of our current financing banks have introduced emission threshold for our sector. In any case, we will continue to manage our energy efficiency by adopting good manufacturing practices and maintaining relevant certification(s).</p>
Market	<p>Higher cost of input material due to climate change</p> <ul style="list-style-type: none"> The demand for input materials (in particular metals) is projected to increase due to the clean energy transition. This will likely result in higher input cost. <p>Time period: Medium, Long</p> <p>Likelihood: Likely</p> <p>Financial impact: Higher production cost</p>	<p>Any such input price increase will similarly affect all manufacturers and will therefore not impact our competitiveness relative to our peers. Nonetheless, we will continue to engage our customers to innovate better product designs that use less materials.</p>
Reputation	<p>Loss of business opportunities from customers due to delayed responsiveness to environmental responsibility</p> <ul style="list-style-type: none"> Major customers due to their own ESG strategies and targets may choose not to continue with vendors who are 	<p>We have been accredited with ISO 14001: 2015 – Environmental management systems and undergo regular audits under the RBA Validated Assessment Programme (conducted by our key customers). These demonstrate the Group's</p>

Climate-Related Risks	Description	Risk Mitigation
	unable to meet their ESG requirements.	commitment to optimise our environmental performance.
	Time period: Short, Medium, Long	We will also engage our customers on an ongoing basis to understand and meet their requirements on a timely basis.
	Likelihood: Likely	
	Financial impact: Loss of revenue	
Physical (Acute and Chronic)	<p>Severe weather conditions resulting in operational disruptions and property damage in Thailand</p> <ul style="list-style-type: none"> Where factories are located in Thailand, there has been history of flooding during the monsoon seasons. The most serious flooding event in Thailand was during 2011 where there was an impairment which resulted in the Group taking USD4.4m in damages. 	<p>Since the severe flooding incident in 2011, the Thai government has erected flood barriers. Since then, there has been no significant flooding issue in the area of our factories.</p> <p>As Thailand is considered a more flood-prone country, the Group is expecting more severe weather events that may affect our operations and will continue to monitor and comply with weather directives.</p>
	Time period: Short, Medium, Long	
	Likelihood: Likely	
	Financial impact: Damage to property, business disruptions and increased insurance premiums	

While changes in the economy and the environment brought about by climate change represent certain risks to the Group, there also exist opportunities that arise. The Group is well positioned to capture such opportunities and create long-term value for our stakeholders.

Climate-Related Opportunities	Description	Management's Response
Resource Efficiency	<p>Improved efficiency of resource utilisation</p> <ul style="list-style-type: none"> The Group has been working on the reduction of the regular use of electricity which would result in lower operating costs and improved resource utilisation efficiency. 	We will continue to maintain and improve our energy efficiency and management.
	Time period: Short, Medium, Long	
	Likelihood: Likely	
	Financial impact: Lower operating costs	
	Time period: Short, Medium, Long	
	Likelihood: Likely	
	Financial impact: Increased revenue/market share	

CLIMATE CHANGE TARGETS

FY2024 Targets	Status	FY2024 Performance Update
Review feasibility of switching refrigerants used for air-conditioning to more environmentally friendly alternatives	●	Switched refrigerants used for air-conditioning to more environmentally friendly alternatives, i.e., from R-22 to R-32
Review feasibility of adopting renewable energy to reduce Scope 1 and 2 emissions	●	Performed feasibility studies for solar rooftop project at BTH2 and BWX to reduce reliance on grid electricity to further reduce reliance on grid electricity to further reduce Scope 2 GHG emissions

Status: ● Met ● Partially met ● Not met

Short-Term Targets (FY2025)

1. Review feasibility of switching refrigerants used for air-conditioning to more environmentally friendly alternatives
2. Review feasibility of adopting renewable energy to reduce Scope 1 and 2 emissions
3. Continue the implementation of energy-efficient technologies and workflow to reduce Scope 2 emissions by 15% by 2027

Mid-Term Targets (FY2026 to FY2030)

1. Complete Scope 3 quantification by FY2026
2. Explore feasibility of achieving Scope 3 reduction
3. Install Renewable Energy to reduce Scope 1 and 2 emissions
4. Explore feasibility of achieving Net Zero by 2050
5. Set Science-based Net-Zero target

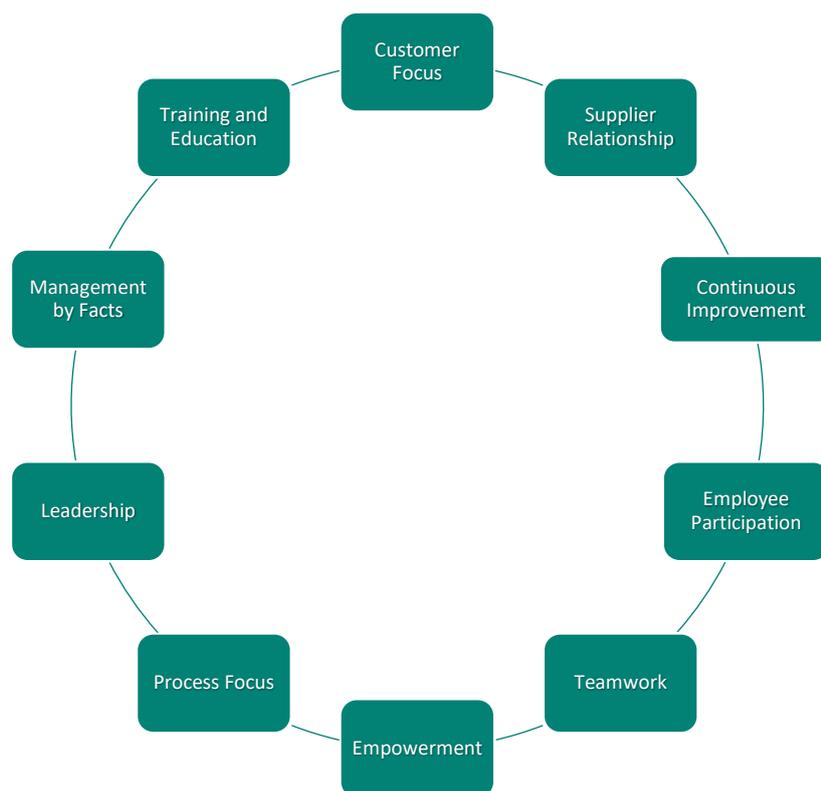
Long-Term Targets (Beyond FY2030)

1. Continue implementing actions to reduce Scope 1, 2, and 3 emissions
2. Achieve Net-Zero emissions by 2050

FOCUS 3: QUALITY AND INNOVATION

We pride ourselves on providing quality products and incorporating innovation into our business activities. Building up motivation of our employees as well as customer satisfaction through our quality products helps forge stronger relationships that allow us to remain sustainable and relevant in the industry. While the Group anticipates challenges and ever-changing trends in the industry, we have been leveraging innovative technologies in order to improve and create efficiencies in our processes and remain competitive.

The Group's strategy is focused around 3 main areas – Digitise process data, Supply chain traceability and Data analytics. In addition, the Group's quality management system is ISO 9001 certified, and it undergoes regular reviews and continuous improvements and updates in accordance with the requirements of the standard. Our robust quality management system enables us to achieve Total Customer Satisfaction through Continuous Improvement by providing the Best-In-Class quality products. The Group's Management and Employees uphold our quality principle, focusing on Total Quality Management (TQM):



As part of our efforts to constantly improve on our quality of products, we meet regularly with our suppliers and send surveys to them to obtain feedback to implement positive changes. In addition to our major suppliers, the Group also works with sub-tier suppliers for continuous improvement by setting sub-tier supplier-specific targets. We arrange plant visits for our suppliers and customers and conduct frequent audits to ensure standards are maintained and quality is improved. In an effort to improve transparency with our customers, we have cultivated a culture of retaining maverick lots with minimal abnormalities and communicating this to our customers. This allows them to review these lots and accept them should these abnormalities be deemed insignificant. Employees also participate in Quality Month, a monthly event to create awareness and strengthen the quality mindset of “doing things right the first time and every time” amongst employees. As a testament to continual improvement in quality, we have targeted our customer scorecard to meet a score of at least 90%. In FY2024, BTH plant has achieved a score more than 95%, while BWX plant has met this target score of 90%. As a newly established entity, the BVN plant specialises in low-volume, high-mix modeling for a global industrial clientele. Recognising the varying customer quality and surface treatment needs across industries, we are establishing a customer quality scorecard with a target of $\geq 75\%$, subject to final confirmation, for implementation in the subsequent year.

BVN plant has concluded feasibility studies regarding the enhancement of production processes through automation and semi-automation. The studies have identified the potential benefits of procuring semi-deburring equipment for the reduction of human dependency and in-gate/runner trimming machines for improved production efficiency. We will continue to monitor and enhance production processes through automation and semi-automation. Surpassing our initial target of two for FY2024, the Group has successfully implemented nine Industry 4.0 projects. These initiatives, such as data digitalisation and automated monitoring and adjustment systems, have demonstrated our commitment to enhancing flexibility, productivity, and efficiency at our facilities. We are committed to continuing to incorporate smart manufacturing processes in BIGL factories. Currently nearly half of our processes are automated, and we are targeting to scale the proportion up in the short-, medium-, and long-term, to enhance higher levels of accuracy, efficiency, and quality, ultimately leading to a competitive edge in the marketplace.

QUALITY AND INNOVATION TARGETS

FY2024 Targets	Status	FY2024 Performance Update
Maintain ISO:9001 certification	●	Maintained ISO:9001 certification for BTH, BWX, and BVN manufacturing sites
Zero significant incidents of non-compliance concerning the health and safety of products and services and/or resulted in regulatory breaches	●	Achieved zero incidents of non-compliance concerning the health and safety of products and services and/or resulted in regulatory breaches
Achieve at least 90% rating on customer quality scorecard	●	The BTH plant exceeded its target with a score above 95%, while the BWX plant achieved its 90% goal. BVN plant, as a newly established entity, aims to conduct a customer quality scorecard in the subsequent year.

<ul style="list-style-type: none"> Explore feasibility of projects to increase automation and semi-auto process 	●	Performed feasibility studies to increase automation and semi-auto process
<ul style="list-style-type: none"> Complete 2 projects relating to Industry 4.0 initiatives 	●	Completed 2 projects relating to Industry 4.0 initiatives
Status: ● Met ● Partially met ● Not met		

Short-Term Targets (FY2025)

- Maintain ISO:9001 certification for BTH, BWX, and BVN manufacturing sites
- Zero significant incidents of non-compliance concerning the health and safety of products and services and/or resulted in regulatory breaches
- Achieve at least 90% rating on customer quality scorecard for BTH and BWX manufacturing sites
- Explore feasibility of projects to increase automation and semi-auto process
- Complete 5 projects relating to Industry 4.0 initiatives

Mid-Term Targets (FY2026 to FY2030)

- Maintain Short-term targets 1 and 2
- Achieve at least 92% rating on customer quality scorecard
- Increase automation and semi-auto process to 50% of total manufacturing production process
- Complete 10 projects relating to Industry 4.0 initiatives

Long-Term Targets (Beyond FY2030)

- Maintain short-term targets 1 and 2
- Achieve at least 95% rating on customer quality scorecard
- Increase automation and semi-auto process to 60% of total manufacturing production process

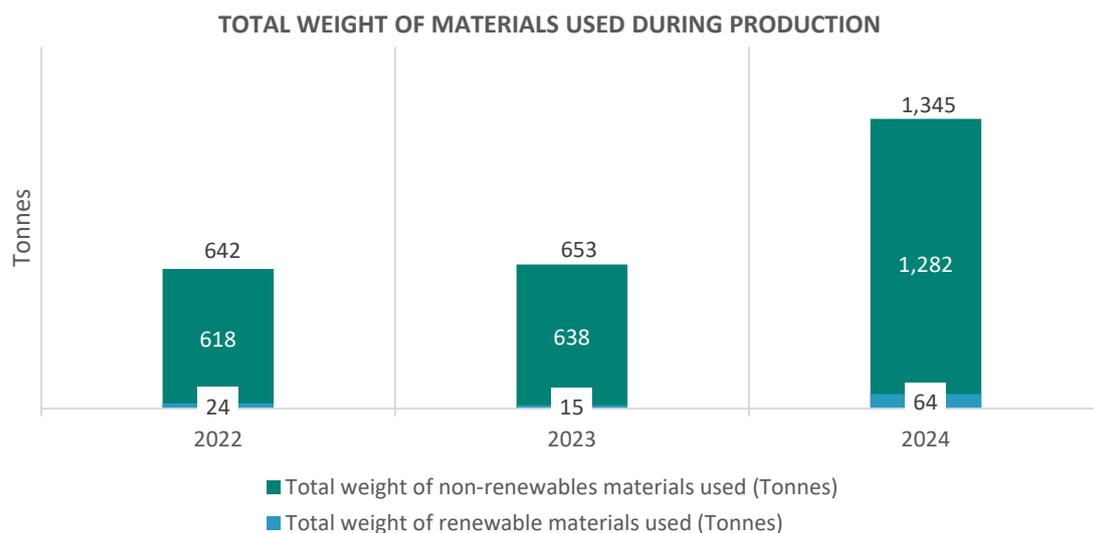
FOCUS 4: PROTECTING THE ENVIRONMENT

The Group remains committed to environmental sustainability while also ensuring our long-term financial viability. The key factors in our focus remain to manage our environmental footprint in a responsible manner across all our business operations.

Our environmental performance is reviewed at least quarterly by the Management which includes the review of the progress against environmental KPIs. In order to better manage the Group's environmental performance, our ISO 14001: 2015 Environment Management System certification has been obtained since October 2005. We aim to be 100% compliant with all environmental regulatory requirements. In FY2024, we have conducted an internal review and set preliminary short-, medium-, and long-term targets to reduce our energy use and waste generation.

MATERIAL MANAGEMENT

Concerns about potential future metal shortages as well as the environmental toll of mining metal have been in the spotlight in recent years. The Group strives to optimise our usage of input materials such as metals at every given opportunity.



In FY2024, BTH, BWX, and BVN used a total of 1,345 tonnes of materials in their production. Total material usage increased by 51% in FY2024 compared to FY2023 primarily due to higher production and the inclusion of BVN plant in our reporting boundaries. Of which, 1,282 tonnes are non-renewable materials while 64 tonnes are renewable materials. This is because aluminium constitutes 90% of non-renewable material usage. Recognising the product's reliance on metals, the Group strives to ensure responsible use of this precious resource.

The Group also strives to use recycled materials where possible to optimise our resource consumption. More than 90% of our total primary raw material input uses products that have recycled content. For example, aluminium, paper trays, and cartons commonly contain recycled input. However, suppliers are unable to provide an exact breakdown of the recycled content. While we are unable to precisely quantify recycled content input for FY2024, we are actively engaging with our value chain suppliers to gain better visibility into raw material sources. Our goal is to leverage this information, or industry averages, to accurately measure and report our progress in the future.

ENERGY AND EMISSIONS MANAGEMENT

The Group recognises that achieving energy efficiency presents opportunities to reduce operating costs and improve the efficiency of our operations as well as to reduce our carbon footprint. Manufacturing operations are typically energy-intensive due to the use of complex machinery and equipment. The Group seeks to reduce energy usage, wherever possible, and promote energy efficiency practices amongst our employees.

The Group's Environmental Policy articulates our commitment to reducing environmental impacts and provides guidelines to manage our energy performance in the factories. Various departments set out energy conservation plans which include specific and measurable goals to keep the Group on track to reduce energy consumption. Our energy master plan tracks the outcomes of energy reduction initiatives through targeted KPIs. The energy reduction initiatives are closely monitored for their impact on energy efficiency through daily checks and monthly analytical reports. Employees are also provided with sufficient guidance and training on energy conservation practices and policies.

To determine the Group's carbon footprint, we collect energy usage data from each of our facilities to calculate our annual greenhouse gas emissions from our energy consumption. We follow the GHG Protocol established by the World Resources Institute and the World Business Council for Sustainable Development⁷, which is the globally accepted basis for corporate GHG accounting. Using the "operational control" method, we include 100% of the emissions within the HDD business segment.

FY2024 marked significant strides in our Scope 2 decarbonisation efforts, as we began consolidating potential actions for concrete decarbonisation within our production facilities. Through a collaborative workshop with an ESG consultant, key stakeholders across the organisation explored best practices, identified emissions reduction opportunities, and initiated the development of a concrete net-zero roadmap to achieve our ambitious sustainability goals. The Group is setting a target to formalise an action plan to reduce our emissions within the next 2 years.

Collaborative workshop with an ESG consultant at BIGL

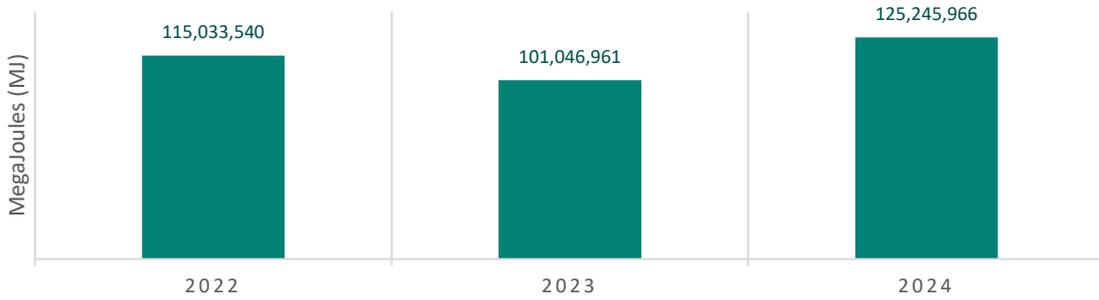


To advance our sustainability goals, the Group conducted a strategic workshop with an ESG consultant at BIGL in 2024. Key stakeholders collaborated to identify emission reduction opportunities and begin crafting a detailed net-zero roadmap. The Group is committed to formalising an actionable emissions reduction plan within the next two years.

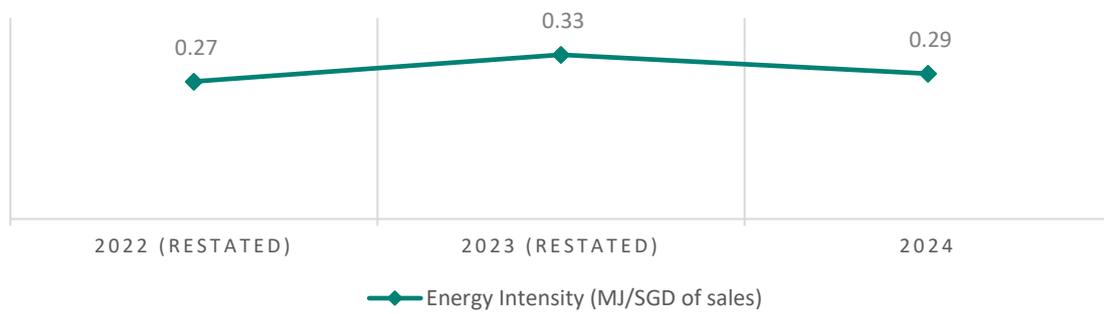
⁷ WRI/WBCSD GHG Protocol – Corporate Accounting Standard

Our energy and GHG performance for FY2024 is as follows:

ENERGY CONSUMPTION



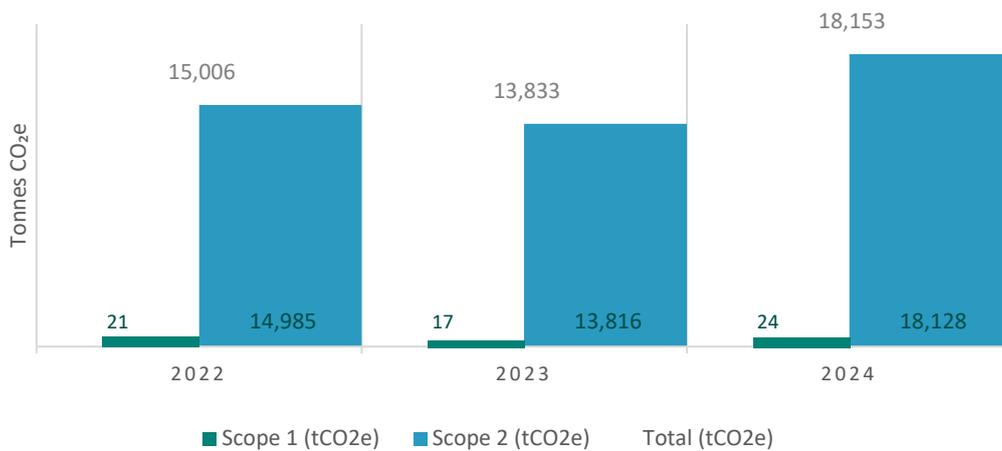
ENERGY INTENSITY



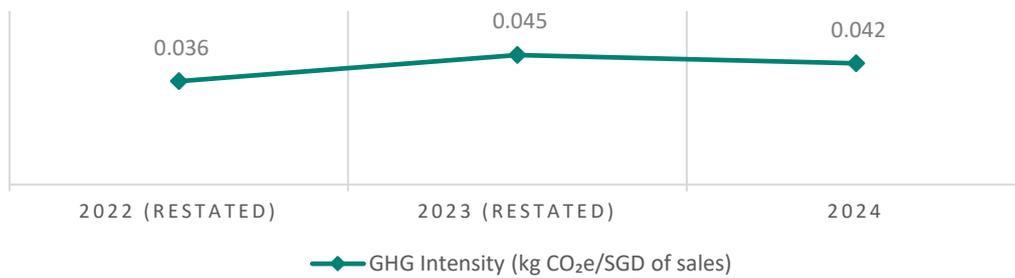
Restatement #1:

To ensure consistency and accuracy, energy consumption intensity for FY2022 and FY2023 has been restated in the graphs above. This revision follows a methodology update, i.e., addressing the previous exclusion of internal sales, and the correction of currency reported by BWX.

GHG EMISSIONS



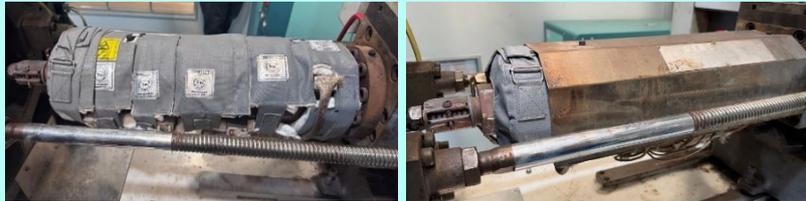
GHG EMISSIONS INTENSITY



Restatement #2:

To ensure consistency and accuracy, GHG emission intensity for FY2022 and FY2023 has been restated in the graphs above. This revision follows a methodology update, i.e., addressing the previous exclusion of internal sales, and the correction of currency reported by BWX.

Energy Use Reduction Initiative at BTH Plant



In 2024, the Group also undertook energy efficiency initiatives to improve energy use and GHG intensity. For example, the BTH plant implemented a thermal insulation jacket around the injection molding machine's barrel nozzle to address the energy inefficiency of the existing cartridge heating system. This is estimated to save at least 22% of energy use annually.

Energy Use Reduction Initiative at BWX Plant

An energy use reduction initiative was successfully implemented at the BWX plant through the installation of voice-activated lighting sensors in corridor areas.

Energy Use Reduction Initiative at BVN Plant



(a)

(b)

(c)

In 2024, (a, b) BVN plant switched from fluorescent lamps to LED lights. This is estimated to save at least 50% of energy use from lighting annually⁸. (c) BVN plant also implemented Compressor c/w inverter & Refrigerated Compressed Air Dryer for energy savings.

⁸ Estimation is based on a similar study in healthcare facility in Singapore. (<https://sleb.sg/ProjectMaps/ProjectDetails/118>)

Total energy consumption increased by 19% in FY2024 compared to FY2023 primarily due to higher production and the inclusion of BVN plant in our reporting boundaries. In terms of energy-saving initiatives, BTH implemented a thermal insulation jacket around the injection moulding machine's barrel nozzle. By minimising heat dissipation, the jacket maintains a more consistent melt temperature, leading to reduced electrical energy consumption for heating. To reduce energy consumption, BWX plant installed voice-activated sensors that control corridor lighting. BVN undertook energy-saving initiatives such as switching from conventional lighting to LED lights (see vignette above). The Group will continue to implement energy-saving activities to achieve its target of reducing energy intensity.

In terms of GHG management, the Group derived less than 1% of its total energy use from the direct use of fossil fuels⁹. This also means that the Group's scope 1 GHG emissions are insignificant, representing only 0.1% of its total scope 1 and 2 GHG emissions. While this is a positive first step, the Group recognises the potential for further reductions in GHG emissions. For example, BTH plant has switched refrigerants used for air-conditioning to more environmentally friendly alternatives, i.e., R-22 to R-32. BTH plant has also completed a feasibility study for solar rooftop project at BTH2 to reduce reliance on grid electricity to further reduce reliance on grid electricity to further reduce Scope 2 GHG emissions. BTH plant is now working towards implementing of this project. BVN plant undertook energy-saving initiatives such as switching from conventional lighting to LED lights. BVN plant also implemented an energy-efficient compressed air system, including a compressor with an integrated inverter and a refrigerated compressed air dryer. The Group's GHG emissions intensity has decreased compared to FY2023. The reported value for FY2024 includes environmental performance at BVN, a new operational plant. The Group will continue to identify opportunities and implement effective GHG emission reduction strategies.

WATER AND EFFLUENTS MANAGEMENT

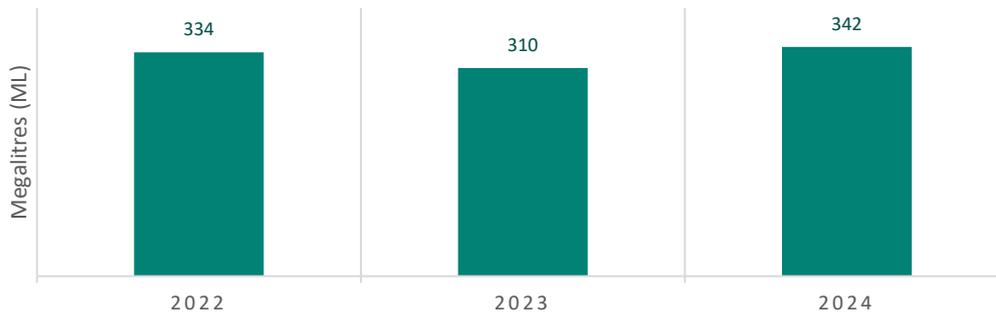
The Group is mindful of our water-related impacts and strives to minimise water usage or wastage through recycling and reuse. We do not have any negative impacts on natural water bodies as the water used within our factories is withdrawn from municipal sources.

Our Environmental Policy also focuses on reducing water wastage and seeks opportunities to implement water discharge systems in order to reduce water consumption. We endeavour to maximise water efficiency in our processes through initiatives such as monitoring and recording raw water usage, using recycled water, etc. This allows us to better track our consumption and alert the team on any potential leakages in the piping systems.

Some of the major water efficiency measures the Group has undertaken include recycling DI water by-product heavy water used for toiletry water and reusing water reject from the Reverse Osmosis ("RO") system to flush toilets. In addition, water drained from cooling the engine fire pumps is used to supply water to the backup fire pump system.

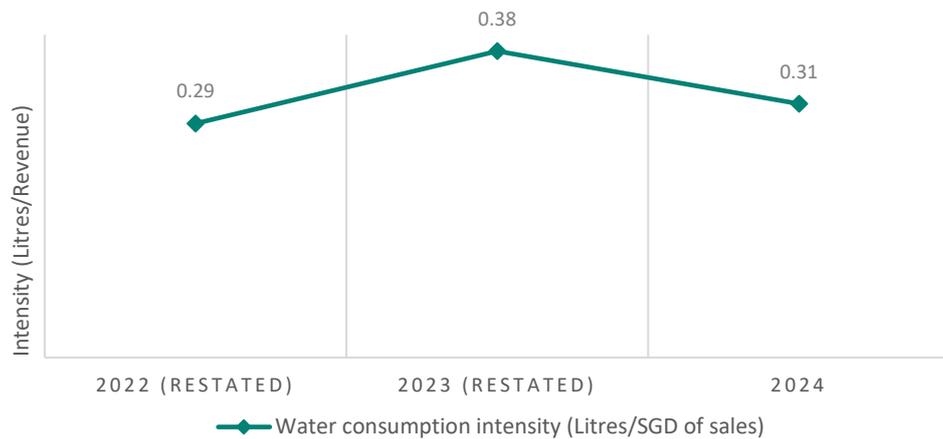
⁹ Fossil fuels such as petrol, diesel, and LPG gas are used to power back-up generators, fire pumps and for cooking, respectively.

WATER WITHDRAWAL



The water withdrawal for FY2024 is 342 ML compared to 310 ML in FY2023, which equates to an increase of 9%, primarily due to higher production and the inclusion of BVN plant in our reporting boundaries. The Group employs water-saving measures such as using deionised (“DI”) water for washing instead of water drawn from public utilities. Other measures implemented include the reduction of overflow water from the deionising unit by redirecting the piping of DI water unit back into the main water pipe for washing purposes as well as setting a water pressure limit for the washing line.

WATER CONSUMPTION INTENSITY



Restatement #3:

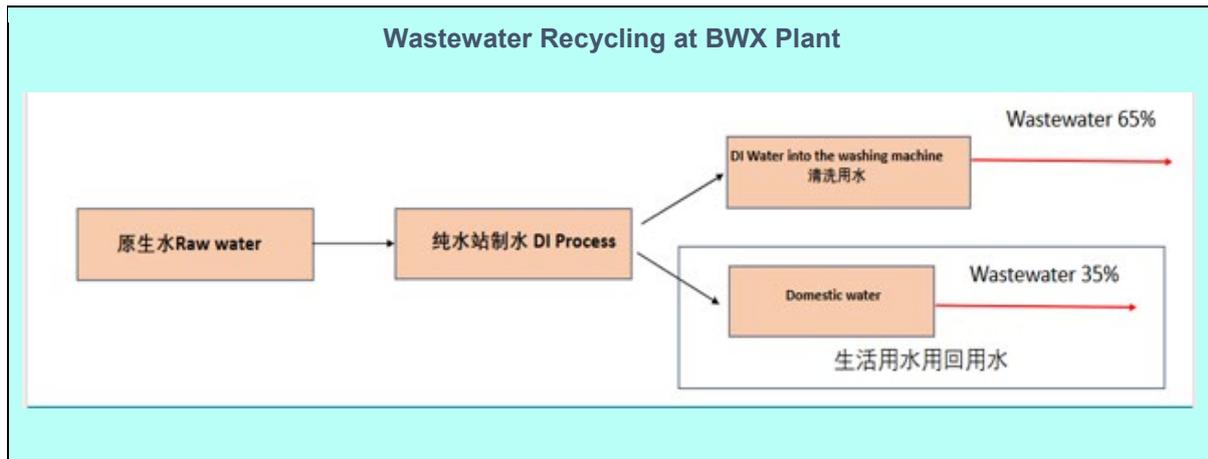
To ensure consistency and accuracy, water consumption intensity for FY2022 and FY2023 has been restated in the graphs above. This revision follows a methodology update, i.e., addressing the previous exclusion of internal sales, and the correction of currency reported by BWX.

The Group’s water consumption stands at 132 ML in FY2024¹⁰. Water consumption will continue to be monitored as further water efficiency initiatives shall be implemented in the future. The Group’s water consumption intensity has increased from FY2023 primarily due to higher production and the inclusion of the BVN plant in our reporting boundaries.

¹⁰ The definition of water consumption is based on GRI 303: Water and Effluents 2018 and is defined as “Total water withdrawal - Total water discharge”.

Precision manufacturing requires high-purity water for cleaning by removing ions in raw water through a de-ionising process. A sophisticated water recycling system allows us to recycle 35% of inlet raw water to the factories. Other initiatives for water conservation and recycling are as shown below:

- Installation of water-efficient fittings to recycle DI water
- Reuse water rejects for floor cleaning purposes in the toilets
- Recycle wastewater from DI water station for toilet flushing
- Maintenance of piping systems to prevent leakage
- Monitor each work shift for the raw water usage from water meters in the factories



In accordance with the local government directives, we retain third-party specialists to conduct annual monitoring of our effluents, thereby ensuring wastewater quality meets the statutory environmental requirements. Our water conservation initiatives are aimed towards reducing water requirements in our operations and discharge of wastewater via recycling technologies. Water discharge refers to used water sent to sewage after precision engineering activities such as water jet cutting. In addition, water and effluent discharges are managed in compliance with local regulations and industry best practices. In FY2024, the Group's water discharge stands at 209 ML.

WASTE MANAGEMENT

Disposal of waste generated in our operations is conducted in accordance with local regulations and international best practices. The Group undertakes efforts to reduce the waste sent to disposal methods that are less environmentally unfriendly such as through landfills by practicing recycling and engaging waste management companies with recycling and waste-to-energy recovery capabilities. In line with our efforts on environmental sustainability, we have also implemented waste minimisation initiatives through the "3R" approach - "Reduce, Reuse, and Recycle".

Our internal waste management policy standardises the definition of each waste category and specifies the corresponding storage and disposal methods. The handling of each waste type is colour-coded and clearly delegated to the respective departments. Hazardous waste is handled with extra precaution, and we are careful to follow all regulations where relevant. Before waste disposal, hazardous waste is treated appropriately to avoid harm to the environment as well as human health. Weekly audits and regular checks are performed to ensure that our policies are adhered to, and the waste disposal is conducted through authorised agencies. In addition, the environmental management system undergoes regular reviews for improvement.

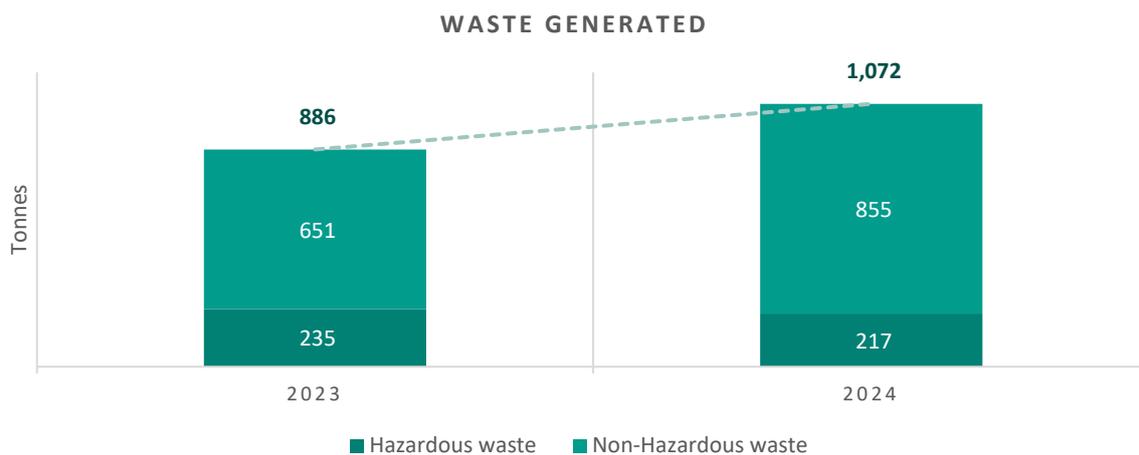
Waste generated by the Group is broadly categorised into:

- **Non-hazardous waste** including:
 - a. **Recyclables** such as paper, carton boxes, metal scrap, plastics, electronics, pallets and shipping trays; and
 - b. **Non-recyclables** such as general waste and process waste; and
- **Hazardous waste** including chemicals and heavy metals.

Hazardous waste is primarily comprised of coolant waste from Computer Numerical Control (CNC) machines and acid waste from chemical polishing machines. The waste is properly managed by engineers who control the volume of coolants and the coolant mixing process. The process engineer controls the acid waste consumption and extends usage periods of the chemicals. These procedures are conducted to minimise the generation of hazardous waste.

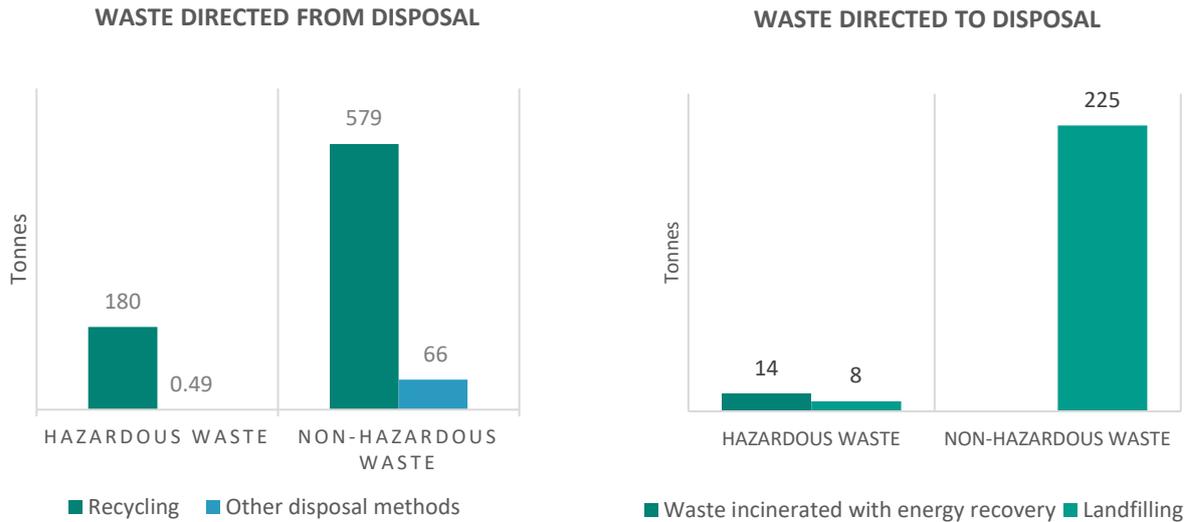
Waste generated is monitored across our business operations, with the aim of reducing waste generation at the source. One of the ways we reduce our waste is by improving our packaging designs, and we have implemented a system for reuse of packaging, particularly our pallets.

The below charts depict the Group's waste data during FY2024:



Total waste generated in FY2024 increased by 17% compared to FY2023. This is due to the inclusion of waste generated at BVN, a newly established plant. In FY2024, 825 tonnes of waste generated were diverted away from disposal. Of these, 180 tonnes were hazardous waste sent for recycling, such as spent acid/alkali, which can be regenerated for other uses. The remaining includes 0.49 tonnes of waste oil sent for reuse, 579 tonnes of non-hazardous waste sent for recycling, and 66 tonnes of food waste sent for revalorisation into animal feed.

In the same year, 247 tonnes of waste generated were diverted to disposal. Of these, 14 tonnes of hazardous waste were sent for incineration with energy recovery. The remaining 8 tonnes of hazardous waste and 225 tonnes of non-hazardous waste were sent to secured landfills and conventional landfills.



ENVIRONMENTAL TARGETS

FY2024 Targets	Status	FY2024 Performance Update
Maintain ISO 14001 certification	●	Maintained ISO 14001 certification for BTH, BWX, and BVN manufacturing sites
Zero significant incidents of non-compliance with local water management standards	●	Achieved zero incidents of non-compliance with local water management standards
Zero significant incidents of non-compliance with laws and regulations concerning waste management/disposal	●	Achieved zero incidents of non-compliance with laws and regulations concerning waste management/disposal
Review and set reduction of energy and volume of waste generated targets by FY2025	●	Reviewed and established energy intensity reduction targets
Status: ● Met ● Partially met ● Not met		

Short-Term Targets (FY2025)

1. Maintain ISO:14001 certification for BTH, BWX, and BVN manufacturing sites
2. Zero significant incidents of non-compliance with local water management standards
3. Zero significant incidents of non-compliance with laws and regulations concerning waste management/disposal
4. Continue the implementation of energy-efficient technologies and workflow to reduce energy intensity by 15% by 2027, i.e., 5% reduction per year until 2027
5. Review and set reduction of volume of waste generated targets by FY2025

Mid-Term Targets (FY2026 to FY2030)

1. Maintain short-term targets 1 to 3
2. Reduce energy intensity and volume of waste generated as per target setting
3. Set new targets related to energy reduction from 2028-2030, towards achieving Net-Zero by 2050
4. Continue exploring waste reduction/reuse initiative

Long-Term Targets (Beyond FY2030)

1. Maintain short-term targets 1 to 3
2. Continue implementing actions related to energy reduction towards achieving Net-Zero by 2050 and waste reduction/reuse initiative

FOCUS 5: DEVELOPING HUMAN CAPITAL

Recognising that our employees are essential to our success and long-term sustainability, the Group invests in their capabilities through training and development programs. These programs not only enhance individual skills but also ensure the Group remains competitive and relevant in the industry. This commitment also extends to providing fair and competitive remuneration and benefits. In line with this, we have set short-, medium- and long-term targets relating to employee engagement and satisfaction, as well as a medium-term target to develop training programmes for the youth.

We are also committed to providing a safe and healthy workplace for all our employees. In order to help us achieve this goal, we have implemented comprehensive Occupational Health and Safety (“OHS”) policies and practices across the Group to promote and create a culture of safety within the organisation.

TRAINING AND EDUCATION

The Group recognises the importance of training and education for employees to thrive in the dynamic job market and provides access to opportunities that support both their current roles and their career aspirations. The Group views this as both a responsibility as well as an opportunity for our business to provide our employees with an environment that enables internal, and external training supports for career progression.

We provide a variety of learning and development programmes as part of the Group's FY2024 Yearly Training Plan to cater to the learning needs of our employees and comply with the relevant safety laws, ISO requirements as well as group policies. These training programmes cover a broad range of topics such as management and leadership expertise, professional skills training, software and languages.

The training programmes conducted in FY2024 include and are not limited to:

Employee Training	
ISO 9001:2015	ISO training for new committee
RBA Version 8.0	RBA code of conduct audit training
Safety Officer Supervisor Level Training	Training on safety law
Personal Data Protection Act	Training on PDPA regulations and practices
Cybersecurity Awareness Training	Training on cybersecurity best practices and awareness
Supervisory Skills	Supervisory skills training for middle managers
First Aid Team Training	Training for first aid applications
ISO 22301:2019 Training	Training for ISO 22301:2019 on Business Continuity Management
Industry 4.0 Training	Training for Digitising Process data, Supply Chain Traceability and Data analytics
Basic Fire Training	Training on employee fire safety
Emergency Response Team Training	Training for the emergency response team

SWOT Training	Training on identifying, analysing and managing strengths, weaknesses, opportunities and threats
Chemical Safety Training & emergency drill	Training on chemical safety regulations and to minimise the risk of chemical-related incidents within the plant
Corporate Government Training	Training on key policies including Code of Conduct, Declaration of Interest Policy and Whistleblowing Policy
Sustainability workshop	Training on BIGL's Decarbonisation Roadmap and Technology Identification



RBA and BCMS Training at BWX Plant



ISO, RBA, and Safety Officer Training at BTH Plant

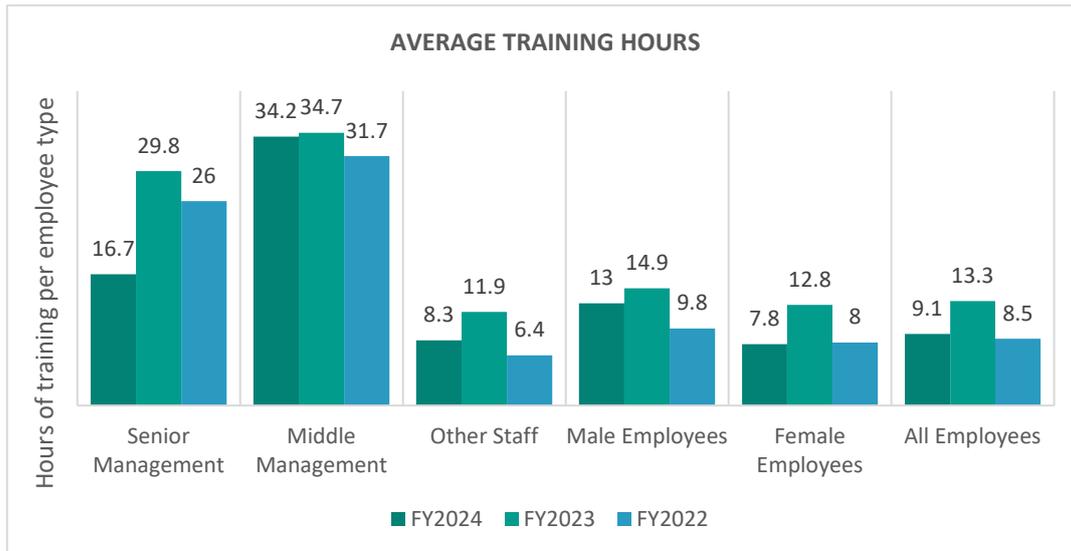


Special Equipment Safety Training and Forklift Emergency Drill Training at BWX Plant



First Aid & CPR and Fire Drill Training at BTH Plant

In FY2024, our employees received a total of 13,962 hours of training, which was equivalent to an average of 9.1 training hours per employee. While we surpassed our FY2024 training hour target, average training hours have declined from FY2023. We will continue to monitor and strive to enhance the average training hours per employee.



To further support the professional career development of our employees, we conduct annual performance reviews to provide employees with feedback on their performance and to discuss their career goals. In FY2024, 100% of our employees received performance appraisals, with feedback on their performance with suggestions for improvement from their supervisors.

FAIR RECRUITMENT, DIVERSITY AND INCLUSION

We treat every employee as a valued member of the Group and our top priority. We are also a firm believer of providing equal opportunities and adhering to fair employment practices for all. Our remuneration structure is the same across genders. In addition, we also strive to provide a diverse yet inclusive work environment. We consider ourselves an early believer of diversity as a strength, as we recognise that diversity can be an enabler of creativity as well as productivity. Hence, we employ qualified candidates without discrimination of gender, age, ethnicity, religion, marital status, sexual orientation, trade union association or national origin. The agile, diverse and resilient workforce is an integral factor of BIGL's continued success. We have a diverse workforce and do not discriminate against gender in staff employment. We are committed to ensuring equal pay for equal work, ensuring fairness for all gender.

We recognise the importance of talent retention to ensure the quality of our productivity and reduce unnecessary costs of hiring new employees. Promotion opportunities are provided to deserving employees who have worked in the Group for at least 6 months and have displayed outstanding performance or are highly skilled and professional.

In the manufacturing industry, it is not uncommon to have more females as they are physically more suited to handle small component precision products, as well as a younger workforce. Nonetheless, the Group endorses a diverse working environment and prohibits any form of discrimination, including gender discrimination. There were no reported incidents of discrimination in FY2024.

As of 31 December 2024, the Group had a total of 1,388 full-time permanent employees. This is an increase of 10% compared to 1,246 full-time permanent employees in FY2023. The table below shows a breakdown of full-time permanent employees by office and gender from FY2022 to FY2024:

Entity	Country	Incorporation	2024		2023		2022	
			M	F	M	F	M	F
Broadway Industrial Group Limited	Singapore	28-Jul-94	2	3	2	3	2	4
BIGL Asia Pte. Ltd.	Singapore	8-Sep-95	7	1	7	2	6	2
BIGL Technologies (Thailand) Co., Ltd.	Thailand	9-Jan-03	257	817	219	681	293	834
BIGL Technologies (Wuxi) Co., Ltd.	China	22-Jul-05	30	42	28	46	41	71
BIGL Technologies (Shenzhen) Co., Ltd.	China	8-Sep-04	62	47	67	51	152	89
BIGL Technologies (Chongqing) Co., Ltd.	China	16-Nov-10	23	43	22	57	25	97
BIGL Korea Co., Ltd.	South Korea	9-Dec-22	1	0	1	1	4	1
BIGL Vietnam Co., Ltd.	Vietnam	31-Jan-23	39	14	41	17	N.A.	N.A.
Total			1,388		1,246		1,623	

Job reorganisation schemes were also implemented to better match employees to other roles within the Group to broaden the range of job duties they are able to perform to improve productivity. In addition, variation in employee headcount can be attributed to the nature of the business and its exposure to the cyclical demand for electronics.

The Group also employed 541 sub-contractors¹¹ as of 31 December 2024. This represents 23% when compared to 419 subcontractors employed as of FY2023.

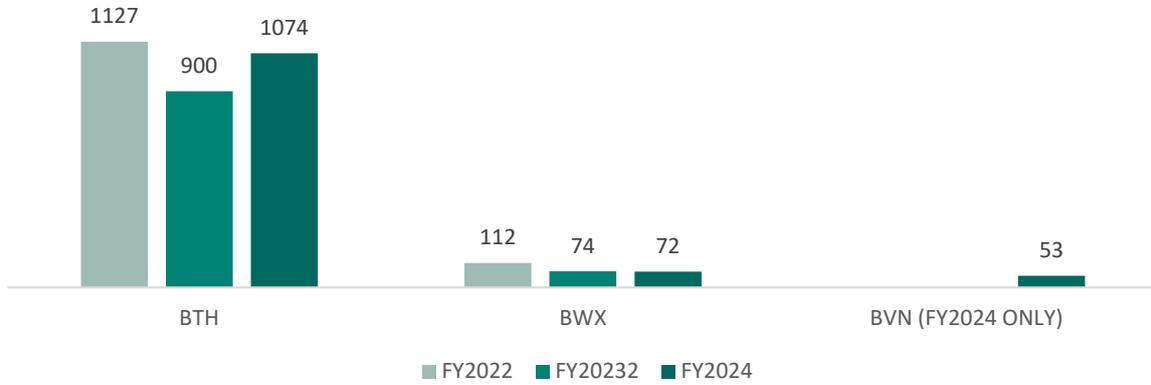
Entity	Country	Incorporation	2024		2023		2022	
			M	F	M	F	M	F
Broadway Industrial Group Limited	Singapore	28-Jul-94	0	0	0	1	0	0
BIGL Asia Pte. Ltd.	Singapore	8-Sep-95	1	2	2	0	0	0
BIGL Technologies (Thailand) Co., Ltd.	Thailand	9-Jan-03	58	265	24	60	0	0
BIGL Technologies (Wuxi) Co., Ltd.	China	22-Jul-05	116	78	122	148	57	118
BIGL Technologies (Shenzhen) Co., Ltd.	China	8-Sep-04	5	1	19	8	49	36
BIGL Technologies (Chongqing) Co., Ltd.	China	16-Nov-10	0	0	1	33	1	87
BIGL Korea Co., Ltd.	South Korea	9-Dec-22	0	0	0	0	0	0
BIGL Vietnam Co., Ltd.	Vietnam	31-Jan-23	12	3	1	0	0	0
Total			541		419		348	

The increased number of subcontractors is attributed to the inclusion of BVN plant within our reporting boundaries, as well as the need for flexible, specialised expertise to meet ad-hoc product demand. In cases where appropriate, subcontractors have access to benefits such as insurance, sick leave and annual leave.

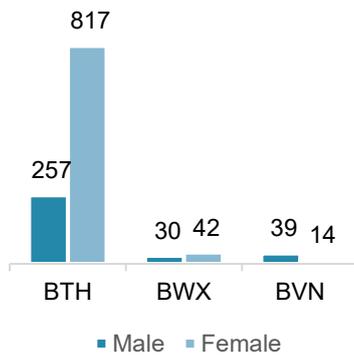
¹¹ Subcontractors include workers who are not employees, such as consultants, dispatched labour, as well as workers who are paid on an hourly basis.

The following section provides a further information on full-time permanent employees hired in BTH, BWX, and BVN. This is because the three subsidiaries constitute more than 86% of the Group's total full-time permanent workforce. This information would also allow for consistent comparison with the previous report which had only disclosed data on full-time permanent employees in BTH and BWX.

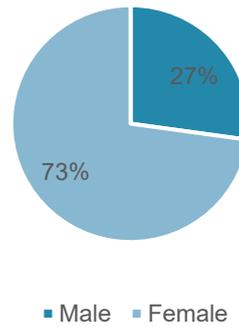
PERMANENT AND FULL TIME EMPLOYEES IN BTH, BWX AND BVN



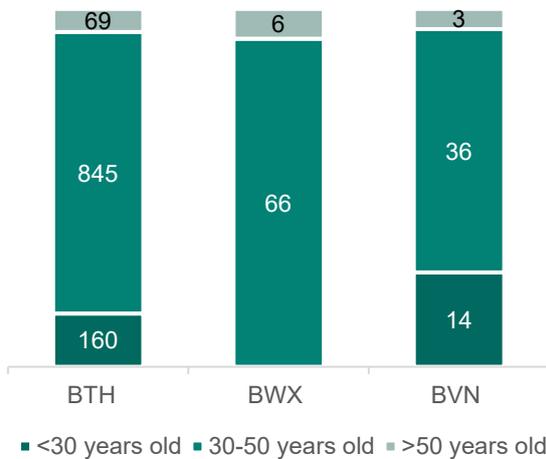
EMPLOYEES - BY GENDER



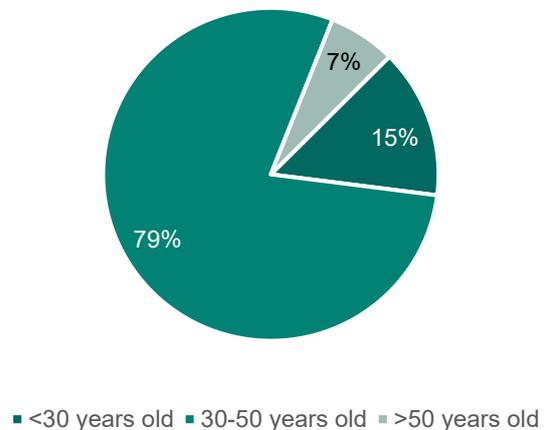
EMPLOYEES - BY GENDER



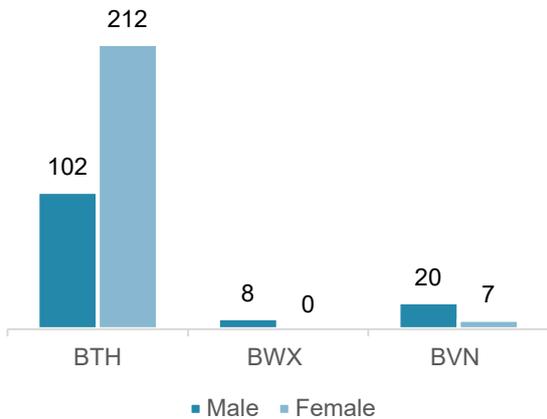
EMPLOYEES - BY AGE



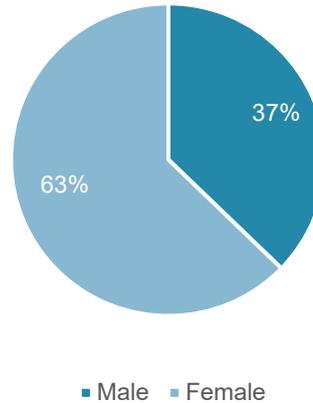
EMPLOYEES - BY AGE



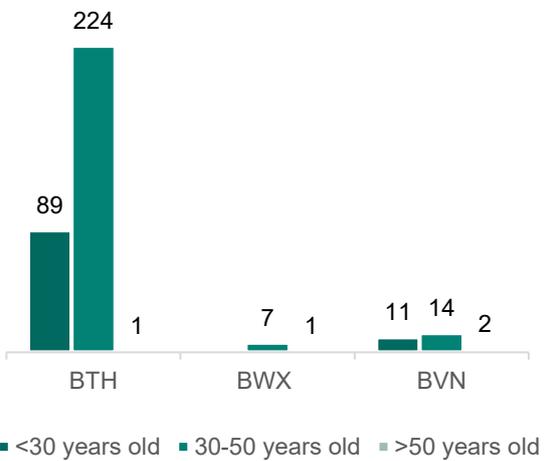
NEW HIRES - BY GENDER



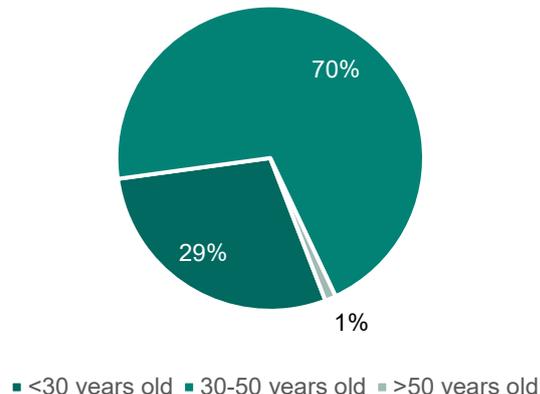
NEW HIRES - BY GENDER



NEW HIRES - BY AGE



NEW HIRES - BY AGE



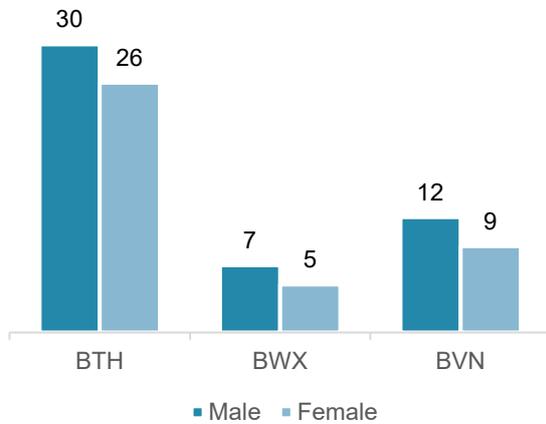
BTH, BWX and BVN hired a total of 349 new employees in FY2024, equivalent to a total new hire rate of 29%, compared to 10% in FY2023. Out of the 349 new hires, 314 were from BTH, 8 were from BWX, while 27 were from BVN. The new hire rate for BTH was 29%, 11% for BWX, while the new hire rate for BVN was 51%.

The Group bases our employee hire rate on the projected sales volume, production plan and Industrial Engineering (IE) function calculation. The increase in the new hire rate in FY2024 compared to FY2023 is primarily due to changes in the product mix, which affected the production line's manpower requirements and increased the Group's new hire rate, and the inclusion of the BVN plant in our reporting boundaries.

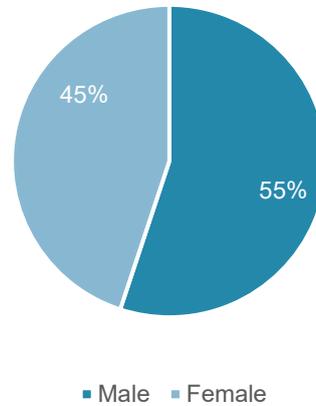
The Group bases our employee hire rate on the projected sales volume, production plan and Industrial Engineering (IE) function calculation. The increase in the new hire rate in FY2024 compared to FY2023 is mainly due to changes in the product mix, which affected the production line's manpower requirements and increased the Group's new hire rate.

Information on new employee hires is shown in the following charts:

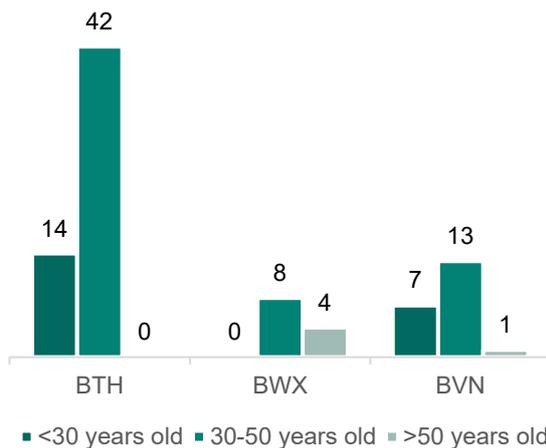
EMPLOYEE TURNOVER - BY GENDER



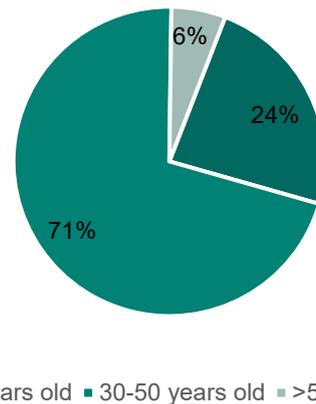
EMPLOYEE TURNOVER - BY GENDER



EMPLOYEE TURNOVER - BY AGE



EMPLOYEE TURNOVER - BY AGE

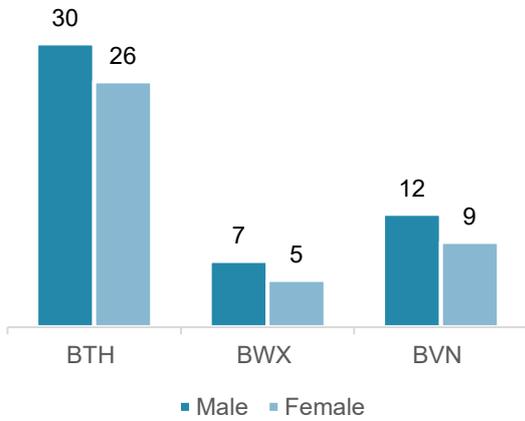


BTH, BWX and BVN, had a total turnover of 89 employees in FY2024, equivalent to a turnover rate of 7%. The turnover was 56 employees for BTH, 12 employees for BWX and 21 employees for BVN. The turnover rate for BTH was 5%, the turnover rate for BWX was 17%, while that of BVN was 34%.

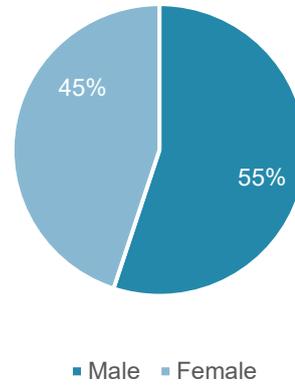
To manage our turnover rate, we organise engagement activities and two-way communication initiatives with our employees such as Human Resource Shift Meeting, Lunch with Management, our 'Better Together' Newsletter, a communication board and a suggestion box. We also monitor the employee turnover through monthly reports generated by the Human Resource Department. This helps the Management to have a better understanding of the rate and reasons for employee turnover, thereby enabling the Group to improve or make necessary adjustments to our practices.

Information on employee turnover is shown in the following charts:

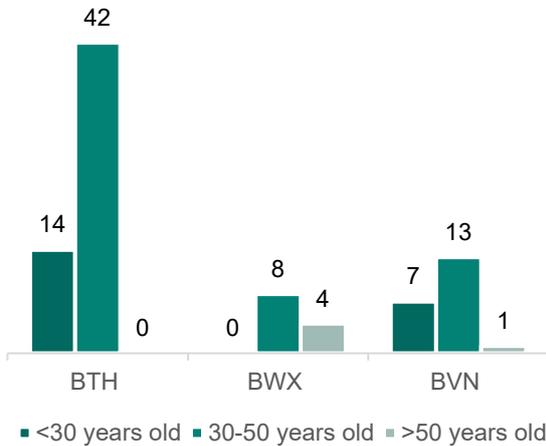
EMPLOYEE TURNOVER - BY GENDER



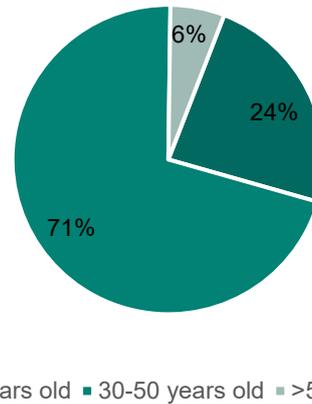
EMPLOYEE TURNOVER - BY GENDER



EMPLOYEE TURNOVER - BY AGE

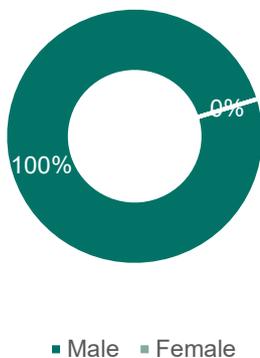


EMPLOYEE TURNOVER - BY AGE

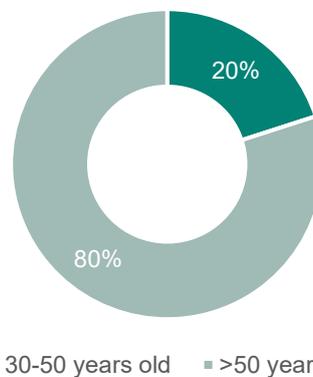


Our governance system takes into consideration essential elements such as diversity and experience. Keeping these factors in mind, our Board consists of 5 Directors, all of whom are males. The Company remains strongly committed to implementing and regularly reviewing the Board Diversity Policy to ensure its effectiveness in promoting all aspects of diversity that are relevant to the Group's business.

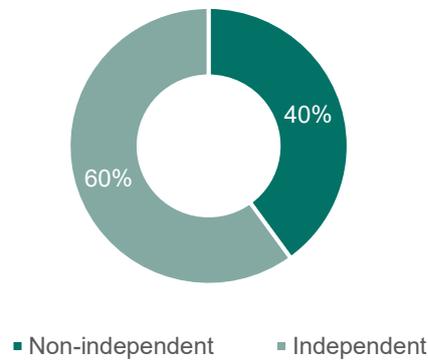
BOARD DIVERSITY - BY GENDER



BOARD COMPOSITION BY AGE



BOARD INDEPENDENCE

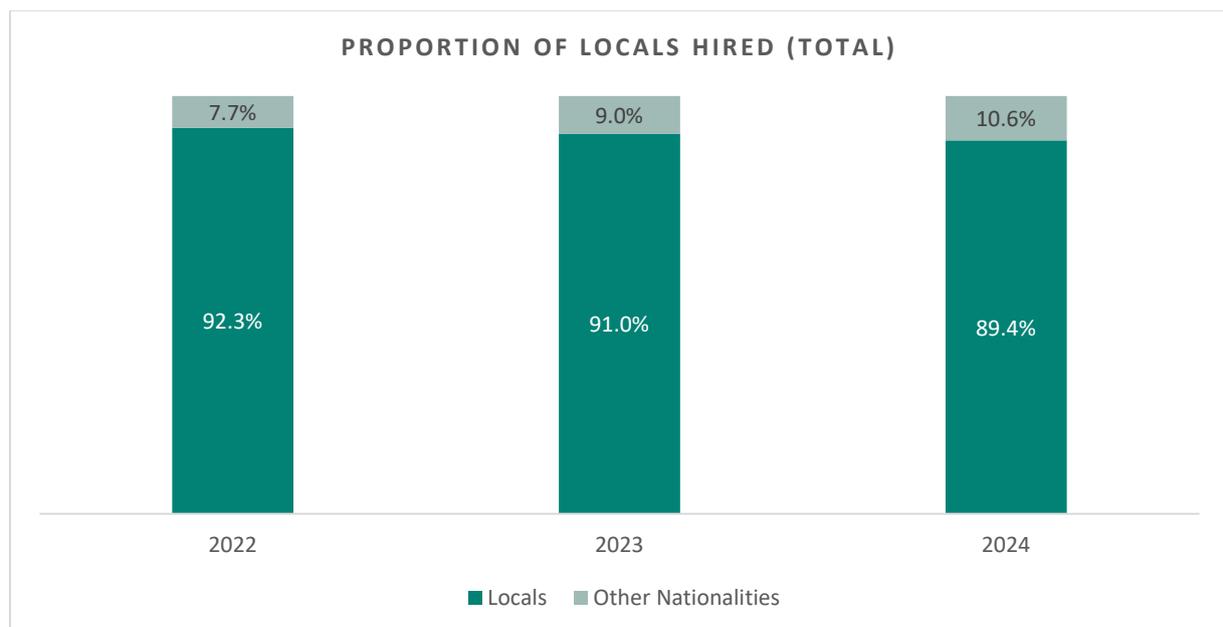


LOCAL EMPLOYMENT PRACTICES

As the Group operates across multiple jurisdictions, we employ locals from the respective jurisdictions for our operations. The Group believes that employing locals can bring about intangible benefits to our business operations as we contribute economically to the respective jurisdictions. The Group compensates the locals according to the merit of the work performed. All employees at BWX, BTH, and BVN are remunerated above the local minimum wages in their respective jurisdictions.

89% of the staff in BTH are hired from the local community and 79% of BTH's senior management staff are locals. For BWX, 100% of the staff in BWX are hired from the local community and 89% of BWX's senior management staff are locals. Whereas for BVN, 88% of the staff in BVN are hired from the local community and 25% of BVN's senior management staff are locals.

The following is the breakdown of locals hired from each jurisdiction:



The Group prides itself in being a socially responsible enterprise that strongly upholds business integrity and ethics. The Group does not engage in any child labour or forced labour across our operations in all jurisdictions we operate in. In FY2024, there were no reported cases of child labour or forced labour incidents across our operations. BWX and BTH manufacturing sites renewed their Responsible Business Alliance (RBA) certification in FY2024. During the certification process, independent, third-party auditors reviewed each site's policies and practices to ensure the prohibition of child and forced labour and found no breaches.

BTH achieved continued recognition for their exceptional labour standards, once again receiving the prestigious Good Labour Practices (GLP) certificate from the Department of Labour Protection and Welfare, Ministry of Labour. This award highlights their sustained commitment to implementing a Good Labour Practices management system that consistently meets international standards.

Recognition for Good Labour Practice at BTH Plant by Department of Labour Protection and Welfare Thailand (FY2024)



EMPLOYEE WELL-BEING

We strive to reward our employees fairly based on their abilities, performance, contributions and experience. Our employee compensation and benefits remain competitive and aligned with the market. We also provide a range of benefits to our employees such as medical care, paid annual leave and gifts during traditional festivals.

To further enhance employee retention and ensure the well-being of our employees, the Group provides full-time permanent employees with the following benefits:

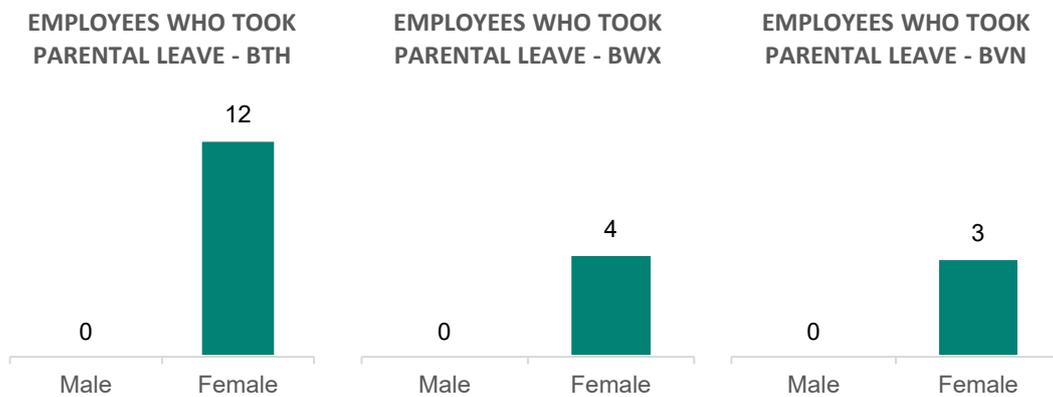
Employee Benefits	
Living Allowance	Living allowance to daily employees and monthly employees above a certain level of seniority
Outpatient Treatment	Employees are reimbursed medical expenses with a maximum limit of 15 times per annum in accordance with the employee level
Group Insurance	Group insurance for employees according to the insurance plan provided by the Group
Bus Transportation	Shuttle bus provided on selected routes
Annual Leave	Leave provided for continuous work for 1 year
Sick Leave	Leave provided in the event of illness

Maternity Leave	Leave provided to working mothers on the grounds of the birth of a child
Paternity Leave	Leave provided to working fathers on the grounds of the birth of a child
Provident Fund	Retirement savings fund

The Group holds regular meetings with employees to obtain feedback and review areas for improvement. Human Resource Shift Meeting is a two-way communication project to increase the communication channels – to share information, provide training and listen to employee feedback.

All employees who are eligible in accordance with labour laws are entitled to parental leave¹². In FY2024, 19 employees in BTH, BWX, and BVN took parental leave. This comprised 12, 4, and 3 female employees from BTH, BWX, and BVN respectively. 7 employees returned to work after their parental leave ended in FY2024. 15 employees returned from their parental leave during FY2023, and 6 employees remain in the Group's employment for at least 12 months or longer after their return to work since FY2023. As such, our return-to-work rate¹³ is at 100% while our retention rate¹⁴ stands at 40% as most of the resignees had left the Group for personal reasons.

The breakdown of employees who took parental leave is as follows:



Long service awards given to eligible employees to recognise their service and contributions



¹² Leave granted to men and women employees on the grounds of the birth of a child such as maternity leave and paternity leave. Childcare leave is excluded from the calculation of this indicator.

¹³ $Return\ to\ work\ rate = \frac{Total\ number\ of\ employees\ that\ did\ return\ to\ work\ after\ parental\ leave}{Total\ number\ of\ employees\ due\ to\ return\ to\ work\ after\ taking\ parental\ leave} \times 100$

¹⁴ $Retention\ rate = \frac{Total\ number\ of\ employees\ retained\ 12\ months\ after\ returning\ to\ work\ following\ a\ period\ of\ parental\ leave}{Total\ number\ of\ employees\ returning\ from\ parental\ leave\ in\ the\ prior\ reporting\ period(s)} \times 100$

The Group recognises the importance of family and goes beyond our workplace environment to foster an inclusive and compassionate space by celebrating festivals and holidays with each other. In FY2024, the Group organised activities to keep staff healthy and engaged, including organising lunch with the Management to get a better understanding of the concerns and challenges faced by staff in their line of work. Long service awards were also given out to recognise employees who have completed more than 10 years of service.

OCCUPATIONAL HEALTH AND SAFETY

OHS remains an integral topic to the functioning of our business operations. Due to the nature of our business in precision manufacturing, we recognise that our employees may be exposed to a certain degree of health and safety risks and as a responsible employer, we are committed to ensuring that these risks are mitigated and managed.

We strive to provide a safe, healthy and conducive work environment for all our employees and aim to minimise all work-related injuries. The manufacturing locations of BIGL adhere to the OHS Manual which is based on OHSAS 18001 standards as well as the national safety standards of the respective operating locations. We have also taken initiatives such as integrating OHS training in employee onboarding programmes and encouraging all employees to take ownership of their own health and safety and take actions to improve the OHS management system.

In addition, each site has a Safety Committee, which comprises the General Manager, the OHS Management Representative, the Management Committee, the ISO 45001 Steering Committee, supervisors and operators. All parties are responsible for the aspects of the OHS management system that they have control over and ensure our operations are in accordance with the OHS policies, objectives and programme. This includes hazard identification, risk assessment and control, and compliance with OHS legal and other requirements. Our Safety Committees also consistently monitor the effectiveness of the OHS system and conduct regular internal audits. All non-conformities and incidents are reported to the Management, and corrective and preventive actions are taken by the relevant parties immediately.

We conduct regular internal audits and reviews from the Management related to the OHS management system to ensure that it is constantly upgraded, efficiently maintained and properly executed. Relevant reviews and feedback are then communicated to our employees and other relevant interested parties. We also conduct various safety initiatives to create awareness amongst our employees like safety slogan activities and safe driving campaigns.

The identification of risks is a key step in the process of cultivating a safe and healthy work environment. Regular checks are conducted around the workplace to identify the areas of potential risks. Based on experience and regular site visits, we have categorised occupational hazards into 5 different risk levels based on a matrix of:

- Possibility of occurrence;
- Frequency of exposure for employees; and
- Severity of consequence.

Once risks are identified, we strengthen our preparedness by conducting regular checks and arranging contingency plans. For example, for all chemicals, we obtain a Material Safety Data Sheet from our suppliers, which documents the potential hazards (health, fire, reactivity and environmental) of each chemical product and how to work with the products safely. Moreover, labelling of chemicals and their subsequent dangers are signposted to manage any potential hazards. All relevant employees are trained to understand how to handle the chemicals and the standard safety procedures in chemical storage, transportation, and utilisation. All risks categorised as “Highly Dangerous” and above will need to be registered and approved by the Management.

In FY2024, there were no instances of work-related ill health.



Basic fire training in progress for our employees at BWX plant

We conduct annual fire drills and perform monthly safety patrols in our factories. Any practices that raise possible concerns are recorded and follow-up remediation is monitored and tracked to minimise hazards and control risks. We also regularly upgrade our equipment to provide our employees with all the necessary safety equipment required to perform their job functions safely. Additionally, we also educate our employees on the potential health risks and safety hazards in the work environment to spread awareness and reduce any potential risks. We conduct annual first aid trainings, including classroom demonstrations, for our employees.

Should an incident or non-conformity occur, we evaluate the need for corrective actions to eliminate the root cause and preventive actions to mitigate the further incidents. Further action is taken to assess any new or changed hazards and review the effectiveness of the corrective actions.

Work related injuries and/or fatalities (Employees)	2024	2023	2022
Number of hours worked	3,740,880	3,038,880	3,865,680
Number of workplace fatalities	-	-	-
Rate of workplace fatalities	-	-	-
Workplace Injury Rate (“WIR”) ¹⁵	83.40	-	80.71
Number of high-consequence work-related injuries	-	-	-
Rate of high-consequence work-related injuries	-	-	-
Number of recordable work-related injuries	1	-	1
Rate of recordable work-related injuries	0.27	-	0.26
Number of recordable work-related ill health cases	-	-	-

¹⁵ Workplace Injury Rate (as per Ministry of Manpower of Singapore) = Number of Fatal and non-Fatal Workplace Injuries / No. of Workers × 100,000.

Work related injuries and/or fatalities (Workers who are not employees)	2024	2023	2022
Number of hours worked	1,659,840	1,104,480	546,000
Number of workplace fatalities	-	-	-
Rate of workplace fatalities	-	-	-
WIR	-	282.49	-
Number of high-consequence work-related injuries	-	1	-
Rate of high-consequence work-related injuries	-	0.91	-
Number of recordable work-related injuries	-	-	-
Rate of recordable work-related injuries	-	-	-
Number of recordable work-related ill health cases	-	-	-

The work injury rate (WIR) for employees had increased from FY2023 to FY2024. The calculation of this indicator includes minor first aid injuries. To address this, the Group has swiftly implemented comprehensive corrective measures and is committed to further actions that will deliver a substantial reduction in the WIR, ensuring a safer workplace.

We are also committed to ensuring the safety of subcontractors who work in our premises but are not under our direct employment. We work with our business partners to increase the safety of the subcontractors and their workers by defining and applying the OHS criteria and ensuring the requirements of their respective OHS management systems are met.

HUMAN CAPITAL TARGETS

FY2024 Targets	Status	FY2024 Performance Update
Overall No material breach of employment laws	●	Achieved no material breach of employment laws in FY2024
Occupational Health and Safety <ul style="list-style-type: none"> Maintain our ISO 45001 certification for BTH and BWX manufacturing sites Zero workplace injuries resulting in a fatality or permanent injury 	●	Maintained our ISO 45001 certification for BTH and BWX manufacturing sites Achieved zero workplace injuries resulting in a fatality or permanent injury
Training and Education <ul style="list-style-type: none"> Maintain providing regular performance reviews to all eligible employees Continue achieving an average of 6 training hours per year for each employee 	●	Conducted performance appraisals for 100% of employees Achieved 9.1 training hours per employee
Hiring Rate <ul style="list-style-type: none"> Achieve local hire rate of 85% 	●	Achieved local hire rate of 89%
Status: ● Met ● Partially met ● Not met		

Short-Term Targets (FY2025)

1. No material breach of employment laws
2. Maintain our ISO:45001 certification for BTH and BWX manufacturing sites
3. Zero workplace injuries resulting in a fatality or permanent injury
4. Maintain providing regular performance reviews to all eligible employees
5. Achieve local hire rate of 85%
6. Achieve an average of 6 training hours per year for each employee

Mid-Term Targets (FY2026 to FY2030)

1. Maintain short-term targets 1 to 5
2. Achieve an average of 8 training hours per year for each employee
3. Conduct annual refresher training on key policies and employee engagement survey
4. Work with institutes of higher learning to develop training programs for skillsets unique to the Company's industry

Long-Term Targets (Beyond FY2030)

1. Maintain short-term targets 1 to 5
2. Achieve an average of 8 training hours per year for each employee
3. Set target to achieve a minimum satisfaction score for the employee engagement survey

FOCUS 6: SUPPLY CHAIN MANAGEMENT

The increasing consumer focus on the environmental impact of products has brought ESG considerations to the forefront. Particularly within the electronics industry, consumers express concern regarding the carbon footprint associated with both the manufacturing and end-of-life management of electronics. The Group's commitment to sustainability addresses these concerns while strengthening its business resilience.

To align ourselves with the expectations and standards of consumers, regulators, and industry standards, the Group has committed to adhere to the RBA Code of Conduct, which prescribes standards on safe working conditions in the industry that we operate in and ensures that business operations are conducted in an ethical and environmentally responsible manner. The adoption of the RBA Code of Conduct provides a standardised framework for the Group to manage its ESG concerns while fulfilling the expectations of our stakeholders. Currently, all key suppliers of our HDD business must comply with the RBA Code of Conduct. BVN, a part of our PE business, has implemented RBA policies and is looking to support its suppliers in RBA compliance. However, as a newly established facility, BVN has not pursued third-party assessment and is exploring the feasibility of undertaking it for future reporting years. To further the adoption of this international standard, our long-term target is to ensure all suppliers are compliant.

PROCUREMENT PRACTICES AND SUPPLIER ASSESSMENT

As the Group's business grows, there will be a greater expectation on how it monitors and manages its social and environmental impacts across the supply chain. In addition to assessing suppliers in areas such as material quality, price and delivery, our suppliers are required to meet standards such as the RBA Code of Conduct to manage both the quality as well as the ESG impacts.

As consumers continue to place higher expectations on the Group on corporate responsibility, nearly all our key customers in the HDD business have joined the RBA's network to contribute to sustainability within the electronics industry. As expectations have been placed on us to be held accountable to the RBA Code of Conduct in our capacity as a Tier 1 supplier of electronic parts, we have likewise exercised the same due diligence processes on our suppliers.

Supplier assessment is an integral component of our risk management framework. We have in place a set of policies and procedures to screen our suppliers and support them in adopting the RBA Code of Conduct. During FY2024, all key suppliers were assessed as per the ISO¹⁶ and RBA requirements. Key suppliers are defined as suppliers of direct and indirect materials used to make the final product, as well as suppliers of packaging. During the year, there were no main suppliers found to have negative environmental and social impacts. The assessment criteria are reviewed on a yearly basis. We also keep a track record on the changes of our suppliers to facilitate due diligence and meet our customers' expectations.

¹⁶ ISO requirements refer to specifically ISO 9001: 2015 – Quality management systems, ISO 14001: 2015 – Environmental management systems, and ISO 45001: 2018 – Occupational health and safety management systems.

Prior to any formal engagements, we will communicate RBA-related expectations with our suppliers by conducting training programmes and communicating the code requirements. An RBA Code of Conduct Checklist will have to be completed, and a Letter of Commitment will have to be signed. For assurance purposes, we conduct random on-site visits and audits for the shortlisted suppliers for RBA compliance. Moreover, we strengthen monitoring of key suppliers by mandating the RBA Validated Assessment Process, which is completed by third-party independent auditors. We also conduct a background check of our suppliers for relevant qualifications.

As part of the Group's Policy, we screen all new key suppliers according to our stipulated environmental and social criteria. In FY2024, there were no new key suppliers in the HDD business which required such screening.

The Group contributes back to the local economy by sourcing for quality and certified input materials from the local economy where it operates. We have prioritised sourcing for local input materials and equipment from local suppliers, where applicable, and only engage overseas suppliers when there are no eligible local suppliers available. In addition, to address supply chain emissions, the manufacturing site in Thailand sources extrusion material from a supplier that has initiated a carbon footprint study to reduce its environmental impact. The Group recognises our dependence on key suppliers to achieve business success. As such, we have set medium- and long-term targets to improve supplier engagement and satisfaction.

This increases our supply chain resiliency while also ensuring that we can manufacture quality products that meet industry standards. In FY2024, approximately 92% of our business expenditure was incurred with local suppliers for BTH, and 17% of our business expenditure was incurred with local suppliers for BWX. Whereas for BVN, approximately 41% of our business expenditure was incurred with local suppliers. Demonstrating our commitment to sustainability, BTH, BWX and BVN will continue to establish local partnerships for supply chain resiliency.

SUPPLY CHAIN MANAGEMENT TARGETS

FY2024 Targets	Status	FY2024 Performance Update
<ul style="list-style-type: none"> 100% of key suppliers in the HDD Business to comply with the RBA Code of Conduct Perform annual assessment for ISO and RBA compliance 	●	Conducted annual assessment of ISO and RBA for all suppliers
Status: ● Met ● Partially met ● Not met		
Short-Term Targets (FY2025)		
<ol style="list-style-type: none"> 100% of key suppliers in the HDD Business to comply with the RBA Code of Conduct Perform annual assessment for ISO for all business lines Perform annual assessment for RBA compliance 		
Mid-Term Targets (FY2026 to FY2030)		
<ol style="list-style-type: none"> Maintain short-term targets 1, 2 and 3 Implement a supplier engagement survey 		
Long-Term Targets (Beyond FY2030)		
<ol style="list-style-type: none"> All suppliers to comply with the RBA Code of Conduct Maintain short-term target 2 Set target to achieve a minimum satisfaction score for the supplier engagement survey 		

FOCUS 7: CORPORATE SOCIAL RESPONSIBILITY

The Group is a strong advocate of giving back to the community to encourage social mobility and build a more inclusive society and hopes that such initiatives will inculcate a culture of sharing in our employees. We encourage a culture of volunteerism and ensure that our employees participate in various initiatives as a part of our corporate social responsibility. This commitment to CSR is embedded in our core values and strategic goals, focusing on creating sustainable and meaningful impact within the communities we serve.

The Group also understands that there are potential negative impacts on the environment from its business operations such as the generation of industrial manufacturing waste from the production of hard disk drive actuator arms. Nevertheless, the Group continues to minimise the risk exposure by continuously ensuring that we comply with the respective jurisdictions' regulations to minimise these negative impacts. As such, the Group has set short-, medium-, and long-term targets to further invest in the communities where we operate. We will measure the effectiveness and impact of our programs to ensure they are achieving their intended goals.

Surpassing our initial target of 5 community projects for FY2024, we have undertaken various initiatives to promote inclusivity and reached out to communities where we live and operate. Some of our initiatives are described below.

CSR activities around the BTH industrial area

In August 2024, BTH demonstrated its commitment to community safety by delivering a training program at Ayutthaya Primary School. The training activities included proper handwashing, the five food groups, and basic fire extinguisher usage, along with interactive games for the students.



Sharing Kindness Project to Fight Floods in the North Thailand

In September 2024, driven by the Sharing Kindness Project, BTH mobilised a donation drive to combat the impact of floods in Northern Thailand.



Blood Donation

In October 2024, BTH jointly organised a blood donation drive. Eleven of our employees participated, contributing to our ongoing Corporate Social Responsibility and employee engagement initiatives. With these 11 donors, we collected 4,950 cc of blood.



Helping Hand, Charity & Donation to the Orphanage during Typhoon Yagi

In September 2024, during Typhoon Yagi, BVN employees donated VND 30,250,000 through a charity and donation drive, providing essential support during a time of need. 10 BVN employees also extended a helping hand to Nga My, Thuong Dinh, Cao Ngan, Quan Trieu commune, and Phu Binh Parish orphanage.



Sponsorship for the Standard Chartered Hanoi Marathon Heritage Race

BVN sponsored three employees to participate in the Standard Chartered Hanoi Marathon Heritage Race, demonstrating our dedication to fostering a culture of health and well-being while supporting a significant community event.



Supporting Colleague

During the year, BWX supported a colleague through financial hardship by assisting with a hardship allowance application to the local government.

CORPORATE SOCIAL RESPONSIBILITY TARGETS

FY2024 Targets	Status	FY2024 Performance Update
Complete a minimum of 5 community projects annually	●	Completed 5 community projects annually
Status: ● Met ● Partially met ● Not met		
Short-Term Targets (FY2025)		
1. Complete a minimum of 8 community projects annually		
Mid-Term Targets (FY2026 to FY2030)		
1. Complete a minimum of 10 community projects annually 2. Explore internship programmes for traditionally marginalised or disenfranchised communities		
Long-Term Targets (Beyond FY2030)		
1. Complete a minimum of 12 community projects annually		

SGX-ST SIX PRIMARY COMPONENTS INDEX

S/N	Primary Component	Section Reference
1	Material Topics	<ul style="list-style-type: none"> Stakeholder Engagement and Materiality Assessment
2	Climate-related disclosures consistent with the TCFD recommendations	Focus 2: Building Resiliency for Climate Change
3	Policies, Practices and Performance	<ul style="list-style-type: none"> Chairman's Statement Sustainability Strategy Overview Focus 1 to 7
4	Board Statement	ESG Governance and Statement of the Board
5	Targets	Focus 1 to 7
6	Framework	About This Report

GRI CONTENT INDEX

Statement of use	The Company has reported in accordance with the GRI Standards for the period from 1 January 2024 to 31 December 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Standard(s)	Not applicable

GRI Standard/ Other Source	Disclosure	Location / Reason for omission
GRI 2: General Disclosures 2021	2-1 Organisational details	Corporate Profile, Annual Report 2024
	2-2 Entities included in the organisation's sustainability reporting	About This Report
	2-3 Reporting period, frequency and contact point	About This Report
	2-4 Restatements of information	About This Report, Focus 4: Protecting the Environment, Focus 5: Developing Human Capital
	2-5 External Assurance	About This Report
	2-6 Activities, value chain and other business relationships	Corporate Profile, Annual Report 2024
	2-7 Employees	Focus 5: Developing Human Capital
	2-8 Workers who are not employees	Focus 5: Developing Human Capital
	2-9 Governance structure and composition	Focus 1: Governance and Ethics
	2-10 Nomination and selection of the highest governance body	Corporate Governance Report

GRI Standard/ Other Source	Disclosure	Location / Reason for omission
	2-11 Chair of the highest governance body	Corporate Governance Report
	2-12 Role of the highest governance body in overseeing the management of impacts	Focus 1: Governance and Ethics
	2-13 Delegation of responsibility for managing impacts	Focus 1: Governance and Ethics
	2-14 Role of the highest governance body in sustainability reporting	Focus 1: Governance and Ethics
	2-15 Conflicts of interest	Corporate Governance Report
	2-16 Communication of critical concerns	Focus 1: Governance and Ethics
	2-17 Collective knowledge of the highest governance body	Focus 1: Governance and Ethics
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Report
	2-19 Remuneration policies	Corporate Governance Report
	2-20 Process to determine remuneration	Corporate Governance Report
	2-21 Annual total compensation ratio	Confidentiality constraints - the Group wishes to maintain confidentiality due to intense competition for talent in the industry
	2-22 Statement on sustainable development strategy	Sustainability Strategy Overview
	2-23 Policy commitments	Focus 1 to 7
	2-24 Embedding policy commitments	Focus 1 to 7
	2-25 Processes to remediate negative impacts	Focus 1 to 7
	2-26 Mechanisms for seeking advice and raising concerns	Focus 1 to 7
	2-27 Compliance with laws and regulations	Focus 1: Governance and Ethics
	2-28 Membership associations	Corporate Profile
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Materiality Assessment
	2-30 Collective bargaining agreements	Not applicable as the Group's employees are not covered under any collective bargaining agreement
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Stakeholder Engagement and Materiality Assessment
	3-2 List of material topics	Stakeholder Engagement and Materiality Assessment

GRI Standard/ Other Source	Disclosure	Location / Reason for omission
Market Presence		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 5: Developing Human Capital
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Focus 5: Developing Human Capital
	202-2 Proportion of senior management hired from the local community	Focus 5: Developing Human Capital
Procurement Practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 6: Supply Chain Management
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Focus 6: Supply Chain Management
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 1: Governance and Ethics
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Focus 1: Governance and Ethics
	205-2 Communication and training on anti-corruption policies and procedures	Focus 1: Governance and Ethics
	205-3 Confirmed incidents of corruption and actions taken	Focus 1: Governance and Ethics
Tax		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 1: Governance and Ethics
GRI 207: Tax 2019	207-1 Approach to tax	Focus 1: Governance and Ethics
	207-2 Tax governance, control, and risk management	Focus 1: Governance and Ethics
	207-3 Stakeholder engagement and management of concerns related to tax	Focus 1: Governance and Ethics
	207-4 Country by country reporting	Confidentiality constraints – due to sensitive commercial information
Materials		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 4: Protecting the Environment
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Focus 4: Protecting the Environment
	301-2 Recycled input materials used	Focus 4: Protecting the Environment

GRI Standard/ Other Source	Disclosure	Location / Reason for omission
	301-3 Reclaimed products and their packaging materials	Not applicable as the Group does not reclaim its products from its customers
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 4: Protecting the Environment
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Focus 4: Protecting the Environment
	302-2 Energy consumption outside of the organisation	Information unavailable – to disclose in subsequent years
	302-3 Energy intensity	Focus 4: Protecting the Environment
	302-4 Reduction of energy consumption	Focus 4: Protecting the Environment
	302-5 Reductions in energy requirements of products and services	Not applicable due to the nature of the product
Water and Effluents		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 4: Protecting the Environment
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Focus 4: Protecting the Environment
	303-2 Management of water discharge related impacts	Focus 4: Protecting the Environment
	303-3 Water withdrawal	Focus 4: Protecting the Environment
	303-4 Water discharge	Focus 4: Protecting the Environment
	303-5 Water consumption	Focus 4: Protecting the Environment
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 4: Protecting the Environment
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Focus 4: Protecting the Environment
	305-2 Energy indirect (Scope 2) GHG emissions	Focus 4: Protecting the Environment
	305-3 Other indirect (Scope 3) GHG emissions	Information unavailable – to disclose in subsequent years
	305-4 GHG emissions intensity	Focus 4: Protecting the Environment
	305-5 Reduction of GHG emissions	Focus 4: Protecting the Environment

GRI Standard/ Other Source	Disclosure	Location / Reason for omission
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable as the Group does not emit ozone depleting substances
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable as the Group does not emit Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 4: Protecting the Environment
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Focus 4: Protecting the Environment
	306-2 Management of significant waste related impacts	Focus 4: Protecting the Environment
	306-3 Waste generated	Focus 4: Protecting the Environment
	306-4 Waste diverted from disposal	Focus 4: Protecting the Environment
	306-5 Waste directed to disposal	Focus 4: Protecting the Environment
Supplier Environmental Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 6: Supply Chain Management
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Focus 6: Supply Chain Management
	308-2 Negative environmental impacts in the supply chain and actions taken	Focus 6: Supply Chain Management
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 5: Developing Human Capital
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Focus 5: Developing Human Capital
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Focus 5: Developing Human Capital
	401-3 Parental leave	Focus 5: Developing Human Capital
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 5: Developing Human Capital
GRI 403: Occupational	403-1 Occupational health and safety management system	Focus 5: Developing Human Capital

GRI Standard/ Other Source	Disclosure	Location / Reason for omission		
Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	Focus 5:	Developing	Human Capital
	403-3 Occupational health services	Focus 5:	Developing	Human Capital
	403-4 Worker participation, consultation, and communication on occupational health and safety	Focus 5:	Developing	Human Capital
	403-5 Worker training on occupational health and safety	Focus 5:	Developing	Human Capital
	403-6 Promotion of worker health	Focus 5:	Developing	Human Capital
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Focus 5:	Developing	Human Capital
	403-8 Workers covered by an occupational health and safety management system	Focus 5:	Developing	Human Capital
	403-9 Work-related injuries	Focus 5:	Developing	Human Capital
	403-10 Work-related ill health	Focus 5:	Developing	Human Capital
Training and Education				
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 5:	Developing	Human Capital
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Focus 5:	Developing	Human Capital
	404-2 Programs for upgrading employee skills and transition assistance programs	Focus 5:	Developing	Human Capital
	404-3 Percentage of employees receiving regular performance and career development reviews	Focus 5:	Developing	Human Capital
Diversity and Equal Opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 5:	Developing	Human Capital
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Focus 5:	Developing	Human Capital
	405-2 Ratio of basic salary and remuneration of women to men	Focus 5:	Developing	Human Capital
Non-discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 5:	Developing	Human Capital

GRI Standard/ Other Source	Disclosure	Location / Reason for omission
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Focus 5: Developing Human Capital
Child Labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 5: Developing Human Capital
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Focus 5: Developing Human Capital
Forced or Compulsory Labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 5: Developing Human Capital
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Focus 5: Developing Human Capital
Local Communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 7: Corporate Social Responsibility
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Focus 7: Corporate Social Responsibility
	413-2 Operations with significant actual and potential negative impacts on local communities	Not applicable as the Group's operations have no negative impact to the local communities
Supplier Social Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 6: Supply Chain Management
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Focus 6: Supply Chain Management
	414-2 Negative social impacts in the supply chain and actions taken	Focus 6: Supply Chain Management

TCFD CONTENT INDEX

TCFD Disclosure	Section reference
Governance	
a) Board's oversight of climate related risks	Focus 2: Building Resiliency for Climate Change
b) Management's role in assessing and managing climate-related risks	
Strategy	
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	Focus 2: Building Resiliency for Climate Change
b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning	
c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2 degree or lower scenario	The Group is taking a phased approach to TCFD adoption. The Group will incorporate scenario analysis and planning into our subsequent sustainability reports when more information and tools are available for greater accuracy and relevant analysis.
Risk Management	
a) Describe the organisation's processes for identifying and assessing climate-related risks.	Focus 2: Building Resiliency for Climate Change
b) Describe the organisation's processes for managing climate-related risks.	
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	
Metrics and Targets	
a) Disclose the metrics used by organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Focus 2: Building Resiliency for Climate Change
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Focus 2: Building Resiliency for Climate Change Focus 4: Protecting the Environment
c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Focus 2: Building Resiliency for Climate Change



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