

OUR APPROACH TO
SUSTAINABILITY



Environment



Social



Governance &
Economy

OUR APPROACH TO SUSTAINABILITY



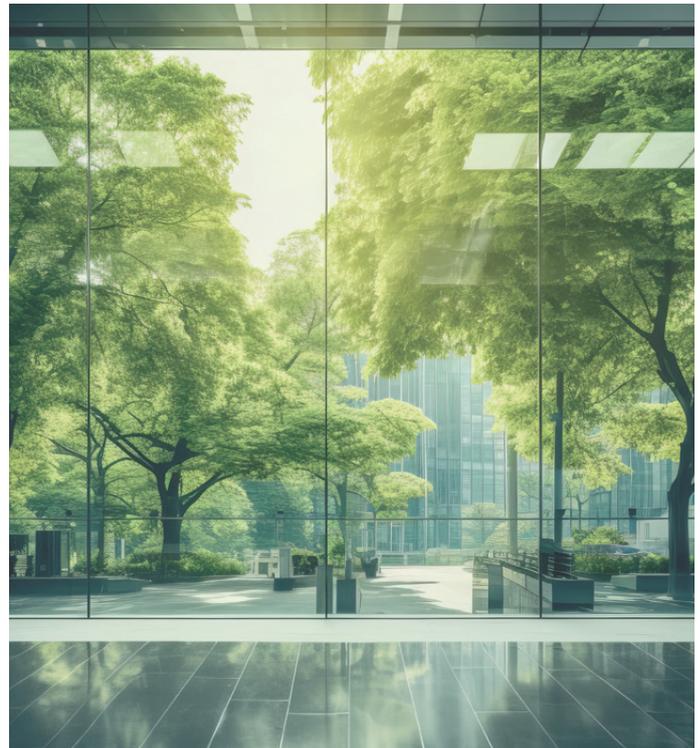
At VICOM, we embed sustainability across our operations. We integrate environmental, social and governance (“ESG”) considerations into our strategy and deliver services with high standards of integrity, in compliance with applicable national and international regulations. Recognising our role in Singapore’s sustainable transition, we continue to invest in advanced instrumentation and develop specialist capabilities to support the growth of markets for sustainable products and services.

Board Statement

VICOM seeks to create positive environmental and social impact while upholding strong corporate governance and ethical conduct. The Board of Directors (the Board) has overall responsibility for sustainability, supported by a Sustainability Committee (“SC”) that directs strategy and related investments. Informed by SC discussions, the Board reviews and approves VICOM’s material topics and key sustainability disclosures.

The Board integrates climate-related risks and opportunities into its strategy and is progressively enhancing disclosures in line with the IFRS Sustainability Disclosure Standards, IFRS S1 and IFRS S2. VICOM complies with SGX Listing Rules 711A and 711B and adheres to applicable laws and recognised sustainability frameworks.

Guided by our ESG pillars and material topics, we aim to help enable our sector’s transition. We consistently assess, monitor and report ESG performance, and will continue to evolve our approach and solutions to support our business and stakeholders as the sustainability landscape advances.



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VICOM'S PURPOSE

We are committed to
safeguarding communities
and industries by

- Enabling safer and greener motoring
- Providing professional testing services to businesses to ensure safety, reliability and sustainability



VICOM'S CORE VALUES

Versatility

To be able to adapt to changing environments whilst always remaining ahead of the curve, inspiring creativity

Integrity

To uphold integrity and honesty, and conduct our affairs in a manner consistent with the highest ethical and professional standards

Care

For all our stakeholders:

- Our customers by putting their needs and requirements first.
- Our business partners and regulators by keeping lines of communication open at all times.
- Our staff by fostering a safe and conducive environment for growth and development.
- Our community by enhancing the welfare of those in need.

Ownership

To pursue professionalism, excellence, responsibility, and accountability for all our actions

Meritocracy

To remain fair and objective whilst always recognising and rewarding good performance

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Materiality Approach and Process

In January 2024, a high-level GRI 2021-aligned materiality review and refresh was conducted with an external consultant to validate changes to impacts and the relevance of existing material topics. In FY2025, VICOM’s material topics remained unchanged, as there were no significant developments in our operational landscape since the previous reporting cycle.

Beyond impact materiality, we assess financial materiality, starting with climate risks via a scenario analysis used to update our risk register and inform our enterprise risk management (“ERM”) framework, and now embed financial considerations into our internal assessments.

Going forward, VICOM is evaluating the full adoption of a double materiality assessment approach in the coming years.

MATERIAL TOPICS	MATERIAL SUB-TOPICS
 Environmental Embracing and enhancing sustainable technology and Innovation; Advancing environmental stewardship and facilitating the transition towards sustainability	
Sustainability Transition	<ul style="list-style-type: none"> Climate change adaptation and mitigation Climate-friendly mobility
Resource Stewardship	<ul style="list-style-type: none"> Emissions and air quality Energy Water Waste
 Social Safeguarding the health, wellbeing and safety of our people, communities and the society	
Human Capital Responsibility	<ul style="list-style-type: none"> Occupational health and safety Employee wellbeing and work-life balance Human and labour rights Employee training, upskilling and development Diversity, anti-discrimination, inclusion, and equal opportunities Talent attraction, retention, job opportunity creation
Public Health and Safety	–
Service Quality and Customer Relationship	–
Local Impact and Socioeconomic Contribution	–
 Governance and Economy Upholding strong governance and ethical business conduct in our journey towards sustainable economic growth and innovation	
Cybersecurity and Data Privacy	–
Business and Operational Integrity	<ul style="list-style-type: none"> Compliance, ethical conduct, transparency, and accountability Corporate governance Responsible supply chain & partnerships
Testing integrity	–
Innovation and Growth	<ul style="list-style-type: none"> Economic growth and new opportunities Investment and innovation in services and operations

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Sustainability Framework

VICOM's Sustainability Framework consists of four core pillars:



Embracing and enhancing sustainable technology and innovation



Advancing environmental stewardship and enabling the transition towards sustainability



Safeguarding the health, wellbeing and safety of our people, communities and the society



Upholding strong governance and ethical business conduct in our journey towards sustainable economic growth and innovation

We aligned our goals to the UN SDGs to provide a comprehensive sustainability framework. The relevant UN SDG targets, as shown below, are mapped to its key pillars, commitments, and projects.

	Embracing and Enhancing Sustainable Technology and Innovation		
KEY MATERIAL TOPICS	MATERIAL SUB-TOPICS	UN SDG TARGETS	
Sustainability Transition	<ul style="list-style-type: none"> Climate friendly mobility Climate change adaptation and mitigation 	<p>SDG Target 13.2 – Integrate climate change measures into national policies, strategies, and planning</p> <p>SDG Target 13.3 – Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p> <p>SDG Target 12.7 – Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>	

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Advancing Environmental Stewardship and Facilitating the Transition Towards Sustainability

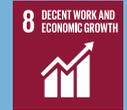


KEY FOCUS AREA	MATERIAL SUB-TOPICS	UN SDG TARGETS
Resource Stewardship	<ul style="list-style-type: none"> Emissions and air quality Energy Water Waste 	<p>SDG Target 7.2 – By 2030, increase substantially the share of renewable energy in the global energy mix</p> <p>SDG Target 7.a – By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil fuel technology, and promote investment in energy infrastructure and clean energy technology</p> <p>SDG Target 12.5 – By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse</p> <p>SDG Target 12.6 – Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p> <p>SDG Target 13.2 – Integrate climate change measures into national policies, strategies, and planning</p>

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Safeguarding the Health, Wellbeing and Safety of Our People, Communities and The Society



KEY FOCUS AREA	MATERIAL SUB-TOPICS	UN SDG TARGETS
Human Capital Responsibility	<ul style="list-style-type: none"> Occupational health and safety Employee wellbeing and work-life balance Human and labour rights Employee training, upskilling and development Diversity, anti-discrimination, inclusion, and equal opportunities Talent attraction, retention, job opportunity creation 	<p>SDG Target 4.4 – By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>SDG Target 5.5 – Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life</p> <p>SDG Target 8.5 – By 2030, achieve full and productive employment and decent work for all women and men, including of young people and persons with disabilities, and equal pay for work of equal value</p> <p>SDG Target 8.7 – Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.</p> <p>SDG Target 8.8 – Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</p>
Public Health and Safety	–	–
Service Quality and Customer Relationship	–	–
Local Impact and Socioeconomic Contribution	–	–

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Upholding Strong Governance and Ethical Business Conduct in Our Journey Towards Sustainable Economic Growth and Innovation



KEY FOCUS AREA	MATERIAL SUB-TOPICS	UN SDG TARGETS
Cybersecurity and Data Privacy	–	–
Business and Operational Integrity	<ul style="list-style-type: none"> • Compliance, ethical, conduct, transparency, and accountability • Corporate governance • Responsible supply chain and partnerships 	SDG Target 16.5 – Substantially reduce corruption and bribery in all their forms
Testing integrity	–	–
Innovation and Growth	<ul style="list-style-type: none"> • Economic growth and new opportunities • Investment and innovation in services and operations 	SDG Target 9.4 – By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries acting in accordance with their respective capabilities

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Targets and Performance Highlights

We set short-, medium- and long-term targets for each material topic and track progress. The table below shows FY2025 performance, achievements and status against targets. All our sustainability and climate-related targets apply to VICOM Group operations both in Singapore and Malaysia.

Ensuring that the targets are updated and relevant, VICOM reviews all targets, both sustainability and climate-related

targets, on an annual basis. The Group Sustainability Office will conduct a review, with support from external consultants when needed, by investigating any new or updated standards or legislation, as well as considering developments in the market. If any targets are identified for improvement, they will be raised to the SC and Board accordingly for approval prior to disclosure. Thereafter, these targets, which are absolute, are communicated across operations to ensure appropriate and timely measurement, monitoring and tracking of performance. In FY2025, there were no changes to our targets set.

MATERIAL TOPICS	FY2025 PERFORMANCE & ACHIEVEMENTS	PROGRESS (ON TRACK/ FULFILLED)	SHORT, MEDIUM & LONG-TERM TARGETS
 <p>Sustainability Transition</p> <ul style="list-style-type: none"> Climate friendly mobility Climate change adaptation and mitigation 	<p>Acquired one EV, bringing total number of EVs to six</p>	<p>On Track</p>	<ul style="list-style-type: none"> Transition towards cleaner vehicle procurement Progressively transition half of VICOM's existing fleet of ICE vehicles to EVs by 2030, with the end goal of an entire green fleet by 2040
 <p>Resource Stewardship</p> <ul style="list-style-type: none"> Emissions¹ & Air Quality Energy Waste Water 	<ul style="list-style-type: none"> Scope 1 emissions decreased by 8% Scope 2 emissions decreased by 4% Petrol and diesel consumption has decreased by 14% and 7% respectively Electricity consumption decreased by 1.64% Waste generated increased by 8% Water usage decreased by 12% 	<p>On Track</p>	<p>VICOM will set absolute emissions reduction targets for our Scope 1 and Scope 2 emissions².</p> <ul style="list-style-type: none"> From the established emissions baseline of 2022, absolute Scope 1 GHG emissions targets of a 25% reduction by 2030 and 50% reduction by 2040 From the established emissions baseline of 2022, absolute Scope 2 GHG emissions targets of a 5% reduction by 2025, 10% reduction by 2030 and 15% reduction by 2040. Continue to explore renewable energy options for adoption in VICOM's business Implement waste reduction initiatives to minimise output of waste VICOM will continue to commit to recycling or reusing waste wherever possible within its value chain VICOM will continue to implement water reduction initiatives and continue to commit to recycling or reusing water wherever possible within its value chain

1 The type of greenhouse gases considered in these targets are units of kilograms of CO2 equivalents of carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF6) and nitrogen trifluoride (NF3), based on the UK Government GHG Conversion factors for Company Reporting.
 2 VICOM's Scope 1 and Scope 2 targets are gross (absolute) greenhouse gas emissions targets, and we do not currently have a net emissions target. If any net emissions targets are adopted in future, the associated gross emissions targets and any use of carbon credits will be separately disclosed.

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MATERIAL TOPICS	FY2025 PERFORMANCE & ACHIEVEMENTS	PROGRESS (ON TRACK/ FULFILLED)	SHORT, MEDIUM & LONG-TERM TARGETS
 <p>Human Capital Responsibility</p> <ul style="list-style-type: none"> Occupational health and safety Employee wellbeing & work-life balance Talent attraction, retention and job opportunities Diversity, anti-discrimination, inclusion and equal opportunities Employee training, upskilling and development Human and labour rights 	<ul style="list-style-type: none"> Zero cases of work-related high consequence safety incidents Zero cases of fatalities Lost-time Injury Rate of 2.16 Employee Engagement Survey increased to 83.0% from 78.0% in 2024 100% of staff receive performance appraisals Training hours increased to 28.7 hours from 19.8 hours in 2024 Voluntary turnover decreased to 9.20% from 13.23% in 2024 Ensured and maintained all targets relating to diversity, antidiscrimination, inclusion and equal opportunities, and human and labour rights 	<p>Fulfilled, except Lost-time Injury Rate</p>	<ul style="list-style-type: none"> VICOM has established the following short, medium, and long-term occupational health and safety targets: <ul style="list-style-type: none"> Ensuring zero cases of work-related high-consequence safety incidents annually for FY2023 and beyond Maintaining zero cases of fatalities in FY2023 and beyond Reduction in Lost-time Injury Rates by 10% from the preceding year VICOM intends to continue its implementation of employee wellness events and initiatives such as webinars, presentations, and in-person socials. Continue to recognise the achievements of staff through existing initiatives and practices Continue to offer attractive benefits and development programs Keep voluntary turnover below 20% by 2030 and 15% by 2040. For FY2026 and beyond, VICOM has established the following short, medium, and long-term diversity and inclusion targets: <ul style="list-style-type: none"> Maintain zero incidences of complaints relating to discrimination and equal opportunity Ensure an equitable remuneration structure based on work performance without gender bias Continued commitment to the United Nations Global Compact (UNGC), International Labour Organisation (ILO), TAFEP for fair employment practices Uphold diversity representation in the workplace in terms of gender, race, ability, and age amongst other backgrounds where possible and applicable
 <p>Public health and safety</p>	<p>Zero incidents of non-compliance relating to public health and safety</p>	<p>Fulfilled</p>	<p>Continue achieving zero incidents of non-compliance to demonstrate our commitment to ensuring public healthy and safety in the provision of our testing services</p>

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MATERIAL TOPICS	FY2025 PERFORMANCE & ACHIEVEMENTS	PROGRESS (ON TRACK/ FULFILLED)	SHORT, MEDIUM & LONG-TERM TARGETS
 <p>Service quality and customer relationship</p>	<p>SETSCO Customer Satisfaction Survey saw an improved score to 92.5% from 91.0% in 2024</p>	<p>Fulfilled</p>	<p>For FY2026 and beyond, VICOM aims to improve its service quality and customer relationship through new and existing initiatives and practices</p>
 <p>Local impact and CSR</p>	<p>VICOM donated a total of \$101,300 and yielded over 405 employee volunteering hours</p>	<p>Fulfilled</p>	<p>For FY2026 and beyond, VICOM aims to continue CSR initiatives and partnerships with organisations such as HCA Hospice Care, Willing Hearts, and Thye Hua Kwan Indus Moral Care, amongst others</p>
 <p>Business and operational integrity</p> <ul style="list-style-type: none"> Corporate governance Compliance, ethical conduct, transparency and accountability 	<ul style="list-style-type: none"> Ensured compliance with the board independence requirements as per SGX and MAS Maintained a minimum of three female Board members Renewed ISO 37001:2016, Anti-Bribery Management System certification Zero cases of non-compliance to anti-competitive behaviour, bribery, and corruption 	<p>Fulfilled</p>	<ul style="list-style-type: none"> Ensure compliance with the board independence requirements as per SGX and MAS Maintain a minimum of three female Board members Maintain a minimum of 30% female representation in the Management Team by 2030 Maintain high standards of transparency, accountability, ethics, and integrity across our operations Maintain zero cases of non-compliance to anti-competitive behaviour, bribery, and corruption

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MATERIAL TOPICS	FY2025 PERFORMANCE & ACHIEVEMENTS	PROGRESS (ON TRACK/ FULFILLED)	SHORT, MEDIUM & LONG-TERM TARGETS
 <p>Responsible supply chain</p>	<p>One incident of social or environmental non-compliance across our supply chain</p>	<p>On Track</p>	<ul style="list-style-type: none"> Maintain zero incidents of social or environmental non-compliance across the supply chain Uphold accountability, transparency, and ethical business conduct
 <p>Testing integrity</p>	<ul style="list-style-type: none"> Zero cases of regulator non-compliance resulting in suspension and revocation Renewed ISO 37001:2016, Anti-Bribery Management System certification 	<p>Fulfilled</p>	<ul style="list-style-type: none"> Maintain zero cases of regulatory non-compliance resulting in suspension and revocation Maintain a zero-tolerance policy for corruption and fraud Maintain testing standards and enforce integrity in VICOM’s business operations and across all its stakeholders
 <p>Cybersecurity and Data Privacy</p>	<p>Zero major cybersecurity breaches</p>	<p>Fulfilled</p>	<ul style="list-style-type: none"> Maintain zero major cybersecurity breaches Continue to conduct internal audits to measure adherence to PDPA Policies Continuously solidify cybersecurity, data protection and privacy measures
 <p>Innovation and growth</p> <ul style="list-style-type: none"> Economic growth and new opportunities Investment and innovation in services and operations 	<ul style="list-style-type: none"> Developed testing capabilities in four new areas Enhanced operational productivity by lowering cost and improving customer experience through six new projects 	<p>Fulfilled</p>	<ul style="list-style-type: none"> Continue exploring new ways to improve service offerings through innovative solutions and ventures Seek out new opportunities to expand VICOM’s testing and operational capabilities for economic growth and to enhance competitiveness

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Stakeholder Engagement

Stakeholders are central to shaping VICOM’s sustainability and growth priorities. We respect their views and seek to meet evolving expectations. We prioritise stakeholders

based on their influence on our operations and the significance of our impacts on them. The section below outlines our key stakeholder groups, their priorities and our regular engagement channels.

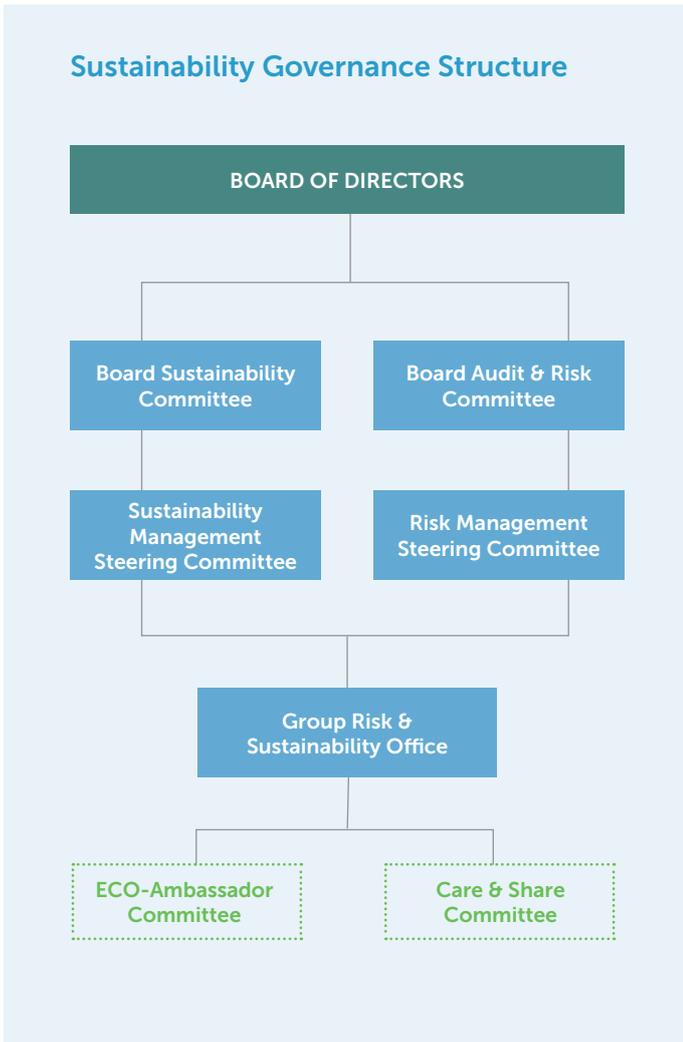
STAKEHOLDERS	FORMS OF ENGAGEMENT	STAKEHOLDER PRIORITIES RAISED	OUR RESPONSE TO PRIORITIES
 <p>Customers</p>	<ul style="list-style-type: none"> Responding to daily client enquiries regarding services via corporate marketing email, chat bot and phone Conducting annual Customer Satisfaction Surveys to improve customer service and satisfaction 	<ul style="list-style-type: none"> General enquires (pricing, report turnover, long queue time) Customer feedback on level of customer service 	<ul style="list-style-type: none"> Timely response to general queries Using feedback to improve customer service
 <p>Employees</p>	<ul style="list-style-type: none"> Bi-annual staff communication on the Code of Business Conduct Regular orientation for new hires on company policies, safety, and quality matters. Refresher safety training for all staff every four years Regular communication with all staff on company policies, protocols and other social initiatives 	<ul style="list-style-type: none"> Flexible work arrangements Company policies and protocols Feedback on level of staff satisfaction 	<ul style="list-style-type: none"> Policies and safety measures are regularly communicated and reiterated
 <p>Shareholders</p>	<ul style="list-style-type: none"> Annual General Meetings Quarterly updates on the company’s financial performance 	<ul style="list-style-type: none"> Business strategies and upcoming plans 	<ul style="list-style-type: none"> Provision of operational strategy

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STAKEHOLDERS	FORMS OF ENGAGEMENT	STAKEHOLDER PRIORITIES RAISED	OUR RESPONSE TO PRIORITIES
 <p>Suppliers</p>	<ul style="list-style-type: none"> Review of Supplier Code of Conduct to reflect our sustainability ambition. Work closely and communicate with our suppliers to ensure smooth delivery of purchased items that complies with ESG expectations. Supplier environmental and social screening assessment questionnaire 	<ul style="list-style-type: none"> Pricing Delivery of products/ services 	<ul style="list-style-type: none"> Timely communication on pricing concerns and delivery
 <p>Regulators</p>	<ul style="list-style-type: none"> Regular dialogue sessions and meetings with regulators including Land Transport Authority, National Environment Agency, Housing Development Board, Building & Construction Authority 	<ul style="list-style-type: none"> Regulatory assessments Regulatory updates SGX listing requirements 	<ul style="list-style-type: none"> Compliance with regulatory updates and assessments
 <p>Trade Associations and Professional Bodies</p>	<ul style="list-style-type: none"> Regular dialogues and meetings with trade associations and professional bodies on standards of compliance. 	<ul style="list-style-type: none"> Compliance to standards 	<ul style="list-style-type: none"> Regular updates on standards requirements for industry compliance

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Governing Our Sustainability and Risk



VICOM has a governance framework in place to monitor and manage all ESG and climate-related risks and opportunities whilst generating sustainable, economic growth, and development for the business. The Board takes overall responsibility, while the board level SC, chaired by Ms Tan Poh Hong, oversees the review, assessment, implementation and rectification of issues, strategies and targets pertaining to sustainability, including climate-related risks and opportunities. The Committee seeks to integrate sustainability considerations in the business strategies of the Group to deliver steady and sustainable outcomes.

The SC conducts bi-annual meetings to address sustainability matters, including climate-related risks and opportunities (“CrROs”), within the organisation and convenes on an ad-hoc basis when required. These meetings focus on identifying, analysing, and reviewing important external sustainability-related issues and CrROs, as well as determining the actions required to address any of them or resulting gaps.

The Board, through the SC, takes climate-related risks and opportunities into account when overseeing strategy, major transactions and our risk management processes. Climate risks are embedded in VICOM’s Enterprise Risk Management (“ERM”) framework and risk register, and the outputs of our climate scenario analysis are used to prioritise actions and inform resource allocation, targets and the annual strategy review.

In reviewing significant capital allocation and business development proposals, the Board considers alignment with our climate targets and resilience objectives, projected emissions impact (Scope 1 and 2), and implications for our risk appetite and key risk indicators. Recent decisions, including the staged electrification of our fleet and the installation of solar panels across our six premises, reflect this approach, balancing short term cost and operational considerations with long term resilience, emissions reduction and regulatory alignment.

Trade-offs are explicitly considered where relevant; for example, payback periods and operational impacts versus decarbonisation and physical risk mitigation benefits, with decisions escalated to the Board when thresholds are met. Progress is monitored via the SC’s bi-annual, and ad-hoc meetings, reporting on climate risks, and climate risk scenario updates, and reinforced through our ESG Balance Scorecard that links 25 percent of management bonuses to ESG-related performance. Of the total ESG-related performance measures, 10 percent is specifically tied to climate-related metrics. These metrics include electricity consumption intensity, renewable energy capacity, attainment of green office/building certifications, water consumption intensity, and waste generation intensity. As of FY2025, VICOM’s Group CEO and CSRO are responsible for the day-to-day responsibility for ensuring progress towards achievement of the sustainability and climate-related targets.

The SC aids in the rollout of ESG initiatives and is supported by the Sustainability Management Steering Committee, chaired by the Chief Executive Officer (“CEO”), Mr Sim Wing Yew, and comprising of VICOM’s senior management. VICOM’s Group Chief Risk & Sustainability Officer (“CRSO”) assumes overall responsibility in assessing and managing the relevant climate-related risks and opportunities.

About this Report

2025 in Review

Our Approach to Sustainability

Embracing and Enhancing Sustainable Technology and Innovation

Advancing Environmental Stewardship and Facilitating the Transition Towards Sustainability

Safeguarding the Health, Wellbeing and Safety of Our People, Communities and the Society

Upholding Strong Governance and Ethical Business in Our Journey Towards Sustainable Economic Growth and Innovation

Appendices

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Chaired by the CEO, VICOM's Risk Management Steering Committee is also responsible for VICOM's overall risk management framework and strategy. The committee is engaged on the ongoing review, refresh, identification and management of VICOM's portfolio of risks, including climate-related risks, with support from the Board Audit & Risk Committee and the Board. Further details on the Risk Management Steering Committee can be found on pages 57 – 62 of the Annual Report 2025.

Meanwhile, the Sustainability Management Steering Committee informs the Board and SC on VICOM's sustainability-related matters, reviews and tracks progress against sustainability and climate targets, and assesses climate-related risks and opportunities, informing our overall sustainability strategy and climate resilience. Internal management meetings are held to discuss key sustainability topics, including climate-related issues and CrROs, which impact VICOM's operations and business development.

VICOM's Eco-Ambassador committee facilitates the implementation of sustainability initiatives, underscoring VICOM's commitment to driving continuous progress in ESG-related matters. Within VICOM, an online portal providing staff with easy access to ESG newsletters, policies, environmental KPIs and other related resources is available for them to engage with VICOM's sustainability efforts and contribute meaningfully.

The process for identifying, assessing, prioritising and monitoring CrROs is as follows:

- I. Climate-related risks are screened, scored and prioritised within our ERM Framework, alongside other enterprise risks.
- II. Climate-related risks are assessed across our operations and value chain through approaches such as climate-related scenario analysis and value chain assessments.
- III. A 5 x 5 likelihood-impact risk matrix and heat map, consistent with those used for other risk types, are applied to climate-related risks. Heat mapping is used to monitor risk movement, and an annual

risk prioritisation workshop is conducted with key personnel to review VICOM's risk profile considering local and global developments.

- IV. Management leverages insights from the likelihood-impact risk matrix and heat map to determine the relative ranking of climate-related risks compared to other identified enterprise risks.
- V. Climate-related opportunities are managed through our strategy and investment processes (e.g. potential opportunities are also recognised and considered for further development during discussions held at VICOM's quarterly risk management meetings on the review of Tier 1 risks), with scenario analysis outputs informing updates to both the risk register and opportunity pipeline.

This process seeks to identify key and emerging risks, update our risk inventory, and prioritise climate-related risks alongside other identified organisational risks.

Appropriate risk controls and action plans are developed to address the pertinent risks. The risk inventory, risk indicators and any adaptation or risk mitigation action plans are regularly reviewed and reported as part of VICOM's overall risk management process.

VICOM's directors participated in a training programme organised by the Singapore Institute of Directors ("SID") to strengthen our directors' expertise in sustainability-related topics. The programme explored topics such as the implications of ESG, CrROs, TCFD recommendations and SGX requirements on sustainability and climate-related risk reporting. The programme also emphasised the role and responsibilities of boards and directors in driving compliance and shaping sustainability strategy.

In October 2023, VICOM published our Taskforce for Climate-related Financial Disclosures ("TCFD") report, highlighting the key and relevant climate-related risks and opportunities to the Group. It can be found on page 2 of the full TCFD report [here](#). Salient findings from the TCFD report have been incorporated into our sustainability reporting since 2024.